

Minutes

Police Authority

Thursday 26 January 2017, 1.30 pm
at BTP Force HQ, 25 Camden Road, London NW1 9LN

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Present:

Rt Hon. Esther McVey, Chairman
Dominic Booth
Dyan Crowther
Liz France CBE
William Gallagher
Shrin Honap
Len Jackson OBE
Bill Matthews
Jeremy Mayhew
Mark Phillips
Martin Richards
Beverley Shears
Stella Thomas
Anton Valk CBE

In attendance:

Paul Crowther OBE, Chief Constable
Adrian Hanstock, Deputy Chief Constable
Robin Smith, Assistant Chief Constable
Simon Downey OBE, Director of Capability and Resources
Alistair Cook, Interim Finance Director, BTP
Harriet Andrews, Deputy Director & Financial Controller, BTP

Charlotte Vitty, Interim Chief Executive
Shahida Nasim, Interim Finance Director
Sam Elvy, Head of Strategy and Performance
Leigh Bura, Scotland Project Manager
Anthony Walker, Communications Manager
Iggi Falcon, Senior Policy Officer & Minutes

Steve Marshall-Camm, Department for Transport (DfT)

Also in attendance:

Andy Odell, Rail Delivery Group (RDG)

Standing Items

1/2017 **Welcome and Apologies**

Non-Agenda

1. The Chairman welcomed all attendees to the first meeting of the calendar year. She particularly welcomed all new five Members who joined the BTPA on 20 January 2017.
2. Apologies were received from Andrew Pollins.

2/2017 **Minutes of meeting 8 December 2016**

Agenda Item 1

3. The minutes were agreed as an accurate record.

3/2017 **Matters arising/actions outstanding**

Agenda Item 2

4. **HMIC's report on Police Legitimacy** – The Deputy Chief Constable confirmed that the BTP was meeting the expectations set out in HMIC recommendations concerning reporting. He briefly described triggers and flagging mechanisms that allow the Force to monitor officers' behaviours with vulnerable victims.
5. **Efficiency Programme – ISP Niche Working Group** – The Authority Executive was working on Terms of Reference for the Working Group. This would come back to the Authority in March.
6. **Joint Risk Register** – The Register was currently being updated and would be taken to the Audit and Risk Committee prior to being submitted to the full Authority in March.
7. **Infrastructure Policing Project** – The Authority Executive was working on Terms of Reference for the Working Group. This would come back to the Authority meeting in March.

Strategic Items

4/2017 **Chief Constable's Report**

Agenda Item 3

8. Members considered a report of the Chief Constable covering key strategic risks for the Force and the Authority.

Counter Terrorism

9. The report provided key highlights from BTP's recent Counter Terrorism activity. T/ACC Thomas would be giving a fuller update on CT work under Agenda Item 9.
10. The Chief Constable commented on recruitment issues, arising from a higher than expected outflow. It was hoped that by July core numbers and outflows would be covered.
11. With reference to the HMIC Thematic report, it was reported that informal feedback had been generally positive. One area for further attention was the Stress test for communications.
12. There was also a brief discussion on Firearms officer deployment on the London Underground, particularly over New Year's celebrations, and the media coverage which this had attracted. The Mayor's Office was reported to be happy with the arrangements.

Scotland

13. A fuller update would be received under Agenda Item 8.
14. Legal advice had been received related to redundancy rights. This had given rise to concerns about the complexity of legislative process ahead.
15. Discussions concerning operational clarity post-devolution had been progressing. A seamless cross-border operation remained a high priority for the two governments, with stakeholders receiving assurances on this point.

Airwave replacement

16. The programme was experiencing delays, as reported to previous meetings. The coverage in underground tunnels remained as the biggest concern. Replacement was due by December 2019, and given the inability for TfL to commit to investment, the most practicable solution at this stage was the procurement of dual-band devices that would work both above and below ground. Following a question, it was confirmed that potentially all BTP officers would require dual-band devices for eventual deployment in rail tunnels.
17. Shrin Honap, who has some expertise in the subject matter, offered to assist in discussions going forward as it was possible that there may be cheaper alternatives to buying dual-band devices. The Chief Constable agreed to ensure Mr Honap and other new members were briefed and engaged on the issue.

