

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 28 May 2026

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

1. Chief Constable introduction

- 1.1 LDO opened the meeting by reflecting on recent external engagement activity, highlighting the British Transport Police Authority (BTPA) Member Day held on 19 May. Feedback from Authority members was reported as overwhelmingly positive, with visits across multiple locations described as engaging and valuable in providing insight into day-to-day policing activity. It was noted, however, that

members also provided some candid and constructive challenge. Contributions from colleagues reinforced this view, with teams reporting open, honest discussions during visits and a strong interest from Authority members in understanding operational challenges.

- 1.2 LDO further updated on her attendance at the DfT Operator Board, where discussions focused on performance, violence against women and girls, and disruption. Although time did not allow for full discussion on integrated security, a follow-up session has been scheduled. The Board reflected on the Retford incident and the application of Article 2 of the Human Rights Act, with a shared commitment agreed across partners to establish a clearer, joint understanding. This work will be led on BTP's behalf by SOC, working closely with Network Rail, to ensure that organisational learning is embedded.
- 1.3 LDO also reflected on continued strengthening relationships with rail industry partners, noting a shift towards increased support and recognition of BTP's specialist role. There was particular interest from partners in understanding the overall cost of security across the rail network and how this can be collectively improved, given BTP's significant contribution to that investment.
- 1.4 Finally, LDO highlighted several organisational and people-related matters. She also recognised recent success at the Women in Rail Awards, congratulating those shortlisted and highly commended, and invited further consideration of nominations in future.

2. Minutes and Actions from previous meeting

- 2.1 Members reviewed the accuracy of the previous minutes and identified a small number of drafting issues, including duplicated and misnumbered paragraphs. Additional feedback was noted to correct formatting and incorporate comments previously provided by members. It was also highlighted that reference to a commercially sensitive finance system supplier should be removed. Subject to these amendments, the minutes were agreed for update.
- 2.2 In reviewing actions, it was noted that all actions had been closed with the exception of one relating to recruitment and workforce planning. This had been delayed due to pre-election restrictions (PERDA) but will now be progressed, with an updated paper to be brought to a future meeting.

3. P1 Finance Update

- 3.1 RD presented the Period 1 finance position, noting that while it is early in the financial year, the force is operating within a balanced budget of approximately £445m, supported by an increased capital programme of £20.2m, the largest to date. He emphasised that this year represents a significant shift from the previous year, with a planned increase in workforce numbers and an ambitious recruitment programme required to achieve uplift targets. Early indications suggest some risk of under-delivery against recruitment ambitions, with mitigations in place through the use of agency and fixed-term resources to maintain operational capacity.
- 3.2 RD highlighted that £2.7m of efficiency savings have already been removed from budgets and stressed the importance of delivering these in practice through behavioural and spending discipline. He also outlined improvements to financial

reporting, including clearer tracking of workforce levels, non-pay expenditure, and efficiency delivery. No immediate cash flow concerns were noted, although longer-term cash flow projections and thresholds will be subject to review by the Audit Committee.

- 3.3 Significant focus was placed on governance and financial control. RD emphasised the need for stronger oversight of budgets, contract values, and approvals, alongside improved engagement with Finance, particularly where projects are complex or deviate from standard practice. He reiterated that failure to adhere to financial controls risks undermining organisational credibility with the Authority.
- 3.4 Members reflected on the complexity of Cabinet Office controls, with concern raised that expectations on non-specialists may be unclear. It was agreed that clearer, more accessible guidance is required. LDO reinforced that while technical expertise sits within Finance, budget holders must seek advice where there is uncertainty.

