

# Minutes

## Full Authority

Wednesday 23 June 2021 at 9.00am via Microsoft Teams

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### Present:

Ron Barclay-Smith (Chair)  
 Andy Cooper (Deputy Chair)  
 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 Executive**  
 Hugh Ind (Chief Executive)  
 Sarah McGarel (Chief Financial Officer and Deputy Chief Executive)  
 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)  
 Alistair MacLellan (Board Secretary / Minutes)

**British Transport Police Force**  
 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)

### External

Oliver Mulvey (Deputy Director, Rail Strategy, Department for Transport)

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## Apologies

### Agenda Item 1

1. There were no apologies.


## Declarations of Interest

### Agenda Item 2

2. There were no declarations of interest.

## Minutes

### Agenda Item 3

3. **RESOLVED**, that that subject to the following amendments, the minutes of the meeting held on 24 March 2021 be approved.
  - a. **Item 11 Police Staff Pension – Consultation Outcome.** Removal of ‘??’ from paragraph 22.
  - b. **Item 11 Police Staff Pension – Consultation Outcome.** Amendment of paragraph 22 (b) to the following:  


## Actions

### Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings and the following points were made.
  - a. **8/2020: Budget risk posed by Network Rail Estates agreement.** The Chief Executive noted that the total financial risk had been assessed as less than £100,000 per annum, which was less than had been anticipated. Members agreed that the action could therefore be closed, subject to any substantial subsequent increase in financial risk being reported to Members.
  - b. **1/2021: Level of independent assurance of wellbeing, health and safety.** Members noted that this action remained in progress, with a substantive update to be provided at the September 2021 meeting.
  - c. **2/2021: New Birmingham Estate Full Business Case Lessons Learned.** Members agreed this action could be closed, subject to post-completion report(s) being submitted to the Strategy and Planning Committee as the Committee responsible for scrutinising business cases, and the terms of

references of both Strategy and Planning Committee and Performance and Delivery Committee being amended accordingly.

- d. **3/20201: London Estate Decision Making Road Map.** A Member commented that in strategic planning terms, the end-date of December 2024 was fast approaching and therefore consideration should be given to the formation of a dedicated task-and-finish group to oversee the critical path for the London Estate.
- e. **RESOLVED**, that the report be noted.

### **Manchester Arena Inquiry**

#### **Agenda Item 5**

- 5. The Chair was heard regarding the publication of volume one of the Manchester Arena Inquiry on 17 June 2021 and the following points were made.
  - a. The Chair noted that Members had been given the opportunity to read the report upon its publication and recommended that the Authority place on record its sympathy for the victims and families of the appalling incident at the Manchester Arena on 22 May 2017.
  - b. The Chair reiterated the Authority's determination to work with the Force to ensure that lessons were learned and mistakes were not repeated. Members would need to work closely with the Chief Constable and Force Leadership to consolidate the learning across volume one and future findings of the Inquiry. The Authority's overall aim was to do right by the victims and their families and to help ensure the Force retained the confidence of the rail industry and the travelling public.
  - c. The Chair continued, noting that in as far as the Inquiry pointed to systemic issues within the Force, the Authority was determined to work with the Chief Constable to address those issues, and to hold the Force to account for the results of that work. Members noted that the Force had been applying lessons learned since the aftermath of the attack, and further revised policies and procedures were in train and deserving of Member review and scrutiny.
- 6. The Chief Constable was heard in reply and the following points were made.
  - a. The Chief Constable echoed the comments made by the Chair, noting that the thoughts of the Force remained with the 22 victims, their families and friends, and those who has undergone life changing physical and mental injuries as a result of the attack.
  - b. The Chief Constable emphasised that the Force was learning, and that the process to learn lessons had commenced in the immediate aftermath of

the attack. There were lessons to be learned regarding the Force's approach to event planning, and the culture and understanding throughout the Force of terrorist threat. The Force was working with a number of external persons and organisations to focus on the inquiry's recommendations, and existing work in this area was in a good place.

