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## Minutes

### Police Authority

Wednesday 24 March 2021 at 10.30am via Microsoft Teams

#### Present:

Ron Barclay-Smith (Chair)  
 Andy Cooper (Interim Deputy Chair)  
 Dominic Booth  
 Graham Evans  
 Willie Gallagher  
 Kenna Kintrea  
 Bill Matthews  
 Craig Mackey  
 Andrew Pollins  
 Beverley Shears  
 Stella Thomas

#### Apologies:

Martin Richards

#### In attendance:

##### **British Transport Police Authority Executive**

Hugh Ind (Chief Executive)  
 Sarah McGarel (Deputy Chief Executive & Chief Financial Officer)  
 Sam Elvy (Head of Strategy, Planning and Engagement)  
 Stephanie Calvert (Co-Head of Governance and Compliance)  
 Lucy Yasin (Co-Head of Governance and Compliance)  
 Pam Christie (Stakeholder Engagement and Communications Manager)  
 John Babalola (Head of Contracting)  
 Lyney Marshall (Finance, Audit and Risk Manager)  
 Alistair MacLellan (Board Secretary / Minutes)

##### **British Transport Police**

Lucy D'Orsi (Chief Constable)  
 Adrian Hanstock (Deputy Chief Constable)  
 Sean O'Callaghan (Assistant Chief Constable)  
 Charlie Doyle (Assistant Chief Constable)  
 Steff Sharp (Chief of Staff)  
 Simon Downey (Director of Strategy and Change)  
 Rachael Etebar (Director of People and Culture)  
 Tracey Martin (Director of Finance and Commercial Services)  
 Megan Taylor (Deputy Director, Wellbeing, Health and Safety)

Mel Morton (Head of Audit and Assurance)  
Ciara Ryan (Head of Estates Transformation)  
John Kelleher (Project Director – Estates Transformation)

**External**

Oliver Mulvey (Deputy Director, Rail Strategy, Department for Transport)  
Nobby Goodband (Chair, BTP Federation)

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**Apologies**

Agenda Item 1

1. Apologies were received from Martin Richards.
2. The Chair welcomed Lucy D’Orsi to her first meeting as Chief Constable.

**Declarations**

Agenda Item 2

3. There were no declarations from Authority Members.
4. Members noted that officer and staff attendees had an interest in items 11 (Police Staff Pension – Consultation Outcome) and 12 (Police Staff Pension – 2019 Actuarial Evaluation).

**Public Minutes of the Meeting held on 10 December 2020**

Agenda Item 3

5. **RESOLVED**, that the public minutes and non-public summary of the meeting held on 10 December 2020 be approved.

**Actions**

Agenda Item 4

6. Members considered a report of the Board Secretary and the following points were made.
  - a. Members agreed that Actions 1/2020-7/2020 and 9/2020-13/2020 could be closed.
  - b. The Chief Executive noted with regards Action 8/2020 (Budget Risk – Network Rail leases) that a full assessment had yet to be made, but that an initial assessment indicated the financial impact was unlikely to be significant.
7. **RESOLVED**, that the report be noted.

**Risk**

## Agenda Item 5

***Risk Profile****Agenda Item 5.1*

8. Members considered the Risk Profile and the following points were made:
- a. The Chief Executive emphasised that this was a standing item that sought to provide a backdrop of risk to each agenda. Members would want to focus on any strategic risks that related to items on the agenda.
  - b. The Chair welcomed the profile, noting that whereas the Authority had a strong committee structure in place to assist the Board in scrutiny of risk, Members should always be seeking to improve their understanding of the Authority's risk appetite.
  - c. The Deputy Chief Constable noted Risk A2 (Health & Safety) was an enduring one where the Force endeavoured to keep abreast of latest developments. He was confident that the Force was in step with peer Forces in this area.
  - d. In response to a question regarding Risk A7 (Major Incident Response), the Deputy Chief Constable replied that the Force's public order contingency plans were developed in liaison with local Home Office Forces. Moreover the Force's footprint within symbolic locations was small, and therefore the direct risk to the Force posed by incidents such as the ongoing disorder in Bristol was considered low risk at present.
  - e. Members noted that the full Joint BTP/A Risk Assessment had been provided in Background Papers.
9. **RESOLVED**, that the risk profile be noted.

