

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 05 March 2026

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

1. Chief Constable introduction

- 1.1 LDO opened the meeting by welcoming everyone. She began with acknowledgements, formally congratulating DR on his promotion to Chief Superintendent and inviting him to share. LDO then thanked VP, noting that this would be her final FEB in the temporary Chief Officer role, and recognised the energy and pace she has brought to the role.
- 1.2 LDO attended a commendation ceremony earlier in the week, which she described as particularly positive and uplifting, highlighting the importance of continued nominations to recognise excellent work across the force.

- 1.3 LDO also reported that the Strategy and Planning Committee had signed off the Strategy and Policing Plan, praising Iain and the team for a high-quality submission and engagement across the organisation.
- 1.4 She also announced that LC would be coordinating a force-wide review of police post signage and accessibility, prompted by observations that some locations appeared untidy or outdated, something important both for organisational pride and HMIC preparation.

2. Minutes and Actions from previous meeting

- 2.1 MF invited comments on the previous month's minutes and no amendments had been requested.
- 2.2 Turning to outstanding actions, MF confirmed that only one required an update at this meeting, relating to Health and Safety. VP then gave a detailed update on the Health and Safety action. She reported strong progress in reducing long-outstanding actions, particularly those overdue by more than fifty days. VP also presented trend data showing a positive downward trajectory in overdue actions, noting that the organisation was moving in the right direction but still needed consistent focus to embed a strong health and safety culture.
- 2.3 LDO thanked VP and requested that the updated position be brought back to the FEB meeting in May.

****ACTION – VP/RE to return a further update on the outstanding Health and Safety Actions update back in May FEB****

3. P11 Finance Update

- 3.1 SS provided an overview of the Period 11 financial position, highlighting that the year had been shaped by the organisational reset and the need to carefully manage staffing levels. Although the year began with staffing above budget, requiring a pause in recruitment, pay pressures had progressively reduced and the pay overspend was now materially lower than originally anticipated. Non-pay expenditure had also fallen significantly, driven by fewer exceptional operational events, reduced overtime and demand for wellbeing and occupational health services, lower travel and forensic costs, and stronger contract management. Around £2 million of non-pay savings had been identified for reinvestment into priority posts from 2026/27 onwards.
- 3.2 SS noted that several large movements between Period 10 and 11 had contributed to a further improvement in the overall forecast, including reductions in contract costs, favourable shifts in annual leave accruals, and an accounting adjustment relating to TfL EV funds. Business-as-usual activity was expected to overspend by £4 million; however, once additional income for the Authority approved pressures such as CAM charges, London Allowance and PRRB were accounted for, the forecast position moved to an underspend of £4.8 million.
- 3.3 The Authority had confirmed a £2.5 million reduction in TOC charges, with discussions ongoing on how to treat the remaining underspend to best support future planning.

- 3.4 RD reinforced the drivers behind the improved forecast, highlighting the £1.1 million reduction in the MITIE contract as the most significant single movement. He cautioned that the variance underlined the need for greater organisational care when relying on third-party financial estimates. NM provided further explanation, setting out the impact of late DfT guidance, verification delays and the reclassification of more than 20,000 assets, which prevented adjustments to full-year maintenance spending earlier in the year.
- 3.5 SS concluded by noting that the organisation will enter the next financial year with substantial investment requirements, emphasising the need to focus early on bottlenecks, the operational impact of reduced overtime, and maintaining appropriate investment in external training. While the year-end position was strong, she stressed that disciplined planning will be essential to avoid similar pressures arising late in future financial years.
- 3.6 Following the update, members raised operational impacts and process improvement opportunities. SOC proposed creating a “notice dashboard” to track resignations more proactively, which LDO endorsed and assigned to VP as an action.

****ACTION – VP/CCon to explore creation of a Notice Dashboard which triggers recruitment processes once an employee has handed in their Notice.****

- 3.7 CCon highlighted positive redeployment outcomes and some delays caused by recruitment capacity, vetting and occupational health volumes. SYJ raised concerns about applicants withdrawing during the recruitment process, particularly in control rooms, noting strong market competition. IDS highlighted delays in bringing agency staff into the organisation and recommended exploring pre-vetted agency options. RD also suggested reversing the recruitment trigger so that recruitment automatically starts when an employee resigns, with managers only required to pause the process if necessary.
- 3.8 LDO welcomed the proposals and set several expectations and actions.