- c. The Chief Constable highlighted two recommendations from volume one of the inquiry's report. First, the need to ensure that systemic mistakes were not repeated, which encompassed the Force's culture and approach to counter-terrorist threat and public events. Second was the need of both the Force and its Home Office peers to review areas where policing jurisdictions overlapped to establish which Force had primacy.
- d. The Chief Constable expanded on the recommendation relating to a review of policing jurisdictions, noting that the Force had already commenced this review and was engaging with four Home Office Forces accordingly. There was also a role of the NPCC Event Policing Lead to look at the issue of jurisdiction more broadly.
- e. Turning to the Manchester Arena in particular, the Chief Constable noted that the venue was due to reopen in August 2021, and the Force was working closely with Greater Manchester Police to consider what the future delivery model for policing of the arena looked like. To reassure Members, the Chief Constable highlighted that the Force had centralised its operational planning for event policing.
- f. The Chief Constable noted that volume one had unexpectedly named certain individuals, and the Force was working to support those so named in the report. Allied to this, the Chief Constable noted that future volumes of the inquiry would detail the actions of individuals on the evening in question, and so the Force was on standby to assess how that element of the inquiry was conducted.
- g. The Chief Constable concluded by noting that she would be writing to the Chair within four weeks to outline in more detail the Force's response to volume one of the inquiry [Action 4/2021].
- h. In response to a question regarding progress made to date on reviewing areas of jurisdiction, the Chief Constable replied that significant progress had been made, but that further thought on how recommendations should be applied to individual sites was required. The Chief Constable was of the view that there should be clear understanding among peer Forces who policed what; what the operational delivery model was; and that there was an appropriate level of audit on the arrangements in place.
- i. A Member offered to provide the Force with her insights of stakeholder engagement with regards to security at the Principality stadium.

- j. In response to a comment from a Member regarding the potentially blurred areas of responsibility between industry, partner Forces and the Force, the Chief Constable concurred and noted, as a case study, the fact that seven separate agencies were concerned with the security of Kings Cross. The advent of Great British Railways presented an opportunity to address this issue, through fostering a culture of data and information sharing amongst agencies.
- k. In response to a question regarding Force culture, the Chief Constable replied that her initial impressions were of a Force with a tremendous sense of pride in delivery of policing to the public and rail industry. Wider work was underway to assess how appropriate work/life balance could be struck, supported through means such as diagnostic software.

### **BTP/A Joint Strategic Risk Register and Appetite Statements**

#### **Agenda Item 6**

- 7. Members considered a cover report and associated BTP/A Joint Strategic Risk Register and the following points were made.
  - a. The Chief Financial Officer noted the revised risk register was the product of the risk workshop held on 19 May 2021. The register had been scrutinised at the Audit and Risk Assurance Committee meeting on 17 June 2021, with the Committee recommending that the register undergo further scrutiny after the forthcoming Full Authority workshop, expected in early-mid July 2021.
  - b. A Member recommended that a legend, incorporating black risks, be reinstated. More substantively, the Member queried whether instances where the residual risk remained unchanged when compared to its inherent risk (e.g. Risk S8) suggested the Authority was powerless to mitigate risk effectively, and whether this was genuinely the case or whether the revised register needed further refinement.
  - c. A Member noted she found the appetite statement for Risk S6 confusing, specifically the sentence relating to the Force/Authority being averse to being unable to prioritise its core policing responsibilities.
  - d. A few Members commented that a total of 17 strategic risks had the potential to dilute the BTP/As overall focus on strategic risk. Moreover, the appetite column perhaps provided too much narrative and could be crisper. That said, the current iteration was an excellent start towards achieving a more mature oversight of strategic risk.

- e. A Member commented that the register should also provide detail on how risks were being mitigated, perhaps through the addition of a further column.
- f. **RESOLVED**, that the BTP/A Strategic Risk Register be noted.

### **British Transport Police Annual Report 2020/21**

#### **Agenda Item 7 (formerly Item 13)**

- 8. Members agreed to vary the order of items on the agenda so that the British Transport Police Annual Report 2020/21 was taken next. The following points were made.
  - a. The Chief Executive welcomed the report, noting that it has been prepared by the Force and shared with the Full Authority in accordance with s56 of the Railways and Transport Safety Act 2003.
  - b. The Deputy Chief Constable noted that any comments from Members would be welcomed. The Deputy Chief Constable thanked the Authority Executive for its support in ensuring the report was aligned with the British Transport Police Authority Annual Report and Accounts.
  - c. **RESOLVED**, that the report be noted.

