

Minutes Police Authority

Monday 25 June 2018, 12 noon
The Rail Safety and Standards Board offices,
The Helicon, 1 South Place, London, EC2A 1SA.

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Present:

Ron Barclay-Smith, Chair
Mark Phillips, Deputy Chair
Dominic Booth
Liz France CBE
Willie Gallagher
Shrin Honap
Bill Matthews
Jeremy Mayhew
Martin Richards
Beverley Shears
Stella Thomas

In attendance:

Paul Crowther OBE, Chief Constable
Adrian Hanstock, Deputy Chief Constable
Charlie Doyle, Assistant Chief Constable
Sean O'Callaghan, Assistant Chief Constable
Robin Smith, Assistant Chief Constable
Alistair Cook, Force Interim Finance Director
Simon Downey OBE, Director of Capability and Resources
Steff Sharp, Head of Strategic Assurance & Planning
Sarah Mcgarel, Chief Financial Officer, BTPA
Sam Elvy, Head of Strategy Planning & Engagement BTPA
Stephanie Calvert, Head of Governance & Compliance, BTPA
Simone Scott-Sawyer, Governance Officer (&Minutes), BTPA
James Connolly, Fusion Unit Analyst Manager
Richard Adams, Policy Officer, RDG
Mark Gaynor, Head of Planning, RDG
Mark Newton, Team Leader Standards, Safety, Security, RDG

Apologies:

Dyan Crowther
Andrew Pollins

Non-Agenda

Welcome

1. The Chair welcomed the Assistant Chief Constable (ACC) Sean O'Callaghan to his first meeting.

BTP 2021**Agenda Item 2**

2. The Chief Constable gave a presentation on the Strategy delivery, the objective of which was to give Members an overview ahead of the Strategy launch. He highlighted the four key objectives of the strategy and associated measures and outcomes under each, which the Force has developed working with the Authority and the industry. The operationalisation of the strategy sits within the policing plans.
3. The Chief Constable identified some examples of specific delivery areas aligned to the objectives, and provided detail around required budgetary and permanent efficiency savings respectively. It was confirmed that efficiencies were already being delivered, but further work was required. Existing vacancies had been identified, particularly with regards to police staff roles but they were not necessarily in the correct areas. There was therefore a requirement to rebalance resources in order for them to become permanent efficiencies. The Chief Constable confirmed that there was a high confidence of £4.5m worth of savings in budgetary terms and also confidence in delivering the enduring efficiencies throughout the life course of BTP2021.
4. Discussions took place in relation to the plans around custody premises and the proposal to have a single control room. Members were informed that the Birmingham premises were subject to a compulsory purchase order and alternative accommodation offered was smaller without the option of a re-fit of a single control room. The Chief Constable advised those present of the considerations and emphasised that it was a difficult, yet critical decision which needed to be made quickly.
5. Discussions took place with regards to potential staffing implications of these decisions and Members made the following points:
 - a. One of the implications arising from the strategy was on staffing levels. The savings requirement had an impact on the organisation as a whole and as such a number of employees faced potential redundancy;
 - b. Members and chief officers discussed the need to have consultations with the relevant unions and staff members, which comply with the law, to alleviate any adverse effects resulting from the implementing of the strategy;
 - c. The Authority will require regular updates.

Trespass

Agenda Item 1

6. ACC Robin Smith gave a presentation on trespass and provided a summary for Members. Particular attention was drawn to a number of topics including the increase in costs associated with trespass. The various initiatives being used to tackle trespassing and innovative cost-saving solutions were highlighted.
7. James Connolly (BTP National Disruption Fusion Unit) informed Members about the publicity campaign due to commence on 16th July to coincide with the school holidays, which should target the right schools to highlight the dangers of trespassing. Reference was made to Network Rail having recently embarked on a campaign using social media to target young people.
8. In summary it was noted that:
 - a. There had been an increase in trespassing incidents and as such the associated costs;
 - b. Following on from the Chief Constable's letter published in November 2017, there was now a need for an industry-wide concerted approach to tackle trespassing;
 - c. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) is due to carry out a thematic inspection in the autumn which would be an ideal opportunity to showcase work done to date. ACC Robin Smith stated that he would update Members after the inspection.
9. The Chief Constable stated that it was a constant learning process and although the issues were multifarious, ranging from suicide to theft, he was working closely with Dyan Crowther and ACC Robin Smith to identify new solutions;
10. With regards to use of technology, one Member enquired about the possibility of using drones. Concerns regarding the Loughborough trespassing tragedy were noted. Sadly it appeared that the young men who lost their lives were deemed "heroes" on social media, and this highlighted the need for general behavioural and attitudinal change. The Chief Constable and DCC assured Members that this was work in hand and they were currently trying to consider when might be an opportune time, whilst being sensitive to the grieving families, to issue a stark reminder warning about the fatal consequences of trespassing.

