

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 23 July 2026

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

1. Chief Constable introduction

- 1.1 LDO opened the meeting by recognising IC’s contribution to BTP ahead of his departure, thanking him for his service and significant contribution to the organisation.
- 1.2 LDO then focused on preparations for the forthcoming HMICFRS inspection, emphasising the need for a sustained, organisation-wide effort to demonstrate strengths, address identified weaknesses, and ensure improvements are

embedded rather than treated as a compliance exercise. Members reported that inspection briefing messages were being well received across commands, with evidence of strong engagement, collaborative working and local action plans being developed.

- 1.3 Discussion highlighted the importance of detailed debriefing from HMICFRS interviews to ensure organisational learning and consistent messaging. Members also noted the need to balance inspection activity with workforce wellbeing and operational demands, particularly for frontline supervisors. LDO reinforced the importance of maintaining focus, sharing resources where necessary, and ensuring BTP is able to present a clear and balanced account of both achievements and areas requiring improvement.

2. Minutes and Actions from the previous meeting

- 2.1 Members were reminded of the importance of reviewing draft minutes to ensure accuracy, noting that the minutes constitute the formal record of Board decisions and discussions. It was reported that engagement with the published minutes had increased following previous encouragement to review and provide feedback.
- 2.2 RD welcomed the revised minute format, particularly the inclusion of clear decision logs and outcomes against individual agenda items, which was recognised as an improvement in transparency and governance practice.
- 2.3 The Board approved the minutes as an accurate record, subject to minor amendments previously submitted. Members also agreed that future papers should clearly identify the primary strategic objective they support.
- 2.4 MF noted that there were no outstanding actions.

3. P3(Q1) Finance Update

- 3.1 RD presented the Quarter 1 Finance Report and noted a broadly balanced financial position, with a forecast revenue overspend of £0.394m against a budget of £444.2m. Members emphasised the importance of maximising the use of approved budgets and identifying any emerging underspends at the earliest opportunity to enable resources to be reallocated to organisational priorities.
- 3.2 FEB Members noted that the Force remains on track to deliver significant workforce growth during 2026/27, with substantial recruitment planned across officer, PCSO and police staff cohorts. Members discussed the organisational impact of growth, including the anticipated reduction in average workforce experience levels and the consequent importance of frontline supervision, training and leadership capacity.
- 3.3 The capital programme was noted, including the current over-programming position. Members agreed that further review would be undertaken later in the year to assess delivery forecasts and determine whether any prioritisation decisions would be required. FEB Members also noted that revenue project expenditure remained broadly on track and welcomed improvements in programme management and forecasting.
- 3.4 FEB Members noted that planned efficiencies for 2026/27 remain on course for delivery and was encouraged to identify further sustainable savings opportunities

where available. Members also received an update on cashflow, income performance and key financial risks and opportunities, with assurance provided that appropriate monitoring and mitigation arrangements were in place.

- 3.5 In discussion, members considered workforce establishment, recruitment and resourcing assumptions. Assurance was provided that recruitment and attrition levels remain broadly aligned to current planning assumptions, although continued monitoring of recruitment, vetting capacity and workforce modelling would be required. The Board discussed the challenges associated with releasing experienced officers to specialist roles whilst maintaining operational resilience and supporting the training and development of new recruits.
- 3.6 Members also noted progress in securing additional vetting capacity and discussed plans to recruit temporary investigators to support operational performance and alleviate workforce pressures while recruitment pipelines mature. Members agreed the importance of progressing these appointments at pace to realise the anticipated operational benefits.

4. Strategic Commercial Update

- 4.1 IC delivered the commercial and logistics update and noted that overall contract management performance remained positive, with the strategic contract pipeline largely on track. An update was provided on major technology procurements, including progress to replace legacy finance systems through a standardised commercial approach designed to reduce costs and complexity.
- 4.2 IC noted ongoing supplier performance concerns relating to the Virgin Media network enhancement programme. Members were advised that escalation action had been taken, including engagement with Crown Commercial representatives and senior supplier leadership, to secure delivery improvements and mitigate programme impacts.
- 4.3 Members received assurance regarding operational logistics, including uniform supply, fleet availability and supply chain resilience. Fleet performance remained strong, with vehicle availability consistently above 95%, and contingency measures were in place to manage potential disruption arising from international events and market volatility. The Board also noted progress in sustainability initiatives, including the expansion of electric vehicle charging infrastructure through partnerships with other organisations.
- 4.4 During discussion, members highlighted the importance of effective contract management and supplier due diligence, particularly in relation to smaller specialist suppliers where organisational resilience and capacity may be limited. It was agreed that procurement and evaluation processes should continue to ensure that risks associated with supplier capability are fully considered and understood.

