SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 17 Oct 2025

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

1. Chief Constable's introduction

1.1 LDO opened the meeting by thanking departing colleagues and recognising the contribution of officers who reported unacceptable behaviour, as highlighted in recent media coverage. She emphasised the importance of maintaining BTP's values and a culture where staff feel confident to speak up. LDO noted positive feedback from staff networks and external stakeholders, including at national conferences, and highlighted recent operational achievements such as the launch of Taser 10 and effective support for vulnerable communities. She referenced ongoing budget and strategy discussions, the need for visible leadership, and encouraged continued focus on training, performance, and resource management.

2. Minutes and Actions from previous meeting

2.1 MF reviewed of the previous month's minutes, asking attendees for any feedback. RD confirmed he had submitted his via email, and IM raised a point about the portfolio update section, suggesting it needed to better reflect the outcomes of the last meeting. LC had already committed to ensuring the necessary revisions would be made.

2.2 MF then moved on to outstanding actions. He noted that while none were overdue, there were a couple worth highlighting. CCon was reminded of her action to progress the RDIL Policy to COG within the month, and VP was asked to review a broader action concerning systems support, which is due in December. VP acknowledged the request and agreed to take a look.

3. ARIC Update

3.1 SOC began by outlining progress on the counter fraud issue, which had previously received a limited assurance rating. Initially managed at authority level, it was moved to PSD, though this proved unsuitable. Following discussions with chief officer colleagues and Windsay, it was agreed that counter fraud risks will now be assessed within relevant business areas and reported tactically to ARIC and strategically to ARAC. Broader inspections, such as PSFA, will continue to be monitored through the authority.

3.2 SOC clarified that a line in the report referencing "limited progress due to the establishment reset" was misleading, the delay was actually due to prioritisation of other areas. Although reporting is slightly behind, the team is now well-positioned.

3.3 On audit, risk, and compliance, SOC praised MM's team particularly PA, for strong action management. Of 95 current actions, 16 are late, but late reporting has dropped by 48%, and 28 actions were closed in the last period.

3.4 Regarding strategic risks, SOC noted that some were flagged as late due to gaps in the final notification process, previously handled by senior owners. That role has now been removed to streamline reporting without compromising audit integrity.

3.5 He also addressed the limited assurance rating for cash and property specs, citing concerns around cash handling. Divisional roles had been filled by volunteers, but replacements were lacking. New role holders have now received guidance and training, and the limited rating remains in place until full competency is assured.

3.6 On a positive note, vetting procedures have improved following regulatory changes. Civil claims are now tracked monthly, with plans for more detailed updates. SOC reminded colleagues not to circulate papers containing claimant names a locked-down version will be issued to protect identities.

3.7 Finally, SOC commended Richard Powell's work on I&D, describing the ARIC presentation as strong and reassuring, even though it wasn't a full deep dive.

4. Quarterly Audit and Inspection Update

4.1 Preparations are progressing well for next year's HMIC inspection. The Memorandum of Understanding (MoU) between the Authority, BTP, and HMICFRS is in a good place and ready for sign-off. Lakveer Singh has been appointed as the PEEL Manager, supporting evidence collation for inspection readiness. Colleagues can expect contact from Lakveer as the inspection approaches.

4.2 The recent custody inspection received an “adequate” grading—disappointing but with recognition of best-in-country handover procedures. A custody action plan is underway, including a revised handbook, improved CPD for staff, and estate feasibility studies. The inspection highlighted the need for individual risk assessments for practices previously considered routine. The level of scrutiny was notably high, with inspectors probing governance two levels below senior leadership.

4.3 Positive developments were noted in the GIAA audit relationship. The MTFP model review confirmed no errors in the financial process, strengthening BTP’s position in future negotiations. The Strategy and Planning Committee acknowledged the integrity of the model, validating the force’s approach.

4.4 The Office of the Biometrics and Surveillance Camera Commissioner visited Ebury, showing strong interest in Alpha Victor and its role in live investigations. BTP used the opportunity to advocate for primary legislation on Live Facial Recognition (LFR), balancing operational effectiveness with privacy concerns.

4.5 On data protection, HE reported that the OBSCC role remains active under new legislation. A survey will be issued to around 1,000 staff to assess organisational understanding of data breach responsibilities. Compliance with mandatory training is high (in the 90% range), and a report will be brought to the next FEB meeting.