***Risk Overview****Agenda Item 5.2*

10. Members received a Risk Overview briefing from the Head of Audit and Assurance (Force) and Finance, Audit and Risk Manager (Authority Executive), following which the following points were made:
- a. In response to a question, the Finance, Audit and Risk Manager confirmed both the Force and Executive were engaged with relevant industry counterparts. For example, she was attending the South East Risk Policing Forum that afternoon. This type of engagement ensured the BTP/A risk framework was as current as possible, and at present compared well with peer Forces in terms of its maturity.

- b. The Chair of the Audit and Risk Assurance Committee commended the Force and Authority on the development of the Risk Framework.

### **BTPA Chief Executive's Report**

#### Agenda Item 6

11. Members considered an update report of the Chief Executive and the following points were made:

- a. The Chief Executive highlighted the material risk posed by the level of annual leave accrual arising as a result of COVID, namely up to £10m carried forward from 2020/21. Both the Force and Authority would need to keep this risk under review during 2021/22, ensuring an appropriate balance between encouraging officers and staff to take annual leave, whilst ensuring overall operational effectiveness was maintained. The risk would be scrutinised in detail by the Audit and Risk Assurance Committee.
- b. In response to a question, the Deputy Chief Constable agreed that the continuing COVID situation was having an impact on officers and staff in terms of operational arrangements. That said, the Force sought to manage shift patterns and deployments to ensure morale was not affected, and it has not recently been necessary to step-up shift patterns or cancel rest days. The Force continued to work with the Federation and unions to ensure leave was taken where possible. Members were asked to note that leave implications arising from the London Olympics took three years to be managed down.
- c. A Member commented that other industries had adopted prescriptive approaches with staff to ensure leave was taken where possible to ensure ongoing operational effectiveness, and that the Force should be transparent with officers and staff in setting out the balance between leave entitlement and operational requirements.
- d. A Member commented that she had received feedback that Force officers were relied upon by rail staff to be the first line of engagement when it came to enforcing compliance with lockdown rules. In her view this illustrated that it was not just unusual hours and deployment(s) that officers had to undertake during COVID, but also the challenging circumstances they faced when on shift.
- e. An Assistant Chief Constable noted that leave bans had been imposed in anticipation of major events such as the Euros, COP26 and the G7, as well as the expected uptick in rail passenger movements to the coast during warm weather. A Force GOLD group was managing the operational implications.

- f. The Chief Executive continued, noting that there had been broad support from industry regarding the decision not to run a wash-up process for 20/21, with some smaller operators perhaps requiring bespoke management. A report for decision would be submitted to the Strategy and Planning Committee and the Full Authority at their June 2021 meetings.
- g. The Chief Executive continued, noting the *Limited* rating on the Management Assurance Return recently approved by Audit and Risk Assurance Committee. Areas of focus within the Return included risk; health & safety; and physical and cyber security. The Chief Executive emphasised the view, endorsed by Audit and Risk Assurance Committee, that the lower scoring reflected a greater maturing in BTP/As self-assessment rather than a reduction in controls.
- h. The Chief Executive added that he had approved a rent review for Force Headquarters (FHQ) for the last five years of the lease under the Scheme of Delegation. Overall there had been a £200k annual increase (10%+). Members noted that this increase had been tested and confirmed as appropriate by professional advisers.
- i. The Chief Executive concluded by noting that he would be reviewing the length, format and content of his update reporting and invited Members to provide any feedback they had in support of this review. Future update reporting would be aligned with the Chief Constable's report.

12. **RESOLVED**, that the report be received.

### **BTP Chief Constable's Report**

#### Agenda Item 7

13. Members considered an update report of the Chief Constable and the following points were made.

- a. The Deputy Chief Constable highlighted the following points from the report:

#### *COVID-19*

- i. The Force continued to be proportionate when engaging the public regarding COVID restrictions. 90,000 individuals had been engaged with over 90% complying. That said, 1 in 13 people stopped had to be asked to leave the train or station or issued with a COVID Fixed Penalty Notice (FPN). The Force's CCTV Hub continued to review compliance, which provided a level of assurance regarding compliance that was reported to stakeholders including DfT.

- ii. The DfT had confirmed that the Force would be reimbursed for its COVID costs in 2020/21, forecast at £9.12m.

*Crime and Demand Trends*

- iii. Whereas passenger footfall was 15-20% of the pre-COVID norm, crime levels were 45-50% of the pre-COVID norm and centred on reactive violence, public order, theft of property and some incidents of public order.
- iv. Fatalities remained at similar levels on year, indicating that wider societal drivers underpinning vulnerability were continuing.

