

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



## Minutes of Meeting – 15 Jan 2026

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

### 1. Chief Constable's introduction

- 1.1 LDO opened the meeting by updating the group on senior leadership changes, thanking SE for their work in C Division and move to lead E Division. LDO noted CCa's participation in the executive leadership programme, which will include supporting the integrated security work with IDS, and mentioned upcoming interviews for permanent positions in C and D Divisions. LDO emphasised the organisation's maturity and a more agile approach to senior appointments.

- 1.2 LDO addressed the ongoing situation in West Midlands related to AI and policing, referencing the Home Secretary's recent statement and the importance of operational and reputational safety when using AI tools like Copilot. LDO stressed the need for psychological safety, strong policies, and mandatory training for AI use, encouraging leaders to support their teams in safe adoption.

## **2. Minutes and Actions from previous meeting**

- 2.1 MF reviewed outstanding action items. MF checked on a support systems paper, which Vanita confirmed was scheduled for the afternoon agenda.
- 2.2 Regarding the minutes, RD pointed out a need to confirm that a financial appraisal referenced in the previous meeting's minutes had been completed, which he affirmed was done, with a slight change in figures. No other questions or corrections on the minutes were raised.

## **3. P9 Finance Update**

- 3.1 SS reported that, despite a strong revenue uplift, there remains an £8.2 million capital funding gap over three years, mainly affecting discretionary projects. She outlined ongoing negotiations with key stakeholders, Network Rail, TfL, and DfT, who are largely committed to covering most of this gap, subject to certain conditions. Funding is being organised into three main areas: drones (led by DfT), live facial recognition (led by TfL), and estates (led by Network Rail). Progress is positive, with further details and prioritisation work underway, and SS expects to finalise arrangements at the upcoming senior influencing group meeting.
- 3.2 RD provided an overview of the P9 financial position, highlighting that after accounting for agreed authority charges (including PSA reduction, London allowance, and PRRB impacts), the organisation is forecast to be £1.5 million underspent for the year. He noted the main risk is a potential £900,000 pressure from annual leave accruals, with further clarity expected soon. Temporary staff have been brought in to address performance and support future growth. Capital and project revenue remain on target, with proactive management of spend timing. RD emphasised the importance of accurate forecasting in upcoming business reviews, as these figures will set the baseline for year-end performance assessment. He also mentioned new reporting on MTFP delivery and recruitment plans, noting that while reinforcements are coming, the process will take time due to recruitment and vetting timelines.

## **4. Performance Update**

- 4.1 SC opened his performance update by acknowledging a challenging picture for the force: recorded crime has risen by more than 10% compared to last year, while solve rates remain low at 11%. He highlighted increases in fatality handback times and a growing number of outstanding named suspects, alongside delays in crime recording. With the HMICFRS inspection approaching, SC stressed the urgency for improvement and questioned whether some issues were due to operational activity or simply housekeeping and admin lapses, especially over the Christmas period.

**\*\* ACTION -SC requested divisional commanders, AAug to analyse outstanding suspect data and administrative processes, and present a collective position at the next performance day including active bail and RUI Data.\*\***

- 4.2 CCas responded with positive news from Operation Coventry at Kings Cross, where targeted resources and partnership working led to significant reductions in retail and luggage theft, multiple arrests, and a five-year Criminal Behaviour Order for a prolific offender. LMc echoed this with results from Glasgow Central Station, noting that joint patrols and collaboration with third-sector partners helped reduce serious violence and shoplifting, though a full assessment is still pending.
- 4.3 SE reported 88 arrests since the start of winter plans but flagged some admin errors in the outstanding named suspects data. AH explained that December's dip in crime recording timeliness was largely due to high sickness and abstractions in the control room, compounded by increased demand, but performance recovered after Christmas. She also noted a substantial year-on-year increase in recorded crime volume.
- 4.4 AAug committed to working with PF and divisional commanders to review data on outstanding named suspects, active bail, and released under investigation cases for the next performance day. PF provided detailed data for A Division, including 450 outstanding named suspects and ongoing efforts to resolve data quality issues and improve case throughput with new staff. CD requested that active bail and RUI figures be included in the review, as those numbers are also rising.
- 4.5 SC closed by urging all divisions to focus on improving crime prevention, solve rates, and administrative processes, warning that performance will be considered as part of the upcoming inspection and that it is important that we properly reflect the hard work of frontline staff.