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

#### **Agenda Item 8 (formerly Item 7)**

- 9. Members considered the Chief Executive's Report and the following points were made.
  - a. The Chief Executive highlighted the progress made on Enhanced Policing Service Agreements (EPSAs) management, with a presentation made to the Audit and Risk Assurance Committee at its meeting on 17 June 2021 regarding a new EPSA management process.
  - b. In response to a question, the Department for Transport representative confirmed that the DfT Spending Review submission was due with Her Majesty's Treasury (HMT) this autumn probably around the end of September. This mean DfT was likely to ask for submissions from its Arms Length Bodies by the end of August. The Authority was encouraged to prioritise its submissions as far as was possible. All noted the very challenging timescales involved for all parties.
  - c. Following comments from Members, the Chief Executive agreed that the critical path towards the decision point for the London Estate solution would benefit from being clarified and made explicit (Action 5/2021).

- d. In response to a question, the DfT representative confirmed that a decision by the Secretary of State regarding the opening of the new Staff Pension scheme was not imminent.
- e. **RESOLVED**, that the report be noted.

### Chief Constable's Report

#### Agenda Item 9 (formerly Item 8)

10. Members considered the Chief Constable's report and the following points were made.

- a. The Chief Constable placed on record her thanks to Assistant Chief Constable O'Callaghan and his team for their part in the delivery of the recent G7 meeting in Cornwall. The deployment had included a number of specialist Force assets including dogs and the working-at-height team. During the deployment the Force had been called upon to deal with two fatalities on the railway, which had been dealt with quickly and with tact.
- b. The Chief Constable continued, noting that the Force had completed its strategic assessment for 'Summer 21' and the anticipated increase in the number of persons holidaying within the UK. The assessment would assist Force leadership in determining where Force resources could best be applied. Additionally, the Force's County Lines Team would be conducting operations to disrupt the potential influx of drugs into coastal resorts.
- c. A Member noted he would put the Chief Constable in touch with the Chair of Visit Britain.
- d. The Chief Constable continued, noting the Force's focus on unwanted sexual behaviour and the forthcoming attendance by the Force at a behavioural science roundtable convened by the Home Office to discuss how passengers and bystanders could be encouraged to proactively report unwanted sexual behaviour. The Chief Constable was shocked by a survey by Transport for London (TfL) that showed two million Londoners had experienced unwanted sexual behaviour but 90% of those were reluctant to report it. The Chief Constable wanted to see an increase in reporting in this area.
- e. In response to a comment from a Member, the Chief Constable agreed that action against unwanted sexual behaviour should include a focus on deterring would-be offenders. Key to this approach was the sharing of data between the Force and industry partners.
- f. The Chief Constable continued, noting that 974 crisis interventions had taken place in May 2021, an increase of 220 on the previous year. This included a larger increase in females presenting themselves to the Force in

this context. The Chief Constable was keen to ensure officers dealing with crisis interventions received, in turn, appropriate support.

- g. The Chief Constable continued, highlighting the high levels of assaults against officers and staff, leading to several serious injuries. Developing her point, the Chief Constable expressed concern at the possible exclusion of the Force from the Pledge within the Police, Crime and Sentencing Bill that was currently going through Parliament, which concerned her given the scale of officers and staff subject who had been exposed to at least one traumatic incident – over 2000 officers or staff, or 40% of the Force.
- h. The Chief Constable referenced the work the Force was doing to ensure a fair approach to Smarter Working could be adopted post-pandemic.
- i. The Chief Constable noted that the recent staff survey, conducted over a fortnight, had received a 51% return rate. Members would receive an in-depth analysis of its findings in due course [Action 6/2021].
- j. Finally, the Chief Constable praised Helen Turner and DC Henry Fowler for their nominations for the Drapers' Company Medal, and Chief Superintendent Dennis Murray for being awarded the Queen's Policing Medal.
- k. In response to a question regarding the impact of policing major events such as the G7, the Chief Constable replied that in her view major deployments did not necessarily affect wider policing of the rail network, although it could mean that a number of specialist units were concentrated in one area of the UK at one time. The Force was careful to review the concurrency of operations across England, Wales and Scotland and plan the allocation of resources accordingly. The Force was also able to recover costs, and therefore had the ability to call officers in from rest days if need be.
- l. In response to a question regarding technology, the Chief Constable acknowledged that tech performance had been an issue for the Force which impacted on service delivery, given slow upload speeds had the potential to absorb a disproportionate amount of officer time. At present, capital investment in tech was directed at maintaining current tech infrastructure rather than improving it.
- m. In response to a question, the Chief Executive replied that liaison between the Authority, Department for Transport, and the Home Office regarding technology in the field was a complex issue which would form part of the Spending Review.
- n. In response to a question regarding the [REDACTED], an Assistant Chief Constable noted his impression that the incident had focused the



