

Minutes

Police Authority

Tuesday 3 December 2019, 09:30 – 14:00
BTP Force Headquarters
25 Camden Road, London, NW1 9LN

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

Present:

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

In attendance:

BTPA Executive

Hugh Ind, Chief Executive
Sarah McGarel, Chief Financial Officer
Sam Elvy, Head of Strategy, Planning and Engagement
Stephanie Calvert, Head of Governance and Compliance (& Secretariat)

BTP

Paul Crowther, Chief Constable
Adrian Hanstock, Deputy Chief Constable
Robin Smith, Assistant Chief Constable
Charlie Doyle, Assistant Chief Constable
Sean O'Callaghan, Assistant Chief Constable
Simon Downey, Director of Strategy & Change
Rachael Etebar, Director of People and Culture
Tracey Martin, Director of Finance & Commercial Services
Elaine Derrick, Senior Advisor

Apologies:

Willie Gallagher

Public session

Minutes of meeting 26 September 2019

Agenda item 1

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

Matters arising/actions outstanding

Agenda Item 2

2. The Chair invited comments from those present on the actions arising from previous Authority meetings. All of the actions were accepted as being discharged or no longer required capturing in this forum.

Chief Constable's update

Agenda Item 3

3. The Chief Constable began his update by referencing the threat level assessment and the incident which had taken place at London Bridge the week before. He commented on the brave actions of a BTP officer who was involved in that incident and that the organisation was taking all steps to ensure that they were being looked after.
4. In recognition of the Authority's guidance for his report to focus on matters which cause him most concern, the Chief Constable spoke about recruitment gaps and the contributing factors, including the unsolved pension issues. He advised the Authority that there was an aggressive recruitment plan in place to address this.
5. He elaborated on the work being undertaken to challenge the organisation's approach towards wellbeing and mental health which had led to a Gold Group being set up to explore and address the trigger points.
6. The Chief Constable spoke highly of the appointment of the Head of External Engagement and the work which had already been undertaken to provide a refined insight into the matters which are troubling stakeholders. He referred to several valuable meetings which had recently taken place. He concluded by expressing his gratitude for those who were involved with the recent Make the Difference Awards event.
7. Members welcomed the prospect of greater career flexibility which had been referenced within the report and highlighted the positive reputation significance this could have on BTP. Members expressed disappointment in the discovery of a very low response rate of 29% to the Staff Survey. The intranet being inaccessible for some of the

advertising period and the timeframe concurring with other external surveys were cited as being contributing factors to this. Given the response rate, concern was expressed about the validity of any findings emerging.

8. With reference to paragraph 6.3 of the Chief Constable's report, Members were keen to take BTP up on the opportunity to accompany Chief Officers at some of their monthly sub divisional visits to meet with Partners.
9. The Chief Constable drew Members' attention to a correction to be made at paragraph 3.7 of his report.

Action: BTP to share the dates of the monthly sub divisional visits with the BTPA Executive so that this can be incorporated into Members' portfolio activity work.

Executive Items

Birmingham Summit

Agenda item 4.1

10. The Chief Executive thanked colleagues for their contributions in making the September Birmingham Summit event a success. He invited Members to endorse the proposals as set out in the supporting paper, particularly the work in connection with a review of the charging model.
11. This generated a short debate. Members highlighted the value in revisiting the records of when the model was last revised, recognising that significant past experiences have shaped the current model. It was confirmed that key amendments in recent years had involved the charges being run more than once and the introduction of a wash-up process.

The need for updates on progression to feature within the BTPA's existing governance structure was highlighted. Those present were advised that any revised model would require the approval of the Department for Transport (DfT). The DfT representative present also emphasised the need for an associated submission to be able to demonstrate that the costs of change would be justified through the benefits.

Code of Governance

Agenda item 4.2

12. Members were referred to the supporting paper which set out the revisions which had been made to the Code of Governance. The Head of Governance and Compliance confirmed that some additional

observations had been shared at the meeting which would be reflected within the latest draft. Endorsement was received.

13. It was noted that the document would be subject to a substantive review in 2020. The Chair requested that following this work a revised version of the document is circulated to Authority, BTP and DfT colleagues, giving all colleagues the opportunity to comment and engage fully before presenting it for approval.

Items for decision

Agenda item 5

14. The Chair of the Strategy and Planning Committee confirmed that the committee had met and considered the items presented for approval which included a proposed approach with regards to the Strategic Plan which expires in March 2021.

BTP & BTPA budget and Medium-Term Financial Plan (MTFP)

Agenda item 5.1.1

15. The Chair of the Strategy and Planning Committee confirmed that a good discussion on the MTFP had taken place at the last meeting. He confirmed that that this Committee had considered the case for a departure from the previous annual efficiency target of £30m as a result of changes to cost pressures and a commitment by BTP to protect frontline officer numbers. He confirmed that as a result of the Committee's considerations, the 20/21 budget figure recommended for Authority approval was £315.9m (matching in year expenditure to in year income) and a 5-year MTFP of £1.65bn.
16. He drew Members' attention to the proposed £2.5m deficit in 20/21 which had been subject to some debate but stated that the Committee had concluded that the shortfall could be effectively managed through some more realistic budget assumptions. He emphasised that the Committee's view was that it was not supportive of any need to implement any of the contingency stack options given they impacted front line staffing numbers. This should not be necessary given the bullish recruitment assumptions included in the budget for 20/21, and relatively minor adjustments to assumptions will get the budget to a balanced position at £315.9m
17. The Finance Director then confirmed that the 5-year plan was one which the Force considered to be realistic and had been subject to several internal reviews and she proceeded to provide a breakdown. She referred to her accompanying report which sought funding of £318.4m in 2019/20 and £1.66bn over the life of the MTFP. She confirmed that the proposal put forward only sought £6m in reserves over the MTFP period.

