

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 20 August 2026

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

1. Chief Constable introduction

- 1.1 LDO opened the meeting by welcoming Paul Rouse to his first Force Executive Board meeting in his new role as Deputy Director, Commercial, and Lee Gosling from HMICFRS, who was attending as an observer.
- 1.2 LDO reflected on the significant operational activity across the Force in recent weeks, particularly the response to two train derailments. She expressed her sincere thanks to all personnel involved, highlighting the professionalism, dedication and teamwork demonstrated by BTP, railway industry partners and

other emergency services. Following a visit to the Lewes derailment scene, LDO noted the effectiveness of the welfare, health and safety, operational and communications support provided, describing the response as a genuine "One BTP" effort. Positive feedback had also been received from external partners, including the Rail Minister and Network Rail, regarding the Force's handling of the incidents. From her recent visits across the Force, LDO further reported positive feedback from officers and staff regarding briefing arrangements, leadership visibility, uniform, fleet, technology and mobile working capability.

- 1.3 LDO then addressed the recent conviction and sentencing of Simon Levy, acknowledging that the Force had a role in the failures identified within the case. She reiterated BTP's public apology and confirmed that the Force had referred itself to the Independent Office for Police Conduct (IOPC), which had subsequently commenced an independent investigation. The Chair stressed the importance of maintaining humility in the Force's response, ensuring victims remained at the centre of all activity, and taking every possible step to prevent a recurrence. Whilst recognising the damage caused to public confidence, particularly amongst women and girls, she noted the extensive programme of work already underway to strengthen governance, risk identification and investigative processes relating to violence against women and girls.
- 1.4 LDO also provided updates on wider strategic matters, including the Force's response to concerns regarding the proposed early release arrangements for offenders convicted of the murder of PC Andrew Harper and the outcome of the High Court judicial review relating to interim transgender and non-binary search guidance. She welcomed the clarity provided by the judgement whilst recognising the sensitivity of the issue and reaffirmed the Force's commitment to supporting colleagues and engaging constructively with staff networks as national discussions continue.

2. Minutes and Actions from previous meeting

- 2.1 The Board reviewed the minutes of the previous meeting. Members confirmed that the minutes provided an accurate record of discussions and decisions. No amendments, corrections or points of clarification were raised. The minutes were approved as a true and accurate record.
- 2.2 There were no outstanding actions.

3. P4 Finance Update

- 3.1 RD presented the Period 4 financial position and reported that the Force remains in a strong financial position. The current forecast shows a pressure of approximately £0.5m against a £445m revenue budget, representing expenditure of around 100.1% of the available budget. This position remains broadly unchanged from the Quarter 1 forecast and does not yet reflect the impact of the Police Remuneration Review Body (PRRB) award, which is expected to create an additional pressure later in the year. Members were assured that no extraordinary measures were required to manage the current financial position and that expenditure should continue to support delivery of organisational priorities.

- 3.2 The Board noted significant progress against workforce growth plans, with over 600 officers, PCSOs and police staff expected to join the organisation during the remainder of the year. Recruitment remains on track to deliver planned police officer uplift numbers and support wider organisational growth. Challenges remain in relation to PCSO recruitment due to both training capacity and a nationally recognised attraction and retention issue. Members received assurance that recruitment performance is being closely monitored through established governance arrangements and that options to maximise recruitment opportunities continue to be explored.
- 3.3 The Board also noted that pay and non-pay budgets remain largely on track, with only minor variances reported. Positive financial outcomes have been achieved through estate-related savings, contract efficiencies and active budget management, partially offset by pressures associated with recruitment, uniform provision and insurance costs. Capital and Budget Revenue programmes remain on track to achieve full utilisation of funding, with delivery profiles providing increased confidence in the successful completion of planned investment activity.
- 3.4 A substantive discussion focused on the delivery of medium and longer-term efficiency targets. The Director of Finance highlighted the importance of continuing to identify recurring efficiencies to support future Medium-Term Financial Plan (MTFP) requirements, with Finance Business Partners engaging departments to identify opportunities and challenge existing expenditure. Board members emphasised that efficiency delivery is a long-standing organisational commitment rather than a new initiative and should be viewed in the context of the Force's three-year financial settlement and strategic investment programme.
- 3.5 LDO reinforced that future efficiencies are expected to be increasingly driven by technological improvements, innovation and changes to business processes rather than traditional workforce reductions. Members discussed the need to clearly identify, measure and account for productivity gains delivered through technology and transformation programmes, including determining how those benefits can be converted into demonstrable cashable or non-cashable savings. Comparisons were made with approaches being adopted across the wider rail industry, particularly Network Rail, and the Board agreed that continued focus was required to embed efficiency thinking into organisational decision-making.
- 3.6 The Board received assurance that work is progressing to strengthen the benefits realisation framework associated with investment and innovation programmes. Members noted ongoing activity to establish clearer productivity measures, refine efficiency targets and develop mechanisms to demonstrate the value delivered through organisational transformation. The Board welcomed progress being made on benefits tracking and agreed that further discussions would be brought forward through existing governance structures.
- 3.7 The Board noted the report and received assurance that financial performance, recruitment plans, capital investment delivery and efficiency programmes remain broadly on track, with no significant financial concerns identified at Period 4.

