

**BRITISH TRANSPORT POLICE COMMITTEE
MINUTES OF MEETING HELD AT FORCE HEADQUARTERS LONDON
ON THURSDAY 21 FEBRUARY 2002 AT 1.30 PM**

Present

Mr J Jerram CBE (in the Chair); Dr Helen Atkinson; Mr D Heseldin;
Mrs Diana Lamplugh OBE; Mr D Finch (Deputising for Dr M
Mitchell); Mr I Brown; Mr M Brown;

Apologies from Sir David O'Dowd CBE QPM; Dr Mike Mitchell;
Mr Adrian Shooter

In Attendance

Mr I Johnston CBE QPM, Chief Constable; Mr. A Lake, Deputy
Chief Constable; Mr C Hulley and Mr P Nicholas, Assistant Chief
Constables; Mr C Somani, Finance & Admin. Director BTP;
Miss K Sanderson, Treasurer to the Committee; Mr D Riddle,
Clerk to Committee; Inspector W Baker.

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1PL2002 MINUTES 13 DECEMBER 2001

The Minutes of the meeting held on 13 December were approved.

2PL2002 FINANCIAL RESULTS TO PERIOD 9 AND FORECAST FOR YEAR

The Finance & Administration Director reported that the Force budget was projected to underspend at outturn by about £1.7m (of which £1.1m was attributable to the overland railway and £0.6m to LUL). The main reasons for this variance were the reduced requirement for rates, following agreement of cumulo rating for BTP, and slippage in the national roll out of Airwave.

3PL2002 BUDGET 2002/3

The Chief Constable presented his report with a detailed budget proposal. He explained the process that the Force had followed to produce a budget compliant with the target set by the Committee in December 2001, namely to freeze police charges at the current level. After identifying all possible non-staff savings achievable in the year, the budget target necessitated some reductions in staff costs. These were estimated at 19 police posts (all of which could be found by freezing existing vacancies) and 31 civilian posts (most of which could be met from existing vacancies). His report gave his assessment of the impact of the savings. The Joint Report from the Treasurer and Clerk advised that the Force had followed a vigorous approach to extracting efficiencies to balance the budget, and that the exercise had shown considerable scope for further efficiencies in future years, if action is taken to address terms and conditions of service that are presently barriers to change.

The Chief Constable advised that if the projected underspending of £1.1m in 2001/2 and the unused contingency allocation of £0.6k were both carried forward and used to support the budget, then it would be possible to obviate any reduction in police strength. It would also mitigate the most adverse effects of the budget target, and enable him to implement a targeted voluntary severance scheme to secure savings.

The Chairman proposed that the debate proceed on the basis that the 2001/2 surpluses and contingency fund should be rolled forward and used as proposed, and the Committee agreed.

The Committee debated the budget issues. Dr Atkinson, Mrs Lamplugh and Mr Heseldin proposed an increase of 3.5%, arguing that the impacts of the budget target as demonstrated by the Chief Constable were unacceptable and would undermine the confidence of staff and passengers in the safety of the railway in a period of rising crime and threat of terrorism. Mr Finch argued that the commercial pressures facing TOC's were severe and that an increase in charges would be unwelcome. He was not convinced that the freeze on charges would entail a reduction in police service. Mr Mike Brown urged the Committee to think about the impact of any reductions on the ability of the Force to meet the need for security against terrorism. He also commented that improvements coming through in sickness levels would have the effect of increasing the available police strength.

The Chief Constable commented that the budget would cover the planned improvements in security, and that he hoped to use the gains from reduced sickness to cover for the posts required to implement the National Intelligence Model.

The Chairman suggested that the Committee should give weight to two factors. First, the Force's poor performance and lost opportunities for efficiency and improvement (as evidenced by HMIC Report), which should leave the Committee dissatisfied with what was being delivered for the budget. Second, there were the social and political pressures to increase the level of visible policing. He said that although the Committee should not close its eyes to the financial state of the industry, it was open to the Committee to reconsider the target it had set in December. It was for the Committee to strike the balance between the industry's request for budgetary restraint and the public interest demand for improved policing.

