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## Minutes

### Full Authority

Tuesday 28 September 2021 at 10.30am at Room G1/G2, British Transport Police Force Headquarters, 25 Camden Road, London, NW1 9LN and via Microsoft Teams (Hybrid Meeting)

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#### Present:

Ron Barclay-Smith (Chair)  
 Andy Cooper (Deputy Chair)  
 Graham Evans  
 Willie Gallagher  
 Kenna Kintrea  
 Craig Mackey  
 Bill Matthews  
 Andrew Pollins (*Teams*)  
 Martin Richards  
 Bev Shears  
 Stella Thomas (*Teams*)

#### Apologies:

Andrew Pollins (Part)

#### In attendance:

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

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

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

Lucy D'Orsi (Chief Constable)  
 Steff Sharp (Chief of Staff)  
 Sean O'Callaghan (Assistant Chief Constable)  
 Charlie Doyle (Assistant Chief Constable)  
 Simon Downey (Director of Strategy and Change)  
 Rachael Etebar (Director of People and Culture)  
 Tracey Martin (Director of Finance and Commercial Services)

**External**

Nobby Goodband (Chair, BTP Federation) (*Teams*)

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

Andy Odell (Rail Delivery Group) (*Teams*)

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**Apologies**

Agenda Item 1

1. Andrew Pollins noted he would need to leave the meeting at midday.

**Declarations of Interest**

Agenda Item 2

2. There were no declarations of interest.

**Minutes of the meeting held on 23 June 2021**

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 23 June 2021 be approved, subject to the following amends,
  - a. Paragraph 4(c) being amended to clarify that Strategy and Planning Committee should be responsible for reviewing post-completion reports for *all* business cases rather than those concerning New Birmingham alone.
  - b. A typographical error at paragraph 5(c) being corrected.

**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. Members noted the written update provided regarding Action 1/2021.
  - b. Members noted the background paper provided in support of Action 6/2021 and agreed the action could be closed.
  - c. Members noted the background paper provided in support of Action 7/2021 and requested that the issues raised at the June 2021 meeting in respect of this action be referred to the People and Culture Committee for further scrutiny.
  - d. Members agreed that the remaining Actions 4/2021, 5/2021, 8/2021, 9/2021, 10/2021 and 11/2021 could be closed.

**Chief Constable's Report**

## Agenda Item 5

5. Members considered a report of the Chief Constable and the following points were made.

*Operational Context*

- a. The Chief Constable summarised the current operational context for the Force, noting that the Force was nearing 'normal' crime levels i.e. close to those seen in 2018/19 and in 2019/20 weekly figures. Addressing this increase required careful management given many newly-qualified officers who had joined the Force during the pandemic had yet to appreciate what pre-pandemic crime levels looked like.
- b. The Chief Constable highlighted the work being undertaken to communicate the Force's approach to tackling unwanted sexual behaviour throughout the workforce, allied with the national Force week of action to tackle sexual offending that commenced on 2 August 2021.
- c. The Chief Constable noted her recent visit to visit officers and staff in Scotland, emphasising that it was important that the wider Force felt included within the UK-wide BTP family.
- d. In response to a question regarding a sense of corporate belonging in areas including Scotland, Wales and Cornwall, the Chief Constable replied that officer and staff feedback in the latter regions and countries tended to focus on estates. In Scotland the sentiment was perhaps the result of the integration debate in relation to Police Scotland.
- e. In response to a question regarding use of body-worn cameras in the rail industry, an Assistant Chief Constable noted that there was an identified need for a deployment map of body-worn video covering all train operating companies.
- f. In response to a question regarding pressures around the national supply of fuel, an Assistant Chief Constable noted that fuel stations commonly held reserves for blue light vehicles. Moreover a Force resilience plan was in place to conserve fuel, and therefore there had been no adverse impact on operations to date.

*Challenges – Manchester Arena Inquiry*

- g. The Chief Constable noted that work continued on a review of sites the Force was responsible for across the rail network, and further noted the mandatory referral to the Independent Office for Police Conduct (IOPC)

due to the inquiry's finding that there had been failings by individuals on the night of the bombing.

