

Note of Member Workshop

Wednesday 3 February 2021 at 10.30am via Microsoft Teams

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Present:

Ron Barclay-Smith
Andy Cooper
Dominic Booth
Graham Evans
Willie Gallagher
Kenna Kintrea
Craig Mackey
Bill Matthews
Andrew Pollins
Martin Richards
Bev Shears
Stella Thomas

Apologies:

None

In attendance:

British Transport Police Authority 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)
Lucy Yasin (Head of Governance and Compliance)
John Babalola (Head of Contracting)
Pam Christie (Stakeholder Engagement and Communications Manager)
Raquel Cortes (Member Engagement Manager)
Lynsey Marshall (Finance, Audit and Risk Manager)
Jon Newton (Analyst)
Alistair MacLellan (Board Secretary / Notes)

British Transport Police Force/External
Paul Crowther (Chief Constable) (Item 2)
Lucy D'Orsi (Chief Constable-designate) (Item 8)
Elaine Derrick (Senior Advisor) (Item 2)
Polly Payne (Director General, DfT) (Item 7)

Introduction and Apologies

Agenda Item 1

1. There were no apologies. Members noted Andrew Pollins and Martin Richards would need to leave the meeting early.

Farewell to Chief Constable Paul Crowther

Agenda Item 2

2. The Chief Constable was presented with his certificate of service and a leaving gift by the Board, whose thanks was expressed by the Chair. The Chief Constable was heard in reply. The Chair expressed the hope that a formal farewell event could be convened later in 2021 once lockdown restrictions had eased.

Board Effectiveness Evaluation

Agenda Item 3

Board Effectiveness Evaluation Action Plan 2019/20 General Update

Agenda Item 3.1

3. Members considered the Board Effectiveness Action Plan 2019/20 and noted the appendix regarding action 2. The following comments were made:
 - a. Pre-meetings were considered appropriate provided adequate challenge was provided at the formal meeting itself.
 - b. Teams Live should be considered for streaming meetings (**Action A/2021**).
 - c. Hybrid meetings should only be adopted if the technology was in place to properly deliver them.

Board Effectiveness Evaluation Action Plan 2019/20 – Deep Dive Action 1 (Oversight Mapping)

Agenda Item 3.2

4. Members considered a report of the Chief Executive regarding the Board Effectiveness Action Plan 2019/20 – Discharging the range of BTPA responsibilities and the following points were made.



- b. Members should be more assertive in identifying and communicating what information they expected to be reported to the Board and its Committees,

and in what format. Members should also have more oversight of metrics in between quarterly meetings of the Board/Committees (**Action C/2021**).

- c. Identifying and harmonising common issues across Committees could be done by a Chair's Forum (**Action D/2021**).
- d. The oversight of capital projects and major capital schemes was an area for development, and the development of business cases should be red/high priority in the oversight mapping document (**Action E/2021**).
- e. Oversight items should be prioritised into realistic work packages, guided by the Strategic Risk Register (**Action F/2021**).
- f. Environmental responsibilities and safety should both be considered for inclusion in the oversight map (**Action G/2021**).



- h. Member engagement with end-users of estates and assets and/or the tier of officers below Force SLT was fruitful e.g. Transformation Working Group (**Action H//2021**).
- i. A rigorous performance assessment framework common across the Authority and Force was needed (**Action I/2021**).

Board Effectiveness Evaluation 2020/21

Agenda Item 3.3

- 5. The Head of Governance and Compliance was heard regarding the Board Effectiveness Evaluation 2020/21 process and the following points were made.
 - a. The questionnaire template should be revisited/refreshed for the 2021/22 exercise (**Action J/2021**).
 - b. Board effectiveness should be seen as continuous throughout the year rather than an annual task.

Member Recruitment 2021

Agenda Item 4

- 6. The Head of Governance and Compliance was heard regarding Member Recruitment 2021 and the following points were made.
 - a. The level of recent and forthcoming turnover of Members and the impact of the wider skills-base of the Board was noted.

- b. Desired skills for forthcoming appointees were felt to include risk and reputation management; equality and inclusion; and potentially a former police officer below ACPO rank.
- c. The vetting requirements and the length of time to meet them should be highlighted in advertisements.
- d. The time commitment of 30 days should be emphasised, and applicants requested to demonstrate they could meet it (Action K/2021).

Commissioning Brief – Chief Constable Lucy D’Orsi (LDO)

Agenda Item 5

- 7. Members considered the draft Strategic Directive to the new Chief Constable and the following points were made.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

- 8. Members received an update on the recruitment of a Deputy Chief Constable and the following points were made.

[REDACTED]

[REDACTED]

[REDACTED]

Break

Agenda Item 6

9. Members adjourned from 12.25pm-12.30pm.

Department for Transport Sponsor Update

Agenda Item 7

10. The Director General of Rail Strategy and Services was heard, and the following points were made.

[REDACTED]

[REDACTED]

Welcome to Chief Constable Lucy D’Orsi

Agenda Item 8

11. The Chief Constable-designate was heard, noting that in her view the Force was ready to evolve and unlock talent.

Any Other Business

Agenda Item 9

12. There was no other business.

The meeting ended at 1.23pm.