After further discussion and questions to the officers, Dr Atkinson proposed an increase of 1.5% on the 2001/2 budget. This was opposed by Mr Finch and Mr Iain Brown, and supported by other Members. The Chairman stressed the need to maintain the discipline on the Force to improve efficiency to reinvest in enhanced policing. He therefore suggested an increase of 1%. It was his analysis that pay and prices inflation could be covered by using the rolled forward surplus and the non-staff savings identified by the Force. On that basis, the Committee should expect that the 1% increase would be used to enhance front line policing. He proposed that the Chief Constable should report back to the meeting in May with his proposals for utilising the 1% growth. The Committee agreed to settle the budget on that basis.

DECIDED that

The budget for 2002/3 should be set at £97,460,000 for the overland railway and £26,608,000 for London Underground (in both cases excluding pension contribution provisions), representing a 1% increase in police charges for the overland railway and 4.5% for LUL;

That the surplus in the budget at the end of 2001/2 be carried forward and used to fund budgeted services in 2002/3;

That the unused contingency provision of £0.6m also be carried forward and used to finance a voluntary severance scheme;

That the Chief Constable report to the next meeting with his proposals to utilise the 1% growth in budget to enhance front line policing and achieve strategic objectives;

That the Chairman with two other Members be authorised to approve the detail of the voluntary severance scheme.

- *FINANCE & ADMIN DIRECTOR AND CLERK TO ADVISE POLICE SERVICES USERS OF CHARGES*
- *CHIEF CONSTABLE TO REPORT BACK IN MAY 2002 WITH DETAILS OF THE USE OF THE 1% INCREASE*
- *CHIEF CONSTABLE TO SUBMIT PROPOSED SEVERANCE SCHEME FOR APPROVAL BY CHAIRMAN AND TWO OTHER MEMBERS*

4PL2002 FORCE STRATEGIC PLAN 2002/3

The Committee gave its full endorsement of the Force Strategic Plan as reported in the form of draft 15.

The Treasurer reminded the Committee of the need to establish a medium term financial plan to match the requirements of the strategy.

- *DEPUTY CHIEF CONSTABLE TO FINALISE AND PUBLISH STRATEGIC PLAN*

5PL2002 BEST VALUE PERFORMANCE AND POLICING PLAN 2002/3

The Deputy Chief Constable presented the draft Plan, revised following consultations with Dr Atkinson, Sir David O'Dowd, Dr Mitchell and Mr Shooter. He tabled alternate versions 11a and 11b, the latter having less detail on Best Value Reviews, as suggested by the Chairman.

He commented that the Force had considered the targets for the year carefully. The targets to stabilise violent crime and robbery at the present levels, and to increase detections of these crimes, were ambitious given the current pattern of increases on the railway and nationally.

DECIDED

That the Best Value Performance and Policing Plan for 2002/3 in the form of draft 11b be approved for publication.

- **DEPUTY CHIEF CONSTABLE TO FINALISE AND PUBLISH POLICING PLAN**

6PL2002 CHIEF CONSTABLE'S REPORT

The Chief Constable presented his Quarterly Report on Performance and other matters up to the end of December. In addition to the matters covered in the written report, he drew attention to several other items.

Referring to the murder that had taken place at Euston Station, the Metropolitan Police had now suggested that BTP should take full responsibility for murder investigations. Whilst this was a gratifying acknowledgement of BTP's abilities, there would be resource implications, particularly for forensics, that required careful consideration.

The further debriefing of the Hitchin rail incident had shown that Hertfordshire Police were not routinely following agreed procedures on rail incidents. In response to a question from Mr Heseldin about the compliance of other Forces, the Chief Constable said that the Force would remind all Home Office Forces of the agreed procedures, as part of the Policing Plan for 2002/3.

Sickness absences were reducing across the Force, although it was too early to say that this represented a sustainable improvement. It continued to be a high priority for management.

The Chief Constable advised Members of a request by the National Express Group for termination of the PSA for Midland Metro. This was a voluntary PSA, and the Force was considering the operational and financial implications of termination.

The Chief Constable reported that PC Phillipa Smith had been nominated as Student of the Year in the National Forensic Science Awards. The Committee expressed their congratulations.

