

Minutes

Police Authority

Thursday 22 March 2018, 10am
 Room G1/G2, Force Headquarters, Camden, London

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Present:

Ron Barclay-Smith, Chair
 Mark Phillips, Deputy Chair
 Len Jackson OBE
 Dyan Crowther
 Liz France CBE
 Shrin Honap
 Bill Matthews
 Jeremy Mayhew
 Andrew Pollins
 Beverley Shears
 Stella Thomas

In attendance:

Paul Crowther OBE, Chief Constable
 Adrian Hanstock, Deputy Chief Constable
 Charlie Doyle, Assistant Chief Constable
 Robin Smith, Assistant Chief Constable
 Steve Thomas, Assistant Chief Constable
 Simon Downey OBE, Director of Capability and Resources
 Alistair Cook, Force Interim Finance Director
 Elaine Derrick, Senior Advisor
 Stephanie Sharp, Head of Strategic Assurance & Planning
 Charlotte Vitty, Chief Executive, BTPA
 Leigh Bura, Senior Scotland Project Manager, BTPA
 Samantha Elvy, Head of Strategy Planning and Engagement,
 BTPA
 Stephanie Calvert, Head of Governance and Compliance &
 Minutes, BTPA

Apologies:

Dominic Booth
 Willie Gallagher
 Martin Richards

Non-Agenda

Welcome

1. As his first Authority meeting, the Chair expressed his thanks for the sterling work undertaken by both Mark Phillips and Len Jackson.

Results from Employee Engagement Survey

Agenda Item 1

2. The Chief Constable set the context before introducing a video of the key findings of the employee engagement survey. He confirmed that various considerations had been made before deciding to use Durham University to facilitate the survey, which included utilising members of the Culture Board as a sounding board. Culture Board representatives had also been given the opportunity to indicate which areas they felt upon which the survey should focus.
3. The Chief Constable highlighted that a benefit of using Durham University was its previous and current work with a significant number of other Forces. He noted that the process was academically based.
4. The Chief Constable confirmed that Dr Les Graham who led on the work on behalf of Durham University had already presented initial feedback to a group of approximately 80 employees from the organisation and also at the BTP Federation conference. He stated that his preference would have been to have Dr Graham attend the Authority meeting but that this had not been possible.
5. A video was played of Dr Graham in discussion with the Chief Constable about the findings from the survey.
6. A number of questions were raised by the members in attendance. This included whether the results could be broken down by region or division, whether there were areas of good practice and how the less positive areas of working would be addressed. It was suggested that there may be some issues which could be overcome through an immediate and easier solution.
7. The Chief Constable advised that there was a breakdown of the results by division. He stated that this information indicated that there was a mix of local and national themes. He used the Evidence Review Gateway as an example of a potential systemic hindrance and explained that plans would be established to overcome these stressors at all levels. Identified quick wins were described which would dismantle or reduce the controls in place through earned autonomy whilst maintaining data quality and meeting statutory requirements.
8. A discussion took place about various aspects of the survey findings. Concerns were raised about the response rate although the Chief Constable clarified that Durham University was content that the response rate was high for this particular type of survey. It was suggested that the name of the survey could itself be a hindrance to staff engagement. The Chief Constable advised that this had already been acknowledged and the programme would continue under the guise of breaking barriers.

9. Further discussion took place around the differences between the results given by police officers and police staff. It was recognised that some of the recent changes may have had a greater impact on officers. The change to rosters was used as an example. The Chief Constable confirmed that whilst these differences would be considered this would not be at the risk of the results for police staff being neglected and that the breaking barriers programme would address both perspectives.
10. One of the members highlighted the importance of involving people from the beginning of the process and to ensure that those at all levels have a voice. The Chief Constable confirmed that as part of BTP 2021, many weeks had been spent focusing on engagement, supported by expert advice.
11. Discussions took place about subsequent surveys and follow up. The Chair queried whether the hindrances described would be subject to reporting. He emphasised the requirement for momentum to continue and obtain evidence that action has been taken. He stated that the need for the action which cannot be remedied should be accompanied by an explanation.