*County Lines*

- v. The Force had received confirmation of £4.3m in County Lines funding for 2021/22. A high-intensity operation had been conducted between 1-14 February 2021 resulting in 94 arrests and 750 persons engaged with. Seven MPs had been introduced to the County Lines Taskforce, and overall the initiative continued to be a helpful interface with the Home Office that was aligned with the Force's wider national safeguarding role.

*Public Inquiries*

- vi. As well as the ongoing Manchester Arena Inquiry, the Force would be represented at the Croydon Tram Derailment inquest, and the Fishmongers' Hall inquest.

*Smarter Working and Estates*

- vii. Work continued towards a Smarter Working model for the Force, to be aligned with wider work on Estates.

*Frontline Capability*

- viii. The Force continued to collaborate with industry on safeguarding, including through the launch in February 2021 of the *Safeguarding on Rail* scheme and the pilot of 'PreCog' analytics capability to identify potentially vulnerable individuals on the network.
- ix. Embedded Disruption Teams had been consolidated under FHQ leadership to improve co-ordination and strategic capability.

*Information Management*

- x. The Investigatory Powers Commissioner's Office (IPCO) had inspected the Force in December 2020, noting a good standard of compliance by the Force, suggesting five areas where processes could be strengthened and highlighting three areas of good practice that could be adopted by peer Forces.
- xi. Of the 679 Force No Further Action (NFA) records mistakenly deleted from the Police National Computer, only 12 had been deleted in their entirety and each instance had been risk assessed by the Force.

*Trust, Legitimacy and Community Policing*

- xii. The Force was one of four Forces liaising with the College of Policing to identify disproportionality issues around the use of Taser.
- xiii. A bespoke BAME development course had been developed aimed at all ranks of officers and staff.
- xiv. The Force had convened a Race & Inclusion consortium to share best practice, which to date had been joined by 30 Forces.

*People and Culture*

- xv. 26 Sergeants had been successful at the Inspector's Promotion Board, of which 6 candidates were female, and 5 candidates BAME.
- xvi. The Deputy Chief Constable had been reassured by the efforts being made by DfT to ensure the Force was fully included within the implementation of the Police Covenant.

*COP26 Summit*

- xvii. The Chief Constable had peer-reviewed Police Scotland plans for policing the COP26 summit, and the expected mutual aid commitment by the Force to the summit was expected to be significant. The Force had a Inspector and a Sergeant embedded within the COP26 planning team.

*BTP Website*

- xviii. The new website had been launched on 26 February 2021 and now included auto-translate options for the Welsh language.

- b. The Chair placed on record the Authority's thanks to the Deputy Chief Constable for acting up into the role of Chief Constable for the period between Paul Crowther's retirement and Lucy D'Orsi's arrival.
- c. The Chief Constable commented as follows:
- i. The Chief Constable noted her own thanks to the Deputy Chief Constable for his leadership during recent weeks, and for his long service to the Force.
  - ii. The Chief Constable welcomed the balance of communications accompanying her starting in post as first Force female Chief Constable, first during Women's History Month and more importantly at a time when women's vulnerability was a visible issue in current public discourse.
  - iii. The Chief Constable had travelled to Birmingham for her first day in post, taking the opportunity to engage with the train manager during the journey and hear industry views first hand regarding how persons could travel with confidence on the railways, and the fact that body-worn video for rail staff would be welcomed by that individual in particular.
  - iv. The Chief Constable continued, noting that on arrival in Birmingham she had been impressed by the evidence for strong partnership working, primarily through the joint Safer Travel Team and their effective use of digital capabilities. She had also met with her West Midlands counterpart to discuss joint-working, including for the forthcoming Commonwealth Games.
  - v. On her second day in post, the Chief Constable had undergone her attestation, and met with new recruits and officers undergoing CID training.
  - vi. Key takeaways from the Chief Constable's first 48 hours in post included the level of digital challenges faced by officers, particularly those working at remote locations; and the potential for greater interoperability with partner Forces and with industry. Local teams needed to be empowered as far as possible. There were excellent examples of interoperability at the local level and thought needed to be put into ensuring that was mirrored at a more strategic level, so that the Force's capabilities were geared towards a positive impact on service to the public and industry.
  - vii. The Chief Constable concluded by noting she was engaging with DfT on issues including vulnerability of women and looking ahead towards the challenges facing the Force as the country emerged



from COVID restrictions. Lastly, she would continue to get out and about during her early months in post to meet stakeholders and build relationships.

