

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 11 Dec 2025

Attendees		Apologies
Chief Constable Lucy D'Orsi	Operational Lead Ch/ Supt – Will Jordan	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	Special Chief Officer – Nathan Turner
ACC - Ian Drummond-Smith	Head of Information Management - Helen Edwards	Dir People and Culture – Rachael Etebar
ACC Charlie Doyle	Strategic Delivery Lead - Iain Metcalf	C Div Ch/Supt – Sandra England
Dir Corporate Governance - Steff Sharp	T/Head of Audit and Assurance – Adrian Atherley	Head of IT and Technology Portfolio Delivery – Caroline Sparks
T/Dir People and Culture – Vanita Patel	DD Wellbeing, Health & Safety - Kayad Dualeh	Head of Justice and Public Contact – Simon Graham
B Div Ch/Supt – Chris Casey	Head of PSD – Brett Walker	
C Div Supt – Andy Morgan	Head of Justice Solutions – Nadia Connor	
D Div Ch/Supt – Lorna McEwan	Head of External Affairs and Media – Johnny Shilton	
D/Ch Supt Crime – Pete Fulton	Head of A&I – Ashley Auger	
E Div Ch/Supt – Mark Cleland	Chief Digital Services Officer – Jack Bourne	
DD Decision Support - Richard Dronfield	DD P&C - Clare Conie	
DD Financial Control – Harriet Andrews	Sam McCully - TSSA	
DD Commercial - Ian Currie	ACC - Sean O'Callaghan – Late Joiner	
Deputy Director of Estates - Naweed Mazhar		
Presenters of papers (not present for entire FEB but for their item)		
Miranda Smith – Business Change Lead	Amit Kanabar – Head of People Services	
Mathew Royer – Innovation Programme Manager	Hayley Runham – Project Manager	
Katy Livesly – Programme Manager – L&D	Jade Gladfield – Communications Planning Lead	

1. Chief Constable's introduction

- 1.1 LDO congratulated CCAs on their achievement on being accepted into the Executive Leaders Programme and highlighted the importance of BTP's presence and vocal advocacy during the programme. She discussed upcoming opportunities for others to support integrated security, mentioning an imminent expression of interest for B Division cover.

- 1.2 LDO reflected on attending Chiefs Council in Belfast, noting the significance of being able to meet there due to improved security conditions, and the positive reception from Northern Ireland. She summarised key topics from Chiefs Council, including police reform, amalgamation of forces, financial pressures on smaller forces, and the focus on Home Office forces rather than BTP. LDO emphasised ongoing discussions about police reform, GBR, and the need to choose the best route for BTP, reassuring that the organisation is actively engaged and monitoring developments. She mentioned the accountability review regarding officer anonymity, the approach to football policing, and recognition for advance leave planning.
- 1.3 LDO referenced the job-related fitness test debate, the need to revisit BTP's position, and the importance of circulating relevant documentation.
- 1.4 She concluded with reflections on the national performance framework, a positive review of the Us at Our Best, and gratitude for the team's efforts, expressing pride in BTP's achievements and encouraging everyone to take time off before the busy year ahead.

2. Minutes and Actions from previous meeting

- 2.1 LDO initiated the review of the minutes and actions. RD pointed out two errors: the incorrect spelling of "Huntingdon" and "COPA" in the minutes, stressing the importance of accuracy.
- 2.2 MF highlighted an outstanding action regarding Integration of support systems, to which VP offered a verbal update but agreed to provide a short paper for the next meeting. LDO and MF confirmed this approach, and no other accuracy points were raised.