Update on BTP 2021

Agenda Item 2

12. The Chief Constable introduced the BTP 2021 change portfolio. He stated that this was the next stage of the Target Operating Model (TOM) and would enable the delivery of the strategy, which was in the final stages of receiving feedback from the industry.
13. A detailed briefing was provided on the change portfolio through a slide presentation which considered the topics of design, people, technology, costs & benefits, risks, governance and the next steps.
14. A discussion ensued thereafter where members were invited to share their views on the presentation. One of the members was keen to understand how the milestones of the programme would be managed. They encouraged Force colleagues to incorporate this into their thinking in addition to the tangible impact on the industry, specifically with regards to Police Service Agreements (PSA).
15. One member urged caution and consistency in response to the choice of language used within the presentation. This was with particular reference to the term BTPA strategy and the implications of strategy in general. The member highlighted that the Authority was not in a position to sign off the strategy, yet the intention was for it to be shared with stakeholders in the near future. They shared their concerns that this could lead to confusion, if communications were taken out of sequence.

16. The Chief Constable referred to the discussions at the previous Authority meeting where the need for the strategy and the TOM to be aligned had been emphasised. He confirmed that there was an efficiency plan which needed to be delivered. He confirmed that even though it was yet to be signed off, he did not foresee change to the four key sections set out in the strategy.
17. Another member clarified that the Authority would not be able to offer their expertise from an operational perspective but could present challenge, advice and support to the Force. They confirmed that the Board was most interested in understanding the risks of the change programme.
18. Discussions took place with regards to timings and sequencing. One of the members highlighted that the industry would be most interested in understanding the impact on the service provided and therefore this should be clearly communicated.
19. The Chair summed up the collective view that delivery of correct messages in the right order was paramount. The Chief Constable and Force colleagues were invited give this further consideration. It was accepted that the sequencing was not correct. The Chief Constable acknowledged the views of the Authority and agreed to address this.

Minutes of the meeting 13 December 2017

Agenda Item 3

20. The minutes from the previous meeting were agreed as an accurate record.

Matters arising/actions outstanding

Agenda Item 4

21. The Chair invited comments from those present on the actions arising. The Chief Constable referred to action five listed within the table and sought assurances that progression was being made with regards to using cash reserves. The Chief Executive confirmed that this would be covered within her update.
22. No other actions were discussed at this point in the agenda.

Chair's update

Agenda Item 5

23. The Chair referred to his short period in post following his appointment on 5th March 2018. He stated that since this time he had met with the Rail Delivery Group (RDG), had several briefings with the Department for Transport (DfT) including with ministers. He confirmed that he had a teleconference set up to speak with the new rail minister.
24. The Chair stated that he had also participated in various stakeholder meetings and that everyone he had met had been very helpful. He

informed those present that it was his intention to progress meetings with stakeholders to understand their viewpoint, which would assist with his learning curve but also help to build engagement.

Chief Executive's update

Agenda Item 6

25. The Chief Executive provided a brief update of some of the activity which had taken place within The Executive office since the previous meeting. She confirmed that in support of the work on the strategy, some of the team had been actively leading on the stakeholder consultation plan and holding meetings in conjunction with the Deputy Chief Constable (DCC) with the industry, the Office of Rail and Road (ORR) and DfT. The Chief Executive confirmed that the process had been insightful and useful and she hoped to continue with the level of engagement through the Executive engagement plan.
26. Reference was made to the staff pension plan. It was confirmed that initial engagement had taken place with TSSA and the Chief Executive was actively seeking further discussion with the new TSSA lead.
27. The Chief Executive confirmed that DfT capital funding had been secured in the sum of two million pounds for 2017/18 and the next stage would be to resubmit an additional funding request for further counter terrorism (CT) and Emergency Services Network (ESN) support. She confirmed this was coupled with two other requests which included support on the lender of last resort and the ability to give approval for the BTPA to seek third party funding on capital if DfT could not provide support on favourable terms. She confirmed that DfT would consider all three requests in the second submission of the financial year and it would be heavily linked to moving towards Consumer Price Index (CPI). The Chief Executive clarified that the next submission would be a robust business case after initially going through the MTFP to look at CPI and link to the years of the efficiency programme, which the DfT would expect to see the detail of as part of the next request.
28. The Chief Executive advised members of the scale and commitment invested in the Scotland project. She also provided an update to those present of the event which took place in support of International Women's Day.
29. With reference to the subsequent quarter, it was confirmed that the Executive team would be welcoming three new members of staff. The Chief Executive stated that during that period one of the priorities would be focusing on the year-end to get the annual statements signed and starting a new performance year.