Minutes of meeting 22 March 2018

Agenda Item 3

11. The minutes were approved as an accurate record.

Matters arising/actions outstanding

Agenda Item 4

12. The status of the actions was explored and more detailed discussions ensued. The Chair invited comments from those present on the actions arising. In response to a Member's query about when action six - External Delivery Partner, might be concluded, the Director of Capability and Resources remarked that the BTP have the authority for a procurement strategy for the delivery partner, and was working with the BTPA Executive on the Departmental Approval Committee (DAC) submissions.

(Jeremy Mayhew joined the meeting at 12:55).

Presentation from the Rail Delivery Group (RDG)

Agenda Item 5

13. Mark Newton, Mark Gaynor and Robert Adams from RDG provided a presentation covering the following areas:
- a. Passenger market
 - b. Infrastructure

(Mark Phillips joined the meeting at 14:05).

- c. Schedule 8 payments
 - d. HS2
 - e. Opportunities and threats
 - f. Rail Technology Strategy
14. Mark Newton explained the Authority's input on the Planning Production Board whereby the Chair, the Deputy Chief Constable [DCC] and the Chief Executive of the Authority attend this group. It was noted that this was the highest strategic group for policing and security matters within the industry and other delivery agencies and groups fed into this board.
15. In response to a point raised by the Chief Constable about the Force becoming better integrated, specifically in terms of the digital infrastructure and tying into opportunities to make an impact on issues such as terrorism, Mr Newton stated that involvement by the Force and Authority was always welcome. Though it would depend on its capacity, he was content to have a further discussion about this. Mr Gaynor added that where there were particular issues pertaining to the BTPA, they would welcome their input.

Action:

With regards to some Members' queries, Richard Adams (RDG) will provide an update to Members regarding the changes in passenger numbers.

Chair's updateAgenda Item 6

16. The Authority is working hard to clear the previous year's accounts. The Chair thanked the Chief Financial Officer for her contribution.
17. Members were advised that the strategy was due to be launched on 23rd July 2018 and that it was hoped that as many Members as possible could attend.
18. The Chair referred to his meetings with various stakeholders who were keen to forge closer relations with the BTP. He noted that they appeared to be content with the level of service provided by the BTPA and wished to focus on delivering safety and security for rail users.

Chief Executive's updateAgenda Item 7

This was dealt with under the previous item.

Chief Constable's updateAgenda Item 8

19. The Chief Constable provided an update to Members and outlined the following key points:

20. Counter terrorism (CT)

- a. A discussion took place around the Spending Review bid for CT and capability, where a more detailed update will be provided to the next meeting.
- b. New York - the Chief Constable and the Chair paid a visit to the city to benchmark with the New York Police Department to learn from some of their innovative safety measures implemented following 9/11;
- c. The Southgate tube incident was noted - the Chief Constable praised the team for the speed of reaction noting that the ability to make a timely and proportionate assessment of the incident was paramount. Similarly, an incident at Charing Cross station was also dealt with well by strong risk analysis and swift action.

21. Kerslake Report

The complimentary comments made regarding the BTP were noted. The DCC undertook to provide a report to the Audit and Risk Assurance Committee which would report against the broad recommendations made as a result of the Kerslake Review.

22. HMICFRS

It was confirmed that the Force were now in receipt of the draft report for Effectiveness and the publication date would be 7th July 2018.

