

# Minutes

## Police Authority

Tuesday 28 March 2017, 10.30 am  
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  
Shrin Honap  
Len Jackson OBE  
Bill Matthews  
Jeremy Mayhew  
Mark Phillips  
Andrew Pollins  
Martin Richards  
Stella Thomas  
Anton Valk CBE

### Apologies:

William Gallagher  
Beverley Shears

### In attendance:

Paul Crowther OBE, Chief Constable  
Adrian Hanstock, Deputy Chief Constable  
Paul Brogden, T/Assistant Chief Constable  
Alun Thomas, T/Assistant Chief Constable  
Simon Downey OBE, Director of Capability and Resources  
Alistair Cook, Force Finance Director, BTP  
Elaine Derrick, Senior Adviser  
Charlotte Vitty, Interim Chief Executive  
Sam Elvy, Head of Strategy and Performance  
Lucy Yasin, Authority Business Manager  
Leigh Bura, Scotland Project Manager  
Anthony Walker, Communications Manager  
Caitlin Pennington, Audit, Finance and Risk Manager &  
minutes

## Part I – Items taken in Public

### 14/2017 Welcome and Apologies

#### Non-Agenda

1. Apologies were received from Beverley Shears and William Gallagher who had joined the Authority on 26 January 2017 and had prior commitments for this date which could not be moved.

### 15/2017 Strategic Briefing from the Chief Constable

#### Agenda Item 1

2. BTP had been subject to a PEEL<sup>1</sup> inspection by Her Majesty's Inspectorate of Constabulary for which the fieldwork had just completed. At the beginning of the inspection the Chief Constable had given the inspectors a strategic briefing on BTP as it was the first time that BTP had been subject to a PEEL inspection. Also, as a specialist national force there are clear differences between BTP and Home Office forces to be taken into account and the Chief Constable emphasised that the core role of the BTP was protecting the public, but also keeping the national consumer infrastructure running to maximum efficiency.
3. The Chief Constable felt a high level overview of the briefing would be helpful to the Authority, particularly the new Authority Members.
4. Legitimacy was a key point, and the Chief Constable stressed the need for strong and visible leadership, both public-facing and across the organisation, and the importance of delivering perceived value-for-money in a widely-dispersed workforce, as well as listening effectively to the needs of the workforce and the public.
5. The Chief Constable highlighted that interactions with vulnerable people had increased, noting in addition to saving many lives, suicide interventions had resulted in a saving of £200 million for the rail industry, The Force had engaged proactively with mental health institutions across the country and as a result of some of the incoming investments from Network Rail and Transport for London, invested in mental health practitioners who work alongside officers, both in trusts and also out in the field.
6. Counter-terrorism was also highlighted as an area where activity was increasing.

### 16/2017 Minutes of meeting 26 January 2017

#### Agenda Item 2

7. The minutes were agreed as an accurate record.

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<sup>1</sup> Police Efficiency Effectiveness and Legitimacy

**17/2017 Matters arising/actions outstanding**

## Agenda Item 3

8. It was noted that the Comprehensive Spending Review (CSR) letter from the Department for Transport (DfT) had not been circulated to the Members and would be sent.
9. It was expected that the Scotland work, referenced in action eight, would be delivered at the next Authority meeting.
10. The Integrated Systems Programme (ISP) Niche Working Group had been established. The terms of reference have been drafted but are subject to change as the Police ICT Company are developing a more detailed to-do list on the work programmes, which will need to be taken into account. It was expected that the Chief Executive and Chief Constable would be able to provide a report on this work at the next Authority meeting. In the meantime, the Chief Executive was asked to circulate the current draft terms of reference.
11. It was reported that it had been decided to conduct an internal follow up of the governance review work rather than going back out to RSM owing to cost.
12. **Agreed**
  - 12.1. CSR letter from DfT to be circulated to Authority Members as soon as possible.
  - 12.2. The Scotland work described at action eight to be deferred to the next Authority meeting.
  - 12.3. The terms of reference for the ISP Niche Working Group to be circulated.

**18/2017 Efficiency**

## Agenda Item 4

13. The paper was presented. It was highlighted that actions and comments made at the last Authority meeting upon the first viewing of the dashboard had been made.
14. The Authority was briefed on the proposed Target Operating Model (TOM) work that would be driving the efficiency programme going forward. This would start from first principles and the efficiency programme arising would be comprehensive, detailed and achievable. The preparatory work was underway and would conclude in an approximately 16 week project. It was agreed that BTP would prepare a presentation to provide more information about the work being done on the TOM, and the Chair noted that she would like to see a timeline at the next meeting.

