

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 25 June 2026

Attendees		Apologies
Deputy Chief Constable – Stuart Cundy – Chair	Head of Internal Communications – Kirstie Watson	BTP Federation - Stuart Cowan
ACC Charlie Doyle	Head of Information Management – Helen Edwards	Head of Justice and Public Contact – Susan Yeomans-Jones
Dir Corporate Development - Steff Sharp	Strategic Delivery Lead - Iain Metcalf	D Div Ch/Supt – Lorna McEwan
ACC - Sean O'Callaghan - Late	Head of IT and Technology Portfolio Delivery – Caroline Sparks	C Div Ch/Supt – David Rams
Dir People and Culture – Rachael Etebar	Head of Criminal Justice – Amy Hudspith	B Div T/Ch/Supt – Dominique Ioannou
B Div Supt – Nick Sedgemore	Head of Governance Risk and Compliance – Adrian Atherley	Chief Constable – Lucy D'Orsi
C Div Supt – Sue Peters	Head of External Affairs and Media – Johnny Shilton	Chief of Staff - Mike Furness
D Div Supt – Chris Shields	Head of Analysis and Insight – Vanita Patel	ACC - Ian Drummond-Smith
Ch Supt – Peter Fulton	Special Chief Officer – Nathan Turner	DD P&C - Clare Conie
E Div Ch/Supt – Sandra England	Operational Lead Ch/ Supt – Will Jordan	
DD Decision Support - Richard Dronfield	Head of Transformation - Harriet Harvey	
DD Financial Control – Harriet Andrews	DD Wellbeing, Health & Safety - Kayad Dualeh	
DD Commercial - Ian Currie	L&D Supt – Chris Horton	
Head of PSD – Brett Walker	DD Estates - Naweed Mazhar	
Presenters of papers (not present for entire FEB but for their item)		
Project Manager – Katie Smith – Origin BC	Senior Change Manager – Jaime Mellows – Baches St and Cowcaddens Business Case	
Head of People Services – Amit Kanabar – Origin BC	Project Manager – Hayley Runham – Recruit Training Redesign Exception Report	
Origin Support Manager – Heena Desai – Origin BC		

1. Deputy Chief Constable introduction

- 1.1 The Chair opened by acknowledging the recent fatal train collision near Bedford and a potential further fatality in Preston, noting the significant ongoing impact

across the rail industry. He commended the exceptional multi-agency response and the professionalism of BTP officers and staff over a sustained and demanding period, highlighting specific praise received from Network Rail. An update was provided on the current situation, including ongoing investigations, casualties in hospital, and progress at the scene, with recovery and infrastructure works underway. The Chair emphasised the importance of capturing learning from the response and asked for thanks to be passed to all personnel involved.

2. Origin Cloud Business Case

- 2.1 The Board considered a business case to renew the Origin contract and transition from the current on-premise solution to a cloud-hosted model. The proposal, previously reviewed at PCIB, was presented as a key strategic decision aligned to the organisation's systems roadmap and longer-term direction towards cloud-based infrastructure.
- 2.2 The business case set out that Origin remains a critical system underpinning people data, including duties and training records, with the current contract nearing expiry. The recommended option was to adopt a cloud-hosted solution, enabling improved system integration through API capability, supporting innovation and automation programmes, and aligning with Strategic Objective 5. Whilst the change is largely technical with limited immediate user impact, it was positioned as a foundational enabler for future organisational efficiency and digital capability.
- 2.3 The Board noted a number of clear benefits. These included the introduction of enhanced integration capability across systems, removal of internal burden for system maintenance through supplier-managed services, and alignment with the wider enterprise architecture roadmap. The proposal was also consistent with previously endorsed strategic direction to move toward cloud-based platforms and improve interoperability across force systems.
- 2.4 However, the Board gave detailed consideration to key risks and dependencies. Dependencies included the successful delivery of the people reporting project, required to mitigate the loss of existing reporting tools, as well as broader dependencies on integration and innovation programmes reliant on API capability. Technical dependencies relating to infrastructure readiness were also highlighted.
- 2.5 Risks identified included potential resourcing pressures during implementation, operational disruption during transition, and the organisation acting as the lead force for this deployment approach. Additional risk was noted in relation to supplier delivery, though assurance was provided that NEC performance and engagement had demonstrably improved following earlier intervention. The Board also noted that robust testing, phased delivery, and clear governance controls would mitigate implementation risk, with explicit assurance that migration would not proceed until the system was fully validated.
- 2.6 The financial implications were considered in detail. Both the on-premise and cloud options presented an increased cost relative to the current budget; however, the cloud option was assessed as more sustainable, shifting from capital to revenue expenditure and better aligning with current financial constraints. While a residual funding pressure remains over the medium term, it was noted that partial