- d. In response to a question, the Deputy Chief Constable confirmed the Force was in synergy with Police Scotland with regards to policing anticipated behaviours as people emerged from lockdown and started using the rail network in earnest. The Force was additionally mindful that there would likely be a high degree of nervousness among the travelling public.
- e. In response to a question, an Assistant Chief Constable replied that the Force undertook roadshows with industry regarding vulnerability, and the Force had the highest level of safeguarding referral of all Forces, and therefore he was confident the Force had the capacity to continue policing County Lines as the UK emerged from lockdown.
- f. In response to a question, an Assistant Chief Constable confirmed he had oversight of COP26 preparations as Force GOLD.
- g. A Member noted that COP26 preparations would be scrutinised by Scottish Railways Policing Committee.
- h. The Chief Constable noted that strategic finance for COP26 did not yet include the Force, an issue that would need to be monitored.

14. **RESOLVED**, that the report be noted.

### **Refreshed Strategic Plan to 2022**

#### Agenda Item 8

15. Members considered a report of the Head of Strategy, Planning and Engagement regarding the Refreshed Strategic Plan to 2022 and noted that the Plan had been scrutinised by the Strategy and Planning Committee, and the fact that a refreshed plan was considered appropriate given the arrival of a new Chief Constable, and the forthcoming release of the Williams Review.

16. **RESOLVED**, that Members approve the inputs to the refreshed Strategic Plan to 2022 as set out in Annex A of the report.

### **Policing Plan 2021/22**

#### Agenda Item 9

- a. Members considered a report of the Head of Strategy, Planning and Engagement regarding the 2021/22 Policing Plans who highlighted the changes within the Plan(s), and a proposed reporting format at Annex B that Members were welcome to comment on.

17. **RESOLVED**, that Members

- a. Approve the Policing Plans for 2021/22 as set out at Annex A of the report.
- b. Note that they were welcome to provide feedback on the proposed reporting format at Annex B of the report.

**Wellbeing, Health and Safety**

Agenda Item 10

***Wellbeing, Health and Safety – BTPAs role as a legal entity***

*Agenda Item 10.1*

18. Members considered a report of the Head of Governance and Compliance regarding Wellbeing, Health and Safety – BTPAs role as a legal entity, and the following points were made:

- a. A Member welcomed the proposal that both performance and assurance would be reported to a single Committee. Secondly, the Authority should receive light touch reporting at more regular intervals than the single annual report that was proposed within the report.
- b. A Member noted that he was not keen on appointing a specific Member as Wellbeing, Health and Safety champion as this risked other Members abdicating ownership of the topic. This did not preclude appointment Member(s) with specific health and safety backgrounds to the Board.
- c. The proposed frequency of independent assurance every three years was deemed to be appropriate in the longer term, but the view was shared that it should be conducted more frequently at the outset of these new proposals being adopted. Members therefore were minded to defer a decision on this recommendation pending further consideration by the Executive and the Force.

19. **RESOLVED**, that Members,

- a. Approve the proposed governance arrangements set out at paragraphs 5.5 – 5.7 of the report.
- b. Decline the appointment of a health and safety champion from among the Board membership, affirming instead that wellbeing, health and safety was the collective responsibility of the Board.
- c. Approve the roles and responsibilities of the Authority, Committee, Members and the Executive at Annex B of the report.

- d. Defer a decision on the level of independent assurance on wellbeing, health and safety from a third-party subject to further consideration of the proposal by the Executive (**Action 1/2021**).

### **Health & Safety Strategy and Policy**

#### *Agenda 10.2*

20. Members considered a report of the Director of People and Culture regarding Health & Safety Strategy and Policy and the following points were made:
- a. A Member welcomed the report, and noted the Force was fortunate to have secured the Deputy Director charged with overseeing health and safety. The approach outlined within the report demonstrated, in his view, the Force had the capacity to achieve its planned health and safety model, but it was clear there was a lot of work to do in the meantime. Members should ensure they kept track of progress of the priorities listed at page 111 of the agenda pack.
  - b. In response to a question, it was confirmed that there was software available to monitor health and safety issues, and a business case was being prepared in order to implement it within the Force.
  - c. A Member welcomed the fact wellbeing was being inextricably linked with health and safety.
  - d. A Member commented that given BTPA had legal responsibilities as an employer, its logo should be clearly visible on the adopted policy.