### *Challenges – Technology*

- h. The Chief Constable noted that unacceptable state of technology across the Force was the result of a decade of underinvestment but that she felt, nevertheless, that the Force had a good roadmap towards improved IT performance. The Chief Constable added that she had asked the Metropolitan Police to conduct a peer review of Force technology performance that could be shared with the Authority in due course (Action 12/2021).
- i. In response to a question, the Chief Constable noted that poor technology performance tended to affect desk-based staff rather than the handheld technology commonly used by officers on the ground. Technology performance had not led to any major operational issues. An added consideration in addressing technology issues was ensuring the IT teams were led effectively and felt valued.
- j. In response to a question regarding performance issues in the Force Contact Centre, the Chief Constable noted these stemmed in part from recruitment vetting issues and committed to providing a briefing for Members outside of the meeting (Action 13/2021).

### *Challenges – London Estate*

- k. The Chief Constable noted the formation of a joint Steering Group in order to identify a preferred option for the future of the London Estate, and acknowledged there were some challenging opportunities that required further evaluation in consultation with the Authority.

### *Changes – Strategy, Uniform, Taser Carriage in Scotland, Refreshment Efficiencies & e-Sickness*

- l. The Chief Constable highlighted to Members a number of changes since her last report, specifically the progress made on the emerging Strategy 2022/2025; allowing officers to choose what headgear to adopt when deployed; the ability of officers in Scotland to carry taser on duty outside of previously-designated stations; efficiencies arising from cessation of free refreshments; and the adoption of a less bureaucratic system for officers and staff to report in sick.

### *People – Values*

- m. The Chief Constable noted that the Force's new Values would be announced publicly at the beginning of October 2021.

*People – Senior Personnel Changes*

- n. The Chief Constable placed on record her appreciation for the long service and support provided by Deputy Chief Constable Adrian Hanstock, who was due to retire in November 2021. The Chair added his appreciation, on behalf of the Full Authority, of Deputy Chief Constable Hanstock's service.
- o. The Chief Constable added that she looked forward to welcoming Alistair Sutherland into the post of Deputy Chief Constable from November 2021. Mr Sutherland was currently serving as Assistant Commissioner of the City of London Police.
- p. The Chief Constable continued, expressing her thanks to Assistant Chief Constable Sean O'Callaghan for his high performance across a broad portfolio in recent months, and welcomed T/Assistant Chief Constable Allan Gregory, who assumed responsibility for network policing, and Chief Superintendent Will Jordan, who joined E Division.

*People – Recognition*

- q. The Chief Constable highlighted to Members the recent awards made to officers and staff within the Force, including the Drapers' Company Medal, Royal Humane Society Resuscitation Certificates and Best Diversity & Inclusion Programme at the PPMA&HR Awards.

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

**Chief Executive's Report**

## Agenda Item 6

- 7. Members considered a report of the Chief Executive and the following points were made.

*Spending Review / Medium-Term Financial Plan*

- a. The Chief Executive noted that paragraph 2.4 of his report provided his assessment of the four possible sources of monies for investment in the Chief Constable's blueprint. A Member expressed caution on the use of cashable reserves released by the Authority for that purpose.

*Williams-Shapps*

- b. The Chief Executive and Chief Constable both noted that, following engagement with Department for Transport, there now appeared to be a recognition from government that there were benefits to be realised through a coherent approach to security and policing on the railways.

*Governance and Ways of Working with British Transport Police*

- c. The Chief Executive highlighted the request for quotes for a provider to advise on an update of the Service Level Agreement between the Authority and Force.

*Executive Decisions – Healthcare Services in Custody*

- d. In response to a question, the Director of Finance and Commercial Services confirmed that contract performance management was conducted by the Force's Strategic Commercial Board.

*Executive Decisions – Safer Streets app*

- e. The Chief Executive highlighted his decision to authorise going to market to develop an app to improve access to the Force for those feeling unsafe despite there being outstanding queries from the Government Digital Service. He had done so since it was clear that the market exercise needed to commence in advance of those queries being addressed so as to ensure the Home Office funds could be committed in-year as required. He was also clear that further approval of the successful bid would be needed before funds were committed.

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

**Update on Removal of Wash-Up Process of 2020/21**

Agenda Item 6.1

9. **RESOLVED**, that the background paper providing an update on the removal of the wash-up process of 2020/21 be noted.