She also advised that moving to CPI generated an implicit benefit of £24m across the MTFP period.

18. The Chief Constable challenged the update provided by the Chair of the Strategy and Planning Committee and felt that the option to draw down on reserves should be considered in order to allow BTP to balance the budget in 20/21. He also pointed out that the Strategy and Planning Committee recommendation was to avoid a planned call on Reserves at any point in the MTFP period – effectively asking him to prune his spending plans by £7m in a five-year period. He went so far as to say he did not feel he would be able to deliver the Strategy set by the Authority unless funded at the levels he was seeking.
19. The Chief Financial Officer emphasised that the Budget as presented included £2m annually for contingencies. As the Treasurer of the fund, she confirmed her support for the recommendations presented by Chair of the Committee and the continued commitment for further efficiencies. She also referred to the Committee's view that the BTP recruitment plan was very ambitious and it would be prudent to accept that not all of that expenditure would in fact be incurred in the way set out by the Force.
20. The Authority reinforced its strong preference for a balanced budget.
21. After some further discussion the Chair concluded by confirming that the Authority unanimously agreed a BTP/A budget of £315.9m in 20/21 and a 5-year MTFP of £1.65bn – meaning that there should be no plan to draw down Reserves during the MTFP period.

Learning and Development Business Case

Agenda item 5.1.2

22. The Director of People and Culture expressed her gratitude to two of the Members who had supported BTP on the written presentation of the final proposals.
23. The Authority was invited to endorse the Learning and Development business case as recommended by the Strategy and Planning Committee with a view to it forming part of a submission to the Cabinet Office. Those present were advised that following approval, BTP would then be permitted formally to approach the market.
24. One Member commented positively on the proposals stating that it demonstrated the transformational activity sought.

End User Compute Business Case

Agenda item 5.1.3

25. The Director of Strategy and Change advised the Authority that this item was presented for approval for BTP to go to market and further rationalise appropriate devices. He summarised the intended approach.
26. One of the Members encouraged BTP to further consider device integration as part of the procurement process with a view to issuing a single device. He offered his counsel to explore this in further detail, which was welcomed. Again, the Authority noted that it would receive final proposals for approval via a full business case.

Roll forward of the Strategy

Agenda item 5.1.4

27. The Chair of the Strategy and Planning Committee highlighted that there were several variables in play which supported a light-touch refresh of the existing strategy for one year beyond 2021. It was highlighted that this light touch approach still allowed the Authority to keep talking with partners in the meantime. It was agreed that this was the pragmatic approach.

People Strategy

Agenda item 5.1.5

28. The Director of People and Culture advised those present that the submitted People Strategy supported the overarching Strategy. The Chief Constable raised some concerns over affordability.
29. One of the Members praised the proposed cultural change as set out and stated that it was complimentary to the new Professional Standards legislation soon to be introduced. He encouraged greater links between the two. Police apprenticeships and career pathways were also briefly discussed.

Agreed:

- 5.1.1 A revenue budget of £315.9m and MTFP of £1.65bn was approved.
- 5.1.2 The Authority endorsed the business case for Learning and Development and gave approval to go to the Cabinet Office for final agreement.
- 5.1.3 The Authority endorsed the business case for End User Compute and gave approval to go to market.
- 5.1.4 The Authority approved a light touch refresh/roll forward of the Strategy to run until 2022.
- 5.1.5 The People Strategy was endorsed.

Business Reports

Scotland Railways Policing Committee – 22 October 2019

Agenda item 6.1

30. The Chair of the Scotland Railways Policing Committee referred to the first meeting which had been held as a public meeting. He advised those present that those in attendance included representatives from the Staff Associations and the Scotsman Newspaper. He stated that the Committee had considered some useful issues and had provided a good platform. The minutes and supplementary update were noted.

Performance and Delivery Committee – 6 November 2019

Agenda item 6.2

31. The Chair of the Performance and Delivery Committee provided a summary of the key considerations at the last meeting. He noted the tremendous amount of work being undertaken in relation to recruitment and retention. He confirmed that the impact of existing vacancies on performance had been tested by the Committee. He noted the progress on efficiencies and advised colleagues that the Committee had reflected on the Staff Survey response rate.

Strategy and Planning Committee – 14 November 2019

Agenda item 6.3

32. No further update was provided as the Committee work was captured during the previous agenda item.

Audit and Risk Assurance Committee – 18 November 2019

Agenda item 6.4

33. The Chair of the Audit and Risk Committee advised Members that the Committee had adopted a good cycle of managing the work through the three lines of defence which in turn had created a good structure. He was complimentary towards colleagues who had been instrumental in driving the activity associated with the enterprise risks.
34. He referenced recent Health and Safety audits which was one area the Committee would focus on. He also mentioned the new expenses system and the need for controls to be considered further. Finally, he expressed the Committee's disappointment about the write off of £700k worth of uniform which had been disposed of and encouraged lessons to be learned from the experience.
35. Members noted the Reserves Policy which had been endorsed by the committee.