4. Strategic Portfolio Update

- 4.1 SC introduced the Strategic Portfolio Update by outlining the implications of the recent financial settlement and the need to refresh portfolio architectures, priorities and delivery roadmaps. He advised that programme structures were being reshaped to align with organisational priorities and Medium-Term Financial Plan requirements, with increasingly complex areas such as Network Policing, Drones and Innovation now being managed as standalone programmes. Stuart Cundy emphasised the importance of ensuring delivery plans remained realistic, properly resourced and closely aligned to strategic outcomes.
- 4.2 HH provided a detailed update on portfolio delivery, reporting that programme performance remained broadly on track. Progress was noted across a number of significant investment programmes, including the Taser T10 rollout, Blundell Street Range extension, Spring House refurbishment and technology-enabled transformation projects. Capital expenditure remained on profile and revenue forecasts indicated a favourable position. Members also noted high adoption rates for recent technology deployments and the value of post-implementation reviews in identifying lessons learned and improving future delivery.
- 4.3 The Board discussed the impact of organisational growth on portfolio delivery and acknowledged the increasing demand being placed upon specialist technology and transformation resources. Members stressed the importance of maintaining sufficient capacity to support delivery of both current and future programmes whilst ensuring benefits are realised from investment activity. The Board welcomed work to strengthen programme governance, benefits management and Senior Responsible Owner (SRO) accountability arrangements. There was consensus that investment decisions should continue to demonstrate clear operational, financial and productivity benefits, particularly in the context of future efficiency requirements.
- 4.4 The Board noted the update and received assurance that portfolio delivery, capital investment and programme governance arrangements remain broadly on track. Members supported the ongoing refresh of portfolio architectures and future delivery planning to ensure strategic investment activity remains aligned to organisational priorities and growth plans.

5. Data Discovery Business Case

- 5.1 The Board considered the Data Discovery Business Case presented by HE, seeking approval to procure the Castlepoint data governance solution together with a small number of supporting records management posts. The proposal aims to address significant volumes of unstructured data held across legacy storage locations, improve compliance with records management and data protection requirements, and establish a trusted information foundation to support the Force's wider data, analytics, AI and digital transformation ambitions. Members noted that the solution would enable the identification, classification, retention and disposal of information at a scale that could not be achieved through manual processes, whilst also supporting future improvements in data quality, information governance and organisational memory.
- 5.2 The Board discussed the strategic importance of the proposal and heard that the business case should be viewed as a governance and organisational capability

investment rather than solely a technology solution. Members noted the substantial volume of historic information held by the Force, the risks associated with over-retention of data, and the challenges this creates for compliance, discoverability and future use of data assets. It was further noted that the proposal would support future adoption of AI technologies by improving the quality and governance of information available to those tools.

