

BRITISH TRANSPORT POLICE AUTHORITY

MINUTES
POLICE AUTHORITY
8th JULY 2008, 2.00PM

at
G1&G2 – FHQ 25 CAMDEN ROAD

- Present:** Sir Alistair Graham (Chair)
Sir David O'Dowd
Mr L Adams
Mr M Brown
Mr C Foxall
Mr J King
Ms C Knights
Suzanne May
Mrs W Towers
Mr J Weimar
- Apologies:** Mr R Culley
Mr I Dobbs
Mr R Gisby
Mr M Holden
Mr R O'Toole
- In attendance:** Mr I Johnston, Chief Constable
Mr A Trotter, Deputy Chief Constable
Mr A Pacey, Assistant Chief Constable, Operations
Mr S Thomas, Assistant Chief Constable, London & Olympics
Mr P Crowther, Assistant Chief Constable, Crime
Mrs S Burd, Director of Finance and Corporate Services
Ms L Scott, HR Director
Ms M Daniels, Acting Head of Strategic Development
Ms V Delices, Secretariat Manager
- Mr R Hemmings, Chief Executive & Clerk
Mr P Haddock, Deputy Chief Executive
Mrs E Pike, Treasurer
Mrs S Elvy, Research and Policy Manager
Miss L Bryant, PA
Miss L Barrick, Business Support Manager & Minutes
Miss R Pazos, Administrative Assistant

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PART I – ITEMS TAKEN IN PUBLIC

43/2008 WELCOME AND APOLOGIES

Non- Agenda

The Chair gave apologies from Mr Culley, Mr Dobbs, Mr Gisby, Mr Holden and Mr O’Toole.

Mr Hemmings introduced Mr Haddock, the new Deputy Chief Executive to the Authority and Miss Pazos who was the new Administrative Assistant. Mr Hemmings said that he was pleased to welcome them both to the team.

44/2008 MINUTES OF MEETING 6th MAY 2008

Agenda Item 1

These were approved as an accurate record.

45/2008 MATTERS ARISING

Agenda Item 2

Mr Hemmings confirmed that the expanding retail opportunities at stations would be captured in the charging model. He added that in their totality these were a small part of the cost.

All other matters had been discharged.

46/2008 COMMITTEE ISSUES

Agenda Item 3

Professional Standards Committee 29.04.08

A hard copy of the minutes was distributed following the oral update at the last meeting.

Mrs Towers updated that since the last meeting the Taylor training had started and was progressing well. The regulations to introduce the Taylor recommendations for BTP were being finalised. The increase in the number of complaints was continuing. Mrs Towers said that as yet no reason for the increase had been identified and it may be that it was a national trend. She said that the Committee would continue to monitor the situation.

Mrs Towers and Ms Knights had met with most of the staff associations for their annual meeting. The main issues coming out of these meetings related to the HR transformation, safeguarded travel and pensions. Mrs Towers added that community links were being forged successfully through the staff associations.

Human Resources and Remuneration Committee 20.05.08

Ms Knights updated that the transformation approach had been endorsed at the meeting. She added that since the meeting the challenge panel had taken place and had been attended by Ms Knights, Mr Brown and Mr Weimar. The risk of any gaps in the structure had been highlighted, and the danger of reverting to the old structure over time if management were not committed to the new model. Ms Knights added that training for managers was discussed, as it was essential that managers had the skills required for their management role.

Mr Brown said that the panel had been a very open and honest process which he felt had gone well. He said the key to success would be the buy-in from the senior teams as they would be the ones that would make it work.

Ms Knights said that the HR department was working on producing a baseline so that they would be able to evaluate the success of the transformation.

Mr Weimar said that the transformation had to include a detailed assessment of the business processes to make the most of it, and not be solely a restructure. He emphasised the point that the implications for line managers were key to ensure the success of the transformation.

Mr Foxall was concerned that by devolving responsibility to the line managers it was difficult to measure what was being done. He was further concerned that without very careful management progress made could be reversed.

The Chief Constable said that PwC had carried out the review of HR at a significant expense. He said he did not want to build up expectations for the other reviews, as this had been a model for the Force to learn from for other reviews to be carried out in-house.

Returning to the minutes, Ms Knights reported that there had been discussion around training. The Force had previously received a poor rating for training from HMIC but training had since significantly improved and Ms Knights said the Committee had been clear that the new standard should be maintained in the transformation.

The Chair noted that student officers were no longer to be required to complete the second year of the academic training programme. He asked if this had an impact on standards. Ms Knights said that there had been feedback from some officers that they did not want to continue the academic side of the qualification but focus on their practical skills in the second year. The Chair asked if officers were able to complete the second year at a later date. Ms Scott said that this was being negotiated at present but the proposal was that officers would be able to do the second year when they felt ready.