3. Innovation Programme Update

- 3.1 LDO introduced the Innovation Programme update by emphasising the need for leaders to understand and support rapid technological change, highlighting cultural adaptation as crucial alongside new technology. She noted the involvement of external experts and the importance of measurable benefits, both in effectiveness and efficiency, acknowledging that some roles may change as automation increases.
- 3.2 MS explained the programme is in its early stages, with a small team building a pipeline of digital innovation projects, many arising from the establishment reset. She outlined plans to fill key roles by February and described ongoing efforts to streamline processes and improve efficiency.
- 3.3 MR outlined a series of pioneering proof-of-concept pilots, including the CoPA AI assistant delivering real-time operational guidance across the Pennines, a stop and search module with Greater Manchester Police to boost compliance and fairness, automated text redaction for faster and more secure case file preparation, an in-house AI for crime recording to raise audit standards, and Google Cloud-based AI tools enhancing visual investigations by matching lost property and analysing CCTV footage to uncover patterns beyond human perception.
- 3.4 MS added that further pilots are planned, including expanding CoPA to a London CID team, automating FRPU business processes, and developing file quality

modules. Work is also underway to automate professional standards processes and use Google Notebook LM for digitalising training.

- 3.5 JB summarised the adoption and training efforts for Microsoft Copilot, noting BTP's leadership in usage among police forces. He described a steady increase in engagement, various training resources and certifications available, and future opportunities for broader adoption and integration, including digital skills refreshers and onboarding. JB also highlighted the risks of AI-generated misinformation with a real-world example.

****ACTION - JB to work with KW to draft an article, signposting self-service and support resources for Copilot, emphasising its importance and encouraging adoption across the organisation.****

- 3.6 LDO emphasised the need for leaders to actively support the innovation programme by engaging their teams, identifying automation opportunities, and fostering openness to new ways of working. She acknowledged that while some may feel destabilised by change, embracing innovation is essential for organisational efficiency and future relevance. LDO urged leaders to use town halls to encourage participation, monitor engagement in training, and ensure those not involved receive targeted support. She stressed the importance of following proper channels when liaising with suppliers, warning against informal arrangements that could create legal and reputational risks.
- 3.7 IC provided a commercial perspective, outlining the complexities of procurement law and the risks of running uncontrolled pilots with suppliers. He explained that lack of transparency and a level playing field could result in legal challenges, financial penalties, and delays. Ian advised that all innovation initiatives must go through commercial to ensure compliance and protect intellectual property, highlighting the need for lawful, transparent, and well-managed processes.

4. MTFP Summary

- 4.1 SS outlined the progress and challenges of developing the first three-year MTFP, highlighting the benefits of longer-term planning for financial sustainability and strategic investment. She described difficulties with DfT restrictions on capital spending, which required adjustments to the funding approach and led to a shortfall in capital available for innovation and asset replacement. Through engagement with stakeholders and industry, we have secured some additional capital and successfully argued against significant headcount reductions in year three, reducing the required efficiency savings. The final settlement provides a stepped uplift over three years, with a more manageable efficiency target and ongoing work to secure further capital support from industry.
- 4.2 LDO expressed deep appreciation for the efforts of RD, HH, and IM, recognising their relentless teamwork and commitment in achieving a positive financial settlement. She reminded the team that, despite not securing everything requested, the outcome was significantly better than initial prospects, with strong industry support for BTP's ambitions. LDO highlighted that the settlement would help safeguard jobs, ensure staff have the right equipment, and enable the organisation to deliver the best possible service to the public. She also encouraged colleagues to route any offers of capital support through SS and RD to ensure coordinated and effective engagement with the BTPA, particularly regarding estate improvements.