**Establishment of a People and Culture Committee & an Appointments, Remuneration and Appraisal Committee**

Agenda Item 7

10. Members considered a report of the Co-Heads of Governance and Compliance regarding the establishment of a People and Culture Committee & an Appointments, Remuneration and Appraisal Committee.
11. **RESOLVED**, that Members,
  - a. Approve the establishment and the terms of reference of the People and Culture Committee.
  - b. Approve the establishment and terms of reference of the Appointments, Remuneration and Appraisal Committee.

- c. Approve that the functions of the former Appointments and Remuneration Committee be transferred accordingly.
- d. Approve the necessary updates to the BTPA Code of Governance.

### **Committee Reports**

#### Agenda Item 8

#### **Audit and Risk Assurance Committee – BTP/A Joint Strategic Risk Register**

##### Agenda item 8.1

12. Members considered a report of the Finance, Audit and Risk Manager regarding the BTP/A Joint Strategic Risk Register.
13. **RESOLVED**, that the BTP/A Joint Strategic Risk Register be approved.

#### **Strategy and Planning Committee - Appointment of a Strategy Working Group**

##### Agenda Item 8.2

14. Members considered a report of the Board Secretary regarding the appointment of a Strategy Working Group and the following points were made.
  - a. The Head of Strategy, Planning and Engagement noted that, if its establishment was agreed, the Working Group would meet for the first time at the end of October 2021. It was recommended that the membership of the Group be flexible and reflect the issues for discussion on meeting agendas.
15. **RESOLVED**, that Members,
  - a. Note the report.
  - b. Subject to the comments made, approve the appointment of a Strategy Working Group to support and oversee the development of the Strategy 22/25, and approve its terms of reference.

#### **Strategy and Planning Committee – Appointment of a Policing Plan Working Group**

##### Agenda Item 8.3

16. Members considered a report of the Board Secretary regarding the appointment of a Policing Plan Working Group (Policing Plan 22/23) and the following points were made.
  - a. The Head of Strategy, Planning and Engagement highlighted the intention for the forthcoming Policing Plan to include longer-term workstreams in collaboration with industry.

- b. Members noted that meetings of both the Strategy Working Group and the Policing Plan Working Group should be aligned as far as was possible.

17. **RESOLVED**, that Members,

- a. Note the report.
- b. Approve the appointment of a Policing Plan Working Group to oversee the development of the Policing Plan 22/23.
- c. Approve the terms of reference of the Policing Plan Working Group.

### **Pension Working Group – Home Office Transferees Remedy**

#### Agenda Item 8.4

18. Members considered a digest arising from the Pension Working Group meeting held on 17 September 2021.

19. **RESOLVED**, that Members,

- a. Approve the Transferee Matrix at Annex A of the relevant report.
- a. Approve the policy position on deferred members as follows: that Home Office transferees who have left British Transport Police and are offered the remedy will not be admitted into the 2007 scheme or have British Transport Police CARE benefits converted, as they are former employees and benefits have become deferred.

### **Board Effectiveness Evaluation Update**

#### Agenda Item 9

20. Members considered a report of the Co-Head of Governance and Compliance regarding the Board Effectiveness Evaluation, noting that the proposed format for the forthcoming evaluation would be submitted to the December 2021 meeting for approval.

21. **RESOLVED**, that Members,

- a. Note progress against the 2021 action plan at Annex A.
- b. Note the preparatory work underway to commission the 2022 board effectiveness evaluation.

## **British Transport Police Authority Registered Address**

### Agenda Item 10

22. Members considered a report of the Board Secretary regarding the British Transport Police Authority's Registered Address.
23. In response to a question, the Chief Executive noted that Executive colleagues had commenced working at Force Headquarters for at least one day per week. This position would be reviewed no later than early 2022.
24. **RESOLVED**, that the British Transport Police Authority's Registered Address be changed from Ivason House, 8a London Bridge Street, London, SE1 9SG to 4<sup>th</sup> Floor, British Transport Police Force Headquarters, 25 Camden Road, London, NW1 9LN, backdated to 31 August 2021.