21. **RESOLVED**, that Members,

- a. Endorse the proposed policy with regards to its appearance, content, and context prior to Force-wide consultation.
- b. Note that any Member feedback on the policy was to be submitted by 31 March 2021.

*The meeting adjourned between 12.30 – 12.35pm*

### **Police Staff Pension – Consultation Outcome**

#### *Agenda Item 11*

22. Members considered a report by the Chief Financial Officer regarding the ??Police Staff Pension – Consultation Outcome and the following points were made:
- a. The Chair of the Pension Working Group noted the level of scrutiny the Group had given to the consultation outcome and commended the Executive on the quality of the consultation that had taken place. He drew

to Members' attention the risk that the opening of the new Scheme on 1 April 2021 was dependent on approval from the Secretary of State.

- b. The DfT representative noted that the 1 April 2021 deadline was short notice and therefore the Authority should aim for a 1 May 2021 date instead.

23. **RESOLVED**, that Member approve

- a. Submissions 5, 7 and 8 within the report for acceptance.
- b. Submissions 1, 2, 3 and 4 within the report for rejection.
- c. the implementation of the proposed defined contribution scheme for new employees from 1 April 2021 (or later, pending Secretary of State approval).
- d. the closure of the defined benefit scheme to new employees (Police Staff and PCSOs) from 1 April 2021 or later, pending Secretary of State approval.
- e. The proposed defined contribution scheme as the auto-enrolment vehicle.

#### **Police Staff Pension – 2019 Actuarial Valuation**

Agenda Item 12

24. Members considered a report of the Chief Executive Officer regarding the Police Staff Pension – 2019 Actuarial Valuation and the following points were made:

- a. The Chief Financial Officer highlighted the small change to the proposed future investment strategy, which would impact the scheme in twenty years' time when the scheme would be relatively mature.
- b. The Chief Financial Officer continued, noting that subject to consultation the contribution rate would increase by 0.62% for members, alongside a higher contribution from the employer. There would be a deficit of £6.3m, with the Authority planning to meet the full cost in order to shield scheme members.
- c. In response to a question the Chief Financial Officer confirmed that the £6.3m figure represented the deficit as it stood at present, but it would be subject to further growth over the six years planned to top up the fund.
- d. In response to a question, the Chief Financial Officer noted that there was currently no provision for the deficit in the Medium-Term Financial Plan, and therefore it was listed as a cost pressure in the emerging budget.

25. **RESOLVED**, that Members approve the submission of the Police Staff Pension 2019 Actuarial Evaluation, noting the following:

- a. The scheme had a deficit of £6.3m as at 31 December 2019
- b. The BTP/A would pay £1.27m per year for six years to cover that deficit, with the first instalment payable on or before 1 July 2021, but the option being retained to settle the deficit earlier should the financial opportunity arise.
- c. Employee contributions would go up by around 0.62% (from 10.06% to 10.68%) from 1 April 2022 subject to employee consultation.
- d. BTPA employer contributions would increase by around £400k per year.
- e. BTPA would pay the first 12 months of extra employee contributions whilst the Authority consulted in 2021/22, at a further cost of £250k in 2021/22.

### **Committee Minutes**

Agenda Item 13

#### **Workshop Note – 3 February 2021**

Agenda Item 13.1

26. The Chief Executive noted that oversight mapping work discussed at the workshop was being factored into Committee workplans for 2021/22.

27. **RESOLVED**, that the note of the workshop held on 3 February 2021 be noted.

#### **Audit and Risk Assurance – 11 March 2021**

Agenda Item 13.2

28. The Chair of Audit and Risk Assurance Committee highlighted the Committee Workplan for the coming year, noting that 8 audits were planned for 2021/22 with some flex to change the planned audit approach if required. The Committee had also approved the HMICFRS Inspection Plan up until 2023. Finally, the Chair was in agreement with the assessment that the Management Assurance Return showed a mature approach by BTP/A to managing risk.

29. **RESOLVED**, that the draft minutes of the Audit and Risk Assurance Committee meeting held on 11 March 2021 be noted.

#### **Appointments and Remuneration – 10 March 2021**

Agenda Item 13.3

30. The Chair of the Appointments and Remuneration Committee highlighted the public sector pay constraints in England and Wales, and how this would also be

applied to BTP officers and staff in Scotland and so would contrast with the approach of the Scottish Government to Police Scotland pay.