A national inspection by HMIC of Forces' PNC data quality had shown BTP near to the bottom of the table of performance. ACC Hulley had reconvened a task force to remedy this.

The Chief Constable advised that a new national crime recording standard would come into operation in April 2002. In all Forces the new standard would result in an increase in crime numbers, and he estimated that the impact on BTP would be an increase of 10-15% overall.

Reporting on Force performance on targets in the 2001/2 Policing Plan, the Deputy Chief Constable said that at present only 2 out of 12 of the Plan targets were being achieved. This was a disappointing result, even allowing for the fact that the dramatic increase in robbery offences was lower in BTP than experienced by the Metropolitan Police. The Chief Constable commented that the Force was beginning to see the fruits of the National Intelligence Model and the internal performance regime, but there was still a long way to go. Dr Atkinson asked about the relationship between crime and police strength in London South, as it appeared from Force crime figures that the Area might not have sufficient resources. The Chief Constable said that there were several factors bearing on the performance of London South, and the Chief Officers Group was considering the remedial actions needed.

The Chairman proposed that the Committee should devote a special session at a future meeting to a full consideration of performance factors. The failure to achieve targets in 2001/2 was very disappointing. For several years in succession the Force had only a low level of achievement against the Plan. The new Performance regime may have the potential to transform results but it was not yet realised. The Committee, as well as the Chief Officers Group, had to focus on the issue of performance, to understand the whole range of factors that contribute to good and bad performance, and to develop the means to address performance issues effectively. He suggested that it might be helpful for one or more Area Commanders to come along to that session, to give the Committee their perspective.

- *CLERK TO WRITE TO PC PHILLIPA SMITH WITH CONGRATULATIONS*
- *CLERK AND DEPUTY CHIEF CONSTABLE TO ORGANISE SPECIAL SESSION OF COMMITTEE ON PERFORMANCE, AT THE JULY MEETING*

7PL2002 BEST VALUE

The Chief Constable presented the Force proposals for a four-year corporate programme of Best Value Reviews. He proposed that each Review should consider the topic of civilianisation. He also suggested that Area Inspections and a formal Review of Headquarters should be included in the programme. The Committee approved the Chief Constable's proposals.

The Review of Sickness Absence Management had now been considered by the Challenge Panel, who had recommended that the Committee formally approve the Business Improvement Plan. The Committee agreed.

The Committee noted a progress Report on the Review of Community and Race Relations, and approved the convening of a Challenge Panel.

The Project Implementation Documents for Reviews of Responding to Calls for Service and Crime management 1 were approved. The Clerk asked Members to volunteer as Lead Member for one of these reviews.

- *DEPUTY CHIEF CONSTABLE TO FINALISE BUSINESS IMPROVEMENT PLAN FOR SICKNESS ABSENCE MANAGEMENT AND REPORT BACK TO COMMITTEE IN JULY 2002 ON PROGRESS ON IMPLEMENTING THE PLAN*
- *DEPUTY CHIEF CONSTABLE AND CLERK – TO CONVENE CHALLENGE PANEL FOR REVIEW OF COMMUNITY AND RACE RELATIONS. DR ATKINSON TO PARTICIPATE AS LEAD MEMBER*
- *CLERK TO CONTACT MEMBERS REGARDING LEAD ROLES ON OTHER REVIEWS*

8PL2002 HMIC INSPECTIONS

The Chief Constable reported on the action being taken by the Force towards implementation of the recommendations made by HMIC following the 2001 Inspection, and referred to a more detailed account in the circulated matrix paper.

The Chief Constable also reported that the recommendations contained in the HMIC Scotland 2000 Inspection had been completed and discharged. The accompanying report of HMIC confirmed his satisfaction. The Committee asked that the Acting Area Commander,

Superintendent Buchanan, and his team be congratulated on their achievements in the implementation of HMIC recommendations.

- *CLERK TO WRITE TO SUPT BUCHANAN CONGRATULATING HIM AND HIS TEAM*

9PL2002 SUPPORT STAFF PAY REMIT

The Committee noted, but did not approve, the report setting out the proposed remit for pay negotiations with support staff. The Treasurer advised that the SRA had a different understanding of HM Treasury Public Sector Pay Guidance to that contained in the report. The Chief Constable was asked to review the position and if necessary prepare a revised report. The Committee delegated responsibility for approving the pay remit to the Chairman, with advice from the Clerk and Treasurer.