Chief Constable's update

Agenda Item 7

30. The Chief Constable presented some highlights from his written update. He confirmed that there had been considerable focus on the regional CT hubs and good progress had been made with regards to recruitment. He advised that the proposal to utilise Network Rail premises for the Manchester hub had not been viable and that alternatives were being explored including short and medium-term options. Reference was made to understanding the implications of the major incident at Salsbury.
31. The Chief Constable also advised members of an income generation opportunity in which he would engage the Authority before any agreement to take it forward. He referred to the Rail Live exhibition, a large international event which will be taking place in June. He stated that BTP would be engaging and this may lead to income generation opportunities.
32. An update was provided in relation to Kerslake report. The Chief Constable confirmed that the report was embargoed but was able to share that he was very pleased with the commentary on the actions taken by BTP.
33. The Chief Constable confirmed that the ESN programme was being reviewed and would not be completed until July, but that implementation dates were likely to shift. He confirmed that a number of options had been presented which included a phased implementation which could lead to data services being made available first. He highlighted the significant financial implication due to the joining fee. He explained that a commercial discussion was being initiated with the Home Office in which he would involve the Authority.
34. A brief update was provided on the Demand Review. The Chief Constable confirmed that following a series of planned reviews and engagement of various representatives from the workforce, some revisions had been made which will become effective from April. He confirmed that a solution had been found which met demands, aligned supervisors to their teams and was seemingly more acceptable to the workforce.
35. The Chief Constable discussed Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) inspection. He confirmed that the report would soon be released and that the indicators signified a 'good' rating would be received across all areas with certain elements of effectiveness pushing towards the 'outstanding' category. He stated that he felt it presented a very positive picture.

36. Members were updated on the Equality, Diversity and Inclusion Strategy. It was confirmed that there is a requirement for this to be published and that the consultation phase had just closed. The Chief Constable advised that the final version would be progressed through Force structures onto the Strategy and Planning Committee for consideration and publication thereafter.
37. The Chief Constable stated that BTP's data on gender pay would be published following the Authority meeting. It was confirmed that the data would be accompanied by a detailed narrative and the product would be made available on the BTP Internet and Intranet, in addition to the government publication. He confirmed that BTP had an action plan to take the challenge of representation forward.
38. The Chief Constable described a number of external engagement exercises which were underway. He confirmed that this was as a result of feedback from industry colleagues and in the spirit of transparency. A resource dashboard had been introduced to support this with a view to it being published.
39. Members were updated on Exercise Eleanor, a forthcoming counter-terrorism exercise. The Chief Constable listed those who would be in attendance to demonstrate the significance of the event.
40. An update was provided on crime. The Chief Constable confirmed that violent crime had increased. He referred to a recent incident at Stratford where officers tried to save the life of a young male who had been stabbed, but were unsuccessful in their attempts. He confirmed that another exercise would be taking place focusing on knife crime.
41. Finally, reference was made to recent demonstrations which had occurred on the railway. The Chief Constable highlighted some of the good work which had been carried out by BTP to reduce the impact of the associated disruption.
42. By way of a response to the updates provided, one of the members queried whether the setback with regards to a suitable location for the Manchester hub would have an impact on policing. The Chief Constable stated that it should not and with effective planning this could be overcome. He stated that he had written to Mark Carne and had been in contact with Head of Commercial in Network Rail to reach a solution without having a detrimental effect.
43. One of the members asked what the measure of success would be used to assess the effectiveness of the CT hubs. It was recognised that was something which would be difficult to test aside from the absence of an attack. The Chief Constable confirmed that the deployments would be based on detailed analysis of the risks and inputs would determine the counter measures. He added that achievement of the

inputs would be the measure. Another member suggested that effectiveness could be assessed by the impact those working within the hubs have on the regional area. The Chief Constable offered reassurances that those working in these areas would not be doing so in isolation. He confirmed that they would be briefed alongside frontline officers and counted in deployments leading to other indicators which could demonstrate success. The Chief Constable also advised members that these individuals would increase capability to deploy to major events based on the risk analysis.

