

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 02 April 2026

Attendees		Apologies
Deputy Chief Constable – Stuart Cundy	Head of Internal Communications – Kirstie Watson	BTP Federation - Stuart Cowan
Chief of Staff - Mike Furness	Head of Information Management - Helen Edwards	Chief Constable Lucy D'Orsi
ACC Ian Drummond-Smith	Strategic Delivery Lead - Iain Metcalf	T/Dir People and Culture – Vanita Patel
ACC Charlie Doyle	Head of IT and Technology Portfolio Delivery – Caroline Sparks	E Div Ch/Supt – Sandra England
Dir Corporate Development - Steff Sharp	Head of Justice and Public Contact– Susan Yeomans-Jones	DD Commercial - Ian Currie
ACC Sean O'Callaghan	Head of PSD – Brett Walker	DD Estates - Naweed Mazhar
Dir People and Culture – Rachael Etebar	Head of External Affairs and Media – Johnny Shilton	Head of Transformation - Harriet Harvey
B Div T/Ch/Supt – Dominique Ioannou	Head of Audit and Assurance – Adrian Atherley	Head of A&I – Vanita Patel
C Div Ch/Supt – David Rams	DD P&C - Clare Conie	Special Chief Officer – Nathan Turner
D Div Ch/Supt – Lorna McEwan	Operational Lead Ch/ Supt – Will Jordan	D/Ch/Supt Crime – Pete Fulton
Crime Supt – Glen Alderson		
DD Decision Support - Richard Dronfield		
DD Financial Control – Harriet Andrews		
DD Wellbeing, Health & Safety - Kayad Dualeh		
Presenters of papers (not present for entire FEB but for their item)		

1. Deputy Chief Constable introduction

- 1.1 SC opened the meeting by welcoming members to the final Force Executive Board of the financial year and noted that the agenda provided an opportunity both to reflect on recent activity and to look ahead, particularly following the conclusion of the recent staff roadshows. SC expressed thanks to colleagues involved in organising and delivering the roadshows and to members of leadership teams who supported them, noting the positive feedback received. It was emphasised that the focus would now be on building momentum from this engagement and strengthening delivery as the Force moves into the next phase of its refreshed strategy and three-year financial cycle.

- 1.2 SC referred to the recent publication of the Independent Scrutiny and Oversight Board report on the Police Race Action Plan, noting its stark conclusions and the assessment that progress across policing nationally has not been sufficiently fast or impactful. It was acknowledged that BTP was positively referenced in the report for its work on stop and search and accountability. Members were invited to share any emerging feedback from staff.
- 1.3 SC also highlighted wider strategic and operational developments since the last meeting, including the establishment of the police reform team at Buckingham Palace Road and the benefits of closer working with partners. Thanks were recorded to teams involved in estates support. SC further reflected on recent significant operational activity, including the response to the Glasgow Central fire, noting the contribution made by local teams and the effectiveness of the Force's support to the wider response.
- 1.4 From a people perspective, SC highlighted recent promotion and examination outcomes, noting strong performance in the National Sergeants' Examination and the announcement of inspector promotion results. RE provided an update on next steps, confirming that a posting panel would take place the following week, with observer representation in place to ensure transparency and fairness. She noted that while a number of officers had been successful, there would inevitably be disappointment where vacancies were limited, and emphasised the importance of a rigorous and equitable process.

2. Minutes and Actions from previous meeting

- 2.1 The minutes of the previous meeting were reviewed and confirmed as an accurate record, with no amendments requested. The status of outstanding actions was then considered. It was noted that the majority of actions remain within their agreed timescales. An action relating to open Health and Safety update was discussed; while significant progress has been made in reducing the number of open Health and Safety actions, a detailed update was not ready for this meeting. It was agreed that a comprehensive account, including current position, progress to date, and the plan for closure of remaining actions, would be brought to the next meeting.