industry's mind on the need to roll-out body-worn video (BWV), given that over 8000 cameras were deployed but staff were in need of encouragement to use them. Members were invited to make the case for BWV during the course of their engagement with external stakeholders. A Member commented that BWVs deterrent effect should be emphasised to industry.

- o. In response to a question regarding the level of officer assaults and Force support for officers injured through assault or accident at work, the Chief Constable committed to providing a paper to Members regarding the impact of assaults on the Force's operational posture (Action 7/2021).
- p. **RESOLVED**, that the report be noted.

#### **Cost Allocation 2020/21 – Wash Up Proposal** Agenda Item 10 (formerly Item 9)

11. Members considered a report of the Chief Executive regarding a Cost Allocation 2020/21 – Wash Up Proposal and the following points were made.
  - a. The Chief Executive noted that Members had been kept abreast of the proposal since December 2020, and that the proposal was put forward largely due to the impact of the pandemic on operational data. The proposal, if agreed by Members, would then need approval by the Department for Transport.
  - b. The DfT representative thanked the Authority for the work undertaken to develop the proposal to that point.
  - c. Members noted the proposal had been scrutinised and recommended for approval by the Strategy and Planning Committee.
  - d. **RESOLVED**, that Members,
    - i. Agree to not operate the overall wash up process for British Transport Police charges for 2020/21.
    - ii. Agree to operate a mini-wash up process for the two freight operating companies [REDACTED] affected based only on a simple updated 'cost per crime' calculation for 2020/21.
    - iii. Agree to charge [REDACTED] 70% of their provisional charge on the basis that, unlike other operators, they ceased running services for lengthy periods of 2020/21.

#### **Elizabeth Line Update on Core Resource Need**

## Agenda Item 11 (formerly Item 10)

12. Members considered an update report of the Chief Executive regarding Elizabeth Line Core Resource Need and the following points were made.

- a. Members noted that the core resource need had been scrutinised and recommended for approval by the Strategy and Planning Committee.
- b. In response to a question, the Chief Executive replied that the industry's Elizabeth Line working group had, potentially, not appreciated that the core resource need was in the region of [REDACTED]. Members noted that this posed a potential risk for the Authority.
- c. The Chief Executive drew Members' attention to the fact that agreement had yet to be reached with Transport for London regarding its own contribution towards the additional core policing resource for 2021/22.
- d. In response to a comment from a Member, the Chief Executive confirmed that the Executive Team kept forthcoming major rail infrastructure projects under review to anticipate likely areas of additional resource need. These included projects in Wales and the West Midlands.
- e. **RESOLVED**, that Members,
  - i. Note the progress made on modelling work for the Elizabeth Line.
  - ii. Approve an uplift of core resources of:
    1. [REDACTED]
    2. Full year cost of [REDACTED] (based on 21/22 costings) which is expected to increase on an annual basis in line with the assumptions used within the MTFP.
  - iii. Note that further work will be needed to determine how much of the [REDACTED] will be chargeable for 2021/22.
  - iv. Note that further work will be needed to establish TfL's share of the agreed costs both in 21/22 and for the full year effective from 22/23 onwards.