23. Employee Engagement Survey

- a. Following submission of the results, briefings had been conducted around the Force and shared with colleagues;
- b. A number of issues identified as possible staff stressors, had been prioritised into 5 key areas. Workshops or pulse surveys were being conducted.

24. In response to a request by Members for an update, the Chief Constable endeavoured to update members on progress and engagement.

25. The Royal Wedding

The Chief Constable commented on the seamless policing carried out both in Windsor and London. He praised the work carried out by Supt Matt Allingham and the teams.

Scotland ProjectAgenda Item 9

26. Willie Gallagher provided an update to Members and highlighted the following points:

- a. The target date for completion had not been met and as such a new planning process was underway;
- b. Communication with staff was imperative as they had expressed a wish to be informed about the impact on their pension and pay.

27. The DCC in his capacity as a panel member on the Joint Programme Board [JPB] relayed some concerns around risk and timing. He noted that there would be a financial implication but the hope was that it could be mitigated.

28. The Chair also informed Members that he was due to meet Susan Deacon, the Chair of the Scottish Police Authority on 18th July 2018. He had also sought to have office calls on the Scottish Transport and Justice Ministers. The Chair stated that he would keep Members updated.

Actions:

- a. Kerslake Report - a report to be submitted to the next Audit and Risk Assurance Committee meeting in September;

b. Employee Engagement Survey - an update will be provided at the next Authority meeting in September.

Strategy and Planning Committee

Agenda Item 10

10.1 Summary report

29. Willie Gallagher provided a brief update to Members on behalf of the Chair who was unable to attend the meeting, and stated that a plan should be put in place to monitor and progress the strategy for both the Strategy and Planning Committee and the Authority.
30. Mr Gallagher noted that there had been a lot of involvement from industry and stakeholders, but sadly the process was taking longer than originally anticipated.
31. The Chief Constable was of the view that whilst being held to account against the outcomes, a degree of flexibility was required when delivering the Plan. Members noted the report.

10.2 2018/21 Strategy

32. Willie Gallagher provided a brief update to Members on behalf of the Chair, and summarised some of her points as follows:
 - a. The Delivery Plan's deliverables and KPIs were in need of further improvement;
 - b. Subject to finalising the content and agreeing on a suitable means of communication, there was also a need to devise a plan to monitor and progress the benefits and delivery of the strategy. Members agreed that any outcomes should be fed-back to both the Strategy and Planning Committee and full Authority.
33. Members and officers had a discussion around reasonable deadlines, optimal methods of finessing the strategy and ensuring that it had the relevant visibility at future Authority meetings. The Chief Constable noted the need to adhere to outcome measures and ensure full visibility, but in view of the ever evolving nature of the Strategy was keen to avoid rigid timelines, so that the flexibility was built in to accommodate any relevant changes.
34. Notwithstanding the delineation between the performance management element and the changes likely to ensue from changes to the Plan, Members requested that the following be executed as soon as was feasible:

Actions:

- a. Members approved the refreshed Strategic Plan subject to the delivery of a performance management plan for the implementation of said strategy and regular reporting;
- b. Members approved the Plan as drafted and agreed that it would return as part of the performance management regime over the coming years.

10.3 NNS Business case

35. Members noted that the Authority had a vested interest in ensuring that the technology yielded benefits for the Force. It was also pleasing to note that the Authority would be getting much-needed capability over the coming 5 to 10 years, but nevertheless sought assurances that this would be the case. The acting Chief Technology Officer clarified that the capacity was based on current network requirements and the contract deliberately included the ability to flex up or down of up to 20% without financial penalty. One of the members highlighted the risk that the costs were not absolutely quantifiable, which led to discussion.
36. In response to a Member's query about users being able fully to utilise equipment and devices, the Chief Constable confirmed that a mapping out exercise was currently being carried out to ensure complete utilisation. Transparent training would be provided for use of telephony systems and Wi-Fi. It was also noted that officers were now able to identify more risk as they had mobile devices at their disposal and were thus able to easily share working methods with colleagues.
37. The Chief Constable noted that there was a twelve-month period in which to roll it out and whilst some flexibility in timeline was needed, he was keen to expedite the process, ever mindful that timeliness was of the essence.
38. The Chair also acknowledged that the Authority's Acting Accounting Officer, not having been in post for very long, would welcome some extra time to become conversant with the figures presented. Members agreed that an extra two to three weeks would afford her the leeway needed. The Chief Financial Officer concurred that in order to feel a degree of confidence when providing assurances to Members; she would appreciate some flexibility being built into the deadlines.
39. Members approved the report.