15. It was noted that the initiatives presented had not had a probability assigned to their respective savings; therefore the actual achievable savings figure may be lower than expected, resulting in a need to generate more schemes. It was explained that the current figures did not account for future savings made on initiatives which was expected to mitigate this risk.
16. It was noted that the current efficiency target from DfT of 8% gave a cash figure of £23 million, and therefore the dashboard projected savings greater than the current requirement.
17. A question was raised as to whether overtime savings anticipated from the introduction of the demand review findings had been accounted for. The Authority was advised that these had been taken out of the budget for the new financial year. The new rosters would be fully implemented on 9 April 2017.
18. It was explained that the figures in 2016/17 reflected adjustments that had been made in the year. The figures for the new financial year were a blend of the figures originally presented to DfT or revised figures following the challenge panel process. The list included all of the cash-saving projects, but excluded non-cashable benefits. Underpinning the dashboard was a spreadsheet containing all of the efficiencies against Office of Government Commerce criteria, which Simon Downey would send to the Members.
19. The critical projects were considered to be the Integrated Systems, Wide Area Network (WAN), mobile technology, and body-worn video. These would be prioritised in the capital budget.
20. Discussion centred on efficiency confidence levels. It was confirmed that the initiatives with low confidence levels would not pass a business case, however their feasibility was still being assessed.
21. The Authority requested details on the efficiency forecast for the next quarter and whether the Force was on course to deliver it. It was discussed that from an assurance perspective it would be helpful to work from milestones rather than benefits and efficiencies because these can sometimes be tied to timings rather than work.
22. The Authority reinforced the importance of tracking the outcomes of the implementation of the new roster system arising from the demand review. A set of KPIs were under development covering abstraction, rest-day cancellation, toil and overtime which would be tracked by a demand capability team to measure delivery and efficiency of the new workforce model.

23. The estate strategy was a nine step process by which the Force was rationalising and transforming the estate to supports the new ways of working that the Force was are working towards. A number of the most expensive sites had already been vacated. Therefore, with effect from the next couple of months £1.6 million would have been taken out of the estate since the process started. The implementation board was also anticipating any issues or needs to facilitate the new way of working. It was agreed that the estates strategy would be forward to Members of the Authority.
24. The Chief Constable presented the current position with regards to the staff survey. It was proposed that the Durham survey could be completed around September/October time, which whilst later than ideal, was the recommended way forward as this enabled the force to be benchmarked against other forces.
25. There had been a recommendation from the Authority that the previous survey should be repeated in the interim period. The Chief Constable explained that there was a move away from the strategy and behaviours that had underpinned the previous survey and he did not want to overload the workforce with surveys and felt the Durham University survey was more relevant, supported by other forces and enabled the force to benchmark against the 24 other forces who had already implemented the survey and the further 12 who would be joining. In the interim period before the Durham survey would happen the Force was doing lots of communications on the commitments that had come from the previous survey and how these were being met.
26. It was reported that the Culture Board was progressing well with good attendance. At the first meeting the performance pillars had been discussed leading to the creation of a separate strand for vulnerable people as it was considered a particularly important issue. The staff survey had also been discussed.
27. **Agreed:-**
  - 27.1. A briefing on the TOM to be arranged for Authority Members.
  - 27.2. The TOM timeline to come to the next Authority meeting.
  - 27.3. The spreadsheet underpinning the efficiency dashboard to be circulated to Members.
  - 27.4. The Estate Strategy to be forwarded to Authority Members.

## **19/2017 Finance Committee**

### Agenda Item 5

28. Approval from the Authority was requested for the following:

29. Conditional approval of the Medium Term Financial Plan (MTFP)
- 29.1. The MTFP was still a work in progress and would be reviewed on a quarterly basis, as the numbers continue to be refined.
- 29.2. The options for CCTV were discussed. The existing assets could be replaced by very low-level equipment that would cost a few hundred thousand each year, over two or three years. Or the assets could be replaced by a very high-spec virtual northern hub model, which could cost as much as £25 million, and would therefore require significant investment from DfT. This option is being explored through the Innovation Fund and is not in the MTFP.
- 29.3. It was agreed that the risks from the devolution of Scotland needed to be aligned in the efficiencies table. This was a critical area and the costs needed to be understood as soon as possible.
- 29.4. The reasons for the delay in the work on the MTFP were discussed, and were predominantly due to vacancies in key roles. There had also been a lot of work done on an overspend in 2015/16 and understanding why financial and management accounts were not aligned.
- 29.5. The Force Finance Director stated that the P12 forecast currently showed an underspend in the budget by £500,000. This needed careful management over the next couple of weeks. The income and expenditure position was currently forecasting a deficit of £3 million. Many factors drive this deficit, including the fact that BTP do not charge for depreciation on externally funded assets, and the provision for the Southwest Trains bad debt. There is an agreed funding level for 2017/18. The MTFP will roll on and will be the framework for setting the budget in future years.
- 29.6. The funding envelope for 2017/18 has been agreed at £74.7 million, which leaves a £2 million gap that still remains to be agreed, in terms of service levels, with Transport for London and the Mayor. To address this gap, it was proposed that either the Force undergo collaborative work with other forces, or they reduce the head count for EPSAs. Transport for London has indicated that they no longer feel they should fund Mayor 50, and this will have an implication in terms of operational policing coverage. Transport for London were yet to give notice of this and it was agreed that pressure needed to be applied for a decision to enable the Chief Constable to take swift action to balance the books.