5. Strategic Portfolio Update

- 5.1 HH provided the Portfolio Update and noted that, whilst the overall portfolio remained deliverable, significant activity was planned for the remainder of the year, including a substantial pipeline of business cases and governance submissions. Members emphasised the importance of maintaining governance

discipline, timely submissions and early subject matter expert engagement to support effective scrutiny and decision-making.

- 5.2 Members noted the introduction of a new Delivery Confidence Assessment framework, providing greater oversight of programme health, and received updates on key portfolio risks, including capital over-programming, specialist resource constraints, vetting delays and dependencies across major people, technology and transformation programmes. Emerging lessons from the Recruit Training Redesign review were also noted, with actions being incorporated into strengthened portfolio governance arrangements.
- 5.3 During discussion, members considered the impact of specialist technology resource shortages and competing priorities on programme delivery. Assurance was provided that programme teams were actively managing resource constraints and prioritisation decisions to maintain delivery confidence.
- 5.4 IM provided the Strategic Planning and Lessons Management Update and noted progress in implementing review recommendations, capability review activity, lessons management improvements and the migration of policy and governance content to SharePoint to improve accessibility and control. An update was also provided on legal services succession planning and the forthcoming appointment of a new Head of Legal Services.
- 5.5 LDO welcomed the enhanced portfolio reporting and requested the inclusion of a clearer benefits realisation summary within future updates, enabling the Board to monitor whether anticipated programme benefits remain on track.

****ACTION – SC and SS to develop Benefits realisation summary into the portfolio pack, providing the Board with a clear overview of anticipated benefits, delivery status, and any variances requiring management attention. This should support Board oversight of whether portfolio investments are achieving their intended organisational outcomes and remain on track to realise planned benefits.****

6. ARIC Update

- 6.1 SC provided an update from ARIC and noted continued progress in improving oversight of external inspection, audit and risk activity. Members were advised that a review of outstanding HMICFRS recommendations and GIAA audit actions had identified a significant number of historic items requiring closure or validation, with further work underway to ensure only live and relevant recommendations remain subject to corporate oversight.
- 6.2 SC Updated that 12 HMICFRS recommendations and 53 GIAA audit actions remained open, with the majority of audit actions within agreed timescales. Members agreed the importance of maintaining clear visibility of inspection and audit recommendations through enhanced reporting arrangements and dashboard development.
- 6.3 An update was also provided on proposed changes to the Force's risk management framework, including a simplified approach to risk appetite and stronger alignment between risk ownership and governance boards. Members noted that the revised framework is intended to improve consistency, reduce bureaucracy and provide a clearer line of sight between risks, mitigations and governance activity across the organisation.

- 6.4 The ARIC update further noted updates from the Estates, Publication Scheme, Health and Safety, and Strategic Custody governance arrangements. Assurance was provided that the three Areas for Improvement arising from the most recent custody inspection had been implemented, audited and formally closed. The Board welcomed this approach and agreed that it should continue to be applied to recommendations arising from all external inspection bodies.

7 Performance Update

- 7.1 VP presented the Performance Update and noted that recorded crime had increased by 14.4% compared to the same period last year, driven primarily by increases in violence and public order offences. Members were advised that whilst crime levels had begun to stabilise during May and June, current forecasts indicate that serious crime demand is likely to remain above previous years throughout 2026/27.
- 7.2 Positive outcomes included continued reductions in robbery, strong charge rates for sexual offences, improvements in mandatory training compliance and stable fatality handback times despite increased demand. However, concern was expressed regarding violence levels, crime recording quality, outstanding named suspects and compliance with the Victims' Code, particularly in light of findings from the recent Quality Service Review audit.
- 7.3 Members discussed the need to improve understanding and management of outstanding named suspects, with further reporting to be developed following the introduction of revised recording templates. Members agreed that greater visibility of the status of outstanding investigations would support effective performance management and operational oversight.
- 7.4 Divisional commanders outlined local performance activity, including targeted operations to tackle violence, robbery and public order offences, increased focus on victim contact and quality assurance, enhanced deployment to high-harm locations, and more intrusive management of open crime investigations. Members also highlighted emerging work to strengthen the Force response to sexual offending and vulnerability.
- 7.5 Members noted that operational plans were in place across divisions to address identified performance challenges and welcomed evidence of proactive interventions delivering reductions in robbery and violence at key locations. The update was noted, with further detailed discussion scheduled for the forthcoming performance development session.