3. Pulse Survey Results

- 3.1 KW presented the headline findings from the recent Pulse Survey, noting an overall response rate of 41% (approximately 2,000 respondents), which was described as a credible midpoint check-in ahead of the next full survey later in the year. She highlighted areas of improvement since the baseline survey, including increased confidence that senior leaders set clear direction and communicate strategy in a motivating way, and positive movement in recognition and leadership visibility. However, challenges remained in perceptions of workload fairness, involvement in decision-making, support through change, and confidence that survey feedback leads to meaningful action. KW advised that some questions were newly introduced in this pulse survey and therefore had no comparative trend data.

- 3.2 The survey commentary indicated that credibility, honesty, and understanding were more important to staff than seniority when communicating change, with no single preferred messenger. For force-wide issues, colleagues expected communication from Chief Officer Group, while local issues were best addressed by senior leaders and line managers. KW also summarised themes from free-text responses, including strong first-line management and pride in professionalism, alongside concerns about inconsistent recognition, poor local communication, workload imbalance, and change being perceived as frequent and overly top-down. The concept of “One BTP” was noted as not yet consistently felt across the organisation.
- 3.3 During discussion, concerns were raised regarding the use of AI-generated summaries of comments, with some members expressing frustration at the lack of access to underlying verbatim feedback and the perceived limitations this created for local analysis. It was reiterated that a decision had previously been taken not to publish comments to preserve anonymity, though it was agreed that options to improve the usefulness of summaries would be explored. Members also noted variation in responses between officers, staff, and PCSOs, and highlighted the risk that results could be skewed where engagement levels were low.
- 3.4 Further discussion focused on perceptions of poor change management, with members noting that dissatisfaction with change did not necessarily reflect deficiencies in engagement or delivery, particularly in the context of recent establishment reset activity. The importance of improving survey participation and demonstrating visible action in response to feedback was emphasised, especially in advance of an upcoming HMICFRS staff survey. KW confirmed that the existing All People Survey action plan would remain in place, with learning from the pulse survey feeding into it, and that progress would continue to be monitored through the Insight Delivery Group and regular reporting to FEB.

4. Strategy Comms Plan

- 4.1 SC and KW provided an update on the communications approach supporting the rollout of the refreshed Force Strategy following the completion of the leadership roadshows. It was noted that the roadshows had been well attended and positively received, with strong engagement from managers and senior leaders, and had helped reinforce the link between day-to-day activity and the Force’s strategic priorities. Thanks were recorded to colleagues involved in organising and supporting the events.
- 4.2 KW outlined the planned communications rollout, emphasising that the strategy represented an evolution rather than a fundamental change, and that the focus would now be on maintaining momentum and embedding the priorities through consistent local leadership. A programme of supporting communications was described, including targeted messages from the Chief Officers, refreshed internal resources for line managers, a short strategy video, and the use of toolkits and conversation prompts to support local discussions. It was stressed that these materials were intended to enable leaders to tailor engagement appropriately for their teams rather than relying on centrally driven messaging alone.
- 4.3 SC reinforced that successful delivery of the strategy depended on leaders at all levels bringing it to life through regular engagement, clear expectations, and

consistent use of the strategic priorities in everyday language, recognition, and decision-making. It was emphasised that embedding the strategy would require sustained effort over time rather than a single communications event, and that continued visibility and reinforcement would be critical as the Force moves into the next phase of delivery.

5. Force Executive Board Terms of Reference

- 5.1 LC presented the refreshed Terms of Reference, which has been reviewed following a Government Internal Audit Agency recommendation for Governance arrangements.
- 5.2 LC explained that minor changes have been requested outside of the board which will be taken into account and added. No further comments were raised.
- 5.3 FEB agreed the terms of reference.