- 5.3 Members sought assurance regarding the relationship between Castlepoint and Microsoft Purview. It was explained that Purview remains the Force's long-term strategic solution; however, Castlepoint provides a practical mechanism for addressing historic information debt and reviewing legacy storage locations, including areas outside the scope of Purview. The Board noted that both solutions would operate in parallel, with learning from the Castlepoint implementation informing future data governance arrangements and the eventual transition to Microsoft-native capabilities.
- 5.4 Board members expressed strong support for the proposal. CD highlighted the operational benefits for thematic reviews, public inquiries, investigations and information retrieval exercises, noting the value of improved visibility and governance of historic data. PR identified an additional benefit in supporting the Force's sustainability ambitions through better management of its digital footprint and storage requirements. Other members commented that the proposal represented a practical and positive use of technology and AI to improve organisational effectiveness, compliance and future service delivery.
- 5.5 The Board also discussed delivery risks and implementation timescales. Assurances were provided that the product has been successfully deployed in large and complex organisations, including the Ministry of Defence, and that a pilot phase would be undertaken to validate assumptions, understand the scale of information identified and quantify associated efficiencies. Following completion of the pilot, a further update would be provided through governance channels setting out realised benefits, storage impacts and efficiency opportunities.
- 5.6 **Decision**
- 5.7 The Force Executive Board **approved the Data Discovery Business Case**, including the procurement of the Castlepoint solution and associated records management resource, recognising the proposal as a key enabling capability supporting information governance, data management, AI adoption and future efficiency opportunities.

6. ARIC Update

- 6.1 SOC provided an update from the recent ARIC meeting. The Committee received positive assurance in relation to Biometrics, Welsh Language Compliance and Cyber Security, noting continued progress in governance, compliance and risk management across these areas. Members heard that biometrics governance remained strong, with work underway to address a small number of system-related issues and to improve management information reporting. The Committee also noted positive progress in the Force's Welsh Language compliance programme, with stronger governance arrangements, improved engagement with the Welsh Language Commissioner and ongoing work to address historical compliance

requirements. Cyber assurance remained positive, with BTP's cyber maturity continuing to exceed the national policing average and no significant cyber incidents reported during the period.

- 6.2 ARIC's primary area of concern related to Property and Evidence Management. The Committee recognised the significant work underway to strengthen governance through the Force Evidence Board and improve compliance arrangements; however, following detailed discussion, agreed to reduce the assurance rating from Moderate to Limited Assurance. This reflected ongoing concerns regarding historic property management issues, covert evidence management and compliance activity, despite evidence that clear recovery plans and governance arrangements are now in place. The Committee requested a comprehensive recovery plan be presented at its next meeting to provide assurance on delivery and oversight.
- 6.3 The Board discussed the property and evidence position, with members noting the maturity shown in bringing forward the revised assurance assessment. Further assurance was provided that forensic property storage arrangements meet regulatory requirements and that work remains underway to address historical records and evidence management issues. Members also discussed outstanding cyber-related findings and received assurance that technology teams remained on track to implement all planned remedial actions within agreed timeframes, with progress continuing to be reported through governance channels. The Board welcomed the positive progress made on Welsh Language compliance and recognised the significant work undertaken to improve the Force's position in this area.
- 6.4 The Board noted the ARIC update and the assurance provided across biometrics, Welsh Language compliance and cyber security. Members also noted the limited assurance position relating to Property and Evidence Management and supported the continued delivery of the associated recovery plan.

7 Performance Update

- 7.1 LA presented the latest performance update, reporting a generally stable performance position against the Force Performance Framework. The Board noted improvements across a number of operational performance measures and received an overview of areas requiring continued focus, including crime outcomes, investigation timeliness and victim service. Members were advised that performance governance arrangements continue to mature, with increased use of insight, performance data and thematic reviews to better understand emerging issues and drive improvement activity.
- 7.2 Board members discussed performance trends across their respective business areas and reflected on the importance of balancing performance outcomes with workforce growth, organisational change and increasing operational demand. Members highlighted ongoing work to strengthen investigative standards, improve victim outcomes and address areas where performance remains below expectations. Discussion also focused on the value of understanding performance through a broader organisational context, including workforce capacity, training, demand management and the impact of transformation activity.

