

# Minutes

## Police Authority

Tuesday 19 March 2019, 12:30  
BTP FHQ, 25 Camden Road, London, NW1 9LN

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

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Present:

Ron Barclay-Smith, Chair  
Mark Phillips, Deputy Chair  
Dominic Booth  
Dyan Crowther  
Shrin Honap  
Willie Gallagher  
Bill Matthews  
Jeremy Mayhew  
Andrew Pollins  
Martin Richards  
Beverley Shears  
Stella Thomas

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In attendance:

BTP

Paul Crowther, Chief Constable  
Adrian Hanstock, Deputy Chief Constable  
Simon Downey, Director of Strategy & Change  
Charlie Doyle, Assistant Chief Constable  
Rachael Etebar, Director of People and Culture  
Tracey Martin, Director of Finance & Commercial Services  
Robin Smith, Assistant Chief Constable  
Elaine Derrick, Senior Advisor  
Steff Sharp, Head of Strategic Assurance & Planning

BTPA Executive

Ian Pigden-Bennett, Interim Chief Executive, BTPA  
Sarah McGarel, Chief Financial Officer, BTPA  
Sam Elvy, Head of Strategy Planning and Engagement, BTPA  
Stephanie Calvert, Head of Governance and Compliance  
(& Secretariat)

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## PUBLIC SESSION

### Welcome

1. The Chair welcomed those present and initiated introductions for the benefit of the members of the public in attendance.

### Minutes of meeting 11 December 2018

Agenda item 1

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

### **Matters arising/actions outstanding**

#### Agenda Item 2

3. The Chair invited comments from those present on the actions arising from previous Authority meetings, which were captured within the actions arising document as a record.

### **Interim Chief Executive's update**

#### Agenda Item 3

4. Those in attendance were referred to the report supporting this agenda item, which provided a high-level summary of key work undertaken by the BTPA Executive since the previous Authority meeting.
5. The Chief Executive provided a verbal update of the highlights of the report, specifically drawing Members' attention to a couple of EPSAs which had been questioned in relation to value and service delivery, which the Authority was working through. He confirmed that a stakeholder engagement plan had been developed which was being progressed.
6. He also advised those present that the quarter three charges had been completed. Letters had been sent to the Train Operating Companies (TOCs) and some follow up meetings had taken place.

### **Chief Constable's update**

#### Agenda item 4

7. The Chief Constable began his update by acknowledging the sad passing of former BTP senior officer and member of staff, Mark Smith.
8. Members were taken through the contents of the Chief Constable's detailed report. A verbal input was provided in relation to each the subject headings presented within the report.
9. The Chief Constable described the previous quarter as an incredibly busy period and shared details of the number of fatalities which BTP had come into contact with, 20% of which involved youths. He advised Members of his discussions with Network Rail and the ambition to do more with regards to fatalities and mental health. An update was provided in relation to operational matters as per the report. The Chief Constable commended the work of both uniformed officers and detectives responding to such matters.
10. Specific examples were provided to demonstrate the complex and unusual set of violent incidents had taken place during the previous few months. The Chief Constable confirmed that this activity had led to the launch of Operational Sentinel, BTP's national strategy to reduce the

number of violent crimes on the network whilst increasing efforts to improve officer safety.

11. Members advised caution in relation what was being claimed in response to some areas of crime having gone down. Confirmation was sought of the confidence held that reported crime reduction was as a result of BTP interventions made, in light of passenger volumes having gone down on the network. The DCC stated that there was correlation in relation to both and provided examples.
12. Headlines were provided in relation to the delivery of the Strategy. It was confirmed that BTP were embarking on a concentrated phase of consultation and planning with regards to the control room proposals which had generated a significant amount of interest.
13. An update was provided on stakeholder relationships. Reference was made to the review into BTP's relationship with stakeholders, which had been commissioned. The findings of the report were summarised.
14. The Chief Constable advised the members of the meetings which had been held with stakeholders. He shared the discussion areas he had explored with the Secretary of State for Transport, which included increased links with Government departments and CT funding, which was said to have been received positively.
15. Noting the recommendation for BTP to recruit someone to lead external engagement, it was queried whether the involvement of the Authority would continue through this appointment and beyond. It was confirmed that it would. Members also challenged whether the boundaries in relation to stakeholder management activities of BTP and of the BTPA were clear. The Chief Constable confirmed it was, although his vision was that the two parts of the organisation would work closely together. This was referred to as an area covered within the report produced by Park Street Partners.
16. ACC O'Callaghan was invited to provide an overview of BTP's involvement in the national police response to a no-deal Brexit scenario. He referenced the key groups which he had been a contributor to. BTP's mutual aid involvement was set out. Assurances were provided to members that abstraction in terms of resources would be proportionate and deliberately widely dispensed to reduce impact on core policing activity. It was also confirmed that there would not be a significant cost implications as a result of costs being borne out by the local Force.
17. The Authority advised BTP to initiate some proactive external communications in this regard to demonstrate that a gap would not be