## Business Case: National Uniform Managed Service

### Agenda Item 12 (formerly Item 11)

13. Members considered a cover report and full business case for a National Uniform Managed Service and the following points were made.

- a. Members noted that the full business case had been circulated to Strategy and Planning Committee via out-of-committee procedure and was recommended for approval.
- b. A Member welcomed the assurance provided by the Director of Finance and Commercial Services that officers and staff had been consulted during the development of the business case and encouraged the Force to focus on the effective transition from the current supplier to the new supplier, given poor kit and equipment was a common de-motivator.
- c. Members noted, on the issue of uniform management, the significant write-off of £750,000 of uniform in the Annual Report and Accounts and were assured by the Director of Finance and Commercial Services that adequate financial controls were now in place which, combined with the managed service, would prevent a similar issue recurring. Members encouraged the Force and the Executive to ensure the rationale and mitigating action underpinning this issue could be communicated to stakeholders effectively [Action 8/2021].
- d. A Member highlighted the application of risk appetite – a key element of the Authority’s refreshed approach to risk management – within the full business case.
- e. Members agreed to formally note the anticipated savings in coming to their decision.
- f. **RESOLVED**, that Members,
  - i. Approve the National Uniform Managed Service (NUMS) Full Business Case, specifically the move to [REDACTED] as preferred supplier through the NUMS.
  - ii. Approve total project funding of [REDACTED] Capital and [REDACTED] Revenue for project implementation.
  - iii. Approve an ongoing average annual [REDACTED] revenue funding to be funded by the Uniform Budget as per the provision made in the Medium-Term Financial Plan.
  - iv. Approve a delay in onboarding with NUMS for three months to allow transition to NUMS process, and the relevant internal process redesign and business change activity to take place.
  - v. Note the anticipated cashable savings benefit of net £532,000 by the end of the contract term of 4 years 6 months.

Agenda Item 13 (formerly Item 12)

***Draft Annual Report and Accounts 2020/21 – Tracked Changes Summary***

***Agenda Item 13.1 (formerly Item 12.1)***

14. Members considered a summary report of the Finance, Audit and Risk Manager regarding changes to the Draft Annual Report and Accounts 2020/21 and the following points were made.
- a. Members noted that the Remuneration Report would be corrected to note that Members' allowances were not pensionable.
  - b. A Member noted that the Complaints Review Panel should be referenced along side the Authority's Committees and Working Groups.
  - c. **RESOLVED**, that the report be noted.

***Draft Annual Report and Accounts 2020/21***

***Agenda Item 13.2 (formerly Item 12.2)***

15. Members considered the Draft Annual Report and Accounts 2020/21 provided within the background pack and the following points were made.
- a. The Chief Financial Officer introduced the draft report, noting that the first half of the report that provided a COVID overlay had been reviewed by the Force. The Chief Financial Officer noted that Members were asked to approve the draft Annual Report and Accounts subject to final audit adjustments being approved by the Audit and Risk Assurance Committee at an extraordinary meeting in July 2021.
  - b. A Member noted his congratulations on the Authority being provided a Moderate assurance rating by the Government Internal Audit Agency, an improvement on the Limited rating in 2019/20.
  - c. **RESOLVED**, that the draft Annual Report and Accounts 2020/21 be approved, subject to final audit adjustments being reviewed and approved by the Audit and Risk Assurance Committee.

*The Full Authority adjourned between 11.00am – 11.10am.*

**Board Effectiveness Evaluation Report and Action Plan 2020/21**

**Agenda Item 14**

16. Members considered a cover report of the Head of Governance and Compliance, and Board Effectiveness Evaluation Report and Action Plan 2020/21, and the following points were made.

