

## Minutes Police Authority

Wednesday 13 December 2017, 10am  
Room G1/G2, Force Headquarters, Camden, London

The Forum  
5th Floor North  
74-80 Camden Street  
London NW1 0EG

T: 020 7383 0259  
F: 020 7383 2655  
E: general.enquiries  
@btpa.police.uk

[www.btpa.police.uk](http://www.btpa.police.uk)

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Present:

Mark Phillips, Interim Chairman  
Len Jackson OBE, Interim Deputy Chairman  
Dominic Booth  
Dyan Crowther  
Liz France CBE  
William Gallagher  
Shrin Honap  
Bill Matthews  
Jeremy Mayhew  
Andrew Pollins  
Martin Richards  
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  
Alun Thomas, T/Assistant Chief Constable  
Simon Downey OBE, Director of Capability and Resources  
Alistair Cook, Force Interim Finance Director  
Elaine Derrick, Senior Advisor  
Charlotte Vitty, Chief Executive, BTPA  
Yifat Steuer, Interim Finance Director and Treasurer, BTPA  
Samantha Elvy, Head of Strategy Planning and Engagement,  
BTPA  
Lucy Yasin, Head of Governance and Compliance, BTPA  
Leigh Bura, Senior Scotland Project Manager, BTPA  
Stephanie Calvert, (Minutes) BTPA

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Part I - Items taken in Public

Non-Agenda

**54/2017 Welcome**

1. The Chair thanked T/ACC Thomas for his work in recognition of this being his last meeting attendance with British Transport Police (BTP) and congratulated him on his new role.

**55/2017 Minutes of the meeting 27 September 2017**

## Agenda Item 1

2. Mr Downey sought to offer clarity with regards the drivers for change within the business case for Multi-Force Shared Services (MFSS) referred to section 55.1, specifically the third bullet point. It was agreed that the wording would be amended to read 'assurance of what benefits there will be.'
3. Subject to this amendment the minutes were agreed as an accurate record.

**56/2017 Matters arising/actions outstanding**

## Agenda Item 2

4. The status of the actions within the table was briefly discussed. Actions 3, 4, 6 & 8 were accepted as complete. The remainder continue to be in progress or were addressed elsewhere on the agenda.

**57/2017 Chairman's update**

## Agenda Item 3

5. The Chairman provided an update to the Authority on key meetings which have taken place since the last meeting including the Annual General Meeting (AGM). He recognised the positive value it had brought, specifically being held to account by levy payers. He confirmed that the Members' appraisals have been completed and made reference to his recent engagement with the Department for Transport DfT with regards to Scotland which would be explored further at the corresponding agenda item.
6. The Chairman advised those present that he, the Chief Executive and Chief Constable had all lobbied the DfT about capital funding for terrorism which the Chief Executive would address in more detail during her update.
7. The Chairman also updated those present on his attendance at the efficiencies panel which was well received, which he was accompanied by the Chief Constable to. Finally he made reference to the commendations ceremony, which was described as a hugely memorable and emotional event recognising some courageous acts.

**58/2017 Chief Executive's update**

## Agenda Item 4

8. The Chief Executive provided a detailed update on her recent engagement with the DfT sponsorship team and the positive outcome which the session resulted in, including discussions on securing capital funding for the Counter Terrorism (CT) hubs, in year spend, immediate payroll support and exploring capital financing for larger projects. The recent correspondence from DfT addressing particular areas of funding which was shared with members prior to the meeting was discussed and it was agreed that the Chief Executive would continue to explore the specifics.
9. Reference was made to the AGM and the intention to build this into a business plan was confirmed. Updates from other noteworthy meetings were provided.
10. The Chief Executive updated those present on the success of the 100 years of women event and the senior women in policing conference she attended.
11. The Chief Executive advised attendees that progress was being made with regards to the PSA charge letters and that these would be shared before the end of the calendar year.
12. An update on Executive recruitment and on administrative matters was also provided.