## **Committee Minutes**

### Agenda Item 11

#### **Audit and Risk Assurance Committee – 8 July 2021**

##### Agenda Item 11.1

25. **RESOLVED**, that the minutes of the Audit and Risk Assurance Committee meeting held on 8 July 2021 be noted.

#### **Scottish Railways Policing Committee – 3 September 2021**

##### Agenda Item 11.2

26. The Chair of Scottish Railways Policing Committee noted that key items at the meeting had included a deep dive on policing rail freight; and the inaugural joint report from D Division and Police Scotland.
27. The Chair was heard regarding the requirement to appoint a BTPA Member to the Committee to replace Dominic Booth, whose term had expired. The Chair proposed Kenna Kintrea for an interim appointment.
28. **RESOLVED**, that Kenna Kintrea be appointed to serve as BTPA Member on the Scottish Railways Policing Committee for at least two meetings of that Committee.
29. **RESOLVED**, that the draft minutes of the Scottish Railways Policing Committee meeting held on 3 September 2021 be noted.

#### **Performance and Delivery Committee – 8 September 2021**

##### Agenda Item 11.3

30. **RESOLVED**, that the draft minutes of the Performance and Delivery Committee meeting held on 8 September 2021 be noted.

### **Audit and Risk Assurance Committee – 9 September 2021**

#### Agenda Item 11.4

31. The Chair of Audit and Risk Assurance Committee noted that key items at the meeting, in addition to the Strategic Risk Register, included the inaugural strategic risk deep dive; work to secure assurance on the management of annual leave; and the deferral of an internal audit into technology performance into 2022.
32. In response to a question, the Chair confirmed that the Committee was mindful that technology performance was a pressing issue and had deferred the planned internal audit in order to ensure the Force had enough capability to deliver planned improvements prior to an audit being conducted.
33. **RESOLVED**, that the draft minutes of the Audit and Risk Assurance Committee meeting held on 9 September 2021 be noted.

### **People and Culture Committee – 10 September 2021**

#### Agenda Item 11.5

34. The Chair of the People and Culture Committee highlighted the review at the meeting of the Force's approach to dealing with unwanted sexual behaviour.
35. **RESOLVED**, that the draft minutes of the People and Culture Committee meeting held on 10 September 2021 be noted.

### **Strategy and Planning Committee – 14 September 2021**

#### Agenda Item 11.6

36. **RESOLVED**, that the draft minutes of the Strategy and Planning Committee meeting held on 14 September 2021 be noted.

### **Any Other Business**

#### Agenda Item 12

37. There was no other business.

### **Exclusion of the Public**

#### Agenda Item 13

38. **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).

*The Full Authority had a short adjournment at this point of the meeting.*

## SUMMARY OF NON-PUBLIC SESSION

### **Note of the 27 July 2021 Workshop**

Agenda Item 14

39. **RESOLVED**, that the note of the 27 July 2021 Full Authority Workshop be noted.

### **Non-Public Committee Reports**

Agenda Item 15

#### **Strategy and Planning Committee – Elizabeth Line Cost Allocation 2022/23**

Agenda Item 15.1

40. Members considered a report of the Chief Financial Officer regarding the Elizabeth Line Cost Allocation 2022/23.

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

Agenda Item 16

#### **Scottish Railways Policing Committee – 3 September 2021**

Agenda Item 16.1

41. **RESOLVED**, that the draft non-public minutes of the Scottish Railways Policing Committee meeting held on 3 September 2021 be noted.

### **Any Other Business in Non-Public Session**

Agenda Item 17

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

### **Meeting Evaluation**

Agenda Item 18

43. Willie Gallagher provided an evaluation of the meeting and the following points were made:

- a. As the Full Authority moved towards hybrid meetings, more thought could be given to who should be in physical attendance, with the physical meeting room set up accordingly.
- b. Both the Chief Constable and the Chief Executive Reports had been broad and wide-ranging.
- c. The report regarding the Joint BTP/A Risk Register was welcome.
- d. The entirety of the meeting could perhaps have been held in public.

- e. The use of taser was a potential breakfast briefing topic for Members.
- f. There was a lot for the Authority and the Force to achieve in the next three months, particularly around the Strategy 22/25 and the London Estate.

*The meeting ended at 1.06pm*

DRAFT