- 4.3 CD highlighted that the new funding provides certainty to establish a dedicated VAWG (Violence Against Women and Girls) task force of nearly 50 officers and staff, including specialist victim support roles. He stressed this aligns with government priorities and the Angiolini report, addressing the increasing threat of predatory sexual offending on the rail network. The task force will enhance victim support, increase capacity for ancillary orders, and enable joint operations with industry and third-sector partners, aiming to make the railway safer for women and girls and deliver significant benefits for both public safety and industry revenue.
- 4.4 LDO acknowledged the strength of CD's narrative on VAWG, noting industry support and the clear case for further investment to elevate current efforts, emphasising that the plan builds on existing good work and represents a significant step forward.
- 4.5 SS summarised that essential capital funding is secured for core assets and technology, but discretionary capital for innovation is limited due to imposed restrictions. The team will review and prioritise the portfolio to ensure deliverability, with ongoing investment in estates, technology, and productivity improvements.
- 4.6 MF stated that revenue funding for the drone team is secured, and there is strong industry support with capital offers to expand the drone fleet by 33 units over two years, making the programme's vision for wider rollout achievable.
- 4.7 SS explained that the updated slides show the organisation's FTE changes, highlighting growth in frontline officers, the new specialist team, and capability review posts, with efficiencies planned to contract the workforce more gradually than previously proposed. She clarified that the efficiency plan is structured in stacks: the first covers roles already identified for reduction through natural movement, the second targets non-pay savings, and the third introduces a 1% annual non-pay continuous improvement target. Stack four anticipates headcount efficiencies enabled by technology and process improvements, while stack five is an additional £2 million efficiency yet to be specifically planned, with the possibility it could be met through monetisable efficiencies rather than further headcount cuts. SS emphasised that the plan is ambitious but deliverable, with no significant headcount reductions required in the near term beyond those already committed, allowing time for technology adoption and organisational adjustment.
- 4.8 SC noted that BTP is in a much stronger financial and strategic position than many other forces, with industry support and clear expectations to deliver measurable benefits and efficiencies. He emphasised the need for coordinated effort across the organisation to implement the MTFP commitments, integrate them with the revised strategy, and avoid unnecessary bureaucracy, stressing that collective leadership and swift action in the new year are essential to achieve the plan's ambitions.
- 4.9 LDO concluded that the MTFP positions BTP on solid footing for the future, emphasising the importance of being fit and relevant as an organisation. She highlighted the strategic opportunity to deliver integrated security for industry, noting that BTP can offer better security at lower cost, especially as public ownership increases and private security becomes less affordable. LDO stressed the need for collaboration and innovation to meet industry and ministerial expectations, positioning BTP as a key partner in future security solutions.

5. P8 Finance Update

- 5.1 RD reported that the year-to-date financial position is moving towards a small underspend, despite unexpected costs such as the Huntingdon incident. The force will end the year under establishment by 82 posts, mainly due to delays in recruiting staff roles, though officer numbers are only slightly below target. There is under-recovery on some income streams, particularly EPSAs and TfL funding, representing missed opportunities for additional staffing. Capital spending is on track, with some project delays offset by early procurement in other areas, and the team is confident all available funds will be utilised by year end.
- 5.2 HA confirmed that with the agreed MTFP, the cash position is expected to improve, following the authority's decision to charge out £7.3 million of pressures. The projected cash flow should align with the more positive dotted line scenario, ensuring a stronger financial outlook for 2029/30.
- 5.3 RD highlighted that the main risk in the log is the uncertainty around the annual leave accrual, which could have a significant financial impact due to changes in officer entitlements. He is also closely monitoring increased agency usage and additional costs related to gearing up for MTFP delivery, with a central adjustment included to manage these pressures. HA asked all line managers to promptly approve leave requests to help accurately track and manage the annual leave accrual, as timely data is essential for forecasting.
- 5.4 CCas noted that there has been significant improvement in reducing TfL underspend over recent years, crediting the finance and workforce planning teams for their efforts. He suggested further refining the approach at mixed stations to maximise TfL funding opportunities, possibly by being more aggressive in resource allocation. RD agreed, acknowledging the progress from previous years and emphasising the need to maintain a balanced approach at mixed sites to avoid any perception of manipulating numbers. He praised the current management of the process and noted ongoing improvements.