**59/2017 Chief Constable's Update**

## Agenda Item 5

13. The Chief Constable began his update by noting his gratitude for all the work and achievements delivered by T/ACC Thomas. He expressed his thanks.
14. The Chief Constable provided a verbal summary of his corresponding report to this agenda item. This included an update on his positive discussions with Network Rail with regards to a possible location of the Manchester CT hub and the recruitment of Authorised Firearms Officers (AFO). Elements of capital spend have been brought forward into 2017-18, which will also have revenue implications within year. The Chief Constable described his engagement with the Secretary of State for Transport during his visit on CT work and other initiatives identifying how the Government may be able to offer support to BTP.
15. An update on Lord Kerslake's review into the Manchester event was provided and it was confirmed that the findings would be published in January. A detailed discussion ensued on this topic. It was accepted that there would be opportunities to learn and BTP are confident that there will not be issues which the Force would not want to recognise.

16. The developments of the employee engagement survey were also briefed, the results of which are anticipated to be received in January 2018. It was noted that these results would also feed into the ongoing discussions around the strategy so they can be built into the strategic direction. It was agreed that this would be brought to the next Strategy and Planning Committee.
17. The Chief Constable informed those present of the preparations to support a further commendation ceremony in Manchester to recognise the heroic efforts of the individuals involved in the Manchester Arena attacks.
18. The Chief Constable made reference to his engagement with a number of industry colleagues. He recognised that there is a high degree of anxiety about current and future service delivery and this is relevant to note with further communications and changes in mind.
19. It was confirmed that representatives from Her Majesty's Inspectorate of Constabulary Fire and Rescue Services (HMICFS) were with the Force at the time of the Authority meeting looking at 'effectiveness'. The Chief Constable stated that fairly positive feedback had been received informally but that he would await the report.
20. The Chief Constable provided an update on the infrastructure policing meeting he had attended. He stated that at this meeting arranged by the Home Office, emphasis was placed on the action plan devised in March and how much of this could be progressed. The three Forces represented reiterated previous observations that a number of the actions required funding and resource to deliver. There was a strong sense that BTP should be exploring the aspects which did not require funding or resource. An important piece of work to be addressed by mid-2018, which it is believed that DfT are progressing, is to look at whether BTP should be included within the infrastructure considerations.
21. The Chief Constable concluded his update to attendees by making reference to concerns about Network Rail premises, commercialisation and the selling off of railway arches. He confirmed that he has initiated discussion on this and is engaging in ongoing dialogue leading to a high level strategic group being set up to explore issues such as trespass and child safeguarding.
22. Members raised a number of queries including the suitability of the Manchester hub and the recruitment of the AFOs. The Chief Constable offered clarity on these points highlighting that the location would offer a secure and cost efficient option and the AFO roles would be re-advertised and bolder communications would accompany this. One of the members made reference to the Hillsborough case to highlight the need for continuity with the Kerslake review in mind to ensure the

face of BTP is consistent in years to come. The emerging disconnect between the industry demand requirement and services delivered was noted it was stated that this is not exclusive to BTP. Advice was given to BTP to enforce communications and increase understanding on both sides.

23.The Chair suggested that a wider briefing is provided at the subsequent Authority Meeting on the 22 March 2018.

#### Items for decision

### **60/2017 Strategy, MTFP and Business Planning 2018/19**

Agenda Item 6.1

#### Update on strategy refresh

24. Members were provided with a paper in advance of the meeting which provided an update on key business completed by the Strategy and Planning Committee. Members were asked to review the contents, noting the progress made and use the opportunity to seek clarification of any of the items documented.

25.The Chair of the Strategy and Planning Committee introduced this item. The Deputy Chief Constable (DCC) then provided an overview of the strategy, supported by a detailed presentation. The strategy was described as coming under 4 broad themes. These were referred to as adding value to the industry, the core policing mission i.e. preventing and detecting crime, efficient and effective policing and ensuring a professional and ethical police force.

26.It was agreed that the presentation would be circulated to members immediately following the meeting. The DCC advised those present that the next steps would be to consult with the industry.

27.One of the members expressed how they were pleased that the people strategy is embedded into the overarching strategy. The point was also made that when considering demand led policing it is important to ensure that there is close cooperation and collaboration with the industry as well as good communication with passengers.

28.The Chair highlighted the tight timescales involved. It was clarified that the middle of January is when it is intended that consultation will commence on the direction of travel and key measures. It was noted that it was agreed at the last working group attended by Rail Delivery Group (RDG) and TfL that this is a piece of work that the Force & BTPA are keen to deliver.

29.It was requested that an update on the strategy is provided for all members ahead of the next Authority meeting.

30. The Chair noted the recognition of the importance of the pillars and themes. He confirmed that members were broadly content with the proposals but would require time to read the presentation in detail.