****ACTION - RD to produce a concise, user-friendly summary of financial governance expectations and Cabinet Office controls, including clear guidance on when to seek advice, and to bring this back to a future meeting alongside clarified expectations set out within the updated Letter of Delegation****

4. HMICFRS Update

- 4.1 SOC provided an update on preparation for the forthcoming HMICFRS inspection, noting that the force has approximately 15 weeks remaining and activity is now intensifying across all workstreams. Progress against key lines of enquiry remains positive, particularly in neighbourhood policing, but further work is required to strengthen evidence of consistency, specifically in linking anti-social behaviour activity to problem-solving plans, ensuring these are understood and applied across teams, and demonstrating alignment with Home Office policing arrangements. It was also noted that further clarity is still required with HMICFRS on terminology and expectations, with ongoing engagement to address these issues.
- 4.2 Members provided updates on progress within their areas. Positive commentary was noted regarding neighbourhood policing delivery and problem-solving activity; however, it was acknowledged that while activity is strong, it is not always consistently captured across the organisation. Work is underway to improve the documentation and visibility of this activity beyond network policing. Updates on crime data integrity and investigation quality highlighted ongoing improvement activity, with strengthened oversight, audit processes, and targeted performance management to address inconsistencies in compliance and standards. Further progress was also reported in shaping HMICFRS sampling approaches to better reflect BTP's operational context, giving increased confidence that inspections will more accurately represent force activity.
- 4.3 FEB members discussed the importance of workforce engagement with the HMICFRS survey, noting current response rates and the need for a final push to increase participation, particularly among senior officer cohorts. Members were encouraged to reinforce this within their teams.

- 4.4 LDO emphasised the importance of maintaining momentum and ensuring the force presents a coherent and evidence-based narrative during inspection. She reinforced that this is a collective responsibility, requiring clear alignment between strategy, activity, and outcomes, and highlighted the need to demonstrate both operational effectiveness and organisational maturity. While recognising areas for improvement, she noted that BTP has a strong story to tell as a specialist police force and encouraged leaders to ensure that the organisation is fully prepared to evidence its performance, support its people, and secure a positive inspection outcome.

5. ARIC Update

- 5.1 AA provided an update following the Audit and Risk Assurance Committee (ARAC), highlighting overall positive assurance in relation to operational policy management, which remains assessed as substantial, reflecting continued improvement in policy governance, accessibility and oversight. People and Culture policy management was assessed as moderate, with the only gap identified being the absence of a consolidated schedule of outstanding policies; this is expected to be addressed ahead of the next review.
- 5.2 AA reported more significant concerns in relation to the tracking and delivery of actions arising from external inspections and audits. It was acknowledged that the current process lacks sufficient integration with force governance structures, resulting in limited visibility, inconsistent ownership, and the ability for deadlines to be repeatedly extended without clear accountability. In response, a revised process is being developed to ensure recommendations are formally owned, integrated into force business planning, tracked through governance boards, and subject to robust closure assurance via ARIC.
- 5.3 Members raised concerns regarding their current visibility of these actions. It was highlighted that in some cases Chief Officers were unaware of actions attributed to their portfolios, as these had been assigned at a lower level and not reflected in risk registers or governance reporting. While progress was noted in delivery of many actions, there was agreement that greater transparency and alignment with existing governance structures is required to ensure appropriate oversight and accountability.
- 5.4 The Board further reflected on the need for realistic timescales, noting that some original deadlines were not achievable due to operational or infrastructure constraints. It was agreed that revised timelines should be formally agreed and performance managed accordingly, rather than allowing actions to remain open without clear resolution.
- 5.5 LDO expressed concern regarding the current position, emphasising that delivery of HMICFRS and audit recommendations is a critical priority and that failure to address these in a timely manner presents significant organisational risk. She reinforced the expectation that all outstanding actions are reviewed, prioritised and progressed at pace, with improved visibility for senior leaders to ensure effective oversight and accountability.
- 5.6 HE provided a brief update on Welsh Language Standards, noting that a full reassessment has been undertaken, identifying circa 148 applicable standards. An

initial cautious self-assessment has been completed, with areas lacking clear evidence provisionally marked as non-compliant pending validation.

- 5.7 An eight-week programme of work is in progress to confirm compliance, with responsibilities assigned across Chief Officer portfolios and further engagement planned to complete a detailed gap analysis. An evidence-based compliance position is expected by the end of July.
- 5.8 HE also confirmed engagement with the Welsh Language Commissioner and highlighted that statutory reporting requirements have not been consistently met in recent years; this is being rectified, with an updated compliance statement in development.
- 5.9 SE provided an update on Civil Contingencies, noting that the force is currently experiencing a transitional gap in training provision following the relocation of the training function from the Force Preparedness team to Learning and Development. This has resulted in limited capacity to deliver key training products, with interim arrangements in place to maintain essential provision through ad hoc measures.
- 5.10 SE highlighted that recent discussions have taken place to prioritise urgent training requirements, particularly for newly promoted senior leaders, although a sustainable solution has yet to be fully established. The Board noted the current gap and the need for clarity on future ownership and delivery of training in this area.