Mr Hemmings said that with regard to pensions there was a meeting with the Home Office shortly which he would attend with colleagues from the DfT and Superintendents' Association. Federation colleagues were

unfortunately unavailable for the date. Mr Hemmings said that if this matter could not be resolved it would be taken to the Minister.

Strategy, Budget and Performance Monitoring Committee 03.06.08

The Chair updated that the management accounts had been presented to the Committee and there had been discussion around issues relating to the governance of the contingency fund. The Committee had also spent time discussing Frontlinefirst, the monitoring of the Strategic Plan and the Judicial Review.

Mr Hemmings said that the defence for the Judicial Review had been filed and he had provided DfT with a copy. He said that the Authority's view was that the charging arrangements were inoperable should the Authority lose.

Sir David said that he had asked the Deputy Chief Constable to bring a paper to the September meeting on the Civitas report that had recently been published.

Agreed:

- **The Deputy Chief Constable to bring a paper to the September meeting on the Civitas report and any implications for BTP.**

Stakeholder Relations and Communications Strategy Committee 01.07.08 (verbal update)

Mr King updated that the third independent custody visiting (ICV) report had been received. This report had been very positive with fewer issues identified than in previous reports. The Committee had also approved a policy and agreement template for the Authority to put into place with the Metropolitan Police Authority (MPA) and other authorities to use their ICV panels.

The Committee had received an update on the progress of the control rooms' project. This was progressing well being both on time and on budget. Performance was also being maintained in the transition period and in some cases it was actually improving.

An interim evaluation of neighbourhood policing had been received but due to illness at the University where it had been conducted the report was somewhat disappointing. However, Mr King said that his Committee would be putting an evaluation of neighbourhood policing to the January meeting.

The headline results of the Victims' of Crime survey had been presented. The Force had achieved its quality of service target, but only by a small margin. However, the researchers were drilling down into the data to identify areas of weakness and Mr King said that the Committee would look forward to the results of this. He added that the report had been quite high level and the Committee had also requested to see the results by Area and sub-crime type.

A paper on new duties arising from the Police and Justice Act 2006 was circulated to the Committee. It was agreed that all the minimum standards should be met and gold standards where these were deemed appropriate. As part of this work the Authority would develop a stop and search policy which would formalise the oversight arrangements.

Ms Knights said that she had discussed the National Independent Advisory Group (NIAG) with Mr King and asked for an update. Mr King said that he had previously asked the Force to ensure that both the NIAG and the Independent Advisory Network (IAN) were operating in line with the APA guidelines. He said there was a concern that both groups were getting too far into governance issues when this was not their remit.

Assistant Chief Constable Pacey said that the APA guidelines had been adopted and a review of the groups was underway. However, he added that the groups had to have a certain amount of autonomy to work within.

Audit and Corporate Governance Committee 02.07.08 (verbal update)

Sir David reported that this had been the main meeting to sign off the Accounts. There had been an assessment of the auditors' performance, which had found that the National Audit Office was considered to be good, whilst there had been a few issues with PwC but these had been on both sides. Mr Hemmings was personally feeding back to both sets of auditors.

The strategic risk register had been reviewed in detail. Sir David said it was a very good document, although it was perhaps becoming a little large. However, the Deputy Chief Constable had agreed with this and said that he would be reviewing the register to ensure that only those risks that were genuinely strategic would be included.

A report was now being received as a standing item, which tracked medium and high priority audit recommendations that were ongoing. This gave a clear audit trail.

Following the issues in the Estates Department PwC were testing controls and a report was expected by the next meeting.

All the audit reports presented had given moderate assurance with the exception of the audit of financial controls in Scotland where high assurance had been received.

The Accounts had been approved and would be presented to parliament before the recess. Sir David said that this was a significant achievement and congratulated the Force. The NAO report had also been favourable.

There was an issue with FRS 17 which had shown a large deficit of £189.9M which was a £159.7M increase on the previous year. Sir David said as a percentage of the fund this was about 5%. However, the Accounts had been signed off as the DfT had provided a letter

underwriting the liability. Sir David said it had been agreed that the SB&PM Committee would receive a presentation on this and any updates thereafter.

Mrs Burd said that the FRS valuation was for the balance sheet only and the NAO was not concerned. She added that there had been a valuation of the police officer scheme in 2006, and for the staff scheme at December 2007. The Chair asked how often valuations were carried out. Mrs Pike said that there was a valuation every three years.