provision has already been made, and further pressures would be managed through future budget planning. Importantly, the Board recognised that maintaining the current system carries inherent financial and technical risk, with potential for greater long-term cost exposure.

- 2.7 During discussion, members sought assurance on reporting capability post-migration, system integration, supplier reliability, and implementation risk. It was confirmed that alternative reporting arrangements would be in place, existing integrations would be maintained, and future capability significantly enhanced. Members also recognised that, while immediate operational benefits may be limited, there is strong potential for longer-term efficiency gains.
- 2.8 The Board acknowledged that the proposal carries risk; however, it also recognised that the “do nothing” option presents significant and potentially greater risks, both operationally and financially. There was consensus that the proposal represents the appropriate strategic direction, subject to careful management of dependencies and delivery risk.
- 2.9 In summarising, the Chair concluded that the case for change was clear and necessary. While not without risk, the proposed approach aligns with organisational strategy, supports future integration, and provides a more sustainable and resilient solution. The importance of maintaining strong governance, oversight of dependencies, and rigorous assurance throughout delivery was emphasised.
- 2.10 **Decision - Approved** the transition to the Origin cloud-hosted solution with NEC, including the associated release of project funding and agreement to the ongoing revenue uplift. Approval was granted under delegated authority on behalf of the Chief Constable. It was noted that the proposal will progress through formal governance routes for final approval of the full contract value.
- 2.11 **Endorsed** the business case overall, recognising both the strategic necessity and the requirement for continued oversight to ensure risks and dependencies are effectively managed.

3. Baches St HVAC Full Business Case

- 3.1 The Board considered a Full Business Case for the replacement of the HVAC system at Baches Street, identified as a priority asset through the Estates condition survey and wider programme to transition from reactive to planned maintenance. It was noted that the existing system has reached end of life and is no longer capable of reliably supporting operational or compliance requirements, creating an increasing risk to service continuity.
- 3.2 The proposal set out that replacement of the system would provide a reliable and compliant working environment, improve operational resilience, and support ongoing use of the site. The investment would deliver a projected lifespan of up to 20 years, reduce the need for ongoing reactive maintenance, and align with the Estates strategy of using improved asset data to prioritise risk-based interventions. The Board also noted that there remains a contractual obligation to return the building with a fully functioning HVAC system, meaning that the cost cannot be avoided even in the event of future estate exit.