HMIC PEEL Inspection

18. HMIC was due to conduct its PEEL Inspection of the BTP on 6 February 2017. The Effectiveness level was however not currently in scope. The Inspection was due to conclude on 17 February, with a 'Hot Debrief' expected on w/c 20th February.
19. ACC Smith gave details of the Force's preparations ahead of the inspection. In particular, he advised of how the Inspection outcome would be used to drive improvements. There was a brief discussion regarding communications and how the Force, the Authority and the DfT were working together to coordinate the messages arising from the process.
20. Members queried how they might be sighted on the contents of the Strategic Briefing to be provided to HMIC, including the option of recording the meeting. ACC Smith would look into the feasibility of that.

Transport Select Committee

21. The letter from the BTPA Chairman to Lord Harris in response to his report on London CT preparedness would be circulated to all Members of the Authority, for information.

Crime Review

22. Feedback received through the consultation had addressed specific points, with no negative feedback on the overall plans. There were requests for increasing visibility and general support for a different approach to detective work.
23. In answer to a Member's question, it was confirm that the new teams will start to form in September. Impact will start to be seen in the subsequent months, and the Force confirmed that it would report on post-implementation after 1 year.
24. Jeremy Mayhew sought further information on the detail of the Demand review and it was agreed that he would be provided with an individual briefing on the matter.

Culture Board

25. The Chief Constable gave details of the work of the recently-established Culture Board, which considered a range of topics ranging from the new Performance Framework to a refresh of BTP Behaviour and Principles.
26. Members were keen to understand the responsibilities of the Board and particularly what sort of decisions it is likely to take. There was

a suggestion that the name could be reviewed to better reflect its role and function.

27. Members raised the issue regarding the need to present robust financial planning, and it was agreed to link it to the discussion under Item 5.
28. **Agreed:-**
 - 28.1. **The Chief Constable to liaise with new Members and bring them up to speed on the Airwave Replacement programme – utilising their expertise and knowledge in the progress of discussions.**
 - 28.2. **ACC Smith to confirm how Members might benefit from the Strategic Briefing to be provided to the HMIC Inspection Team, including possibility of recording it.**
 - 28.3. **The letter from BTPA to Lord Harris in response to the CT Preparedness report to be sent to all Members**
 - 28.4. **A post-implementation report into the success of the Crime Review to be reported to the BTPA within one year.**

5/2017 Chief Executive's Report

Agenda Item 4

29. The Authority considered a report outlining the work of the Authority Executive Team since the last meeting. The report included details of the progress of discussions with one TOC regarding an outstanding payment.
30. The report was received.

6/2017 Finance Committee

Agenda Item 5

31. The Chairman of the Finance Committee introduced a report setting out the work carried out by his committee on 17 January 2017. Key points highlighted included the BTP and BTPA Quarter 3 results. Also covered was the Financial Action Plan, an update on Force Projects, Efficiencies and Benefits and timetabling for a review of the Cost Allocation Model.
32. The Finance Committee Chairman ran through a number of recommendations in the report. Regarding the proposed WAN/LAN contract extension, a Member expressed disappointment that the Force was presenting a 'single option' to Members and he requested that engagement with Members should be improved to avoid this from recurring. The Force recognised this

was not an ideal situation; however, the goal was to allow the BTP additional time to work up a more appropriate technical solution.

33. Members resumed an earlier discussion under Item 3 regarding the need to provide robust financial plans in order to help mitigate risks to the future of the BTP, such as those which may arise from a potential integration with other Police Forces. It was recognised that some planning assumptions were clear, including the price promise, and the DfT's efficiency challenge. That said, an MTFP still required further work and there was consensus that producing one for the next Authority meeting would had to be a priority. New Members requested that it would be beneficial for them to gain - whilst the MTFP was being developed - a greater understanding of the business cycle. The Authority Chief Executive agreed to provide this to them.
34. The various recommendations in the report were endorsed by Members.
35. **Agreed:-**
 - 35.1. **The National Network Service contract extension was approved.**
 - 35.2. **The OBC of the National Network Services replacement programme was approved.**
 - 35.3. **The review of the cost allocation model and the planned timeline were agreed.**
 - 35.4. **The Authority budget for capital and revenue was agreed.**
 - 35.5. **To communicate Finance and Business Cycles to new Members pending the production of an MTFP.**
 - 35.6. **To ensure that a robust MTFP is considered and agreed by the Finance Committee, then to consider how the Efficiency programme supports that MTFP.**
 - 35.7. **Letter to be circulated to Members confirming the DfT's direction on reinvestment of efficiencies.**

