

## Minutes Police Authority

Thursday 26 September 2019, 1:40pm  
Novotel, 70 Broad Street, Birmingham B1 2HT

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Present:

Ron Barclay-Smith, Chair  
Mark Phillips, Deputy Chair  
Dominic Booth  
Andrew Cooper  
Graham Evans  
Shrin Honap  
Kenna Kintrea  
Craig Mackey  
Bill Matthews  
Jeremy Mayhew  
Andrew Pollins  
Martin Richards  
Beverley Shears  
Stella Thomas

Apologies: Willie Gallagher

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 & Culture  
Tracey Martin, Director of Finance & Commercial Services  
Robin Smith, Assistant Chief Constable  
Elaine Derrick, Senior Advisor

BTPA Executive

Hugh Ind, Chief Executive  
Sarah McGarel, Chief Financial Officer  
Sam Elvy, Head of Strategy Planning & Engagement  
Lucy Yasin, Head of Governance & Compliance (& Secretariat)  
Katie Stanton, Stakeholder Engagement & Communications  
Manager

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## **Public Session**

### **Minutes of public session meeting 20 June 2019**

Agenda item 1

25. The minutes of the public session were approved as an accurate record.
26. It was confirmed that the risk referred to in paragraph 47 was now an operational risk on the risk register.

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

Agenda item 2

27. It was noted that item four was ongoing until the end of the financial year and item five (reserves policy) was a longer piece of work that would be reporting to the Audit and Risk Assurance Committee in November and the Authority in December.
28. All other items had been discharged or were to be taken on the agenda.

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

Agenda item 3

29. The Chief Executive recorded that an out of committee decision had been taken by the Appointments and Remuneration Committee in respect of police officer and staff pay. The national settlement for police officers had been 0.5% higher than anticipated as such there was an additional cost of £770k attached to the decision to continue to give pay parity. BTP had confirmed that this could be funded in-year.

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

Agenda item 4

30. The Home Office had advised that the funding for the initial 6,000 additional officers of the 20,000 announced by the Prime Minister would not be available to BTP. There may be an opportunity for BTP to secure some of this funding in the next tranche from 2021. In the meantime there was a risk of leakage if officers from BTP went to other forces, which would need to be managed. At the same time BTP was losing a number of officers to industry partners. BTP had increased the number of intakes and people per intake to ensure that the Force remained as close to establishment as possible. A retention strategy was also under development
31. The Annual Report had been published, with some news coverage on crime statistics resulting.
32. The Chief Constable raised a concern in respect of officer wellbeing and the number of traumatic events individual officers were attending. The

Chief Constable was keeping a close eye on this and signposted it as a possible risk for the register.

33. The staff survey would be starting in October and staff were being encouraged to complete this.
34. It was noted that the number of police staff had significantly reduced. The Chief Constable reported that some of this was predicted and some projected as the Force worked to control the intake of new people and manage the vacancy gaps to ensure there were options to redeploy staff who were otherwise facing redundancy. However a 23% reduction in total staff was planned largely due to the emphasis on automated systems and self-service leading to fewer staff being required. He noted that this required a change in culture for managers.
35. ACC O'Callaghan provided assurance to the Authority that BTP was as prepared as it could be for Brexit and could manage the impact of any potential disruption/civil unrest. The only time this could become an issue was if BTP was called on to support territorial forces nationally.
36. The £30m efficiency target remained in place. It was recognised that since this had been set some of the original pressures had fallen away but others had also arrived. The Authority would consider the £30m target only when it had all the relevant information. This would not be done in isolation looking at individual topics.
37. The Chief Constable noted that the Force was close to having a robust bottom up model for resourcing the organisation.

### **Transformation Working Group**

Agenda item 5

38. The Chair reported that the Group had met three times. The objectives of the Group were to bring the Force and Authority closer together on some of the issues relating to transformation and facilitate the decision-making process.
39. One of the next steps for the Group was to review the action plan resulting from the Government Internal Audit Agency's (GIAA) maturity assessment of the transformation programme. The Group was also starting to look at some of the big issues and put a spotlight of some of the things that were going well.
40. PA Consulting were engaged in the work and attending the meetings.

### **Performance and Delivery Committee - 4 September**

Agenda item 6

41. The Committee had explored the £10.6m underspend with a particular focus on pay and the potential impact vacancy gaps were having on

performance. The Committee had asked to see if there was a linkage between performance and the vacancy gap back office. It was noted that in addition to the vacancy gap many of the staff were new and lacked knowledge and experience that could only be built over time.

42. The Committee had expressed concern that if further recurring efficiencies were not secured there would be an affordability issue in future years.

## **Strategy and Planning Committee – 10 September**

### Agenda item 7

#### Item 7.1 Committee Report

43. The Committee had discussed the challenges around the MTFP and that some of the pressures had fallen away whilst others had arisen. The other key matters discussed were covered at items 7.2 and 7.3 below.

#### Item 7.2 Single Online Home (SOH)

44. This had been included in the MTFP and provided a number of benefits to the back office removing duplication of effort. The system was integrated with Niche and 41 of 43 home forces used it. The Committee recommended the Authority authorise the move to the implementation phase.
45. The Chair asked if the Force expected to see an increase in demand as a result of moving to SOH. The response was that this was expected to be minimal as most of the latent demand had already been picked up through the text service.
46. The Authority approved the move to the implementation phase of this project.

#### Item 7.3 InfoX

47. The majority of the Members of the Authority gave their support to BTP approaching DfT to progress this work on the understanding that the Force was not investing further significant resource into preparing for it at this time.
48. The Deputy Chair recorded that he did not support this approach. It was his view that whilst the Judicial Review process had recently ruled this was still open to an appeal and needed to have fully concluded before anything further was done.
49. The Chief Constable updated that whilst SR19 had not happened a potential new opportunity had arisen from Treasury to progress this work.

50. It was noted that if this did go ahead BTP would likely be in the vanguard of test cases resulting from this. The Authority asked the Force to focus on the ethical dimension and how it would demonstrate that this resource would not be overused and how it would be managed.

### **Audit and Risk Assurance Committee - 16 September**

Agenda item 8

51. The Committee agenda had been reformatted along the three lines of defence model.

51.1. First line - functions that own or manage risk

51.2. Second line - functions that oversee or specialise in risk management and compliance

51.3. Third line - functions that provide independent assurance

52. The committee was focusing more on the close-out of audit actions.

53. There was a clarification made that where paragraph 2.20 referred to the report as "outstanding" it meant not yet received.

### **BTPA Governance: Board Effectiveness Evaluation Proposal 2019/20 for approval**

Agenda item 9

54. The Chair asked for Members to send any comments to the Head of Governance and Compliance.

55. Beverley Shears and Rachael Etebar to work with the Executive on developing the culture strand.

Action

56. Members to send comments to the Head of Governance and Compliance by the end of October.

### **Any other business**

Agenda item 10

57. There was no other business.