SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

BRITISH TRANSPORT POLICE

Minutes of Meeting – 10 Nov 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 Transformation - Harriet Harvey	Establishment Reset Lead – Susan Yeomans-Jones
Deputy Chief Constable – Stuart Cundy	Head of Internal Communications – Kirstie Watson	ACC Charlie Doyle
ACC - Ian Drummond-Smith	Head of Information Management - Helen Edwards	E Div Ch/Supt – Mark Cleland
ACC - Sean O'Callaghan	Strategic Delivery Lead - Iain Metcalf	DD P&C - Clare Conie
Dir Corporate Governance - Steff Sharp	T/Head of Audit and Assurance – Adrian Atherly	Special Chief Officer – Nathan Turner
T/Dir People and Culture – Vanita Patel r	DD Wellbeing, Health & Safety - Kayad Dualeh	Dir People and Culture – Rachael Etebar
B Div Supt – Nick Sedgemore	Head of PSD – Brett Walker	Operational Lead Ch/ Supt – Will Jordan
C Div Supt – Sue Peters	Head of Justice and Public Contact – Simon Graham	Sam McCully - TSSA
D Div Ch/Supt – Lorna McEwan	Head of External Affairs and Media – Johnny Shilton	C Div Ch/Supt – Sandra England
D/Ch Supt Crime – Pete Fulton	Head of A&I – Ashley Auger	B Div Ch/Supt – Chris Casey
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)		
Jen Crowther – Strategic Planning Manager		
Elly Goodwin – Business Planning Manager		
Thomas Marler – Insight Analyst		

1. Chief Constable's introduction

1.1 LDO formally welcomed SC to the Force Executive Board, acknowledging his challenging first weeks and expressing that the team looks forward to working with him. She then reflected on the recent Huntingdon train incident, commending the extensive efforts of staff, first responders, forensics, investigators, and frontline teams for their dedication and the significant hours contributed. LDO highlighted the positive impact of visible leadership during patrols, the public's anxiety, and the importance of ongoing reassurance. She noted praise from government ministers for the response, the careful handling of media communications, including the rationale for releasing ethnicity and nationality details, and the ongoing process of repatriating property to affected individuals. LDO also recognised the bravery of staff involved, the support from occupational health and welfare teams, and expressed gratitude on behalf of the Chief Officer Group. She invited questions and feedback from the Board to ensure comprehensive communication and support.

2. Minutes and Actions from previous meeting

2.1 MF led the review of the meeting minutes, asking if there were any amendments. LMc pointed out a spelling error, which was acknowledged and corrected.

2.2 MF then addressed outstanding actions, noting that one was not due until December and inquiring about the status of a training expenditure plan. LDO and VP confirmed that the updated paper on training expenditure would go to the Chief Officer Group the following week, as there was no meeting this week.

3. MTFP Summary

3.1 SS presented the three-year Medium Term Financial Plan (MTFP), outlining two scenarios based on different funding directives: Scenario A (8%, 5%, 1% increases) and Scenario B (5%, 5%, 1%). Scenario A includes significant investments in network policing, capability improvements, technology (including drones), and violence against women and girls, but requires substantial efficiencies, especially in year three, mainly through headcount reductions and new technology. Scenario B offers less investment and delays discretionary changes, resulting in greater risk of service reductions. SS highlighted the importance of strategic investment to maintain resilience and productivity, and flagged the challenge of meeting efficiency targets without impacting services. The MTFP is supported by a detailed 89-page document and a summary for stakeholders, with final decisions due at the December authority meeting.

3.2 SC acknowledged the significant effort behind the plan and clarified that the scenarios presented are not BTP's preferred choices, but the best fit within the funding constraints set by the Authority. He encouraged colleagues to share feedback ahead of the upcoming authority meeting. SS added that the original funding directive had fluctuated significantly, and while the three-year plan offers more certainty than most police organisations, there remains considerable uncertainty due to potential government budget changes and future pay settlements. She cautioned against alarm over projected headcount reductions in year three, noting these are part of ongoing budget negotiations and that no immediate changes are planned. The importance of clear messaging to staff and industry stakeholders was emphasised, with a focus on engaging the Authority if efficiency targets threaten service levels.