6. Performance Update

- 6.1 SC provided a performance update highlighting rising recorded crime, with particular concern over increases in robbery and violent crime against rail staff. He emphasised the need to improve solved rates, especially for personal robbery, and called for divisional heads to address officer reporting and outstanding named suspects. SC also noted a spike in cable theft and stressed the importance of swift response and intelligence development. He encouraged teams to use the end of the year as an opportunity to drive performance improvements.
- 6.2 AAug highlighted an increase in cable theft, advising the team to maintain focus on this issue due to rising copper prices. They also acknowledged recent arrests in response to the spike and reinforced the need for continued attention and intelligence work to address the trend.

7. Portfolio Update

- 7.1 HH delivered a portfolio update noting the significant milestone of securing a three-year investment plan, which allows for clear planning despite capital constraints. She outlined next steps, including briefing programme leads on the new portfolio

structure and mobilising work early to avoid back-ended spending. Harriet emphasised the importance of submitting business cases and stabilising forecasts to ensure full capital spend, with strong engagement from programme teams. NM added that estates work has increased year-on-year, with new processes for earlier feasibility studies helping manage project fluctuations. He cited examples of underspend due to projects coming in under budget and stressed the need for early planning to handle variability in estates delivery.

- 7.2 JB explained that the ICCS business case was prompted by the urgent need to relocate hosting due to Capita's site closure. The project was rapidly initiated with a three-week timeline, leading to unforeseen additional costs that exceeded the delegated budget, necessitating further funding approval. JB stressed that relocation is mandatory and the extra funds are required to meet NEC's requirements.
- 7.3 HH raised the question of whether it was appropriate to approve the ICCS expenditure without sight of the full business case, seeking advice from governance and finance colleagues.
- 7.4 MF confirmed the project had followed the established approval route (PCIB), but noted it would have been preferable to have the business case included in the FEB papers.
- 7.5 RD stated that, from a governance perspective, the process was compliant since the chair of PCIB (HH) was presenting the recommendation to FEB, and he could confirm the financial accuracy of the request. He supported approval if HH was satisfied.
- 7.6 HH suggested that, for future exceptions, a financial assurance statement should be attached to the approval, similar to what is provided in business cases, to strengthen governance. RD agreed to this approach.
- 7.7 LDO accepted this proposal, requesting that the financial assurance statement be attached to the pack for governance completeness, and asked if anyone disagreed with the expenditure. No objections were raised.
- 7.8 It was noted that the project still delivers a saving over its three-year period
- 7.9 IM provided an update on strategic planning, noting that the team will support the Deputy Chief Constable in refining plans following the MTFP outcome, with meetings already scheduled to align the investment plan and blueprint. He highlighted ongoing reporting requirements, including quarter 3 reporting over Christmas and the completion of the main chapters of the Force Management Statement. IM also mentioned the outstanding HMIC review, the upcoming business planning cycle, and efforts to streamline operational policy and legal services, including the recruitment of a critical solicitor role to support the new operating model and efficiency targets.

8. **PCEP Requirements**

- 8.1 VP outlined the proposal to move to the PCEP model as the sole entry route for PCs in England and Wales, following the termination of other entry routes. The College of Policing requires a Level 3 qualification (A-level equivalent) for entry, but to avoid negatively impacting diversity and attraction, Vanita recommended a "Level 3 plus" option, allowing candidates to demonstrate the required skills through alternative

testing. The decision is needed to progress the PCIP project, and the proposal has been reviewed by COG.

- 8.2 RD commented that, in light of the MTFP uplift delivery plan, it is important to clearly define which intake classes will follow the traditional route and which will use the PCEP model. He confirmed that a transition plan is in place for the sixteen additional intakes.
- 8.3 LDO clarified that the recommendation under consideration was option three, the "Level 3 plus" approach, and checked for any disagreement, noting a raised hand was likely a legacy and confirming consensus for approval. CCas raised a concern about the criteria for relevant work experience, highlighting that some individuals progressing from PCSO to PC may not always meet the necessary calibre, leading to higher attrition and challenges for both the organisation and individuals. AK responded by assuring that the definition of relevant work experience would be clarified and brought back for approval, emphasising that the Level 3 requirement is about training capability and that assessment standards could still be adjusted as needed. The recommendation was approved with no dissent.