8 Q1 Strategic Blueprint Quarterly Update

- 8.1 SC presented the Quarter 1 Strategy Blueprint Progress Report and noted that overall delivery remained on track across all five strategic objectives. Members were advised that the report focused on progress against Year 1 Blueprint commitments and provided an early assessment of delivery confidence against agreed milestones.
- 8.2 The Board noted that while the majority of commitments were assessed as Green, a small number were rated Amber due to delivery challenges, dependencies and changes in approach. These included the Digital Forensic Kiosk programme,

where procurement outcomes had prompted a review of delivery options, and activity relating to workforce disproportionality and trust, where further work was required to achieve the intended outcomes. Updates were also provided on investigative training capacity, stop and search improvements, and equality data quality, with assurance that mitigation plans were in place.

- 8.3 Members discussed the relationship between Blueprint delivery and wider organisational performance, recognising the need to clearly demonstrate how strategic activity translates into operational outcomes. It was agreed that future reporting should continue to strengthen the alignment between Blueprint progress, performance measures and realisation of intended benefits.
- 8.4 The Board welcomed the revised reporting approach, noting that it provided a more concise and strategic overview of delivery against the Force Strategy while identifying areas requiring management attention.
- 8.5 **Decision:** The Board **endorsed** the Quarter 1 Strategy Blueprint Progress Report for onward submission to the British Transport Police Authority, recognising that overall delivery remains on track whilst noting the mitigations in place for areas currently assessed as Amber.

9 Child Centred Policing Charter

- 9.1 CD provided an update on the Child-Centred Policing Charter and noted that the proposed BTP charter aligns with the national Child-Centred Policing Strategy whilst being tailored to the Force's operating environment. The Charter sets out nine commitments focused on improving the way children are treated when they come into contact with policing, with particular emphasis on safeguarding, diversion, vulnerability and reducing unnecessary criminalisation.
- 9.2 Members discussed the balance between supporting vulnerable children and maintaining appropriate policing powers. Assurance was provided that BTP's approach does not replicate more restrictive models adopted elsewhere and has been adapted to remain proportionate and operationally practical, particularly in relation to the use of custody.
- 9.3 The Board considered the implications of operating across multiple custody environments and noted that, whilst BTP primarily relies on the custody facilities of partner forces, the national nature of the Charter should support consistent standards. Members also discussed the longer-term sustainability of activity funded through the County Lines programme and noted that alternative funding opportunities would continue to be explored where appropriate.
- 9.4 An update was provided on the management of risks associated with the Charter, with further work to be undertaken to ensure relevant risks are appropriately reflected within Force risk management arrangements.
- 9.5 Members welcomed the proposal and noted positive feedback received through national engagement activity, which indicated that BTP's approach is comparatively mature and well-developed. The Board also recognised the positive operational impact of the Force's existing safeguarding and child-centred interventions and supported the continued development of the Charter and associated delivery plan.

10 HMICFRS Update

- 10.1 SOC provided an update on HMICFRS inspection activity and preparations for the forthcoming strategic briefing and reality testing phases. Members noted the importance of ensuring that lessons identified through the recent Quality Service Review are translated into tangible improvements and that the Force is able to evidence both its strengths and the action being taken to address identified areas of concern.
- 10.2 An update was provided on the implementation of Operation Compass, including the launch of enhanced supervisory review processes designed to improve oversight of investigations, victim contact and crime management standards. It was noted that the immediate focus was on ensuring consistent supervisory activity and compliance with existing expectations, with quality assurance and refinement of processes to follow as implementation matures.
- 10.3 Members discussed the importance of maintaining momentum, avoiding unnecessary delay and ensuring that supervisory and leadership responsibilities are discharged consistently across the organisation. The Board recognised the operational pressures being experienced in some areas but agreed that improving standards of investigation, supervision and victim care remained an organisational priority.
- 10.4 LDO welcomed the positive engagement being demonstrated across commands and reinforced the need for an organisation-wide response focused on delivering sustainable improvements rather than compliance activity alone. Members agreed that the Force should continue to take a proactive and evidence-based approach to HMICFRS preparedness, ensuring improvements are embedded and capable of being demonstrated through both quantitative and qualitative evidence.

11 Pay Proposal

- 11.1 The Board considered a confidential paper relating to the annual pay proposal.
- 11.2 Owing to the sensitive nature of the discussion, detailed minutes are not recorded.