Mr Hemmings updated that he had received an early warning that the draft valuation of the staff fund showed a £300k deficit. He said that this deficit was small but it would be for the Trustees to decide if any recovery was needed and then an action plan would need to be agreed. He added that the investment strategy was discussed on both the staff and officer fund committees and he would be calling for this to be put on the agendas.

An update was provided to the Committee on business continuity which had been raised as an issue at the last meeting. This had moved on considerably and the work was due to be finalised by 22nd October.

47/2008 CHIEF CONSTABLE'S REPORT

Agenda Item 4

The Chief Constable updated on current Force performance. He said that the Force was meeting 11 of its 14 national targets. The Persistent Young Offender target (PYO), which had not been achieved in 2007/08, was being achieved. The cable theft target, which was related to the theft of live cable rather than that stolen from depots and sidings, was being exceeded so far. The Chief Constable said that BTP taking the lead in this area was a worthwhile investment.

Assistant Chief Constable Crowther updated that a two day operation on cable theft was underway involving 38 forces and there had been a large number of arrests so far. The Chief Constable said that the Force was lobbying for changes to legislation for scrap metal dealers.

Mr Adams was concerned that companies were not doing enough to protect cable that was stored by the railway. The Chief Constable said that the Force had spoken to the industry regarding securely storing cable.

Mr Weimar said he would be interested to see what the Force was spending on operations combating cable theft. Assistant Chief Constable Crowther said that a large amount of the funding for these operations was from Network Rail. Mr Brown said that the Authority could not condone policing being used in lieu of proper security arrangements. The Chief Constable said that this had always been the basis of the Force's negotiations.

The fatality management target was being exceeded with an average of 68 minutes against a target of 90.

The Force was meeting 47 of its 88 local targets, which the Chief Constable updated was largely similar to the position at the same time the previous year.

There had been a continued reduction in the number of recorded offences.

The Force was not meeting its organisational targets at this point. Ms Scott said that an action plan was in place for the organisational targets but there had to be balance of getting the right people for the jobs. Ms Scott said she hoped to achieve the targets by the year end, but added the female recruitment would be extremely challenging. She said that the Force was talking to other forces about how they had increased the number of female officers to help to focus recruitment campaigns.

Assistant Chief Constable Thomas had been appointed as the Security Coordinator for all modes of transport for the Olympics. The Chief Constable said that the Force was working with the Home Office to determine exactly what this role would involve.

The Chief Constable drew attention to a graph in his report which demonstrated a reduction in the average number of knife crime incidents since the introduction of Operation Shield. Assistant Chief Constable Crowther said that the Force was able to have greater clarity of its figures on knife crime than other forces due to the operating environment, as railway staff would often be the people to call an ambulance and would notify BTP at the same time.

The Chief Constable reported that the efficiency programme was on track. He said that he had meet with the new Chair and Chief Executive of ATOC recently and they had asked that BTP reduce its bill, so the budget was still an issue for the TOCs.

The Force had received an excellent grading for its input of data to the police national computer database.

Two BTP officers had been recognised in the Queen's Birthday Honours. These were Chief Superintendent Steve Morgan, who had received the Queen's Police Medal, and retired Inspector Ken Avis, who had been awarded an MBE. The Chief Constable said that both were highly deserved.

The Authority recorded their congratulations to the officers.

Mr Foxall asked what offences those arrested relating to cable theft were charged with. The Chief Constable said that he would come back with this information.

The Chief Constable said that the joint operation with Essex Police into the Rayleigh shooting had been commendable and led to four arrests of dangerous criminals.

The Chief Constable said that the Force had faced a difficult situation during the UEFA Cup final, following the failure of the main television screen for fans, which had resulted in high levels of disorder. The Chief Constable said that the Football Intelligence Unit was due to publish its annual report and this would be distributed to Authority Members.

The report was **noted**.

Agreed:

- **The Chief Constable to provide information of what offences those arrested relating to cable theft were charged with.**
- **The Football Intelligence Unit's annual report to be distributed to Members.**

48/2008 FINANCIAL POSITION SUMMARY REPORT

Agenda Item 5

Mrs Burd said that the purpose of this paper was to give assurance of what had been discussed at the SB&PM. She updated that the 2007/08 Accounts had been closed and improvements for 2008/09 were now being considered.

Mrs Burd reported that the position at the end of period three had shown the revenue budget was on track, whilst there was a small underspend on the capital programme which was being reallocated.

The report was **noted**.

49/2008 POLICING PRESENTATION – CUSTODY FACILITIES

Agenda Item 6

Assistant Chief Constable Crowther gave a presentation on custody facilities and the Force custody strategy.