left as a result of BTP's response to Brexit strategies and that BTP would likely be a net beneficiary of mutual aid.

18. Members were advised that BTP would be imminently reporting on its Gender Pay Gap information, the details of which had been previously submitted to members for approval. It was confirmed that an error had been discovered within the previous publication revealing a larger gap than shown, which had been corrected.
19. BTP advised that the Counter Terrorism (CT) hubs in Manchester and Birmingham were in a strong position in terms of deployment and there was steady trajectory with regards to recruitment of associated roles. The Chief Constable confirmed that the CT hubs were integrated into daily policing.
20. Members sought assurances of the steps being taken by BTP to address the risk raised in relation to the organisation's inability to transfer Police Officers joining the Force from Home Office pension schemes into BTP's CARE scheme, thus impacting upon resourcing. The Chief Constable stated that joint work was ongoing with the BTPA, the Department for Transport, Home Office and HM Treasury. He advised that progression was also being made in relation to BTP's recruitment plan, particularly around firearms, to explore some of the unique opportunities which the organisation could offer.
21. The Chief Executive shared a recent update from HM Treasury, which had indicated it would not be able to progress the pensions matter until the outcome of the 'Leigh Day' pension case, which was currently in the Courts. Work would continue with the Home Office to explore alternative options. Opportunities previously referred to would therefore become the primary action.
22. The Authority noted the contents of the report and commended the courage and professionalism of the BTP officers in dealing with difficult, and in some cases, quite horrendous incidents over the last period.

**Action:** BTP to initiate some proactive external communications to demonstrate that a policing gap would not be left as a result of BTP's response to a no-deal Brexit.

## **Scotland**

Agenda item 5

23. The Chair provided a verbal update in relation to the Scotland project. Those present were advised of the decision taken by the current Scottish Cabinet Secretary for Justice that the forward approach towards railway policing in Scotland could be managed through a memorandum of understanding (MOU), with BTP continuing to provide the service.

24. The Chair confirmed that work had been progressing to develop a terms of reference for a sub-committee of the BTP Authority which would be called the Scottish Railways Policing Committee.
25. It was explained that the intention was to bring forward the terms of reference for the committee to the Authority meeting for approval. Due to the requirement for a MOU to be agreed between the Scottish Police Authority (SPA) and the BTPA underpinning the work and activity of the committee, it was decided that to approve the two documents in isolation would be presenting an incomplete picture.
26. Members were advised that the committee once set up, would operate under the BTPA Code of Governance and BTP colleagues in D Division would remain part of BTP for the foreseeable future.
27. Members were advised that a final draft of the products was expected to be considered at a meeting in May 2019.

### **Performance and Delivery Committee**

#### Agenda item 6

28. The Chair of the Performance and Delivery Committee provided a summary of the work which had been explored at the committee meeting held on 28 February 2019.
29. Highlights from the committee discussion were shared which included the year on year increase in crime. Through these discussions BTP had been asked to present performance so that Members could see the underlying effects of police effort. The committee was pleased to note that the number of disruptions and trespass incidents had decreased and associated targets were being met. By contrast incidents categorised as suspicious had increased and BTP had been asked to explore this further.
30. The committee Chair shared his view and that of colleagues that it was clear that the financial management of BTP was in much better shape which would bode well for budget construction, delivery and measurement for the subsequent year.
31. The positive work of the ethical workshops was noted, as was the low level of complaints. It was acknowledged that the high impact complaint and conduct cases were being managed.
32. The contents of the summary report at agenda item 6.1, was noted by the Authority.