## **5. Portfolio Update**

- 5.1 SC introduced the portfolio update by emphasising the significant amount of work completed this year and the even greater focus required as the organisation transitions into the next reporting period and the upcoming three-year window. He highlighted the importance of being in the best possible shape for this transition, noting both opportunities and risks, and encouraged teams to accelerate activities that could deliver organisational benefits before year-end.
- 5.2 HH delivered a focused portfolio update, describing January as a calm before the storm as the team prepares for year-end and the mobilisation of the new three-year investment plan. She reported that programme managers have been briefed to refresh their priorities and roadmaps, aligning with the strategy refresh and the new blueprint, with baselining expected to settle by April. The portfolio now comprises 11 distinct programmes, reflecting increased complexity and volume, especially in areas like network policing, drones, and innovation.
- 5.3 HH noted that resourcing, rather than funding, is now the main challenge, particularly for innovation projects, and highlighted ongoing efforts to recruit and build capacity. She confirmed that capital spend is on track, with accelerated investment in areas such as Taser upgrades and estate improvements, and invited further bids for revenue spend. Governance processes remain robust, with regular

reviews and lessons learned from recent rollouts informing future change management.

5.4 NM provided an update on estates, reporting improved spend confidence and progress in overcoming supply chain delays, while SS stressed the importance of close coordination to ensure projects are delivered before year-end.

5.5 LDO requested that HH and KD provide a clear analysis of productivity benefits achieved from the Occupational Health futures investment, asking for tangible evidence of return on investment and organisational impact.

**\*\*ACTION - HH and KD provide analysis that demonstrates the productivity benefits achieved from the Occupational Health futures investment, including tangible evidence of return on investment and organisational impact.\*\***

5.6 IM gave a strategic planning update, outlining the development of the new Strategic Plan, and the importance of finalising the blueprint for the upcoming Strategy and Planning Committee. He highlighted the need to align delivery milestones with the new three-year plan and streamline reporting for the new strategy, including more strategic metrics as part of the MTFP settlement. Iain also mentioned ongoing work to triangulate sub-strategies, review the policing plan, and support frontline colleagues with rail safety action plans. He confirmed that the FMS is ready for sign-off and that horizon scanning dashboards will soon be launched to enhance demand infrastructure and operational policy. Additionally, he noted improvements in policy sign-off processes and the approval of the LXC database for sharing lessons with Network Rail, as well as recruitment to strengthen the lessons delivery team and legal services.

## 6. ARIC Update

6.1 SC's ARIC update focused on risk and inspection compliance, noting the high volume of actions and recommendations being managed and a current effort to streamline these to focus on those most relevant to BTP. He highlighted vetting as a key issue, with new police officer vetting regulations signed off and internal comms planned, and flagged the need for sufficient vetting capacity to support upcoming recruitment. SC also addressed limited assurance ratings, particularly around fire risk assessments, with NM explaining ongoing work to consolidate site surveys and link compliance efforts. SS suggested reporting fire risks through the Health and Safety Committee for clearer oversight.

6.2 SC discussed counter fraud, describing a transition in approach and confirming low levels of actual fraud, with scrutiny through ARIC and the authority. Asset management was also covered, with WJ outlining plans to restart the working group and pursue automated tracking systems, while GIAA will conduct a re-inspection later in the year.

6.3 HE reported an increase in personal data breaches, mainly due to human error, and described new controls and comms to address this, especially in People and Culture and Occupational Health.