- 3.3 In considering the risks, the Board noted the potential for operational disruption during installation, particularly given the specialist functions delivered from the site. Associated health and safety and contractor risks were also acknowledged. Timing was identified as a key sensitivity, with delivery needing to align carefully with regulatory and inspection activity to avoid impacting accreditation requirements. Members further noted the dependency on effective engagement with site leadership and operational teams to ensure continuity of service throughout the works.
- 3.4 Mitigations were outlined, including close coordination with stakeholders, detailed planning to minimise disruption, and a commitment to aligning delivery schedules with operational priorities. Assurance was provided that lessons from previous estates projects had informed the approach, and that the programme would be actively managed to reduce risk to business continuity.
- 3.5 From a financial perspective, the Board noted the requirement for c.£605k capital and £43k revenue investment in the current financial year, alongside ongoing maintenance costs. It was acknowledged that continued expenditure on the existing system has already been required and does not represent a sustainable or efficient use of resources. The investment was therefore considered proportionate given the operational and compliance risks associated with inaction.
- 3.6 During discussion, members were supportive of the proposal and recognised the necessity of replacement. Particular emphasis was placed on ensuring delivery is carefully coordinated alongside regulatory inspection timelines and operational requirements, with a clear expectation that disruption is minimised. The Board was satisfied that appropriate engagement arrangements and delivery controls were in place.
- 3.7 In summary, the Chair concluded that the system is at end of life and presents a material risk if not addressed. The proposal represents a necessary and proportionate investment to maintain operational capability, meet compliance obligations, and align with the organisation's estates strategy.
- 3.8 **Decision - Endorsed** the replacement of the Baches Street HVAC system
- 3.9 **Approved** the associated capital and revenue expenditure at FEB level
- 3.10 **Noted** that, due to the value exceeding delegated authority thresholds, the proposal will progress through formal governance for final approval
- 3.11 The Board supported the business case, recognising the requirement to proceed in order to mitigate risk and sustain operational delivery.

4. Cowcaddens HVAC Full Business Case

- 4.1 The Board considered a Full Business Case for the replacement of the HVAC system at Glasgow Cowcaddens, recognising it as part of the wider Estates strategy to address end-of-life infrastructure through a planned, risk-based asset management approach. It was noted that the current system, in place since the mid-1980s, has reached the end of its operational life and is increasingly unable to meet the demands of a modern working environment or support ongoing operational activity.
- 4.2 The proposal set out that replacement of the HVAC system is required to ensure continued compliance with statutory and lease obligations, with the current lease

extending to 2035. The Board noted that, regardless of any future estate decisions, there remains a requirement to maintain and return the building with a fully functioning system, meaning the investment is ultimately unavoidable. The replacement would provide a modern, efficient system aligned to current building standards, delivering improved reliability, energy efficiency, and a projected lifespan of up to 20 years.

- 4.3 The Board recognised the operational and strategic benefits of the proposal, including improved working conditions for staff, enhanced resilience of estate infrastructure, and a reduction in the risk of system failure and associated disruption. It was further noted that the proposal supports the Estates programme's shift towards proactive investment, underpinned by improved asset data and forward planning, thereby reducing long-term financial and operational risk.
- 4.4 In considering the risks, members noted that the primary risk relates to operational disruption during installation, particularly given the need to potentially relocate staff during works. Associated delivery risks, including contractor performance and coordination with technology and estates teams, were also acknowledged. Further dependencies were identified in relation to stakeholder engagement, availability of suitable decant arrangements, and alignment with ongoing operational requirements at the site.
- 4.5 Mitigations were outlined, including early and ongoing engagement with local teams, coordination with Technology to manage infrastructure impacts, and the use of flexible working arrangements to reduce disruption. It was also noted that wider estate options, including potential relocation or alternative site arrangements, had been explored but were not considered viable, reinforcing the rationale for proceeding with replacement at Cowcaddens.
- 4.6 From a financial perspective, the Board noted that the proposal requires c.£662k capital investment and a small amount of associated revenue expenditure. It was confirmed that earlier design and tender costs had already been incurred, and that the current proposal represents a necessary progression to delivery. The Board also noted that there are no additional ongoing maintenance costs beyond existing arrangements.
- 4.7 During discussion, members were supportive of the proposal and recognised the importance of addressing end-of-life infrastructure in a timely and planned manner. Positive recognition was given to the Estates team for the improved approach to early planning, design development, and alignment with financial cycles, which supports more effective delivery and reduces year-end delivery risk. Members also welcomed the inclusion of business change support to manage staff impact and ensure operational continuity.
- 4.8 The Chair concluded that the proposal represents a necessary and proportionate investment to address infrastructure risk, ensure compliance, and support continued operational delivery. The business case aligns with the wider Estates strategy and demonstrates improved maturity in asset management and planning.
- 4.9 **Decision - Endorsed** the Full Business Case for the replacement of the HVAC system at Glasgow Cowcaddens
- 4.10 **Noted** that project revenue had previously been approved at PCIB

- 4.11 **Endorsed** the capital expenditure requirement of c.£663k, recognising that this exceeds delegated authority limits
- 4.12 **Confirmed** that the proposal will proceed through formal governance routes for final approval by the appropriate authority (Chief Executive)
- 4.13 The Board supported the proposal, subject to continued management of delivery risks and operational impacts.