9. BTP Special Constabulary Strategy

- 9.1 IDS explained that the Special Constabulary strategy had undergone several rounds of feedback and revision, incorporating input from previous meetings and direct discussions with NT and others. He acknowledged that, given the recent MTFP decision and the upcoming recruitment of a large number of officers, achieving the ambitious numerical targets for specials would be challenging, but NT preferred to keep a stretch target in place. IDS highlighted the strategy's three main objectives: setting an ambitious recruitment target, enhancing visibility (noting that specials are already spending more time with BTP), and making better use of the professional skills that specials bring from their day jobs, such as supporting technology and innovation projects. He also mentioned the need to replace the end-of-life duty sheet system, where specials could act as subject matter experts.
- 9.2 LDO stated that ongoing changes are needed for the Specials strategy, emphasising the importance of bringing Specials closer to regular policing in terms of governance and infrastructure, and reaffirmed support for NT to progress the strategy.
- 9.3 CD expressed that the main concern with the Specials strategy was not the recruitment pipeline but the process itself, suggesting the current approach seemed more aspirational than practical and asking whether there was a detailed plan for increasing Specials numbers. IDS responded that, while the strategy document sets the direction, detailed implementation plans would follow. He identified attraction as the main challenge and outlined NT's plan to leverage the employee-supported volunteering scheme within the railway industry, noting positive feedback from Southeastern and ongoing discussions with other TOCs to expand this approach, while clarifying that certain roles (like security or revenue enforcement) would be excluded due to conflict of interest.
- 9.4 SOC stated he supports the Special Constabulary but questioned the need for a separate strategy, suggesting it felt more like a chief officer's objective than a force-wide document and recommended removing political references. IDS agreed it could be reframed as a plan rather than a strategy, clarified it is a force document

(not just NT's), and accepted the suggestion to make the language apolitical by referencing only the government's intention to increase Specials.

- 9.5 JB raised concerns about the affordability of increasing Specials to the target number, asking if impacts on technology, uniform, training, and recruitment had been considered. IDS replied that NT had met with finance and other teams to ensure funding is in place for the planned growth, and that practical details like ordering and onboarding would be addressed during implementation.
- 9.6 BW expressed concern that the ambitious uplift target for Specials would require a significantly larger candidate pool to pass vetting and questioned whether the force could realistically deliver this, suggesting the target might need to be broken into smaller, more manageable chunks. LDO addressed training concerns by noting that Specials training is conducted on weekends using their own trainers, which mitigates risk to regular training capacity. LDO also highlighted that the recruitment and advertising process would be managed proportionately alongside regular officer recruitment.
- 9.7 CCon suggested the Specials strategy should more explicitly align with the force's values, emphasising collaboration and joined-up working, and noted that NT was open to amending the document to reflect this. NM highlighted the challenge of accommodating increased numbers of Specials within existing estates, recommending a strategic plan to map where growth is feasible and to coordinate with future lease strategies for greater agility. IDS responded that he had discussed estate constraints with NT and agreed to work with NM to avoid advertising for Specials in locations lacking capacity, especially in smaller sites, and to coordinate placements in London where estate options are more flexible.
- 9.8 LDO summarised that the Specials strategy had undergone extensive consultation, including multiple reviews and written feedback from the executive board and Chief Officer group. She noted the recommendation to rename it as a "plan" rather than a "strategy" and highlighted that the approval would be subject to amendments: removing any political references, updating the name, and addressing delivery aspects raised during consultation. LDO concluded that, unless there were objections, the paper would be supported with these changes.

10. I&D Session

- 10.1 Closed session for FEB members to receive training.