31. **RESOLVED**, that the draft minutes of the Appointments and Remuneration Committee meeting held on 10 March 2021 be noted.

***Strategy and Planning – 2 March 2021***

***Agenda Item 13.4***

32. The Chair of the Strategy and Planning Committee highlighted the scrutiny provided by the Committee of both the Strategy Refresh and the Policing Plan(s) 2021/22. The Chair noted that, whilst the Committee had not been given the opportunity to scrutinise the New Birmingham Full Business Case before it came to the Full Authority, it had received a comprehensive update on Estates.
33. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 2 March 2021 be noted.

***Scottish Railways Policing – 17 February 2021***

***Agenda Item 13.5***

34. The Chair of the Scottish Railways Policing Committee noted there had been good attendance from stakeholders including the press, and HMIC. Looking ahead, the Committee would seek to engage with the new Chair of the Scottish Police Authority, alongside maintaining oversight of impact of the forthcoming nationalisation of Scotrail and the outcome of the Scottish Parliamentary elections.
35. The Chair of the Committee concluded by noting that Chief Superintendent Eddie Wylie would be retiring in the next quarter and therefore placed on record the thanks of the Committee for his service.
36. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee meeting held on 17 February 2021 be noted.

***Performance and Delivery – 16 February 2021***

***Agenda Item 13.6***

37. The Chair of the Performance and Delivery Committee highlighted the Committee's consideration of legitimacy and use of powers; standards and Moving the Needle.
38. **RESOLVED**, that the draft minutes of the Performance and Delivery Committee meeting held on 16 February 2021 be noted.

### **Any Other Business**

Agenda Item 14

### **BTPA Member Recruitment**

39. The Chair noted that the advert for up to five new Members of the Board had gone live that day and encouraged Members to share it across their professional networks.

40. In response to a question, the Stakeholder Engagement and Communications Manager confirmed the recruitment pack would be made available in Welsh.

### **Exclusion of the Public**

Agenda Item 15

41. **RESOLVED**, that the public be excluded from the meeting for the following items of non-public business in accordance with the BTPA's Procedural Standing Orders (Annex 5, Code of Governance).

## **SUMMARY OF NON-PUBLIC SESSION**

### **Non-Public Minutes of the meeting held on 10 December 2020**

Agenda Item 16

42. **RESOLVED**, that the non-public minutes of the meeting held on 10 December 2020 be approved.

### **Full Business Case: New Birmingham**

Agenda Item 17

#### ***Cover Report – New Birmingham Estate Full Business Case***

*Agenda Item 17.1*

43. Members considered a cover report of the BTPA Chief Financial Officer and BTPA Head of Strategy, Planning and Engagement regarding the New Birmingham Estate Full Business Case.

#### ***Full Business Case: New Birmingham***

*Agenda Item 17.2*

44. Members considered the Full Business Case for New Birmingham.

### **Any Other Business whilst the Public are Excluded**

Agenda Item 18

45. There was no other business in non-public session.

## SUMMARY OF CONFIDENTIAL SESSION

### Confidential Minutes – Appointments and Remuneration Committee – 10 March 2021

#### Agenda Item 19

46. **RESOLVED**, that the confidential minutes of the Appointments and Remuneration Committee meeting held on 10 March 2021 be noted.

### Deputy Chief Constable Recruitment

#### Agenda Item 20

47. The Head of Governance and Compliance was heard regarding the recruitment of a Deputy Chief Constable.

*The meeting returned to public session.*

### Meeting Evaluation

#### Agenda Item 21

48. Bill Matthews provided an evaluation of the meeting and the following points were made.
- a. The agenda pack had been issued in good time, the reports were comprehensive; and the meeting had started on time.
  - b. Virtual meeting etiquette and discipline had been largely good, with some reminders regarding muting microphones etc. necessary.
  - c. The number of items on the agenda had been too ambitious; this had restricted the opportunities available for Members to pose questions due to the time available.
  - d. Reports on the agenda should be taken as read, and introductions kept to a minimum.
  - e. Three hours' meeting time with a single 5-minute break was considered to be too long.
  - f. A Member agreed with the feedback provided and queried the inclusion of a Risk Overview session given a more detailed look at risk was due at the Board's development session in May 2021.
  - g. Positive feedback was given on the Chair's handling of the meeting.

The meeting ended at 1.37pm.