5. Recruit Training Redesign Exception Report

- 5.1 The Board considered an exception report relating to the Recruit Training Redesign Programme, seeking approval for a revised delivery approach, timeline, and resource model following significant changes to project scope and operating context. It was noted that the programme is critical to delivering a compliant entry route aligned to College of Policing requirements (PCEP) and to supporting officer uplift ambitions.
- 5.2 The report set out that the programme has experienced material change since original approval, driven by the introduction of PCEP during delivery, increased complexity in requirements, and the removal of outsourced capability due to wider financial pressures. These factors resulted in increased reliance on internal resources, as well as challenges around the correct application of capitalisation rules. The Board noted that the cumulative impact of these changes had led to the programme entering exception.
- 5.3 The revised proposal seeks to extend delivery to April 2027, enabling sufficient time to deliver a compliant and sustainable training model. A hybrid resourcing approach is proposed, combining fixed-term specialist expertise with capitalised BAU resources, alongside a rationalisation of scope to focus on core delivery. This includes deferring or removing non-essential elements such as the detective entry pathway and more complex training inputs, with the intention of revisiting these once the core programme is successfully delivered.
- 5.4 The Board noted a number of key risks and dependencies. These included continued dependency on evolving College of Policing requirements, integration with related programmes (including digital case file and assessment tools), and the capacity of Learning & Development resources to support delivery alongside wider organisational pressures. Governance weaknesses in earlier phases of the programme were acknowledged, with assurance provided that strengthened oversight arrangements are now in place, including enhanced senior review, more frequent escalation routes, and revised programme board structures.
- 5.5 Members discussed the balance between maintaining training quality and ensuring delivery within time and budget constraints. While recognising the value of enhanced elements such as immersive training methods, the Board accepted that de-scoping was necessary to reduce delivery risk. The importance of learning lessons from the programme was highlighted, particularly in relation to managing complex and novel projects, understanding capital treatment, and ensuring early identification of emerging issues.
- 5.6 The Board concluded that, whilst the programme has faced significant challenges, the revised approach provides a credible and controlled pathway to delivery. The

proposal was recognised as necessary to ensure compliance with national training standards and to maintain officer recruitment pipelines.

5.7 **Decision**

- 5.8 **Approved** Option 1 – the revised delivery plan, including extension of the programme timeline to April 2027
- 5.9 **Endorsed** the revised capital investment, bringing total programme costs to c.£2.8m (inclusive of contingency) for submission to the British Transport Police Authority (BTPA)
- 5.10 **Approved** the allocation of £0.236m capital contingency, to be centrally controlled and released subject to further governance approval
- 5.11 **Noted** that final approval is required from BTPA and that enhanced governance arrangements will remain in place to oversee delivery
- 5.12 The Board supported continuation of the programme on this revised basis, subject to ongoing oversight and effective management of risks and dependencies.

6. **Minutes and Actions from Previous Meetings**

- 6.1 The Board reviewed the minutes of the previous meeting and confirmed their accuracy, subject to minor amendments. A typographical correction was noted in paragraph 2.2, and a clarification was agreed in relation to the wording of an action concerning training availability to ensure it accurately reflected the intended focus on addressing gaps in provision.
- 6.2 An update was provided on outstanding actions. It was confirmed that the action relating to workforce planning is being progressed through the Resource Steering Group (RSG), where detailed oversight is already in place. Members were content that this provided sufficient visibility and governance, and it was agreed that the action could be closed within FEB.
- 6.3 No further substantive issues were raised in respect of the minutes or actions, and the Board agreed that all updates accurately reflected the current position, with amendments to be incorporated prior to formal sign-off.