5. Strategic Risk Register

5.1 The strategic risk update was broadly positive, with tight reporting and good progress noted, particularly in the technology space. Although the overall risk rating remained unchanged, improvements were seen in recruitment and retention, and legitimacy risks were being tracked effectively following a completed deep dive.

5.2 Concerns were raised about over-attribution of issues to OPM and the establishment reset, with examples cited of inaccurate stakeholder messaging. Upcoming deep dives will focus on estates and recruitment and retention. The major incidents deep dive highlighted the need to broaden the definition of risk beyond formal declarations, including events like pandemics and geographical disruptions. Exercise and testing capacity had been impacted by post-reset staffing changes, but efforts are underway to refocus resources on internal training, especially for commanders.

5.3 MM emphasised the need to incorporate FEB discussions into strategic risk reporting and flagged a process issue with missing KPI data. PA was invited to present the risk tree, offering a visual breakdown of strategic and supporting risks, including emerging areas like data quality and information risks.

5.4 SS and NM discussed the estates risk, noting significant gaps in compliance data and the need for foundational improvements. Compliance surveys are underway, with expectations of uncovering further issues. HH flagged a potential shift in the transformation risk to better reflect efficiency targets linked to the MTFP settlement.

5.5 LDO raised questions about health and safety monitoring, prompting clarification from VP and PA on existing KPIs. LDO also requested that the GBR risk be formally recognised in the next FEB paper, as previously agreed.

5.6 The session concluded with praise for the clarity and transparency of the risk reporting, particularly PA's work, which was seen as elevating the visibility and understanding of strategic risks across the organisation.

6. Finance Update

6.1 RD presented the Quarter 2 financial update, highlighting a forecasted underspend of £1.2 million. This marks a shift from previous projections and raises concerns about the organisation potentially exceeding the £2 million offset requested by the authority. RD emphasised the need to align financial decisions with operational performance, particularly in areas such as overtime, where significant underspending could be redirected to improve policing outcomes.

6.2 Staffing figures revealed that the organisation is currently 36 posts below affordability, largely due to efforts to support police staff facing redeployment. Officer numbers have dipped slightly but are expected to recover, ending the year above affordability, balanced by a shortfall in PCSO posts.

6.3 Underspending was also noted in non-pay areas, including overtime, premises, supplies and services, and training. RD stressed the importance of using allocated budgets effectively, particularly for training, where nearly half the budget remains uncommitted. LDO expressed concern over this and tasked VP with presenting a clear delivery plan at the next FEB to ensure training funds are fully utilised.
****ACTION – VP to present a clear delivery plan at the next FEB to ensure training funds are fully utilised.**

6.4 The discussion also addressed inefficiencies in procurement processes, with examples of minor purchases, such as chairs, requiring unnecessary senior sign-off. LDO called for a review of approval levels to empower staff and streamline purchasing. IC confirmed plans to introduce a force-wide catalogue to simplify procurement and reduce reliance on numerous small suppliers.

6.5 Finally, SS reiterated the importance of proactive efficiency planning, especially as the organisation prepares for a challenging three-year MTFP. The meeting concluded with a call for clearer communication and cultural shifts to ensure staff feel empowered to spend appropriately and maintain operational effectiveness.

7. Strategic Commercial Update

7.1 IC delivered the strategic commercial update, focusing on four key areas: pipeline progress, supplier performance, developments at the National Centre of Policing, and risk mitigation.

7.2 The commercial pipeline is in a strong position, with four amber-rated items flagged due to future uncertainty rather than timing. These include long-term projects such as Control Works (2028), EFINs replacement, future network contracts, and forensic services. Ian noted that while progress is steady, short-notice purchase requests are causing operational strain and urged for better planning.

7.3 Supplier performance remains positive. Uniform supply was praised in the HMIC Scotland report, and a new initiative with DHL is exploring a "pre-loved" uniform shop to recycle unused stock. Fleet availability is at 95%, meeting MPCC targets, though slightly down from previous quarters due to maintenance cycles and accidents. A relief fleet of marked vehicles has been introduced with a soft launch to ensure proper use. Fifty new vehicles are expected before Christmas, and planning is underway for replacements in 2026–27, including next-generation EVs with improved range and reliability.