#### Agenda item 6.2

##### Proposed BTP Mid-term Financial Plan (MTFP) 2018/22

31. Members were provided with pre meeting briefing sessions in advance of the Authority meeting which summarised the MTFP recommendations.

32. For the record it was confirmed that for 2018/19 BTP are planning on full establishment for police officers. Police staff would be capped at period 7 2017/18 levels, which provides some support to the efficiency savings required towards the £9.1 million which is built into the budget for the following year. It was noted that despite this level of efficiency and RPI level of increase on funding from PSA holders 2018/19, it will result in a revenue deficit of £6.5 million. Aligned to this it was confirmed that there is a funding deficit of £8 million on Capital.

33. With regards to 2019/20, it was confirmed that even though £16 million in year worth of savings can be made, there is a £8.6 million revenue deficit in the MTFP. This is based on RPI funding increase. Risk management is required around cash flow, whilst alternative funding sources should be explored.

34. Detailed discussions ensued on efficiencies. Clarification was sought specifically with regards to the gross efficiency target relating to Target Operating Model (TOM) and how the devolution of Scotland would have an impact.

35. Members expressed their keenness to understand the detail which has led to these calculations. The Chief Constable offered reassurances that the detail around the £9.5 million figure had been very precisely set out as Scotland's contribution to central overheads. A previous exercise had identified the reduction of around £6.5 million of these costs, yet there was a residual amount which could not be extrapolated due to the central construction of resources. The Chief Constable also stated that some of the elements that the Target Operating Model (TOM) is driving are the same efficiencies that the Force will progress as a result of the changes to Scotland. Therefore, the £9.5 million cost has been added to the MTFP with the assumption that, with a partial contribution from TOM, efficiencies will be secured to counteract the full £9.5 million reduction in income.

36. The Chief Constable highlighted the requirement for £10 million worth of savings to be identified to offset the reduction in income. He stated that ascertaining £3.5 million would be straight forward but that there is an amount which is less clear and will be more of a challenge.

The full figure has been introduced in recognition that it will be wrapped up in the totality of the TOM.

37. Clarification was given in reference to the 2018/19 budget. The Chief Constable confirmed that even with £9.5 million worth of efficiencies and as welcome the DfT funding proposal letter is, this deals with Capital and not revenue expenditure. The Chief Constable wanted to ensure that it is clear that this does not offer relief to the funding challenge.
38. Further discussion took place around Transport for London's (TfL) request to reduce funding below RPI received. The Chief Constable outlined his approach to discussions with TfL have been based upon a working assumption that as the Authority sets the budget, if the budget were to be uplifted by RPI this would be for the whole budget. If TfL were seeking to reduce commitments, this could be addressed through EPSAs which could only be made if there is a choice around service delivery.
39. With reference to the recent correspondence received from DfT, the Chief Constable highlighted that if the DfT were able to offer revenue support it would enable to Force to make a different set of decisions which are highly impactful on service delivery. The Chair confirmed that the correspondence from DfT invited further engagement but recognised that the focus had been on Capital. The Chief Executive provided further clarity of the matter by stating that whilst it would not buy out a deficit, it would secure a cash flow levels which allows more flexibility and will allow cash reserves to support the deficit levels over a period of time.
40. Members reiterated their keenness to ensure that there is a clear line of sight from Income and Expenses report (I/E) to Government.
41. The Chair summarised discussions by noting the desire to have a clear line of sight on the impact of counter terrorism investments on other activities, and that engagement with DfT continues with regards to potential revenue funding to mitigate impact on future years. He further added that this should be reflected within the strategy and a consultation document is important.
42. The following amounts as presented in the MTFP paper were approved:

	2018/19	2019/20	2020/21	2021/22
Force Gross Revenue Expenditure (inc. depreciation)	-310,451,118	-298,005,841	-300,379,550	-303,683,979
Force Capital Expenditure	-19,666,000	-11,259,363	-11,000,454	-11,352,468

43. 2018/19 total gross revenue expenditure budget (including depreciation) delegated to the Force before income for 2018/19 is set

at £310.4m, inclusive of Regional CT, ESN, NNS costs and £9.1m gross efficiency target.