7 **P2 Finance Update**

- 7.1 RD presented the Period 2 finance update, noting that the organisation remains in a stable financial position at this early stage of the financial year. It was emphasised that the current position reflects only two months of activity, and therefore provides limited insight ahead of the first formal forecast at Quarter 1. At this stage, the budget remains broadly balanced, supported by a central realism adjustment applied to manage forecast uncertainty.
- 7.2 The Board was advised that focus is now on the development of an accurate Quarter 1 forecast. Members were asked to engage fully with Finance Business Partners to ensure that both risks and opportunities—positive and negative—are captured comprehensively. It was stressed that early transparency on financial pressures will support more effective in-year management and enable timely organisational responses.
- 7.3 Workforce growth remains a significant feature of the financial position, with a substantial increase in establishment planned for the year. The Board noted that,

whilst current headcount remains below the year-end target, recruitment and attrition are being actively managed, and the organisation remains broadly on track to achieve the required uplift. The scale and pace of recruitment activity were highlighted as a key delivery challenge for the year.

- 7.4 In relation to resourcing, it was noted that additional temporary staffing is being utilised to support delivery requirements, particularly in areas affected by workforce expansion. This approach is being managed proactively within the overall budget position to ensure operational capacity is maintained.
- 7.5 The Board welcomed positive progress in the management of capital and project expenditure. It was noted that expenditure is being delivered in a more even and controlled profile across the financial year, reflecting improved planning and reducing the historic risk associated with late-year spend concentration. Similarly, project revenue expenditure is tracking in line with budget, with opportunities to bring in additional external funding still under development.
- 7.6 The Board also noted that income performance remains broadly on track at this stage, though it will require continued monitoring alongside workforce deployment decisions to ensure full cost recovery where applicable.
- 7.7 In summary, the financial position remains stable, with no material variance identified at this early stage of the year. The Board acknowledged that the key priority is now the development of a robust Quarter 1 forecast, alongside continued focus on workforce delivery, cost control, and the proactive management of emerging risks and opportunities.

8 Portfolio Update

- 8.1 The Board received a portfolio update from HH, who confirmed that this month's report was presented as a light-touch update. Focus has been placed on current SRO reviews and the business cases considered earlier in the agenda, with no additional substantive issues requiring escalation.
- 8.2 An update on strategic planning activity was provided by IM. The Board noted that significant progress is being made against the Guardians of the Railway Strategy, with work advancing on the development of the first quarterly blueprint reporting, expected to be presented to the Authority in September. Preparatory activity is ongoing, with a further update scheduled for the July FEB to inform readiness.
- 8.3 The Board noted that the Force Management Statement (FMS) and Capability Review activity is progressing, with moderation panels involving Chief Officers commencing in early July. Early indications suggest that capability bids may exceed the currently allocated £3m provision, and further prioritisation will be required as part of the planning process.
- 8.4 Members were advised that the new Lessons Learned (LXC) database is progressing, with a planned go-live date of September. Work is underway to onboard departmental leads and embed its use across the organisation. This will support improved organisational learning, including capturing insights from recent operational activity and national developments.
- 8.5 The Board also noted ongoing work to improve access to policies, with a transition to SharePoint underway to enable better usability and search functionality, including alignment with digital tools.

- 8.6 In relation to horizon scanning, the Board received an update on progress since implementation. A framework of identified “signals” is now in place, with active engagement from across the organisation to support insight generation. This work is being used to inform business planning, including future resource requirements, infrastructure developments, and emerging demand pressures across the rail network. The Board noted examples of emerging demand linked to major infrastructure projects and large-scale events, reinforcing the importance of this work in shaping long-term planning assumptions.
- 8.7 Overall, the Board noted that the portfolio remains stable, with strategic planning activity progressing in line with agreed timelines, and continued emphasis on aligning insight, capability planning, and financial strategy.

