

SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



Minutes of Meeting – 30 April 2026

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

1. Chief Constable introduction

- 1.1 LDO opened the meeting by expressing solidarity with the Jewish community following a recent attack, emphasising that there is no place for antisemitism and recognising the swift operational response to provide reassurance and visibility across key locations, including London and Manchester. The need to sustain increased visibility through the weekend was highlighted. Updates were provided on senior appointments, with successful candidates acknowledged following a

competitive process, alongside the appointment of a Head of People Business Partnering.

- 1.2 Engagement with industry partners was noted as increasingly positive, particularly around integration of policing and security within rail, with strategic discussions ongoing in relation to Great British Railways (GBR). Early collaboration with GBRX on innovation and AI opportunities was described as promising, including data sharing to support areas such as trespass and event management. Police reform developments were also discussed, with a coordinated response to a stakeholder survey being prepared, ensuring that learning from BTP's national model is reflected.
- 1.3 Other priorities included supporting upcoming BTPA visits, driving completion of PDRs, which had reached a 93% completion rate, and maintaining momentum behind the Black Talent Programme.

2. Minutes and Actions from previous meeting

- 2.1 The minutes of the previous meeting were reviewed and confirmed as an accurate record, with no amendments requested. Updates on existing actions were provided, including progress on recruitment process mapping and efforts to automate aspects of workforce onboarding. Work is underway with innovation partners to reduce inefficiencies and introduce digital tools to streamline recruitment and vetting.
- 2.2 Significant potential efficiencies were identified through exploration of hyper-automation, including possible time savings in vetting processes. Work continues on enhancing performance reporting frameworks aligned to the refreshed strategy, with further engagement planned across departments.

3. Review of Outstanding Health and Safety Actions

- 3.1 KS noted that Health and safety performance has improved markedly following the introduction of enhanced systems, with completion rates exceeding 95%. This improvement reflects a more mature and transparent approach to risk management, with increased reporting viewed positively as an indicator of organisational candour.
- 3.2 A new dashboard allows leaders to monitor actions, track overdue items, and identify themes across the force. Feedback from divisions confirmed strong oversight, with health and safety embedded in governance structures and actively monitored. While progress is positive, attention is being directed towards resolving outstanding actions and ensuring consistent accountability across all areas.

4. P13 Finance Update

- 4.1 RD presented the year-end financial position which showed a £3.3 million underspend, representing less than 1% variance and indicating strong financial

control despite a challenging year characterised by restructuring and uncertainty. The organisation successfully navigated fluctuating financial pressures, including workforce changes and funding adjustments, while maintaining overall stability.

- 4.2 Non-pay cost management was particularly effective, supported by strong contract management and negotiation. Investment decisions were made deliberately, including increased spend on training and capability development. Capital expenditure was fully utilised, with additional funding deployed at short notice, demonstrating agility in delivery.
- 4.3 Forecasting accuracy and financial discipline were highlighted as strengths across departments, with continued focus on improving early identification of risks and opportunities. The transition to a multi-year settlement was welcomed as a significant improvement, enabling more stable and strategic financial planning.

5. Quarterly Commercial Update

- 5.1 IC noted that commercial pipelines remain largely on track, with forward planning extending 12–18 months. While most programmes are progressing well, complexity remains in areas such as integrated systems. Supplier performance was generally strong, with effective escalation processes in place where issues arose.
- 5.2 The development of EV charging infrastructure was highlighted as a key strategic area, with collaborative approaches being explored to balance cost and operational reliability. Broader supply chain risks were noted, including global market pressures, though mitigation measures are well established, including advance purchasing, standardisation, and supplier monitoring.

6. Performance Update

- 6.1 SC and VP talked to the performance dashboard; data showed a 10.8% increase in recorded crime, though this was contextualised against increased reporting and passenger footfall. Crime rates per passenger journey have decreased overall, though high-harm offences have seen slight increases. There has been improvement in outcomes, with over 600 additional crimes solved compared to the previous year.
- 6.2 Reductions in theft-related crime were offset by increases in violence and public order offences. Fatalities remain a significant concern, with a substantial operational and human impact, including on staff wellbeing. Disruption resulting from fatalities and trespass continues to carry high cost implications for the rail industry.
- 6.3 Future performance planning focuses on delivering against commitments linked to the MTFP, such as the achieving the commitments related to the VAWG Taskforce including improving solved rates, reducing victim attrition, and enhancing safeguarding outcomes.