- 7.3 The Board welcomed the continued development of performance reporting and the increased focus on identifying the root causes of performance variation. Members agreed that maintaining a strong focus on organisational performance remains essential to delivering improvements for victims, communities and railway partners, whilst ensuring that performance measures remain aligned to strategic priorities and public confidence outcomes.
- 7.4 The Board noted the report and received assurance that appropriate improvement activity and governance arrangements are in place to address performance challenges and sustain progress in key areas

8 HMIC Update

- 8.1 SOC provided an update on HMICFRS inspection readiness and the Force's progress against areas identified through phase one activity. The Board noted continued positive progress in the areas of leadership, governance, strategic planning and performance oversight. Members heard that work continues to strengthen the evidence base demonstrating how organisational learning, resource prioritisation and decision-making are delivering operational outcomes. Positive feedback was noted in relation to problem-solving, anti-social behaviour management and safeguarding activity, alongside progress in embedding victim needs assessments, supervisory oversight and improved contact management processes.
- 8.2 The Board received an update on Operational Compass and heard that significant activity had been undertaken to improve investigative standards and supervisory oversight, including over 11,000 supervisory reviews across all ranks since implementation. Members noted progress in reducing crime finalisation backlogs and embedding quality assurance arrangements designed to improve service to victims and strengthen investigative outcomes.
- 8.3 SOC advised that the HMICFRS reality testing phase would commence on 7 September and run for an extended three-week period. Inspectors will undertake interviews, observations and operational testing across a range of Force locations, with additional focus on assessing the impact and sustainability of improvements delivered through Operation Compass. The Board heard that this additional time was viewed positively as it would provide greater opportunity to demonstrate organisational learning, governance and service improvements.
- 8.4 SC reinforced the importance of the forthcoming reality testing phase, advising that inspections would involve direct engagement with officers and staff and examination of operational records and decision making. He emphasised the need for colleagues across the Force to understand the process, engage openly with inspectors and continue supporting inspection preparation activity.
- 8.5 The Chair thanked colleagues for their significant efforts in preparing for inspection and responding to feedback received to date. She noted the strong engagement across the organisation and emphasised the importance of maintaining momentum, continuing to address identified areas for improvement and ensuring that changes being implemented are fully embedded and sustainable. Members were encouraged to continue raising concerns and improvement opportunities through established governance mechanisms, including the Compass Gold Group.

9 All People Survey Results

- 9.1 KW presented the initial results from the 2026 All People Survey. The Board welcomed a 60% response rate, representing a six-percentage point increase on the previous year and demonstrating strong workforce engagement. Overall employee engagement increased to 58%, with improvements recorded across all four engagement index measures, including understanding of organisational strategy, pride in working for BTP, feeling part of One BTP and willingness to recommend BTP as a place to work. Significant improvements were also reported in perceptions of senior leadership, organisational direction, recognition, technology, wellbeing and understanding of the Police Race Action Plan. Members noted that over 15,000 comments had been received, providing a rich source of feedback to support future organisational development and action planning.
- 9.2 The survey also highlighted areas requiring further attention. Themes emerging from quantitative and qualitative feedback included psychological safety and speaking up, management and leadership consistency, feeling valued and recognised, workplace pressures, communication and involvement in decision-making. Whilst several of these areas remained among the lowest scoring measures, the Board noted that many had nevertheless improved compared to the previous survey, suggesting positive movement in workforce confidence and engagement. Results and comments will be made available to leaders through Culture Amp, with detailed analysis and action planning to be completed at both Force and local levels.
- 9.3 Members reflected positively on the results and recognised the significant effort made across the Force to encourage participation. SC highlighted the exceptional response rate, particularly following the HMICFRS workforce survey, describing the result as a strong indication that colleagues continue to value having a voice within the organisation. DI welcomed the positive direction of travel but emphasised the importance of demonstrating tangible action in response to survey feedback to maintain trust and encourage future participation. Discussion also took place regarding the approach to redacting sensitive comments before publication, with assurance provided that a robust and independently reviewed process had been applied.
- 9.4 RE reflected on the progress made over recent years, noting that previous surveys had been dominated by concerns relating to estates, technology, fleet and occupational health, whereas current themes were increasingly centred on leadership, culture and management. Members agreed this demonstrated that the Force had listened to colleagues and successfully addressed many long-standing infrastructure concerns, allowing attention to shift towards cultural and leadership development. The Chair welcomed the results as evidence that sustained focus on identified priorities delivers measurable improvement and reiterated the importance of continuing to listen to colleagues and act on the feedback received.
- 9.5 The Board noted the survey results, welcomed the improved response and engagement rates, and supported the proposed programme of detailed analysis, action planning and ongoing communication with the workforce.