Items for decision

Scotland project

Agenda Item 8

44. The Senior Scotland Manager provided an overview of the developments which had taken place following the previous meeting. He confirmed that the Scottish Government had made a decision to review the timetable and this was referred to as a pause, pending the completion of a re-planning exercise.
45. He explained that this decision had followed a significant amount of effort on part of the BTP/A in highlighting the risks involved. He confirmed that it had not involved a blaming exercise but instead a shared understanding with Police Scotland. He gave an overview of the lines of communication which had been pursued following the decision.
46. The Senior Scotland Manager confirmed that the focus of the work had now shifted to the re-planning exercise which would take place over the next 6-month period. He confirmed EY would report to the Joint Project Board (JPB) in September.
47. Whilst it was acknowledged that it was a matter for the Scottish Government, it was confirmed that the summary paper suggested a slight change in emphasis. The Senior Scotland Manager stated that that any revised date must be supported by a robust plan and BTP/A cannot sign up to a date unless it is accompanied by one. He confirmed that this is what EY had been asked to produce.
48. One of the members was keen to highlight that at the point in which the project was reviewed in September, the dynamics may have changed for Police Scotland and consideration should be given to what extent in which BTP/A should resist again any further participation in systems input and support. The Chief Executive confirmed that the paper agreed by the JPB with regards to delaying the date was very clear in that for both Forces, the focus was on full integration.

49. The Chief Constable further added that the stance that the Authority took to the JPB that there was risk to the public, industry and the impact on policing with the interim arrangements being proposed, was a defining moment. He suggested that the position which should be adopted is that the risk to safety was too significant and it was incumbent on others to demonstrate how they have eliminated the risk before contemplating any other approach.
50. One of the members endorsed this view and stated that the BTP/A also had a responsibility to employees in Scotland and stakeholders to make sure that the devolution did not go ahead unless it was in everyone's best interests. The Chief Constable reinforced this point.
51. In summary, the Chair highlighted the importance of the BTP/A being consistent and clear. He suggested that BTP/A codify what they see as the key problems and they are communicated to EY as soon as possible to ensure that they are fully informed in their work. This was agreed by those present.
52. The BTP Federation and RDG had submitted a number of questions in advance of the meeting by way of a response to update the report by inviting views from the Authority. These questions were verbally presented along with the Authority's response.

Strategy & financial plan

Agenda item 9

9.1 Development of the new strategy

53. The Chair of the Strategy and Planning Committee confirmed that there were four key statutory tasks which were undertaken at the last committee. They introduced each of the items in their summary.
54. The Chief Constable confirmed that a large volume of work had been undertaken as part of a consultation exercise. He referred to the work completed by the Chief Executive and Deputy Chief Constable. He confirmed that there was broad agreement of the four overarching objectives and that following the feedback received, the final versions had been prepared.
55. He stated that this had enabled the objective descriptors to be simplified to place emphasis on a commitment to partnership working as opposed to collaboration. The Chief Constable also stated that the work had been represented to demonstrate how BTP develop specialised skills to deal with specialist policing. He stated that it also reinforced the joint commitment with the industry to keep places safe and greater emphasis on transparency, particularly with regards to resource allocation. He stated that it would not include targets but clearly set out indicators which everyone would be able to track. In summary, the Chief Constable felt that it had been a very worthwhile

consultation exercise which had facilitated a much better product as a result.

56. The Chair of the Strategy and Planning Committee stated that ideally the Authority would have liked to have been in a position where they could have signed off the strategy. They advised that the next steps would therefore be to endorse the strategy at the subsequent committee. They stated that another working group meeting would be set up to assist. They also emphasised the requirement for a coordinated communications plan in support.

9.2 BTP MTFP rebase proposals

57. The Force Finance Director introduced this item by explaining the key changes which had been made to the MTFP rebase since the previous meeting.

58. He explained that the biggest change which had been made was Scotland, which was as a result of the devolution date moving. This also had an impact on project costs. He confirmed that the second key change was the addition of an assumed receipt of £9 million worth of DfT grant over the MTFP period linked to CT hubs and ESN, with ESN slippage also assumed within the proposals. Linked to the DfT grant, it was explained that a move to CPI in 2021 was also assumed which would have an impact on the overall income. Another change described was the realigning of the TfL baseline budget for 2018/19 at a lower level. All of these changes had led to a re-profile of efficiencies.

59. The Force Finance Director stated that the rebased MTFP would deliver £30 million worth of annualised efficiencies over the four year period. It was confirmed that this was a change from a more aggressive ramp up in efficiencies over a three-year period.

60. The cost of the change management portfolio, cash flow position, risks and opportunities were explained in greater detail as per the supporting paper.

61. The Chief Constable sought to provide reassurances that the re-profile did not mean that the requirement for efficiencies was not being taken seriously. He confirmed that the re-profiling enabled the Force to mitigate some of the impact of change, identified against the strategic plan.