### **Strategy & Planning Committee**

#### Agenda item 7

33. The Chair of the Strategy and Planning Committee referred Members to the summary paper.

34. It was confirmed that the committee had noted the progress against the delivery of the 2018-21 Strategic Plan and change programme. Progress against the efficiencies and outcomes had also been considered.
35. The committee Chair advised colleagues that overall the committee was assured in terms of implementation of the Strategy. The dashboard and recognised baseline figures had been well received.
36. The Policing Plans were considered by the committee and presented for Authority approval.

#### Policing Plan

##### Agenda item 7.1.1

37. It was recognised that a lot of good work had gone into the production of the Policing Plan but there was a need to get to the final position more efficiently than had been the case in this planning round. The work put into the product by the BTP was acknowledged but specific reference was also made by the Chair of the working group to the contributions by the Head of Strategy and Planning on behalf of the BTPA.
38. The Chief Constable advised those present that there had been a conscious decision to reintroduce targets which was believed to have a number of benefits. BTP confirmed that the potential pitfalls of target setting were recognised. Members encouraged BTP to communicate to stakeholders the rationale for the shift back to targets.
39. The Chair of the working group recommended the plan for endorsement.
40. The Policing Plan was approved noting the final suite of measures required before publication.
41. For the record, it was noted that the MTFP had been approved during the private session of the meeting.

**Action:** BTP to communicate the decision to reintroduce targets, specifically with regards to the Policing Plan

#### **Audit and Risk Committee**

##### Agenda item 8

42. The committee Chair referred members to the summary report.
43. Approval was sought and recommended in relation to the one item which pertained to the recovery of £2.2m under recovered fees from the 2018/19 wash up process.

44. The item was approved.

### **BTPA Governance & supporting policy**

Agenda item 9

45. The Head of Governance and Compliance referred Members to the summary report introducing this agenda item and provided an overview in relation to each sub item.

#### 2018/19 Board Effectiveness Evaluation

Agenda item 9.1.1

46. The findings of the evaluation and proposed actions were presented for review. Members' attention was drawn to one area of particular note which was the dip in confidence around performance measurement and culture.

47. The findings and proposed actions arising were approved. Updates on progress against the action plan were commissioned for review at a subsequent Authority meeting.

#### BTPA Corporate Governance Code

Agenda item 9.1.2

48. This item was presented as a refreshed version of an earlier document and approval of amendments was sought.

49. Members were advised that the BTPA Executive were working on a more fundamental review which would be developed in consultation with BTP colleagues.

50. Members approved the amendments.

#### Member handbook

Agenda item 9.1.3

51. Members were advised that the document presented was a refreshed and simplified version of an existing document; noting that the content of Annex C was yet to be populated with the updated arrangements for members' portfolio responsibilities.

52. The value of this document for new and existing Members was noted and a suggestion was made that this be a central part of the new members' induction pack.

53. The document was endorsed.

#### Policy supporting the BTPA business cycle

Agenda item 9.1.4

54. This document set out proposed ways of working, in particular the updated timescales for arrangements for Authority meetings. The DCC welcomed the document but noted the longer lead in times for

provision of information ahead of meetings suggestion that information presented may be out of date. It was agreed that verbal updates could be provided in meetings where more up-to-date information was available.

55. The BTPA Executive confirmed that the proposed arrangements would be kept under review to ensure delivery and effectiveness.

56. BTP colleagues sought commissioning briefs for committees where greater clarity on the required inputs would be helpful. The DCC also invited the Executive to consider including a joint Executive Review Group as part of standardised the process.

57. Members endorsed the document.

58. The Chair commended the work which had been completed thus far. He noted the points of definition which he requested to be included in the member handbook document;

- A working day will be considered as 08.00-17.00.
- Working days will be referred to only, not months/weeks/part days.
- Bank holidays/weekends will not constitute a working day.

**Action:** The BTPA to update the policy supporting the Business Cycle as required and keep under review.

**Action:** The BTPA Executive to Members with an update on progress against the Board Effectiveness Evaluation action plan.

**Any other business**

Agenda item 10

59. No further matters were discussed.