9 ARIC Update

- 9.1 The Board received an update on the Audit, Risk and Improvement Committee (ARIC), noting continued progress across a number of governance, assurance and compliance areas.
- 9.2 It was reported that policy management has improved, with People and Culture policies now achieving a higher level of assurance following the completion of outstanding actions. Asset management has also progressed positively, with the development of a new strategy and policy framework, supported by improved governance arrangements; however, some issues remain to be resolved regarding strategic ownership, operational models and supporting processes.
- 9.3 In relation to capital asset controls, the Board noted that full audits have now been completed across all divisions, providing increased assurance over asset existence and condition. While some historic data gaps remain, these are understood to relate primarily to record-keeping rather than asset loss, and further work is ongoing to strengthen systems and controls.
- 9.4 Vetting performance continues to improve in key areas, particularly in recruitment and management vetting timescales, supported by process reform and system enhancements. However, capacity pressures remain, resulting in delays in some areas of vetting activity. This has been recognised as an ongoing resourcing challenge rather than a process deficiency.
- 9.5 The Board noted that progress has also been made in strengthening counter fraud arrangements, including the development of improved governance structures, implementation of action plans, and investment in capability through dedicated training.
- 9.6 An update was provided on strategic risk management, with proposed changes to simplify and strengthen the framework, including clearer ownership, revised risk categories, and improved alignment with organisational objectives and governance structures. These changes are being progressed in collaboration with the Authority to improve overall clarity and accountability.
- 9.7 Finally, the Board noted changes to the approach for managing actions arising from inspections and audits, with a renewed focus on ensuring clarity, proportionality, and realistic timescales. This includes distinguishing between formal recommendations and broader organisational learning actions to improve reporting accuracy and governance oversight.

- 9.8 Overall, the Board noted that assurance across key areas is improving, with structured programmes in place to address remaining gaps and enhance organisational governance, risk management and compliance.

10 Performance Update

- 10.1 The Board received the monthly performance update and noted a challenging start to the year. Recorded crime has increased year-on-year, driven in part by changes in recording practices, though underlying demand remains elevated. The Board also noted a decrease in solved rates compared to the previous year, with further analysis underway to understand the contributing factors.
- 10.2 Operational performance remains stable in key areas, with average incident handback times improving month-on-month despite an increase in fatalities and higher demand levels. However, performance against crime recording timeliness has declined, reflecting the pressure of increased demand and competing operational priorities.
- 10.3 The Board noted continued growth in certain crime categories, including violence and public order, alongside increased reporting of offences linked to national trends. Encouragingly, there has been a reduction in victims declining to support investigations, suggesting improving levels of confidence and engagement. Robbery performance was highlighted as a positive area, with sustained reductions in volume and improved outcomes.
- 10.4 Forecasting indicates that demand is expected to remain high over the coming months, with seasonal factors, including sustained periods of warm weather and potential public events, likely to place additional pressure on frontline resources.
- 10.5 The Board also noted emerging challenges in relation to investigative outcomes, use of police powers, and performance management capability at supervisory levels. Work is underway to strengthen data literacy, improve performance grip, and ensure more effective use of operational activity and visibility.
- 10.6 Overall, the Board recognised that performance remains under pressure across a number of areas and emphasised the need for continued focus on demand management, crime outcomes, and leadership accountability to drive improvement.

11 HMICFRS Preparation: PEEL Inspection Update

- 11.1 SOC provided a comprehensive update on HMICFRS inspection readiness, noting that the force is now approximately eleven weeks from the formal inspection window in September, with preparation activity increasing in pace and intensity. He outlined that HMICFRS has evolved its methodology, with inspectors already undertaking early engagement activity, including SME discussions, focus groups and observation of meetings, prior to the formal inspection period. This early phase will inform and shape the focus of the inspection itself, with a strategic briefing scheduled for late August ahead of the formal inspection window.
- 11.2 SOC emphasised that, in response, BTP has adopted a more coordinated and transparent approach to inspection engagement. This includes structured debriefs following interviews and focus groups to capture emerging themes, as well as

sharing insights across senior leadership to ensure consistency of narrative and maximise the organisation's ability to evidence good practice. He stressed the importance of selecting appropriate representatives for focus groups who are knowledgeable, confident and able to articulate the force's approach clearly, without reliance on scripted responses.