**** ACTION - CCon to produce a process map highlighting recruitment and vetting bottlenecks and to bring this to COG first, then to FEB. She also asked for wider thinking on how automation could support recruitment flow and applicant engagement across the organisation.****

4. Performance Update

- 4.1 AAug reported that overall crime increased by 2% in February compared with January, with violence, public order and graffiti continuing to drive the rise. Violence-related crime has increased 17% year-to-date, predominantly due to common assault. Crime recording performance improved, with February achieving the highest year-to-date accuracy at 89.1% recorded within 24 hours. Outstanding named suspects remained on a downward trajectory despite a slight month-end increase. AAug also highlighted strong improvements in solved crime volumes compared with the previous year but projected significant rises to year-end in violence, robbery and public order.
- 4.2 SC supplemented the update by noting that while overall crime levels and several indicators remain off-track, there has been meaningful progress driven by

sustained focus across divisions. Robbery reductions were identified as a key positive trend, while solve rates for violent crime remain strong relative to Home Office forces. He emphasised concerns about work-related violence against rail staff, where reporting and willingness to support investigations remain inconsistent. SC also acknowledged improvements in disruption performance, including reductions in January's fatality-related delay minutes and primary delay, and reiterated the need for continuous focus as the force approaches the new performance year.

- 4.3 LDO requested that the performance report be expanded to better reflect whole-force activity, including operational functions outside crime and disruption. She asked

****ACTION - VP to consider expansion of Performance report, to better reflect whole-force activity, including operational functions outside crime and disruption, incorporating suggestions from FEB members and considering how teams can benchmark themselves against consistent measures.****

- 4.4 LDO invited all FEB members to provide one metric they would want included in a force performance pack and highlighted the need to reintroduce comparative dashboards used in previous years.

5. Portfolio Update

- 5.1 SC and HH provided a joint overview of the portfolio and year-end position, highlighting that significant capital and programme delivery remained concentrated in estates, fleet and technology as the financial year closes. With PMO levers largely exhausted, responsibility now sits with SROs and delivery leads to progress remaining commitments at pace. Both emphasised that the new three-year settlement provides an important opportunity to break the recurring cycle of back-loaded Q4 spend by enabling earlier mobilisation, better sequencing and more predictable commercial activity. SC reiterated the need for disciplined delivery, strengthened oversight, and timely submission of all remaining approvals within the final governance cycle.
- 5.2 Programme governance was discussed in the context of the closure of the geospatial project, which had not delivered against expectations despite considerable investment of time. SC emphasised transparency with frontline teams given the operational importance of geospatial tools and sought assurance that interim briefing solutions would be robust and consistent. PF confirmed that an interim Power App-based version of GeoSpatial is being progressed, with a full geographical briefing capability expected by October. HH also noted progress on other governance items, including the BAU handover of mental health crisis care, and encouraged SROs to submit any final year-end business cases promptly to maintain delivery momentum.
- 5.3 HH updated the group on PMO re-baselining activity, which is adjusting programme structures to reflect updated dependencies, growth requirements and emerging cost pressures, particularly within network policing uplift and end-user compute. SRO reviews are underway to confirm delivery plans, ensure alignment with the innovation programme and blueprint, and begin apportioning efficiency targets embedded in the Medium-Term Financial Plan. Recruitment into PMO

vacancies is progressing, with plans to establish a reserve list should candidate quality exceed available roles.

- 5.4 SC confirmed that the new Strategy and Policing Plan, including the strategic objectives and supporting blueprints, has been approved at the Strategy and Planning Committee and will progress to the Authority for final approval. IM provided an update on wider strategic planning activity, reporting that the Force Management Statement is nearing completion and emphasising the importance of strong evidence for HMICFRS scrutiny. Preparatory work for the next planning cycle will begin shortly, with early focus on the 2029/30 horizon. IM also noted progress on the Lessons Exchange Centre prototype and ongoing work supporting debriefing, legal services development, capability review recruitment, and alignment with national policing and rail research bodies. SC and IM concluded by stressing that successful delivery of the new strategy requires disciplined planning, consistent leadership engagement and clear alignment of programmes and research activity to the organisation's long-term direction.

6. **Strategic CPD – Mainzworld Update**

- 6.1 Closed session for CPD training.