6. P12 Finance Update

- 6.1 RD provided a finance update, noting that the position presented reflected the Period 12 forecast and that final outturn figures were still subject to completion of the year-end close process. He advised that the revenue position was expected to be close to plan, with an anticipated underspend in the region previously reported, and that there were no indicators at this stage of material financial risk. He highlighted that capital expenditure was performing strongly, with significant progress in estates and technology spend, and that the Force was on track to deliver against its capital programme, including the additional flexibility requested by the Authority.
- 6.2 RD further advised that early activity for the new financial year was underway, including continued recruitment to support both business-as-usual requirements and the Medium-Term Financial Plan uplift. He emphasised the scale and complexity of recruitment volumes required to deliver planned growth and the need to balance competing demands across officer, PCSO, and staff recruitment. Budget holders were reminded to proceed with planned expenditure where it directly supported delivery of agreed priorities and performance.
- 6.3 HA provided an update on cash flow, confirming that there were no current concerns regarding minimum cash thresholds despite increased capital spend. She advised that work was ongoing with the Authority to update the long-term cash flow forecast in line with the new MTFP, with further assurance to be provided to a future meeting once timings and assumptions were finalised.
- 6.4 During discussion, members raised issues relating to recruitment pressures and market conditions. It was noted that while application volumes for paid roles were increasing due to wider economic conditions, this was creating additional pressures on vetting, recruitment, and learning and development capacity, with a higher proportion of candidates failing vetting checks. Concerns were also raised regarding declining applications for Special Constables and the implications for intake planning and training capacity.
- 6.5 Members discussed whether the absence of interview expenses could present a barrier to recruitment in geographically remote locations; it was confirmed that benchmarking indicated this was not a significant factor nationally, though it was agreed that local recruitment challenges should continue to be monitored. The

impact of increased application volumes on corporate services capacity was acknowledged, alongside work underway to introduce greater automation and early filtering to improve efficiency and reduce wasted effort.

6.6 The Board noted the update and the continued need for close oversight of recruitment, vetting, and workforce planning as delivery of the MTFP progresses.

7 Performance Update

7.1 NM provided an update on Force performance, noting that year-end crime levels were tracking at approximately a 10% increase compared to the previous year, consistent with trends observed throughout the year. Passenger journeys had returned to, and in some areas exceeded, pre-COVID levels, providing important context for increased demand. The largest increases in recorded crime were highlighted as public order, graffiti and violence, while reductions were noted in theft of cable and plant, motor vehicle crime and some acquisitive offences. Overall solved crime volumes had increased, although the solved rate had marginally reduced due to higher crime volumes. Improvements were noted in outcome rates for higher-harm offences, including sexual offences.

7.2 NM highlighted the continued rise in public order offences, driven primarily by staff ticketing incidents, intoxication and hate crime, and referenced the Force Intelligence Bureau problem profile that had been shared following Performance Delivery Boards. He also outlined ongoing work to improve crime recording timeliness and the use of systems, including refinement of definitions and further analysis to ensure performance data accurately reflects operational activity.

7.3 The discussion focused on Outstanding Named Suspects (ONS). Divisional updates confirmed that recent increases largely related to newly recorded cases within the 0–28 day category rather than historic backlogs, and that ONS management was being embedded into daily and weekly tasking processes, supported by targeted days of action and dedicated resources. Crime command reported that ONS volumes remained broadly stable, with appropriate risk assessment and prioritisation in place, including enhanced intelligence checks on long-term wanted individuals. It was noted that high-risk cases could be escalated through existing daily management and tasking arrangements where additional resources were required.

7.4 Members acknowledged the impact of court delays and file quality issues on downstream performance, including the effect of outstanding prosecution files on detection rates. Assurance was provided that backlog volumes were reducing and expected to return to business-as-usual levels over the coming months.