[Note – on 2nd July 2018, the Chief Financial Officer confirmed to the Chair that she was content with the Authority’s approval of the business case.]

Audit and Risk Assurance Committee

Agenda Item 11

11.1 Summary report

40. The Chair provided a brief update to Members and highlighted the following points:
- a. The GIAA and KPMG were both present at the last Audit and Risk Assurance Committee to conduct a review of the figures;
 - b. He also expressed gratitude to the Chief Financial Officer in her capacity as Accounting Officer for her contribution.

11.2 Draft Annual Accounts

- a. The Chair was of the view that in light of the Chief Financial Officer taking on the interim Accounting Officer role in her short tenure with the Authority, it would be prudent for her and the Chief Constable jointly to sign off the annual report and accounts;
- b. Members approved the accounts.

11.3 Draft Financial Statements

- a. After in-depth scrutiny of the figures, it transpired that monies set aside for a lease challenge had fallen away and consequently there was an upside of £1/2m;
- b. The GIAA was minded to award the Authority a moderate rating. The Chair also reported a good outcome with regards to the procurement audit;
- c. Gratitude was expressed to the outgoing interim Finance Director and his team for all their hard work to date;
- d. Subject to allowing the Chief Financial Officer some time to get comfortable with the figures and give the relevant assurances, the Members were content for the financial statements to be presented the Authority for approval;
- e. Members also approved the fixed asset write-off.

11.4 Risk Register

41. Members noted the Risk register.

Performance and Delivery Committee

Agenda Item 12

12.1 Summary report and dashboard

42. The Chair provided a brief update to Members and outlined the following points:
- a. The Force had produced a good dashboard which was still being finessed. Thereafter, it would be prudent to show overall, seamless linkages with the Strategy and Planning Committee;
 - b. He updated Members on the increase in staff assaults and trespass related disruption which warranted a closer look;
 - c. Human resources – the capacity for PCSO recruitment needed to increase, however officer numbers had strengthened, though training was yet to be completed to get full effectiveness;
 - d. Finances – the £1m deficit was noted, however this was against an improved financial control backdrop. Gratitude was again expressed to the outgoing interim Finance Director and team. There was an imbalance in spending on areas such as pay, non-pay and front line activities.
 - e. Integrated System Programme (ISP) – this was still under review and a follow-up report was expected at the September Performance & Delivery Committee.

The Interim Finance Director clarified that with the changes made to the annual account, the deficit figure had dropped to £1/2m since the Performance & Delivery Committee date. Members noted the report.

Appointments and Remuneration Committee

Agenda Item 13

13.1 Summary report

43. The Chair provided a brief update to Members and highlighted the following points:
- a. Pay awards – this was still under review, but an outcome was anticipated imminently;
 - b. Revalorisation – work to revalorise police staff pay had not been undertaken for a number of years and yet to be completed;
 - c. Police Staff Pension Scheme – considerable work was yet to be undertaken. Once the new Director of People and Culture was in post, it was envisaged that this would be added to the priority list. Members noted the report.

13.2 Update from the Pensions Working Group (PWG)

44. The Chair provided a brief update to Members and highlighted the following points:
- a. One risk identified – the Pension regulator might wish to amend one of the assumptions used and it was worth noting the potential financial implications which could result. The PWG did not consider

this to be a viable option, but expected more clarity in the next quarter;

b. The PWG were also mindful of the recent fate of other organisations and considered it imperative that DfT were in agreement with the proposals. Written confirmation had therefore been sought from DfT to give the PWG the relevant assurances needed.

Any other business

Agenda Item 14

The Interim Finance Director

45. The Chair expressed thanks to the outgoing interim Finance Director for his sterling service to the Force.

Liz France CBE

46. The Chair also expressed gratitude to Liz France as an outgoing Member of the Authority and praised her immense contribution to the Authority's progress.

Meeting ended at 15:30 pm.