7.4 Regarding the National Centre of Policing, Ian reported that while the centre is not yet formed, Blue Light Commercial is progressing initiatives. He expressed caution about forced standardisation across police forces, particularly for vehicles and laptops, noting BTP's commitment to Hewlett Packard and the need for pragmatic procurement decisions.

7.5 On risk and mitigation, Ian highlighted electricity costs as a key concern. BTP is currently protected by a 24-month hedging arrangement and will transition to a 30-month V30 product by March 2028. Most contracts are fixed-price or CPI-linked, limiting exposure to inflation. Vehicle procurement is planned 9–17 months ahead, with contingencies in place for market volatility.

7.6 IM suggested integrating commercial planning more closely with the business planning cycle, particularly for asset and capability forecasting. IDS welcomed the relief fleet initiative but recommended reviewing the approval process and weekly review requirement, which may be impractical. He also queried the EV strategy, prompting IC to clarify that only existing EVs are being replaced with improved models, not expanded, and that public charging infrastructure is advancing rapidly.

7.7 The update concluded with reassurance that risks are well understood and mitigated, and that commercial decisions continue to be guided by what is best for BTP.

8. **Performance Update**

8.1 IDS provided a brief performance overview, noting that overall crime is up by 8% this year, which is a concern. However, reductions were seen in theft offences, including cable and plant theft and passenger property theft. Areas of particular concern include increases in control strategy crimes such as robbery and sexual offences, though sexual assaults have decreased, other offences like voyeurism and public decency violations have risen.

8.2 IDS emphasised the need to focus on prevention, especially for high-harm crimes, as detection rates remain below expectations. Without significant progress before Christmas, the force risks falling short for the year.

8.3 Disruption remains a priority, with average minutes hovering around 97–98. While performance is better than last year, targets are still not being met.

8.4 CCas raised concerns about a surge in graffiti reports from TfL, which retroactively submitted over 1,200 incidents, skewing crime statistics and inflating B Division's figures. He noted that this surge, driven by political pressure and operational uncertainty, has created challenges in managing and interpreting the data.

8.5 LDO stressed the importance of developing a clear narrative around graffiti reporting, distinguishing between depot-based incidents and those affecting public perception of safety. She tasked Ian with preparing a position statement for discussions with TfL leadership.

8.6 Further discussion highlighted the need for a balanced approach to graffiti, recognising its impact on public confidence while also acknowledging that not all graffiti is perceived negatively. BW observed an increase in heavily tagged rolling stock, suggesting a shift in industry behaviour possibly linked to perceived changes in policing priorities.

8.7 CCas confirmed that a problem-solving plan is underway with TfL, aiming for a multi-agency response that includes legal and financial avenues. He cautioned that mass reporting will not shift policing priorities away from high-harm crime and suggested exploring EPSA funding for targeted work in the new year.

8.8 LDO concluded by reaffirming support for TfL's policy of not running graffiti-covered trains and emphasised the need for a constructive partnership approach.

9. Portfolio Update

9.1 At the mid-year point, HH provided a strategic portfolio update, describing a landscape of both pressure and progress. Significant milestones have been achieved, including the BAU handover for the London Estates Programme, the launch of the new Taser T10 model, and progress on the ESM replacement business case. However, challenges persist, such as a five-month delay to the national digital case file programme and estate moves hindered by landlord negotiations. The BB Lost drones project remains ambitious but technically complex.

9.2 Financially, the portfolio has shifted from a projected £2 million capital overspend to a potential underspend, reflecting volatility in programme delivery. The PMO and finance teams are working to accelerate pre-approved schemes to maintain budget alignment. HH confirmed that the forecast remains on track, with scrutiny from SROs key to sustaining this position.

9.3 Looking ahead, the 2026–29 investment plan is being developed using a bottom-up approach, drawing from programme leads, strategic planning, and force management inputs. The focus is on balancing essential requirements with elective, transformational ambitions, while managing overlaps in innovation proposals—particularly around AI and robotic process automation. This work will be reviewed at COG on 22 October and presented to the authority in December.

9.4 HH also highlighted the importance of BAU handover submissions to reduce unnecessary reporting and free up resources. LDO echoed this, praising the comms review handover as a success and noting improvements in user experience following the internet replacement.

9.5 IM followed with an update on the strategic planning cycle, confirming that force management statement preparations are underway and aligned with the MTFP settlement. Work is progressing on rail safety action plans and policy reviews, with a new strategy pack due for COG next week. Horizon scanning is being developed to inform future planning, and the strategic hub restructure will be shared once finalised.