3.3 LDO expressed confidence in the team's ability to deliver the MTFP despite financial challenges, stressing the need for innovation to avoid simply increasing workloads. She highlighted the importance of communicating BTP's value to the public, passengers, and rail staff, especially in light of recent incidents that demonstrated the benefits of a specialist police force. LDO noted ongoing lobbying efforts and the positive perception of BTP within the rail industry and government. She requested a summary of key MTFP points for the upcoming strategy and planning meeting, and emphasised that the plan is a response to the Authority's commission, not necessarily BTP's preferred approach

4. P7 Finance Update

4.1 SS provided a summary of the P7 finance update, reporting a small increase in the projected underspend to £1.3 million, mainly due to cost reductions since the last review. The Authority has asked the team to manage £2 million of financial pressure, contributing to a total of £6.4 million in pressures, but the force remains on track to meet the requested outturn.

4.2 The financial impact of the recent Huntingdon incident is expected to add around £250,000 in costs, but an overall underspend is still anticipated. Staffing levels for officers and staff were discussed, with plans to recruit back to target levels by year-end and a focus on redeploying those at risk of redundancy. SS emphasised the importance of timely spending and recruitment, as financial controls have been lifted, and highlighted the receipt of £200,000 in Safer Streets funding to support network policing.

5. Performance Update

5.1 AAug reported that violence, graffiti, and public order offences are driving increases in recorded crime, with violence and public order expected to peak over the Christmas period. Despite these challenges, overall solved rates are improving, though robbery rates are rising and solved rates for robbery are slightly down, warranting attention. Disruption incidents and lost minutes are up compared to last year, mainly due to trespass and cable theft, with fatalities also higher in October. The average handback time for fatalities remains slightly below target. AAug noted that data reporting issues have been resolved and full performance data is now available.

5.2 IDS highlighted improvements in fatality handback times compared to the previous year, attributing this to more efficient processes rather than compromising dignity. He emphasised the need to focus on rising violence and robbery, particularly knife-enabled violence, and mentioned the development of a new standard operating procedure for knife incidents. Ian noted that crime data integrity (CDI) timeliness had improved but slipped recently, urging renewed focus to reach and maintain 90%. He brought in PF to discuss CDI accuracy, where recent changes have led to strong performance, especially in ASB and CRI categories. Discussions with FEB members included linking CDI compliance to PDRs, targeted training for underperforming areas, and the importance of using performance data to identify outliers without demoralising staff. The group agreed on the need for balanced performance measures that support both operational effectiveness and staff wellbeing.

6. Portfolio Update

6.1 HH provided a brief portfolio update, noting the portfolio is at a transitional stage as the year ends, balancing an emerging underspend with future funding decisions. Investment proposals for 2025/26 are nearly complete, with three major cases pending approval. Estates and PMO teams are working to accelerate capital spend on deliverable projects, such as drone capability and Taser equipment, to avoid underspend. The three-year model portfolio, endorsed by COG, focuses 90% on essential infrastructure and 10% on innovation and partnership projects. A new innovation programme, led by LDO, will target efficiency through AI, automation, and data integration. Governance continues as normal, with recent discussions on mental health crisis care and driver training. The aim is to clear delayed projects and prepare for the expanded 11-programme portfolio in the new plan year.

6.2 IM outlined the new structure of the strategic hub following DCC consultation, with ongoing external engagement and stakeholder consultation. He thanked A Division for their input into the rail safety action plans and confirmed continued reporting to the authority. The force management statement chapter reviews are underway, with a deadline for COG leads. Horizon scanning is being enhanced to better inform financial and capability planning, using examples like the East West Rail extension. Policy reviews are progressing well, with most operational and people policies up to date, and a final deep dive planned to ensure accuracy for the upcoming COPA tool pilot. Recent changes include redefining leadership roles, expanding lesson delivery capacity, and integrating legal services into the strategic hub, with recruitment and compliance work ongoing to support the new national legal framework.