6.4 LDO tasked SC with providing assurance on why the reduction in counter fraud staffing through the establishment reset resulted in a limited assurance rating, requesting clarity on prioritisation and risk tolerance

**\*\*ACTION - SC to provide analysis of the impact of the reduction in counter fraud staffing through the establishment reset\*\***

## 7. Q3 Strategic Risk

7.1 SC's Q3 Strategic Risk update highlighted several key developments and actions. He began by noting a positive shift in industry confidence, which has now moved to green thanks to improved engagement and the work of IDS and the team through the SIG. Financial risk has also improved, moving from red to mid-amber, but SS pointed out that the risk's definition and tolerance may need to be revisited given the new three-year MTFP, with further discussion expected at upcoming committees.

7.2 Health, safety, and wellbeing risks were addressed, with VP confirming a significant reduction in outstanding actions and ongoing governance. LDO requested that VP bring a high-level overview of these outstanding actions by Force Executive Board member to the next meeting, ensuring continued oversight. SC also emphasised the importance of risk owners providing more precise, data-driven summaries in future reports.

**\*\*ACTION – VP to bring a high-level overview of outstanding health and safety actions, by FEB member, to the next FEB meeting to ensure visibility and governance.\*\***

7.3 A red risk was raised around PPST training delivery, but VP assured the group that mitigation is underway through an approved plan and ongoing project work led by CH. The recent estates deep dive was noted, with no new risks requiring escalation at this time.

7.4 SE advised caution regarding industry confidence as OPM and regrowth progress, suggesting that performance risks should be more closely integrated into strategic risk visualisations. Ian agreed to review the risk's definition and tactical application to ensure it remains relevant.

7.5 Finally, the group discussed the GBR risk, which currently remains a force risk. LDO and SC agreed to push for its consideration as a strategic risk with the authority, recognising its potential impact on the organisation's future.

## 8. Quarterly Audit and Inspection Update

8.1 SC outlined the upcoming HMICFRS inspection, noting it will be a half-PEEL inspection focusing on leadership, force management, prevention, response to the public, investigation, crime, and the Quality Service Review. AAth added that the Quality Service Review will follow the victim's journey from report to outcome, with particular attention to antisocial behaviour and consistency in reporting rape and non-crime rape. AAth expressed confidence in BTP's current position but will review specific points raised by HMIC. The inspection was delayed due to commissioning issues, but terms of reference have now been signed off by both the authority and BTP. AAth also described the MAR (Management Assurance Return) process, which has fewer questions this year, and confirmed a stricter, more literal approach to answering only those relevant to BTP, aiming for a streamlined response and timely completion. SC assured the group that the challenge panel will focus on direct responses and avoid unnecessary detail, given the concurrent demands of other inspections and audits.

9. **HMIC Inspection update** SC briefed the group on the forthcoming HMICFRS PEEL inspection, emphasising that although the fieldwork is scheduled for the autumn, preparatory work, including self-assessment, documentation, and data provision, must begin immediately. He stressed that the inspection will focus on leadership, strategy, and operational delivery, with a significant documentary and evidence-gathering phase before inspectors arrive. SC made clear that responsibility for readiness lies with all senior leaders, not just a small team, and that everyone will need to be familiar with both their own areas and the wider organisation.
- 9.2 The group discussed the need for cross-departmental awareness, with VP highlighting that the inspection questions have overlaps not always obvious at first glance, and CD noting that quality, timeliness, and outstanding suspects are likely to be scrutinised. CD also suggested producing a narrative “cover script” to ensure everyone is briefed on the basics and not caught out by simple questions. SC agreed, stating that a full, data-driven narrative will be prepared ahead of the inspection, and that daily feedback loops will be established during the fieldwork phase.
- 9.3 SC and SOC have been tasked with developing a comprehensive communication and engagement plan for all senior leaders, clearly outlining expectations and timelines to ensure readiness for the upcoming inspection. The next FEB meeting will be dedicated to HMICFRS inspection preparation, with all members required to review their respective areas and submit any concerns or information needs ahead of time. VP will provide insights into the cross-departmental overlaps within the inspection questions, while CD will assist in crafting a narrative briefing to support all leaders through the process.