- a. The Head of Governance and Compliance drew Members' attention to Appendix C (2020/21 Action Plan) and emphasised the fact Board Effectiveness was a continuous exercise that would be conducted throughout the coming year.
- b. A Member welcomed the peer review exercise provided at Appendix B.
- c. In response to a suggestion from a Member regarding whether the board effectiveness evaluation process would benefit from independent input, the Chief Executive pointed out that the Authority's annual review of its own effectiveness is required to include an external *element* every three years. This should not be confused with the Cabinet Office Triennial Review process which is *wholly* independent of the Authority but which, in practice, has not taken place every three years.
- d. The Department for Transport representative added that the Cabinet Office was undertaking its own evaluation of how outside bodies could be effectively reviewed.
- e. Members noted that consideration needed to be given to how Member engagement with the Force and industry outside of formal meetings was planned and recorded to ensure it was as effective as possible. That type of engagement should be made explicit during member induction and include a mechanism to report such activity to the Executive [Action 9/2021].
- f. The Chair concluded discussion by noting that the advent of Great British Railways, and the forthcoming new membership on the Board, meant Member engagement and portfolio activity needed to be planned wisely. Moreover, there was scope to fundamentally review the Authority's Code of Governance for 2022/23.
- g. **RESOLVED**, that the cover report be noted, and the final Board Effectiveness Evaluation Report and Action Plan 2020/21 be approved for publication and submission to the Department for Transport.

## Code of Governance Refresh

### Agenda Item 15

17. Members considered a report of the Head of Governance and Compliance regarding the Code of Governance Refresh 2021/22 and the following points were made.
  - a. The Head of Governance and Compliance noted that in addition to the proposed refresh before Members, further work to update elements of the Code, including the Scheme of Financial Delegations and the terms of reference of the Appointments and Remuneration Committee, was planned for the coming months.

- b. Members discussed the revised process governing decisions between scheduled meetings and agreed that the revised process was pragmatic provided it was kept under review, with Members kept abreast of the number and pattern of decisions taken in between meetings (Action 10/2021).
- c. Members noted that the refresh had been considered and recommended for approval by the Audit and Risk Assurance Committee, alongside proposed amendments to that Committee's own terms of reference.
- d. Members agreed that the responsibility for considering post-completion reports on business cases should be given to the Strategy and Planning Committee rather than the Performance and Delivery Committee, given the former was responsible for scrutinising business cases prior to their approval.
- e. **RESOLVED**, that subject to the comments made, Members,
  - i. Approve the proposed amendments to the terms of references to the Committees of the Full Authority.
  - ii. Approve the proposed amendments to the wider Code of Governance.

***Draft Code of Governance 2021/22***

***Agenda Item 15.1***

18. **RESOLVED**, that the draft Code of Governance 2021/22 be noted.

**Committee Minutes**

**Agenda Item 16**

***Performance and Delivery Committee [7 May 2021]***

***Agenda Item 16.1***

19. **RESOLVED**, that the minutes of the Performance and Delivery Committee meeting held on 7 May 2021 be noted.

***Scottish Railways Policing Committee [25 May 2021]***

***Agenda Item 16.2***

20. In response to a question, the Committee Chair replied that there had yet to be any engagement with the new Minister for Transport.
21. **RESOLVED**, that the minutes of the Scottish Railways Policing Committee meeting held on 25 May 2021 be noted.

**Strategy and Planning Committee [1 June 2021]**

**Agenda Item 16.3**

22. The Committee Chair noted the transactional nature of the Committee's agenda and highlighted that the revised terms of reference would enable the Committee to adopt a more strategic approach in its workplan for 2021/22.
23. **RESOLVED**, that the minutes of the Strategy and Planning Committee meeting held on 1 June 2021 were noted.

**Appointments and Remuneration Committee [7 June 2021]**

**Agenda Item 16.4**

24. **RESOLVED**, that the minutes of the Appointments and Remuneration Committee meeting held on 7 June 2021 be noted.

**Audit and Risk Assurance Committee [17 June 2021]**

**Agenda Item 16.5**

25. The Committee Chair highlighted the following points,
- a. The Member training session immediately prior to the Committee meeting, which could prove a model for peer Committees.
  - b. Whilst the Committee had welcomed the *Moderate* internal audit opinion, it had been at the lower end of *Moderate* and more work remained to continue the current positive trajectory.
  - c. Two of the seven audits received a *Limited* rating.
  - d. The previous comments notwithstanding, there had been positive feedback on areas such as joint working which suggested the Authority was moving in the right direction from an audit perspective.
26. **RESOLVED**, that the minutes of the Audit and Risk Assurance Committee meeting held on 17 June 2021 be noted.