62. Members were pleased that their concerns with regards to the original MTFP had been noted and the assumptions had been presented in a more digestible format. It was highlighted that the MTFP should not change and that the Authority would be holding the Force to account to ensure that the efficiencies would be delivered. They also observed

that the costs of change should be managed very carefully as this could present as much of risk as an opportunity.

63. A discussion ensued about the cost of project delivery. In response the Chief Executive highlighted that a risk was being taken by having a deficit which was not being charged to the industry. She proposed that the elements of additional costs were ring-fenced.
64. One of the Members queried the policy on reserves. The Chief Executive stated that the policy is being revised in light of the DfT capital work and cash flow, following which it would be reported to Audit and Risk Committee ahead of returning to the Authority.
65. The Authority endorsed the MTFP rebase proposals subject to the ring fencing of the additional elements discussed.

9.3 Policing Plan

66. It was confirmed that the policing plan had been considered by the associated planning group as well as the Strategy and Planning Committee. It was highlighted as the contents of the final strategy had been assumed and a version of the policing plan may need to be altered slightly to ensure complete alignment. The biggest change mentioned was that A Division had been included, a change from previously.

9.4 TOM delivery partner OBC for approval

67. The Director of Capability and Resources explained that an arrangement through a delivery partner to draw expertise during the period of change was being sought.
68. Permission was sought to engage the market as part of the outline business case on the basis of the government framework. Approval was also sought to go to the market with two options with regards to length of contract. The Director of Capability and Resources confirmed the procurement route, whilst members were invited by the Chief Constable to be involved in the tender evaluation process. A brief discussion took place thereafter about the best approach with regards to delegated authority. It was recognised that this should be modernised and an enabler of delivering the change.

Items for discussion

Joint risk register

Agenda Item 10

69. The Chair of the Audit and Risk Committee advised those present of the upcoming workshop scheduled to refresh the risk register and risk appetite. They confirmed that representatives from the DfT lead for Strategic Risk had attended the last committee and had indicated the

need for simplicity to ensure that the process was not a 'tick-box' exercise.

70. It was confirmed that three items had been added to the joint risk register since the most recent committee meeting. These included inability to load data onto Police National Database (PND), performance issues in the Force control rooms and disaster recovery arrangements.
71. The Chief Executive advised those present that a commitment had also been made to review the risk around Scotland in light of changes and divide risk around PSA charges. One of the key focuses of the workshop was to ensure that the risk register was aligned to the strategy.

Items for noting

Performance and Delivery Committee

Agenda Item 11

72. The Chief Executive spoke on behalf of the Chair of the Performance and Delivery Committee who was not able to attend the Authority meeting. She confirmed that this committee had seen the greatest amount of change and work was continuing to improve performance. She stated that the deep-dive topics had been removed from the committee agenda to ensure that the content was manageable.
73. The Chief Executive highlighted the importance of the Authority having better understanding of how the Force managed their indicators and the stakeholder impact. She confirmed that these were the criteria which the Force was asked to take on board for the subsequent committee.

Audit and Risk Committee

Agenda Item 12

74. The Chair of the Audit and Risk Committee referred to the risk appetite workshop. He provided a high level summary of the points highlighted within the supporting paper. Within this he highlighted lessons learned arising from the IR35 follow up. He stated that it was worthy of note was that Government Internal Audit Agency (GIAA) had indicated that they would be reviewing the processes in 6 months. Assurances were provided that year end preparations were on track.
75. In recognition of those in attendance as members of the public, the Chief Executive confirmed that there was a lot more interest from the industry. She added that this was evident from all consultation meetings which had taken place.

Appointments and Remuneration Committee

Agenda Item 13

76. The Chair of the Appointments and Remuneration Committee drew members' attention to three key items which were explored at the most recent committee. This included the staff pension scheme which would involve a statutory consultation process. He advised members of the requirement for the Force to publish information on BTP gender pay. He highlighted the opportunity to develop internal employees to improve representation. The final matter he made reference to was the restructure of the Chief Officer team. He confirmed that the proposals, structure and approach to recruitment had been considered by the committee and as a result interviews would be set up with Authority support.
77. The Chair thanked Len Jackson and ACC Steve Thomas recognising that it was the last Authority meeting they would be in attendance for. The Chief Constable and former Interim Chair also expressed their gratitude.

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