**\*\*ACTION – VP to provide insights where HMICFRS Inspection area’s overlap departments\*\***

**\*\*ACTION – CD to create a narrative cover script to ensure everyone is briefed\*\***

## 10. Strategic Commercial Update

- 10.1 IC delivered a strategic commercial update covering three main areas: the contract pipeline, supplier performance, and future charging infrastructure. He reported no red risks in the contract pipeline, with some ambers due to complexity (notably Origin/E-Fins integration and ESN standards). Supplier performance remains strong, with all KPIs green and no escalations. Uniform and fleet contracts are stable, with the relief fleet achieving record availability and new measures in place to address vehicle write-offs. Ian outlined work on electric vehicle charging, including collaboration with other forces and external partners to ensure cost-effective, future-proof infrastructure.
- 10.2 LDO responded by praising the exceptional progress in commercial operations, noting that issues like fleet are now rarely raised by staff. She highlighted Ian’s focus on value for money and collaboration, and suggested a future communication to clarify the rationale behind the electric vehicle rollout, given ongoing questions from staff.

## 11. Strategic Plan Reporting Q3

- 11.1 SC presented the Q3 strategic plan update, noting all objectives remain amber, with particular attention on disruption and delay metrics. He emphasised the need for proactive and responsive approaches to rising demand, leveraging the strong financial settlement and industry support. SC outlined ongoing work with HH, IM, Heath Waller, and Jen Crowther to align the blueprint and strategy with the new budget, aiming for integrated governance across financial, performance, and strategic reporting. He stressed that leaders should seek quick wins and adapt now, rather than waiting for larger strategic changes.

## **12. Pay Gap Reports**

- 12.1 DW presented the gender and ethnicity pay gap reports, noting positive trends such as increased female and ethnic minority representation, and a reduction in the overall gender pay gap. However, she highlighted persistent issues, including a pay ceiling for black officers and the impact of senior female officer departures on the officer pay gap. DW outlined next steps, including the female attraction working group and collaborative efforts across policy and reward teams, with learning intended to benefit all protected characteristics.
- 12.2 CD and SE both praised the quality and clarity of the report, with CD specifically calling out the ongoing disparity for black and minority ethnic colleagues and urging a deeper dive into the causes. VP confirmed that more analysis would be added to the action plan and mentioned the upcoming requirement for disability pay gap reporting, with CD agreeing to lead on disability accreditation.
- 12.3 LDO was content with publication of the reports, and asked VP to prepare a paper for the People & Culture Committee recommending early adoption of disability pay gap reporting.

## **13. Stress Risk Assessment**

- 13.1 VP provided an update on stress risk assessments, highlighting a gap between the number of staff off sick due to stress and the completion of formal stress risk assessments. She urged leaders to ensure awareness and use of the assessment process, noting upcoming engagement plans. SC asked whether the assessments are effective, and VP agreed to bring back further analysis. CCas suggested better data correlation and improved reporting between health and safety and HR, as well as clearer promotion of stress awareness sessions. HE shared feedback on the system's usability, recommending prompts for follow-up and easier access. SS raised a common misconception that stress assessments prevent performance management, and VP agreed to address this proactively.

## **14 Integrated Systems Update**

- 14.1 AT gave an update on the integrated systems project, explaining that after reviewing current support systems (Origin, iTrent, and E-Fins), the team is working with external consultants to map out how to migrate these onto cloud infrastructure and improve integration through APIs. The aim is to reduce double keying and data quality issues, with workshops underway involving system owners, technology, commercial, and innovation teams. The initial findings will inform

business cases for re-platforming and future integration, with ongoing alignment to the innovation programme.

- 14.2 HA confirmed strong participation from her team to ensure integration requirements are considered, especially for the E-Fins replacement. SC questioned whether the approach was joined-up enough and suggested reviewing if a more holistic strategy was needed, without delaying progress. CCas raised concerns about not compromising on future capabilities, especially for learning and development, and stressed the importance of data for strategic workforce planning. CS emphasised that any new systems must have open APIs to enable automation and integration, noting this is now a requirement in procurement processes.

## **15 I&D Session**

- 15.1 Closed session for FEB members to receive training.