7/2017 Efficiency Challenge

Agenda Item 6

36. The Authority considered a report on progress with the Efficiency Programme. The report included an update on the work of the Efficiency Board including the development of a dashboard to monitor the delivery of savings, and a benefits tracker to capture the non-financial benefits.

37. Discussion on this item centred on the opportunities for Income Generation and 'Invest to Save' initiatives. There was also a general interest to understand the context in which the various projects were advancing and therefore Members agreed that a more detailed Executive Summary would be useful.
38. A Member queried the terms on the DfT's Efficiency Challenge, particularly in respect of the re-investment of savings. The original settlement letter would be circulated for Members' information.
39. The report was received.
40. **Agreed:-**
 - 40.1. **DfT Settlement Letter to be circulated to Members confirming the DfT's direction on reinvestment of efficiencies.**

8/2017 Governance Review Working Group

Agenda Item 7

41. The Item would be coming to the Authority meeting in March 2017.

9/2017 Scotland Project

Agenda Item 8

42. The Leigh Bura, the Authority's Scottish Project Manager, introduced a report setting out the latest position on the Scottish Government's plans to integrate the D Division into Police Scotland, and how the BTPA and BTP were providing support to the programme.
43. The Project Manager had now finalised a work plan, detailing tasks for each of the seven workstreams. The plan was intended to inform the BTPA's negotiation strategy for each individual workstream, at the same time as the draft Statutory Instruments that would deliver integration were being discussed. The final versions of the Statutory Instruments were expected to be laid in Parliament by the autumn.
44. There was a detailed discussion on how some of the proposals were shaping up; key areas of interest included Workforce transfer proposals and the issue of costs which may fall on the Rail Industry. There were still a number of risks and uncertainties for the Force and Authority and greater clarity was required on a number of areas for proposed transition, and also on the decision-making process between the Scottish and UK Governments. The Authority Chief Executive emphasised that the priority for the BTPA was not

only to deliver integration but also to safeguard the post-devolution position.

45. The report was received.

46. **Agreed**

- 46.1. **To continue to work up a detailed work plan with costs jointly with the BTP to ensure we were 'match-fit' to shape implementation i) to use those costs and other findings to shape out negotiation strategy and ii) to clarify the final decision making-processes for each work programme.**

Items for noting

10/2017 Counter Terrorism

Agenda Item 9

47. T/ACC Alun Thomas gave a presentation to Members on the BTP's Counter Terrorism activity, including an update on the current threat assessment and preparedness to deal with new forms of terrorist incidents. The presentation featured information not intended for public record.
48. There was a detailed discussion regarding the BTP's resources in both the capital and elsewhere and Members were advised that a paper with proposals to provide additional resources in the North of England would be submitted to the Authority in the coming months.
49. On a separate point, it was noted that new Members would benefit from witnessing a CT exercise and a list of planned events would be circulated.
50. The report was noted.
51. **Agreed:**
- 51.1. **Members to be sent details of planned CT exercises**
- 51.2. **A full business case on the CT Norther Hub to be presented to the Authority for consideration.**

11/2017 Performance Review Committee Report

Agenda Item 10

52. Members considered a report a report providing an overview of the main business done at the Quarter 3 meeting of the Performance Review Committee.
53. The report was noted.

12/2017 People and Standards Committee Report

Agenda Item 11

54. Members considered a report a report providing an overview of the main business done at the Quarter 3 meeting of the People and Standards Committee.
55. The report was noted.

13/2017 Any other Business

Non-agenda

56. There was none.

The meeting finished at 5.00pm

Date of next meeting:

26 January 2017

G1 & G2, FHQ, 25 Camden Road, London NW1 9LN