9.6 SS closed the update by acknowledging the scale of concurrent activity and the resilience shown across teams. She emphasised the complexity of planning for the next three years while managing current commitments, noting that the strategy and transformation team is working intensively to meet authority deadlines.

A. London Estates BAU Handover

9.7 SS opened by reminding colleagues that the London Estate Programme encompasses more than just the BPR project, including the Iverson House refurbishment, relocation of the fallback control room to Ebury Bridge, and decommissioning of Camden FHQ. The programme is now substantially complete, with formal project reporting concluded and remaining issues transitioning to business-as-usual (BAU).

9.8 KB presented the BAU handover report, endorsed by PCIB in July and now seeking FEB approval before progressing to the Strategy and Planning Committee in November. The report confirms that programme changes are functioning as intended, residual work is being managed in BAU, and benefits are either realised or on track.

9.9 Key outstanding items have been addressed, EV charging at Ebury Bridge is now live. The temporary entrance at BPR has been converted to a fire exit. Locker room adjustments are underway, with sample lockers trialled and proposed as a future standard.

9.10 Snagging issues remain but are being actively managed. Of 41 items, 25 sit with Wilmot Dixon, 10 with TFL, and the remainder with BTP. High-priority issues include air conditioning, door access, and tap pressure. A 12-month defect rectification period ensures contractor accountability at no additional cost.

9.11 Financially, the programme was entirely reserves-funded and delivered under budget. The BPR project alone achieved a capital underspend of £371k (excluding contingency) and £1.64m (including contingency), with a revenue underspend of £1.3m and £2m respectively. Savings were achieved through value engineering and reuse of furniture, notably avoiding £500k in new purchases.

9.12 KB emphasised the scale and complexity of the programme, describing it as a once-in-a-generation effort. Despite challenges, particularly during the final push in December, the team successfully delivered operational readiness. Both LDO D'Orsi and RD praised the achievement, highlighting the collaboration across teams and the need to dispel misconceptions about overspending. An internal communications piece will be developed to share the success more widely.

10. Q2 Strategic Update

10.1 IM presented the strategic objective update, noting that this marks the 14th quarterly review since the strategy's inception. He thanked colleagues for their continued support in compiling the report, particularly the business planning team, and highlighted its importance as part of the submission to the upcoming Strategy and Planning Committee.

10.2 The update reflects progress and challenges across the organisation. Objective 3 (Disruption) has stabilised, showing improvement compared to last year. However, the review period coincided with the establishment reset and preparations for the future Force Management Statement, making it a complex quarter to assess.

10.3 IM encouraged colleagues to review the executive summary (slides 3–9) to ensure it accurately represents the last quarter's performance. He flagged emerging pressures on transformation ambitions due to capital constraints, which will be reinforced in future reporting. He also acknowledged the valuable input from Laura and her team on demand data.

10.4 MF endorsed the current assessment, noting the need for closer scrutiny as the organisation moves into a more challenging year. CD raised concerns about whether the internal assessment of Objective 6 aligns with staff sentiment, referencing feedback from the APS. Iain agreed to revisit this and ensure the evidence is properly reflected in the final submission.

10.5 The discussion concluded with a shared understanding that while progress is being made, some areas may require reassessment due to recent organisational changes. LDO thanked Iain for his comprehensive update and reaffirmed the importance of maintaining momentum and transparency in strategic reporting. FEB Members endorsed the item.

11. Establishment Reset

11.1 SS confirmed that all 37 design proposals have now been approved or endorsed by the Design Authority, with only one post-consultation design remaining. The programme is transitioning from design and consultation into implementation, recruitment, and risk management. While leadership work is largely complete, the focus now shifts to supporting staff through job matching, recruitment, and potential redundancies for those unable to secure suitable roles.

11.2 MS outlined the development of BAU handover packs for each COG lead, including updated risk portfolios and mitigation plans. The “New Connections” recruitment process launches on 29 October, though not all roles will be available immediately due to ongoing job matching. Departments are urged to submit vacancies promptly to ensure internal candidates are prioritised before external recruitment begins.

11.3 BW described the process in Professional Standards as initially challenging but ultimately positive. Despite a 16% resource reduction, strong team engagement led to 23 counter proposals, 69% of which were accepted. The outcome included reduced redundancy liability and improved performance alignment.