Mr King asked if there was a risk that given time the new facilities would become overloaded and the Force would be facing the same issues that it was currently. Assistant Chief Constable Crowther said that this had been considered and the Force had looked at similar size forces and projected throughput figures based on their experience, and from this he believed that the planned extension of custody facilities was sufficient.

Mr Adams said that he had recently visited the West Ham custody facility and seen that this was close to being made a designated facility. Assistant Chief Constable Crowther said that the challenge with designated facilities was the running costs, as these needed to be staffed 24 hours a day and have dedicated custody officers.

Mr Brown suggested that whilst the increases in custody were awaited it may be useful to make facilities such as West Ham designated as an interim measure.

Suzanne May said that she had been speaking with PCSOs in the neighbourhood policing teams and they had said how important it was that people who were arrested were dealt with appropriately. She said it

would help the teams be more effective if custody was a quicker process.

The Chair thanked Assistant Chief Constable Crowther for his presentation.

A continuation of the discussion is included in part II of the minutes.

50/2008 IMPLEMENTATION OF MOBILE DATA

Agenda Item 7

Assistant Chief Constable Crowther updated that the Force had received Home Office funding for 800 portable digital assistants (PDAs). The Force had been looked on favourably due to its previous work in this area.

The funding required that the Force sign a memorandum of understanding with the NPIA and committed to deliver all the devices by September 2008, with the Authority having oversight. He added that there was also some funding to develop the use of PDAs further by introducing additional functions such as a fingerprint scanner. Assistant Chief Constable Crowther said that the PDAs were being strategically deployed. They would be largely given to neighbourhood policing teams and officers on areas that had high levels of stop and search, as this was where they would have the most impact.

The Chair asked if officers would now be able to print fixed penalty notices from their PDAs. Assistant Chief Constable Crowther said that he was pursuing this but it required a statutory instrument to be passed to allow the format of the form to be de-regulated.

The financial implications for this project were that there was £1.9M set-up cost, which included some data usage and a back-up server. These costs were covered by the Home Office funding. He said that the life expectancy of the devices was three years and there was a phased replacement plan.

Mr Haddock said that he had worked on the mobile data project at the Home Office. He said that BTP had made a good first impression as the Flanagan Review had identified BTP's work in piloting mobile data. He added that many forces who had put in a bid had not received funding, and the fact that BTP had reflected the early favourable impression and high quality bid.

Mr Weimar asked if communication costs had been factored in to the PDA budget. Assistant Chief Constable Crowther said that the Force had ensured that all costs had been factored in with lessons being learnt from previous experience.

The report was **noted**.

51/2008 APA RESTRUCTURING

Agenda Item 8

Mr Hemmings said that the Secretariat would be ensuring that Members were briefed and feedback was obtained on their interest areas. He said that he would be asking Members which areas they wanted information on. He understood that many people were not happy about the changes but said this had been communicated and the Authority would have to see how this worked for the time being.

The Chair said that progress would be monitored carefully.

Agreed:

- **Members to be canvassed as to which areas they want to receive information on.**

52/2008 POLICE AUTHORITY BUSINESS PLAN

Agenda Item 9

Mr Hemmings said that there had been discussions around the priorities for the next year and it was anticipated that a plan would be produced in early 2009.

Mr Foxall asked for further explanation of the four areas that had been identified as headings in the paper. Mr Hemmings said that these had been the result of a SWOT analysis which had been used as a tool to identify the ways in which the secretariat would need to support the Authority.

This paper was **noted**.

PART II – ITEMS TAKEN IN PRIVATE

53/2008 POLICING PRESENTATION - CUSTODY FACILITIES

Agenda Item 6

Further discussion took place on custody facilities.

54/2008 SAFEGUARDED TRAVEL

Agenda Item 10

Mr Hemmings gave an update on the Safeguarded Travel situation.

Agreed:

- **A paper to go to the 30th September meeting making formal recommendations for a decision to be made. The paper to include a full briefing.**

55/2008 UPDATE ON DISPUTES

Agenda Item 11

Mr Hemmings gave an update on the disputes.

Agreed:

- **Copies of the defence available for Members should they request one.**

56/2008 AOB

Agenda Item 11

The Authority formally recorded their thanks to Mr Brown, saying that he had made a real difference to the Authority and the relationship with London Underground. The Authority wished him the best of luck in his new job at Heathrow.

The Chief Constable added that it had been a privilege for the Force to work with Mr Brown and they were indebted to him.

DATE OF NEXT MEETING:

Tuesday 30th September 3pm at the Caledonian Hilton, Princes Street, Edinburgh EH1 2AB

Signed.....

Chairman