****ACTION – SOC to brief COG on plans to combat availability of training from learning and development.****

6. Performance Update

- 6.1 VP provided an overview of early performance in the 2026/27 year, noting a 17% increase in recorded crime compared to the same period last year. This increase is partly attributable to changes in crime recording practices, including the introduction of Section 4B public order offences and improved recording of anti-social behaviour. However, even when adjusting for these factors, underlying crime levels remain elevated, particularly in violence without injury, public order and sexual offences. It was noted that recent warm weather has had a noticeable impact on crime patterns, with increases in both violence and sexual offending.
- 6.2 Positive performance was identified in areas such as robbery and theft, both of which have reduced compared to the previous year. Detection performance was recognised as being artificially suppressed due to a significant backlog in the crime finalisation queue, with current performance expected to improve once this backlog is addressed. Crime recording timeliness and Victim Code of Practice compliance were also reported as below target, largely due to the impact of system downtime, although early signs of recovery were noted.
- 6.3 Operationally, officers continue to manage high levels of demand, including an increase in non-suspicious fatalities, with average handback times remaining broadly stable despite some outliers driven by geographical challenges. Mandatory training compliance sits below desired levels, and there was a continued emphasis on improving attendance and reducing cancellations to maintain officer deployability. Encouraging progress was reported in the uptake of new e-learning modules.

- 6.4 IDS reinforced the need to prioritise improvement in core crime management activity, particularly following the loss of performance dashboards, which had impacted oversight and compliance. He emphasised that fundamental standards, such as timely updates to victims and effective supervision, must be maintained irrespective of system availability. He also directed divisions to conduct a structured debrief of recent periods of hot weather to better understand changing crime patterns and inform future operational planning.
- 6.5 Overall, the Board acknowledged the early-stage nature of the data but agreed that focused effort is required to restore performance in crime management, reduce backlogs, and ensure consistent application of standards across the force.

7 Portfolio Update

- 7.1 HH provided an overview of the portfolio position, confirming that governance arrangements for 2026/27 are now established and that updated guidance, including the revised Letter of Delegation, will further clarify expectations across programmes and project delivery. Early work is underway through SRO reviews to assess delivery confidence, refine programme architecture where required, and ensure alignment with the broader portfolio and investment priorities.
- 7.2 It was noted that, while overall delivery remains on track, the portfolio continues to operate in a complex environment, with budget volatility, interdependencies across programmes, and ambitious delivery timelines presenting ongoing challenges. Harriet emphasised the need for improved discipline in the quality and timeliness of programme submissions and stronger grip on delivery milestones to maintain pace. Early financial forecasting at Q1 will provide a clearer view of affordability and inform any necessary reprioritisation. Positive progress was also reported in recruitment to key project and finance roles, alongside the successful closure and transition to business-as-usual of major programmes, including Optimised Policing Model and System Optimisation.
- 7.3 IM complemented this update by outlining progress within the strategic delivery and research portfolio. He highlighted the commencement of the Force Management Statement (FMS) cycle, with a focus on strengthening understanding of demand, informing future capability decisions, and embedding a multi-year planning approach. Work is also progressing to enhance organisational learning through the development of a centralised lessons-learned capability and improvements to policy accessibility through digital platforms.
- 7.4 IM further introduced a refreshed research framework aligned to force strategic objectives and the Blueprint, designed to maximise the use of external academic partnerships and policing research capability. This will support evidence-based decision-making and provide deeper insight into priority areas over the medium term. While ambitious, the approach was positioned as a means to strengthen analytical capability and ensure the organisation is better equipped to respond to emerging challenges and opportunities.