11.4 CC noted a similarly high acceptance rate of alternative proposals (73%) and praised the governance rigour of the post-consultation phase. However, she acknowledged the emotional difficulty of stopping certain activities and the challenge of managing job matching timelines. She urged managers to ensure vacancies are submitted to recruitment to support the New Connections process.

11.5 MC reflected on the scale of change in his division, with a 23% reduction in establishment. While initially daunting, the process revealed opportunities for efficiency and improvement. His team submitted 18 counter proposals, half of which were accepted, leading to minor but meaningful refinements.

11.6 HE requested a high-level summary of available roles and at-risk staff to help manage expectations. MS confirmed that submissions for roles close on the day of the meeting, and while approximately 90 staff may be at risk, this number is fluid due to ongoing job matching. Weekly updates will be provided to FEB, with new roles released every Wednesday to ensure transparency and consistency.

11.7 LDO requested a strategic overview of service impacts where activities have ceased, to be presented to COG and the authority. SS agreed, noting this would follow once the final design is complete.

****ACTION – Strategic overview of Service Impacts where activities have ceased to be presented to COG and BTPA****

12. Net Zero Carbon Update

12.1 IC opened the session by reflecting on the carbon strategy roadmap first presented to FEB three and a half years ago. While the statutory reporting requirements have become increasingly resource-intensive, the foundational enablers laid out in the original strategy are now delivering results. He noted that the journey ahead will be uneven, but the overall trajectory is downward, placing BTP ahead of many other organisations in the sector.

12.2 PL presented a simplified overview of the updated carbon strategy. She highlighted the accelerating impacts of climate change on infrastructure and public health, stressing the importance of resilience and adaptation. BTP operates within a robust legislative framework, including the Climate Change Act 2008 and mandatory climate-related financial disclosures. Carbon emissions are tracked across three scopes: direct emissions (e.g. fleet fuel), indirect energy use, and broader supply chain impacts.

12.3 Key achievements include, Meeting the government's green fleet target with 25% of the car fleet now zero-emission. Establishing internal carbon accounting capability supported by specialist software. Requiring carbon reduction plans from suppliers for contracts over £200,000. Embedding net zero principles into estates projects and procurement.

12.4 Challenges remain, particularly around scope 3 emissions, EV infrastructure, and estate-wide retrofitting. Despite these, BTP's 86 operational EVs are delivering a 400-tonne annual carbon reduction. The organisation is also expanding its measurement capabilities and embedding sustainability into financial and operational planning.

12.5 Carbon performance data shows a net reduction of 188 tonnes this year, with notable decreases in electricity usage and commuting emissions. However, increases in fleet capital and uniform emissions were attributed to necessary vehicle replacements and improved supplier data accuracy. A new commuting survey is planned to improve data quality.

12.6 PL emphasised that while EVs have higher embodied carbon due to battery production, their lifetime emissions are significantly lower than internal combustion vehicles. The presentation concluded with a glide path visual, showing BTP's progress towards net zero targets. Although recent years have fallen slightly short, the organisation remains committed to continuous improvement.

12.7 CD raised concerns about the long-term trajectory and asked what more could be done to align with net zero goals. PL and IC responded by identifying fleet emissions, commuting, and capital equipment as key focus areas, while acknowledging the financial and operational constraints. Ian added that BTP is influencing supplier behaviour by demanding carbon reduction plans, helping to shift market expectations.

12.8 LDO thanked the presenters and reaffirmed the executive board's long-standing commitment to sustainability.

13. All People Action Plan

13.1 VP provided an update on the organisational response to the August request for departmental action plans following the All People Survey. She acknowledged the progress made by several departments and reminded those yet to submit their plans to do so promptly.

13.2 A national action plan is being developed in collaboration with Comms and other colleagues to address key themes identified in the survey. These include senior leadership visibility, managing change, recognition, and other cultural issues. Departmental plans will feed into this overarching strategy, ensuring alignment and avoiding duplication of effort.

13.3 A governance board will oversee progress and report to FEB to ensure accountability and meaningful change ahead of the next survey cycle. Cross-departmental themes will be identified and shared to promote best practice and collaboration.

13.4 A formal paper outlining the national plan will be presented to COG next week, with FEB delegates receiving it once approved. The paper will then be submitted to the Performance Committee in November.

14. I&D Session

14.1 Closed session for FEB members to receive training.