**Any Other Business**

**Agenda Item 17**

**Farewell to Dominic Booth**

27. The Chair noted this was the last Full Authority meeting prior to Dominic Booth's final term concluding at the end of August 2021. The Chair, on behalf of the Full Authority, thanked Dominic Booth for his service as Member and wished him well

as he turned his focus to his wider professional commitments. The Chair noted that Members would have an opportunity to mark their formal thanks in person once COVID restrictions had eased.

28. The Chief Executive, on behalf of the Executive, noted his thanks for Dominic Booth's commitment to the Authority and the insights he had provided into its activities.

#### ***Term Extensions – Andrew Pollins and Stella Thomas***

29. The Chair noted that Member recruitment was ongoing, with the original field on 170+ applications being reviewed ahead of candidate interviews. To ensure continuity on the Full Authority, Andrew Pollins and Stella Thomas had agreed to serve brief extensions to their terms, to conclude in December 2021.

#### ***Member Recruitment – Communications with Candidates***

30. A Member noted that proactive communications should be maintained with the 170+ candidates to make clear what progress was being made, particularly given existing Members had been encouraged to advertise the Member vacancies to their own networks. Any perceived delay or lack of information posed a reputational risk to the Full Authority and its efficient management of the recruitment process. Moreover good candidates would potentially be lost through appointment to other bodies if they were not kept abreast of the recruitment timeline [Action 11/2021].

#### **Exclusion of the Public**

Agenda Item 18

31. **RESOLVED**, that the public be excluded from the meeting for the following items of business as per the BTPA Code of Governance (2019) Annex 5 Paragraph 39.

#### **Non-Public Business**

#### **Non-Public Minutes**

Agenda Item 19

#### ***Full Authority [24 March 2021]***

*Agenda Item 19.1*

32. **RESOLVED**, that the non-public minutes of the Full Authority meeting held on 24 March 2021 be approved.

#### ***Scottish Railways Policing Committee [25 May 2021]***

*Agenda Item 19.2*



33. **RESOLVED**, that the non-public minutes of the Scottish Railways Policing Committee meeting held on 25 May 2021 be noted.

***Appointments and Remuneration Committee [7 June 2021]***  
***Agenda Item 19.3***

34. **RESOLVED**, that the non-public minutes of the Appointments and Remuneration Committee meeting held on 7 June 2021 be noted.

**Meeting Evaluation [NB this item has been deemed suitable for public release]**  
**Agenda Item 20 (formerly Item 21)**

35. Members agreed to vary the order of items on the agenda so that Meeting Evaluation was taken next.
36. Dominic Booth delivered an evaluation of the meeting and the following points were made.
- a. Members and other attendees virtual meeting etiquette, but it was undeniable that the social aspect of in-person meetings was lost.
  - b. The time slots for items on the agenda were not realistic, which required more thought for future agenda planning.
  - c. The agenda was lengthy: this prompted the question of whether a busy agenda risked discouraging questions/in-depth examination of issues in order to keep a meeting at a manageable duration.
  - d. That said, the agenda that day had covered a number of important issues and the focus on items by Members and other attendees had improved markedly on previous meetings.
  - e. The meeting had been chaired effectively, with good support from the Chief Executive and other Executive Team colleagues.
  - f. The quality and clarity of papers continued to improve with each meeting.
  - g. Holding the majority of the meeting in public did not restrict discussion. This applied to both the Manchester Arena Inquiry item, which had been handled sensitively in public session, with it not being deemed necessary for any further discussion in non-public session. This also applied to commercially sensitive items. This boded well for the Authority's transparency agenda.

**Summary of Confidential Business**

**Confidential Minutes**

Agenda Item 20

***Full Authority [24 March 2021]***

***Agenda Item 20.1***

37. **RESOLVED**, that the confidential minutes of the Full Authority meeting held on 24 March 2021 be approved.

***Appointments and Remuneration Committee [7 June 2021]***

***Agenda Item 20.2***

38. **RESOLVED**, that the confidential minutes of the Appointments and Remuneration Committee meeting held on 7 June 2021 be noted.

The meeting ended at 12.09pm.

DRAFT