

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 05 Feb 2026

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

1. Deputy Chief Constable's introduction

- 1.1 SC noted upcoming changes in BTP Authority leadership, welcoming Tricia Hayes as the new chair and anticipating potential changes in committee operations, though no key decisions have been made yet.
- 1.2 SC highlighted the successful outcome of Operation Trillo, commending the team for their work on the Rhiannon White case and noting the positive media coverage and impact for BTP.
- 1.3 SC updated the group on police reform, clarifying that while the white paper introduces many changes, structural reforms are not expected to affect BTP

directly, and the force should focus on leveraging benefits and maintaining strong links with DFT and Home Office. MF added that both Home Office and DFT are aligned in excluding BTP from structural reforms, and ongoing engagement will ensure BTP remains informed and involved.

- 1.4 SC concluded with people updates, congratulating colleagues on new roles and encouraging everyone to complete the pulse survey, with KW confirming the survey's extension and promising to share response rates.

2. Minutes and Actions from previous meeting

- 2.1 MF reviewed ongoing actions, noting all were assigned to VP. VP updated on each: significant progress on health and safety actions with a refreshed list to be shared before the next meeting; ongoing work to provide data on productivity and value for money, with a report due soon; and development of recommendations for mandatory training in PDRs, to be finalised and brought to the next meeting.
- 2.2 MF then asked for any comments on the minutes, confirming they would be accepted if none were raised

3. P10 Finance Update

- 3.1 RD presented the period 10 finance update, highlighting a projected £2.5 million underspend on a £420 million budget, mainly due to delays in recruitment and some strong cost controls, especially in estates. He expressed concern about the underspend increasing further and encouraged teams to bring forward spending where it could improve performance. RD also introduced a new slide tracking progress on workforce uplift, explaining the recruitment pipeline and associated challenges, such as classroom capacity and the need for over-programming to account for attrition. He noted that while the current plan addresses the MTFP uplift, further work would be needed if additional EPSA posts are confirmed.
- 3.2 SC asked about over-programming in recruitment and whether milestones for support functions (like vetting and OH) were on target, to which RD agreed to add clearer status updates. CH and NM discussed the need for more training space, with Naweed mentioning a potential new site and GA suggesting underused space in Leeds.
- 3.3 SC set an action for VP to lead a holistic review of workforce planning, including recruitment, training capacity, and EPSA growth, to be coordinated with RD and brought back to the group.

****ACTION - VP to lead a holistic review of workforce planning, including recruitment, training capacity, and EPSA growth, to be coordinated with RD and brought back to the group.****

- 3.4 HA updated on cashflow, noting that the authority's agreement to charge out certain pressures keeps reserves above threshold, but the cash profile will be updated once new MTFP figures are finalised. She expects this modelling to be ready within the next month or so.

****ACTION – RD and HA share a summary of unauthorised annual leave requests with all FEB members at the start of March to identify outstanding issues****

4. Performance Update

- 4.1 SC opened the performance update by thanking those involved in the recent performance day and emphasised the need to focus efforts before the end of the reporting year, particularly on joint development work and individual commitments.
- 4.2 AAug reported that overall crime is up 10.3% on last year, with notable increases in solved crimes, especially for violence, but the overall solve rate is slightly down. Key focus areas are violence, robbery, public order, and graffiti, which has significantly contributed to the rise in recorded crime. Disruption incidents, particularly trespass and cable theft, are also up, impacting lost minutes, though primary lost minutes (those directly controlled by the force) have improved in some regions. AAug asked attendees to submit their top three performance actions and to participate in upcoming KPI-setting sessions for the next year.
- 4.3 SC reinforced the importance of aligning KPIs with strategic priorities and finalising the dashboard by mid-March.

5. Portfolio Update

- 5.1 HH reported that the 2026–29 portfolio has been widely briefed and is now moving into re-baselining, with SRO reviews scheduled for late February/March to confirm delivery plans and recruitment needs. She flagged a late-emerging risk of underspend this year due to funding and timeline adjustments, urging SROs to accelerate purchasing and maintain strict financial discipline. HH stressed that successful spending will be a major challenge given the increased three-year plan and reputational risks. She highlighted strong industry engagement on the capital funding gap and noted progress on the innovation programme, suggesting regular innovation updates at FEB. SC requested escalation of any issues that need support to ensure delivery.
- 5.2 IM shared that the blueprint is in its final stages, with sign-off expected next week and subsequent engagement and communications planned. The policing plan will follow, aligned with the new strategy. The force management statement is on track, and strategic planning delivery for next year has begun. IM will bring a horizon scan dashboard to FEB in April, highlighting key future demand items like HS2 and Universal Studios. He also updated on the new legal services framework and onboarding of the in-house lawyer, with vetting support possibly needed.

A. Southampton Relocation Business Case

- A.1 NM explained that BTP must relocate from Granville House in Southampton due to a landlord notice and proposed moving to Frobisher House, a nearby, recently refurbished building offering slightly more space, improved facilities, and a 10-year lease with a 12-month rent-free period. The project requires £586k capital and £159k revenue, both included in the MTFP, with a tight timeline for completion by June. JD confirmed the move is like-for-like and stressed the need to spend capital this year. RD and IC supported the case, with IC raising the need for EV charging, which JD said could be explored with the landlord. Members raised no objections.
- A.2 SC confirmed FEB's approval of the business case and noted it will proceed to the authority for final sign-off due to the capital amount.