****ACTION - Provide a further update to FEB in May on the management of Outstanding Named Suspects (ONS), including progress in reducing volumes, effectiveness of prioritisation and tasking arrangements, and clarity on expected timelines for returning to sustained business-as-usual levels. In addition, provide an update on the outstanding prosecution file backlog, including current volumes, mitigation in place, and anticipated timelines for clearance.****

8 Portfolio Update

- 8.1 IM provided an update on the delivery of the Force portfolio, noting that the organisation was closing the financial year within tolerance and that work was underway to mobilise effectively for the new year, particularly in light of increased capital investment. He advised that significant effort had been directed towards strengthening portfolio governance, completing Senior Responsible Owner (SRO) reviews, and ensuring programmes were aligned to the refreshed Strategy and Blueprint. The approach to over-programming within the portfolio was highlighted as a deliberate measure to maintain agility and manage delivery risk where projects may face delays or dependencies.
- 8.2 IM outlined progress on key programmes, including digital and data-related initiatives, and noted that early-stage work was being progressed to avoid future delays, particularly where foundational capability was required to enable innovation and efficiency benefits. He emphasised the importance of maintaining momentum on critical programmes, while keeping capital pressures under close review in conjunction with Finance and the Authority.
- 8.3 Further updates were provided on strategic planning activity, including publication of the refreshed Strategy and Policing Plan, submission of the Force Management Statement, and preparations for the next business planning cycle. IM advised that departments should review and update relevant strategies, policies and documents to ensure alignment with the new strategic priorities. He also highlighted ongoing work on research capability, lessons management, and engagement with external partners, including academia and industry.
- 8.4 During discussion, members reinforced the need for early identification of delivery risks and slippage, with an expectation that issues would be surfaced in good time to enable re-prioritisation or reallocation within the portfolio. It was agreed that continued scrutiny through SRO reviews and FEB reporting would remain critical to ensuring delivery pace, benefits realisation, and alignment with strategic objectives.

9 ARIC update

- 9.1 AA provided an update from the Audit, Risk and Improvement Committee (ARIC), highlighting recent areas of focus and assurance. He reported on progress in relation to counter-fraud arrangements following the establishment reset, noting that Professional Standards Department would continue to retain responsibility in the interim. Work was underway to develop a revised counter-fraud policy, clarifying roles, responsibilities, oversight arrangements, and interfaces between departments and governance boards. ARIC had provided a moderate assurance rating, recognising progress made while further work was completed to ensure compliance with government functional standards.
- 9.2 AA also summarised ARIC's consideration of vetting arrangements. He reported that significant improvements had been made in governance, processes and compliance with the revised Authorised Professional Practice, with new regulations now in effect. While some elements remained in progress, ARIC was assured that the Force was moving in the right direction and agreed a moderate assurance rating.
- 9.3 During discussion, members sought clarity on how counter-fraud activity would be coordinated across departments under the revised model, and how collective oversight would be maintained at Force level. It was confirmed that this would be

addressed through the forthcoming policy, supported by clearer reporting routes and alignment with existing finance and assurance governance. Further discussion on vetting confirmed that panel arrangements, training, and backlog management were progressing appropriately, with reassurance provided on capacity, timeliness and national benchmarking.

- 9.4 The Board noted the update and the ongoing work to strengthen assurance, governance and compliance in both counter-fraud and vetting arrangements.

10 HMICFRS Update

- 10.1 SOC provided an update on preparations for the forthcoming HMICFRS PEEL inspection. He advised that a structured update report would continue to be brought to each FEB to track readiness and progress. The current focus had moved from identifying actions (“say it”) to evidencing delivery and impact (“see it”), ensuring that assertions made against the inspection questions were demonstrable in practice.
- 10.2 SOC confirmed that HMICFRS would proceed with a staff survey, and BTP would share the full results of its own staff survey with HMICFRS later in the year. Members were encouraged to support positive and constructive engagement with the HMICFRS survey.
- 10.3 Sean also outlined refinements to the Force’s internal approach to inspection readiness, including increased testing of evidence and assurance that stated progress aligned with operational reality. The Board noted the update and the continued focus on evidencing delivery, consistency, and clarity of progress in advance of the inspection.

11 Strategic CPD Session

- 11.1 Members received an input on BTP’s Independent Advisory Group.