7. ARIC Update

7.1 SOC reported that property management remains limited but is improving, with positive steps in cash retention and continuity planning. Ongoing work addresses long-term storage issues, especially at the Blundell St MSOC store. The property management assurance rating remains limited to ensure new processes are embedded, with recovery plans in place for compliance challenges. Policy management has improved significantly, now at 93% up to date, with a move to annual reporting likely after a further six-month review. Information management compliance is strong, though issues persist with PND downloads and external custody image quality. Cybersecurity maturity has increased, with successful phishing simulations and improved training. In custody, DDO vacancies are being addressed through over-recruitment, and recent HMICFRS inspection results are being acted upon, with a focus on fairness and monitoring.

7.2 LDO asked SOC to identify the key areas for focus before the next Feb meeting. SOC highlighted the importance of ensuring all policies are up to date, with particular attention to hard stop expiry dates and forward planning for reviews. He also emphasised the need for robust continuity planning, especially in estates and custody, to ensure that assurance measures are accurate and timely, citing recent delays due to unexpected issues with custody suite electrics as an example.

8. GBR Risk Proposal

8.1 IDS presented the GBR risk proposal, outlining the development of a risk statement for GBR in collaboration with the authority and others. He recommended that the risk be accepted as currently worded, assigned to the DCC due to its cross-force relevance, and initially classified as a force-level risk. However, after further discussion, IDS proposed elevating it to a strategic risk, which would allow for sharing with the authority. The board agreed with this recommendation, with LDO emphasising that the risk should be framed around rail reform and security, and should be a joint risk between the force and the authority. SP suggested clarifying the reference to BTP’s specialism in the risk statement. The group agreed to these amendments, and Ian was tasked with updating the risk statement and liaising with the authority accordingly.

9. Horizon Scanning

9.1 JC introduced the new approach to horizon scanning, highlighting the need for central oversight to bring together existing pockets of best practice across departments. She explained that the tool developed is designed to provide strategic visibility of issues affecting the force, rather than serve as a management tool. The system will be regularly updated and relies on input from subject matter experts across the force. JC emphasised that the tool will show both known and emerging issues, and its effectiveness will depend on ongoing collaboration and feedback from colleagues. She also noted that the tool is intended to support strategic decision-making and meet HMIC expectations.

9.2 TM demonstrated the new horizon scanning dashboard, explaining that it is designed to help BTP identify and monitor future threats, opportunities, and trends that could impact the force and the railways. The dashboard captures both infrastructure and PESTLE signals, with a cap of around 50 active signals to maintain focus. Users can submit new signals or updates via simple forms, and the strategic hub will triage and allocate ownership to subject matter experts. The dashboard features mapping for infrastructure projects, a timeline view, and a gold/silver/bronze scoring system based on impact, likelihood, and time sensitivity. It also includes a tracker for signal ownership and updates, and a raw data tab for custom reporting. The tool is intended to be live and regularly updated, with the strategic hub doing much of the initial work to minimise the burden on others.

9.3 JC followed up by emphasising that the tool is meant to support strategic planning, business case development, and the force management statement process, and that its success depends on active engagement from senior leaders and subject matter experts. She encouraged feedback and highlighted plans for ongoing refinement and support.

9.4 Further discussion included positive feedback from LDO and IDS, who supported the tool's strategic value and suggested refining what is included to avoid duplication with existing risk and performance processes. BW raised the need for clarity in the scoring system and alignment with other governance processes, while SOC asked about the ability to close or archive signals and to include developments outside the railway that may impact BTP. JC confirmed these features are possible and welcomed further input to fine-tune the tool. NS suggested mapping out train operating company changes, which Jen agreed to explore.

10. IM E-Learning

10.1 HE provided an update on mandatory information management (IM) training compliance, highlighting that BTP requires biannual refresher training using College of Policing modules, with additional cybersecurity training also mandatory. She reported a significant number of individuals had not completed or refreshed their training, including some who had not done so for up to seven years. HE explained that monthly non-compliance reports are circulated, but some leaders are not filtering these for their teams or ensuring completion. She emphasised the reputational and regulatory risk, noting that the regulator always checks training compliance after a data breach.

10.2 LDO tasked HE and VP with reviewing how mandatory training compliance is linked to the PDR process and to ensure a clear policy is in place, aiming for this to be implemented by the end of the year.
****ACTION – VP and HE to create a clear policy linking training compliance with PDR completion****

11. I&D Session

11.1 Closed session for FEB members to receive training.