Agenda item 6.3

BTPA 2018/22 MTFP

44. Members were provided with a paper in advance of the meeting which provided a detailed breakdown the of current BTPA 2017/18 year end forecast and 2018/22 MTFP including key assumptions.
45. Members were requested to approve the BTPA 2018/22 MTFP and related funding.
46. It was noted that costs attributed to Scotland are not charged back to industry. The Chair highlighted this as a risk that the costs are not reflected in the same assumption paper.
47. The Chief Constable stated that he was not in agreement with some of the recommendations set out. He highlighted a contrast in approach to that of the Force and Authority dealing with additional pressures. As a result of the counter terrorism uplift the Force has been required to absorb additional costs which present a number of challenges. He did not think a comparable approach to efficiency and operating within approved budget was being taken within the Authority expenditure. He expressed concern about the recommendation that the BTPA co-locate with BTP, referring to the decreasing premises available to the Force bringing reduced operational capacity. He also raised concern about the sharing of costs incurred by the Authority on behalf of the Force.
48. The Executive offered further explanation that by sub letting the BTPA Camden premises would offer cost savings. The small size of the Executive was also clarified.
49. The following amounts as presented in the MTFP paper were approved, including in-year project amounts:

	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>
	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>	<b>Budget</b>
<b>Revised BTPA costs</b>	<b>2,650,794</b>	<b>2,441,451</b>	<b>2,404,931</b>	<b>2,478,688</b>
<b>Capital</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>

50. The Chair confirmed that although the recommendations in the paper were not endorsed, it is a matter for the BTPA Chief Executive to decide how the budget will be spent.



## Agenda 6.4

MTFP Funding Options

51. Members were provided with a paper in advance of the meeting which contains a summary of cash flow impact along with associated funding assumptions and risks.
52. An overview of the paper was provided. It was confirmed that the contents have the recommendation of the Strategy and Planning Committee.
53. All recommendations as described within the paper were approved.

## Part 3 - Items taken in Public

**61/2017 Updated police regulations for approval – changes to reflect move to Independent Office of Police Conduct**

## Agenda item 8

54. Members were provided with a paper in advance of the meeting setting out the changes being made to reflect the renaming of the Independent Police Complaints Commission (IPCC) to the Independent Office for Police Conduct (IPOC) and organisational change. It was noted that these changes are to take effect on 8 January 2018. The draft regulations were also circulated.
55. An overview of the additional changes to be introduced by the Policing and Crime Act 2017 was provided including reference to the timetable dictated by Government. It was highlighted that BTP may not be able to adopt all of the changes, in particular the instruction of the Barred and Advisory Lists due to the wording of primary legislation applicable to BTP. A possible solution of introducing an information sharing agreement with the College of Policing was identified. It was confirmed that this would be explored in early 2018.
56. The regulations and s26 Agreement were approved in principle subject to any unforeseen issues arising.

**62/2017 In-year performance and efficiency**

## Agenda Item 9

57. Members were provided with a paper in advance of the meeting detailing main business completed at quarter 2 at the Performance and Delivery Committee.
58. An update was provided verbally. It was highlighted that the agenda is extremely full and a decision was made at the last meeting to defer the deep dive topic of Diversity to ensure that the subject receives the

requisite amount of time devoted to it. It was agreed that the Executive will continue to review the amount of material submitted to the committee for consideration and identify an effective solution to review key topics outside of this meeting.

59. As a separate item, the Chief Executive advised that she had compiled a report for members in preparation of the existing strategy coming to a close and the financial statements for the end of the financial year being presented. She confirmed that this is a document to formally conclude work against strategy and other indicators outlined. The Chief Executive confirmed that it is designed to be able to reflect back activity over the previous 6 years.
60. Those present were invited to ask questions on the comments associated with the wash up charges. It was confirmed that any significant movement has been reviewed and subject to further discussion at the Audit and Risk Committee. PSA holders affected have been communicated with.

### **63/2017 Joint Risk Register**

Agenda Item 10

61. This item was noted.

### **64/2017 Policing Plan**

Agenda Item 11

62. This item was noted.

63. It was highlighted that there was an absence of policing Plan for A Division and the opinion was raised that the Force could be more holistically represented.

### **65/2017 Statutory Committee Summary Reports**

Agenda Item 12.1

Audit and Risk Assurance

64. This item was noted.

Agenda Item 12.2

Appointment and Remunerations

65. This item was noted

66. The Chair thanked all meeting attendees for their participation, wished everyone well and stated that it was a good time to reflect on the Force's significant engagements, particular over the summer period.