30. Movement of £4.5m from core LUL budget to TfL-funded PSA.
- 30.1. This was merely a technicality and would have no effect on bottom line.
31. Additional approval of £0.3m additional funding for the ISP project.
- 31.1. The Capital Expenditure portfolio plan was discussed for 2017/18. There is a budget request of £14.3m, however this is over the budget and therefore the Chief is working on a priority list to address the over-programming of about £4 million.
- 31.2. The WAN accounts for 70% of the capital allocation, therefore a key decision point will be when the commercial solutions are received from the IT around the WAN. Once this is received and it is understood what the figures are, the Chief Constable can revisit the prioritisation.
- 31.3. The ISP additional funding of £0.3m is to cover additional performance and security issues that have emerged into the contract with capital and control works aspects of ISP. The project has not yet overspent. The amount requested is to cover any potential additional amounts. The Force is withholding monies until they are satisfied that the project is being met.
32. Write off of historic debt of around £202k.
- 32.1. The origins of the amounts that make up this bad debt cannot be traced because they are too old or too obscure. The impact of this write off amounts to around £5,000 because £140,000 was provided for last year, as well as the effect of £57,000 in write-backs.
33. The Authority approved all four points.
34. **Agreed:-**
- 34.1. The conditional MTFP was approved.
- 34.2. The movement of £4.5m from core LUL budget to TfL-funded PSA was approved.
- 34.3. Additional approval of £0.3m additional funding for the ISP project was given.
- 34.4. Approval was given for the write off historic debt of around £202k.
- 34.5. The risks from the devolution of Scotland need to be aligned in the efficiencies table.

## **19/2017 Policing Plan**

Agenda Item 6

35. The policing plan paper was put to the Authority for review and comment.
36. The Policing Plan set out a new approach, moving away from the old strategy of 20/20/10. This Policing plan aims to modernise the ways of working and have a greater grasp on feedback from stakeholders.
37. The overall national Policing Plan was supported by a number of divisional plans, being developed from a bottom-up perspective. All of these plans were to be supported by a new performance framework, which is currently a work in progress.
38. **Agreed:-**
  - 38.1. The Authority approved the Policing Plan.

## **20/2017 Strategy Communication**

Agenda Item 7

39. The plan was to officially start to communicate the wrap up of the 20/20/10 Strategy by the end of 2017/18. The paper put forward proposed the narrative to be used in this regard. It is emphasised how much the Force achieved since its implementation.
40. It was suggested that customer and industry needs should be addressed more fully, and the opening paragraph of the longer piece may need a little more talking about how significant transformation has been achieved during this time.
41. **Agreed:**
  - 41.1. The narrative was agreed with a greater focus on customer and industry needs and further information on the transformation achieved.

## **21/2017 Audit and Risk Assurance Committee**

Agenda Item 8

42. The joint risk register was reported to be in a good place; however it was recognised that more progress needed to be made in terms of horizon scanning and a more strategic focus.
43. Discussion centred on what risks should be included. It was agreed that risks that were deemed part of doing business and therefore could not be mitigated should not be included on the risk register. Dyan Crowther suggested introducing risk flight paths as a



concept, as this would enable the Force to understand the risk better.

44. The importance of horizon scanning was discussed, and the fact that the risk register was currently missing the risk of growth. A lot of the challenges BTP was facing were because the industry had changed due to unprecedented growth in passenger numbers and strategy, such as stations becoming shopping malls. These changes stretched resources and meant that the Force needed to review how it worked in order to be a more forward-looking force. Strategic and practical steps were required to mitigate the risks proactively rather than reacting to risks as they arise.
45. One of the areas the Force had particular on-going issues with was in regards to staffing in finance, IT, and procurement.
  - 45.1. 19 out of 24 posts had now been filled, which included the critical positions in the financial accounting team. Of the 5 remaining posts there have been 3 campaigns. The vacant roles are currently filled by interims.
  - 45.2. The reasons for not attracting the right candidates were down to the fact that it was a supply-limited area, and the salaries offered. A market supplement was being considered to attract the right talent and the Force will go back out into the market on a basis of a higher level of pay.
  - 45.3. Internal audit cannot be satisfied that BTP have embedded the processes for improvement until there are permanent staffs in place.
46. This is the first year BTP have been required to lay the accounts in the Scottish Parliament. It was determined that BTP do not have to separate out specific items in the accounts for that purpose this year.
47. The Management Assurance Return was being be processed, and the GIAA had highlighted some areas where the evidence trail required strengthening.