- 11.3 While acknowledging that the force has made good progress in its overall readiness, SOC set out a number of residual risk areas which represent potential vulnerabilities if not mitigated ahead of inspection. These were framed as "worst case" areas that HMICFRS could identify, rather than confirmed findings, and reflect common challenges across policing.
- 11.4 A central theme was the need to demonstrate a clear "golden thread" from strategy through to frontline delivery. While the force has strong strategic documentation and governance processes, there remains some inconsistency in how these translate into operational understanding and activity. In particular, there is a risk that HMICFRS may not see sufficient evidence of how strategic priorities are driving tasking, decision-making and measurable outcomes at the frontline.
- 11.5 Linked to this, SOC highlighted the importance of strengthening leadership grip on performance. Although robust governance exists at senior levels, there is a need to ensure greater consistency in how performance expectations are set, managed and evidenced through line management, particularly at inspector and sergeant level. This includes clearer articulation of how data informs tasking decisions and how impact is actively monitored.
- 11.6 SOC also noted that the organisation must better evidence its learning and continuous improvement mechanisms. While a significant amount of activity is undertaken, there is limited structured evidence of "closing the loop" by evaluating whether changes have delivered the intended outcomes and embedding learning over time. This represents a key area of focus in demonstrating organisational maturity.
- 11.7 In relation to community engagement, SOC highlighted a structural challenge arising from BTP's national remit. While engagement with rail industry partners is strong, there is less direct engagement with the public compared to Home Office forces. As a result, the force must be clear in articulating its operating model and how it gathers, interprets and responds to community insight, including demonstrating "you said, we did" outcomes where possible.
- 11.8 Neighbourhood policing and problem-solving were identified as a further area of potential risk. SOC acknowledged that changes following the establishment reset may create a perception of reduced neighbourhood presence, despite network policing remaining core business. While there is evidence of problem-solving activity and training, this is not consistently embedded or owned, and the force will need to clearly articulate how local problem-solving is delivered in practice.
- 11.9 Operational demand and contact management capacity were highlighted as a significant and ongoing risk. Performance in call handling remains under pressure due to workforce shortages and increasing demand, and while mitigation is in place, this is likely to remain a key area of scrutiny. SOC emphasised the need to present a clear and credible narrative demonstrating that the issue is understood, actively managed and subject to continuous improvement.

- 11.10 Further operational risks were noted in relation to incident response and resource management, where inconsistent visibility of available assets and variable practices in status management can impact response effectiveness. These challenges are recognised internally and will require continued focus to demonstrate improvement.
- 11.11 SOC also identified risks in relation to vulnerability assessment and victim handling, particularly around the consistent application of THRIVE principles and the communication of risk to frontline officers. While good practice exists, there is a reliance on individual delivery, and inspectorate findings may be influenced by specific cases reviewed during inspection.
- 11.12 In the investigative space, while improvements are underway in crime recording and detective capability, including the use of new pathways and training programmes, there remains a risk that current approaches are perceived as resource-intensive workarounds rather than fully embedded, sustainable solutions. Similarly, variability in victim care, including timeliness of updates and case finalisation, continues to present a potential area of scrutiny.
- 11.13 SOC concluded by emphasising that these risks are not unique to BTP and are commonly observed across forces. He noted that HMICFRS places significant weight on an organisation's ability to recognise its own challenges and demonstrate clear progress. Therefore, the key requirement for the force is to show strong leadership grip, a consistent narrative and tangible evidence of improvement, rather than perfection. He reinforced the expectation that all leaders play an active role in preparing their teams for engagement with inspectors, ensuring clarity, confidence and consistency in how the force's approach is articulated.