7 ARIC Update

- 7.1 SC presented the ARIC update, highlighting progress in property and evidence management, including improvements in storage governance. Risks remain around long-term storage capacity, particularly for certain exhibits, which are being actively managed.
- 7.2 Cyber and information assurance performance is strong, with above-average compliance ratings and successful audit outcomes. However, incidents involving human error remain a concern, prompting continued focus on training and process improvements.
- 7.3 Custody operations remain compliant, though contingency arrangements for facilities require attention. Work is also underway to strengthen counter-terrorism governance, including clarifying leadership responsibilities.

8 Quarterly Audit and Inspection Update

- 8.1 Recent IM audit outcomes included strong performance in data protection, though moderate ratings were received in areas such as procurement cards and partnership working. These findings were not considered indicative of major issues.
- 8.2 Upcoming inspections include thematic work on facial recognition and ongoing HMICFRS engagement. The importance of promoting staff participation in the HMICFRS survey was emphasised to support robust inspection outcomes.

9 Q4 Strategic Risk Update

- 9.1 SC noted that a review of the strategic risk framework is underway to simplify processes and improve clarity of ownership and governance. Current arrangements are considered complex, with work focused on making risk management more practical and aligned to organisational priorities.
- 9.2 Rail reform is emerging as a significant strategic risk, with recognition of both challenges and opportunities. Work continues to align transformation, technology, and data risks to ensure a coherent and manageable framework.

10 Portfolio Update

- 10.1 The transformation portfolio achieved full delivery against capital budgets and near-total delivery against revenue budgets in 2025-26, reflecting strong programme management discipline. Closure of legacy projects and mobilisation of the new three-year portfolio are key priorities.
- 10.2 New programmes are aligned to the refreshed strategy and MTFP, with early-stage work already underway. While some uncertainties remain, including external funding dependencies, governance structures and delivery plans are in place to support progress.

- 10.3 The Board considered a business case seeking approval to procure a replacement for the current E-FINs system, noting that the existing platform is approaching end-of-life and presents increasing operational and financial risk, including the withdrawal of supplier support. The proposed solution to procure a cloud-based, off-the-shelf system (TechnologyOne) was outlined, with an initial like-for-like implementation to ensure continuity, alongside future opportunities for enhanced integration, automation and productivity improvements.
- 10.4 Members discussed key delivery considerations, with particular focus on the proposed implementation timeline aligned to April 2027. Assurance was provided that delivery risks, including supplier availability and data migration, had been identified and would be actively managed through staged decision points, with limited contingency available within the remaining contract term. The Board also noted the strategic benefits of adopting a standardised, scalable solution with improved interoperability and alignment to wider digital and innovation ambitions.
- 10.5 There were no objections raised. The Board approved the business case, including the procurement of the preferred supplier, associated expenditure and system transition arrangements.

11 Q4 Strategic Reporting

- 11.1 JC presented the final report on the existing Strategy, which showed that most objectives were assessed as amber. Early-year disruption caused by restructuring and financial pressures impacted delivery, though improvement was observed in later months.
- 11.2 Key areas of focus included reductions in disruption, increased operational visibility, and early deployment of new capabilities such as live facial recognition. The scale of disruption costs to industry reinforced the importance of delivering improved outcomes under the new Strategy.

12 APS Action Plan Update

- 12.1 JC Progress against the All People Survey action plan showed positive movement in several key areas, particularly around leadership clarity and strategic communication. Engagement initiatives, including roadshows and local leadership activity, have contributed to improved understanding of organisational direction.
- 12.2 Recognition and communication remain areas of focus, with emphasis on ensuring staff feel acknowledged at a local level and are aware of organisational responses to feedback. Divisions shared examples of effective practice, including increased visibility of leadership, simplified messaging, and structured engagement with staff.
- 12.3 While progress is evident, continued effort is required to sustain momentum and ensure improvements are embedded ahead of the next survey cycle.