## **22/2017 Chief Constable's Report and HMIC Update**

### Agenda Item 9

48. The Chief Constable reported that terrorism was very high on the agenda, with the events in Westminster being at the front of everybody's minds. The Chief Constable gave recognition to the efforts of the Force in that attack; including helping to clear the site with the use of explosive-detection dogs and the additional police presence across priority locations. BTP had been working with the Metropolitan Police Service in accordance with the national plan and the status had returned to business as usual.

49. BTP had achieved the College of Policing's accreditation for firearms training, which is a very significant achievement. It was the first time BTP had applied for the accreditation and therefore to pass with no recommendations was very impressive.
50. The innovation fund was identified through the stakeholder dinner in Manchester. Working with representatives of Northern, TPE, East Coast, and a key person at RSSB, BTP will be launching a pilot that will look at being a virtual hub outside of London. This would give everyone access to the CCTV, but it needs to be determined whether this will attract enough funding.
51. BTP originally expected to receive the draft HMI report by the end of March, however it is now likely that they will receive it between the 10 - 21 April. There was a 7 day turn around on the accuracy on the representations people might make and it is understood that it will be presented to DfT on 28 April.
52. The demand review roster changes would go live from 9 April with the majority of locations moving to new rosters on that date.
53. The Chief Constable was re-launching the people strategy focused on delivering a well-recruited, skilled, developed, motivated and agile workforce.
54. The Chief Constable had completed nearly half of the 60 road shows he was diarised to do and reported a positive reception.
55. The BTP Annual Awards process had been introduced, which would involve an award ceremony in June for recognition in a variety of categories. The Authority Members were invited to this event.
56. In regards to the infrastructure policing paper, BTP reported having had little direction from the government in what they should be doing. The Home Office had undertaken to clarify and in the meantime BTP had stated they will look at some of the collaborative working options such as shared headquarters and training, as examples, to review the legitimacy of those. The paper focused on demonstrating the level of collaborative efforts and emphasised that future requirements may need to be pre-empted.
57. Feedback from staff was discussed. BTP had multiple means of continuous engagement, such as the people survey; the leadership survey; a debrief at every sergeant inspectors course; Chief Officer Group visits, and so on.
58. **Agreed:**

- 58.1. The staff survey will be the Durham University survey, and there is engagement with staff through the training process and through other forums.

### **23/2017 Chief Executive's Report**

#### Agenda Item 11

59. The Authority is reviewing the PSA terms of agreement with Transport for London as a result of BTP moving away from their finance system which was a requirement in the PSA. The Authority will be evaluating the terms and clauses within the contract, and will update the Authority as and when these items are finalised.
60. The Authority held a meeting with the South West Trains Finance Director and her team to walk them through the charging model. The South West Trains challenge hinges on whether the charging model has changed and, therefore, whether the Authority is in breach of the contract. South West Trains suggest that the model has changed because the force moved the boundaries during the restructuring. The Chief executive advised that she was confident that this was not the case and a settlement would be reached.

### **24/2017 Triennial Review Update**

#### Agenda Item 12

61. The paper provided a summary of progress against the recommendations which had emerged from the 2013 Triennial Review of the Authority. The majority of recommendations had been completed and those that were outstanding have been captured in new work streams.
62. The industry had driven this piece of work, as it provided the opportunity to address areas where they had concerns, such as transparency, cost and deployment of resources.

### **25/2017 Governance Review Working Group**

#### Agenda Item 13

63. The report given was the last report of the Governance Working Group. The terms of reference had been completed and any remaining work with a deadline beyond the scope of the project had been channelled through the relevant committees.
64. The new committee structure will go live in July 2017, with the aim of better integrating decision-making in the various areas of oversight.

65. A lot of work was completed on the revised Code of Governance. This would be subject to further work in the future, and was deemed a reasonable articulation of the role of Authority in relation to the operation of the force. It was recommended for approval.
66. **Agreed:**
- 66.1. The revised Code of Governance was approved.
- 66.2. The revised Scheme of Delegation was approved for adoption.

**The meeting finished at 2.00pm**

**Date of next meeting:**

15 June 2017

8-50 Blundell Street, London N7 9BH

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