10 Scottish Language Act 2025

- 10.1 LM presented a paper outlining the implications of the Scottish Languages Act 2025, which formally recognises Gaelic and Scots as official languages in Scotland. The Board noted that BTP is not currently mandated to produce a statutory Gaelic Language Plan; however, there is a clear expectation that public bodies operating in Scotland will increasingly demonstrate support for Gaelic speakers. LM advised that the operational impact on BTP is assessed as low, given the relatively small proportion of the population who speak Gaelic and the limited railway footprint in areas with the highest concentration of speakers.
- 10.2 The paper sought approval for Option 2, a proportionate and proactive approach under which BTP would develop a Gaelic Language Plan, establish a bilingual corporate identity for use in Scotland, consider Gaelic functionality within public-facing digital services and introduce bilingual signage as part of normal estate replacement programmes. Members noted that the proposal would align BTP with the approach already adopted by Police Scotland, demonstrate respect for Scotland's cultural identity and avoid the risks associated with a reactive response should future statutory requirements be introduced.
- 10.3 In discussion, members were supportive of the proposed approach but emphasised the need to fully understand any associated costs before implementation. MF highlighted the importance of understanding both direct and hidden costs, particularly in relation to digital services, publications and website functionality. LM confirmed that detailed costings would be developed and brought back through governance channels before any significant expenditure was committed. Members also noted opportunities to utilise support available from Bòrd na Gàidhlig, which had expressed willingness to assist BTP with translation and implementation activity.
- 10.4 Further discussion considered the implications for estates, recruitment and wider organisational communications. NM advised that signage implications could be incorporated into existing estates governance arrangements and replacement programmes. RE highlighted potential impacts on recruitment materials and online services, recommending that People and Culture representatives be involved in future planning. Members also discussed understanding the number of BTP officers and staff who currently speak Gaelic to inform implementation planning.
- 10.5 **Decision**
- 10.6 The Board **approved Option 2**, supporting the development of a proportionate Gaelic Language Plan and associated preparatory work. Members agreed that detailed costings and implementation proposals should be developed and brought back to COG before any wider rollout or investment decisions are taken

****ACTION – Gaelic Language Plan to be brought back to COG with fully developed implementation plans and costings included****

11 Escalated Cyber Incident Response Plan

- 11.1 HE presented the revised Escalated Cyber Incident Response Plan, highlighting the increasing scale and sophistication of cyber threats facing policing, including ransomware, supply-chain attacks and AI-enabled cyber activity. The Board noted

that BTP's cyber maturity remains strong and above the national policing average; however, the principal organisational risk is no longer the technical response to a cyber incident but the Force's ability to maintain critical business functions during a significant loss of technology. Helen emphasised that the plan focuses on organisational resilience, business continuity and consequence management, setting out the command structure, escalation arrangements and responsibilities for senior leaders during a major cyber event.

- 11.2 The Board heard that whilst specialist cyber and technology teams have well-established technical recovery arrangements, directors and business leads must understand how their functions would continue to operate if key systems became unavailable. Members were asked to review the plan through the lens of their own business areas, identify critical dependencies and ensure appropriate manual workarounds, communication methods and recovery priorities are documented and understood by staff. Particular emphasis was placed on workforce communications and ensuring leaders have effective alternative methods for contacting personnel during a technology outage.
- 11.3 CC provided an example of organisational preparedness by outlining payroll contingency arrangements, explaining that robust plans are in place to ensure staff continue to be paid should technology systems become unavailable. She noted, however, that the exercise highlighted the need to further consider communications and access to contingency plans during a prolonged outage.
- 11.4 The Board welcomed the work undertaken through resilience workshops, which are testing the Force's ability to operate during significant technology disruption and helping identify organisational dependencies and business continuity gaps. Members acknowledged that future cyber resilience will depend as much on operational preparedness and leadership response as on technical recovery capability.
- 11.5 The Board noted the update and endorsed the Escalated Cyber Incident Response Plan. Members agreed to ensure business continuity, communication and recovery arrangements within their respective areas are reviewed and aligned to the requirements of the plan.