6. **ARIC Update**

- 6.1 AAth provided an overview of the recent ARIC meeting, highlighting several assurance topics. He reported limited assurance on PPE asset management due to inconsistent divisional processes and noted ongoing work with A&I to consolidate spreadsheets as an interim fix. Captor spray management showed improvement, especially in B and C Divisions, though A Division still faced operational challenges. Property governance has improved with new evidence boards and dashboards, but freezer checks remain inconsistent, prompting further review. Preparation for PLATO exercises was rated substantial, with regular testing and effective response. AAth also flagged a governance gap in Welsh language compliance, with a review underway, and discussed the need to simplify risk management processes, as the current system is cumbersome and not agile enough for evolving risks.
- 6.2 SC emphasised the importance of robust asset management and supported the need for an interim solution for PPE tracking. He agreed on the need to simplify risk management, ensuring it drives business rather than just fulfilling process requirements, and welcomed a review to make the system more effective and less time-consuming.
- 6.3 KD updated on stress risk assessments, noting low uptake and the challenge of demonstrating benefits without more data. He is working to monitor completion rates and assess impact, with GA offering to collaborate on a pilot in CID to gather more evidence.
- 6.4 AAth explained that the MAR (Management Assurance Return) process has been streamlined this year, with fewer questions from the Cabinet Office and a more targeted approach to gathering evidence from colleagues. Most responses have been received, and scoring will be proposed soon, with any disagreements to be resolved via a challenge panel. The deadline is tight, but the new process should ensure timely completion.
- 6.5 SC noted that the upcoming GIAA audits for the next year are being finalised, with consideration given to the timing of the HMICFRS inspection to avoid capacity issues. He confirmed that once the audit schedule is set, it will be shared informally with FEB members so everyone is clear on the planned audits.

7. **Recruitment Deep Dive**

- 7.1 PA presented the recruitment deep dive, noting that the risk score remains unchanged and the process now includes retention and morale. He highlighted that the risk is currently well-managed but flagged the need to monitor the upcoming officer uplift and related KPIs.
- 7.2 RD questioned the inclusion of "morale" in the risk wording, suggesting it may not be appropriate and should be reviewed before submission to ARAC. SC asked for the rationale behind including morale, emphasising the need for evidence before presenting it to ARAC. PA agreed to take feedback to authority colleagues and review the wording with VP.

- 7.3 CCas raised concerns about the risk of pushing quantity over quality in recruitment, referencing past issues with early attrition and the need for safeguards, especially for direct entry roles.
- 7.4 JB asked for clarity on BTP's position regarding the use of AI in recruitment, questioning whether it should be discouraged or embraced. CH discussed the financial impact of early leavers and the importance of using data to improve recruitment processes, highlighting the need for better face-to-face assessment and data-driven decision-making.
- 7.5 HE explained that while AI is used in applications, the real test of candidates should be through interviews, especially in person for senior roles, and that current tools to detect AI use are limited. SOC added that BTP should accept AI's presence and use interviews to test honesty and integrity, turning AI use into an advantage if the interview process is robust.
- 7.6 VP agreed to revise the paper with PA and circulate the final version to COG before submission to the People and Culture Committee.

8. Strategic CPD – HMICFRS Preparation

- 8.1 Closed session for FEB members to receive training.

9. A.O.B

9.1 HE informed FEB members about ongoing work with Simon Graham and JS to address gaps in BTP's publication scheme, which is required under Freedom of Information legislation. The team has identified significant shortfalls in proactive data publication on the external website and will soon contact business areas to clarify their responsibilities. HE's team will conduct quarterly health checks to ensure compliance, and any decisions not to publish certain information will need to be documented with an audit trail. She emphasised this is about keeping the website up to date and not creating unnecessary burden.

9.2 VP provided an update on the upcoming roadshows, confirming there are ten sessions planned nationwide for sergeants, inspectors, and relevant police staff. She clarified attendance for FEB leads is not mandatory, as they have already received the input, but encouraged senior leaders to be visible, especially outside London, to support engagement. She also confirmed that the Leeds and Manchester sessions still need coverage and asked anyone interested in attending to contact Millie and the team.

9.3 SOC raised concerns about the retention and use of OneNote for disclosure and Subject Access Requests (SARs), referencing national discussions and inconsistencies across forces. He questioned whether BTP applies the same retention rules to OneNote as to traditional notebooks, noting that some staff may delete OneNote entries after use, potentially impacting responses to SARs and FOIs. HE responded that BTP currently has no set retention period for OneNote, as its use varies widely, and there is no requirement for staff to use it for official record-keeping. She mentioned a new 365 records officer will be starting soon to help establish clearer rules, and reassured that retention policies for operational records, such as incident logs, are already well established.

9.4 KD provided two updates under any other business. First, the DOCRA (Duty of Care Risk Assessment) process for colleagues under investigation, victims, or witnesses has been streamlined into an online system with a central repository, making it easier to complete and track assessments; designated wellbeing advisors are the point of contact for support. Second, the launch of wellbeing conversations is scheduled for next week, following a successful soft launch in November. KD encouraged colleagues to participate in upcoming webinars and training sessions, again directing any queries to designated wellbeing advisors.