A. Body Worn Video Retender Business Case

- A.1 CS and SH presented the Full Business Case for the re-tender of Body Worn Video, noting the requirement to procure a new contract ahead of expiry. The proposal reflects extensive stakeholder engagement, lessons learned from the

previous programme, and a completed competitive tender process, delivering enhanced functionality and overall value for money.

- A.2 The Board noted the strengthened approach to governance, testing and implementation. Members were supportive of the proposal and no concerns were raised.
- A.3 **Decision:** The Board approved the Full Business Case for the BWV re-tender.
- A.4 **Governance:** Approval was granted to progress to BTPA Full Authority via the Blue Folder process for final approval.
- A.5 LDO confirmed her support and formally approved progression to the next stage.

8 Data Delivery Plan

- 8.1 AAug presented the Data Delivery Plan, outlining a structured three-year approach to strengthening data capability across the force. The plan is centred on four key areas: improving data skills and culture, strengthening data security and information management, enhancing data quality, and modernising the data landscape to support interoperability and future capability, including AI.
- 8.2 AAug emphasised that data is a critical enabler of operational performance and decision-making, with a particular focus on embedding a culture of data literacy across all roles and ensuring accountability for data quality at source. Early priorities include rollout of leadership data training, implementation of data health checks, progression of the new data architecture, and work to rationalise data storage, including reducing reliance on the G Drive.
- 8.3 Members were supportive of the direction of travel. HE highlighted the operational and efficiency benefits of moving data into Teams and SharePoint, particularly in enabling enhanced Copilot functionality. IM emphasised the importance of embedding data literacy within recruitment and workforce development. CD raised considerations regarding legacy data management and the complexity of historic records, with assurance provided that future solutions will incorporate AI-enabled tools to support data clean-up and retention compliance. HA noted the importance of aligning the new data standards with the forthcoming finance system implementation. CCon provided an update on communications and training rollout to support adoption.
- 8.4 LDO endorsed the strategic intent and reinforced the need for organisational ownership, particularly in improving data storage practices and driving behavioural change. She highlighted the importance of quantifying storage usage and cost at a departmental level to support accountability.

****ACTION: AAug to return to a future meeting with a refined delivery assessment, including clarity on dependencies, risks and the role of senior leaders in enabling delivery.****

9 Special Constabulary Update

- 9.1 NT provided a quarterly update on the Special Constabulary, highlighting a broadly stable position with a slight reduction in headcount driven by resignations, partly offset by new intakes. Independent patrol rates have marginally decreased due to the onboarding of new student officers, while overall volunteering remains strong, with average monthly hours significantly exceeding expectations. Representation

across the workforce remains largely unchanged, although early improvements were noted in more recent intakes, particularly in female and minority ethnic representation.

- 9.2 A number of key initiatives are underway, including a pilot to assess the role of Special Constables within drone operations and early engagement with the Violence Against Women and Girls taskforce to explore how volunteers can add value. Progress was also reported on addressing findings from a recent GIAA audit and on reviewing training delivery, with proposals to optimise intake volumes and improve diversity through revised recruitment and training approaches.
- 9.3 In relation to workforce development, promotion processes for Special Sergeants and Inspectors are being reinstated following a prolonged gap, with a focus on strengthening leadership capability and performance oversight. Work is also ongoing to improve PDR compliance, supported by enhanced engagement with People and Culture to reinforce expectations for volunteer officers.
- 9.4 NT noted continued work to modernise supporting infrastructure, including plans to replace the legacy duty management system with a Power Apps solution and explore improved access to technology for supervisors. He also highlighted upcoming opportunities for recognition and engagement, including the 30th anniversary of the Special Constabulary and National Volunteers' Week activity.
- 9.5 During discussion, LDO welcomed the positive progress but emphasised the importance of ensuring consistent minimum contribution levels, particularly where officers are not meeting required duty hours. NT outlined a strengthened performance management approach to address non-compliance, including more robust processes to engage or exit individuals where appropriate. LDO also raised the need to consider the distinction between warranted Special Constable roles and broader volunteer opportunities, proposing further work to clarify where specialist skills may be better aligned to non-warranted volunteering routes. Members additionally reflected on the opportunity to further develop performance data and insight to better evidence the value and impact of the Special Constabulary.