- *ACC (OPERATIONAL SUPPORT) TO REVIEW REPORT AND HM TREASURY PAY GUIDANCE AND SUBMIT PROPOSED PAY REMIT TO CHAIRMAN FOR APPROVAL*

10PL2002 CODE OF CONDUCT FOR MEMBERS

The Clerk had prepared a Code of Conduct for Members, based on the Model code for Police Authority Members prescribed by the DTLR and Home Office, modified to exclude reference to local Government provisions inapplicable to the Committee.

The Committee approved the Code, and agreed that all Members be required to sign it to signify acceptance. The Clerk will circulate a note of guidance with the Code.

DECIDED

That the Code of Conduct as set out in the agenda be approved, and that all Members be required to sign a copy to signify acceptance.

- *CLERK TO CIRCULATE CODE AND GUIDANCE NOTE*

11PL2002 SOCO RELOCATION

The Finance & Administration Director reported that the final cost of the relocation of SOCO had been £943,000, representing a 50% increase on the estimate given to the Committee in the first instance. The report explained the main reasons for the variance. The Chief Constable acknowledged that this had revealed a lack of capability in the Force to deal with property matters, and assured the Committee that he intended to address this problem with staff proposals.

The Committee noted the report and agreed the recommendations.

12PL2002 MODERNISING BTP

The DTLR had received some 95 responses to the consultation document on the future of BTP and the creation of a Police Authority. The responses were overwhelmingly supportive of the principles in the DTLR Document, although there were differences regarding the membership and composition of the Authority. The Clerk reported that DTLR was now giving consideration to

the responses, prior to drafting legislation for inclusion in an appropriate Bill.

13PL2002 RELOCATION OF FORCE HEADQUARTERS

The Chief Constable reported progress on the evaluation of relocation options. The Landlords of King's Cross Towers had recently increased the rent, and had declined to agree the Committee's request for a break clause. On both counts, the property was now less attractive. In any event, the Chief Officers Group had concluded that it was premature to settle on new premises before the completion of the Strategic Review and the consideration of how best to restructure Area and Force Headquarters. There was a possibility of negotiating a short extension on the present lease of Tavistock Place. In those circumstances, the Chief Constable recommended that the move to King's Cross Towers should not be finalised, and that alternatives be explored. The Committee agreed.

- *FINANCE & ADMIN DIRECTOR BTP TO EXPLORE THE POSSIBILITY OF EXTENDING THE LEASE OF TAVISTOCK PLACE AND OTHER ALTERNATIVES;*
 - *CHIEF CONSTABLE TO REPORT BACK TO A FUTURE MEETING WITH A REAPPRAISAL OF ACCOMODATION REQUIREMENTS FOR AREA AND FORCE HEADQUARTERS*
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14PL2002 POLICE REFORM PROGRAMME AND PNB PROPOSALS FOR POLICE PAY

The Clerk reported on the aspects of the Police Reform programme of relevance to BTP and the Committee. The Committee agreed to support the Chief Constable's representations to Government with a view to ensuring that the legislation is amended to provide BTP with the same powers as other forces regarding Community Support Officers and Community Safety Accreditation.

The Committee also noted that the reform pay proposals from the PNB, if implemented in anything like the present form, could result in an increase of 4% or more in the police pay bill by 2003/4. In the case of Home Office Forces, the package would only be implemented if the Government provided new money to finance it. The Committee agreed to make representations to DTLR that some new money is made available to BTP towards the net costs of the pay package, in recognition of the contribution that BTP makes to the national policing effort.

- *CLERK TO WRITE TO DTLR REGARDING PROVISIONS OF POLICE REFORM BILL AND FUNDING FOR POLICE PAY SETTLEMENT*
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15PL2002 APPOINTMENT OF ASSISTANT CHIEF CONSTABLES

The Clerk informed the Committee that interviews for the post of Assistant Chief Constable (Operational Support) would take place on 12 March, and that three candidates had been short-listed. The Chief Constable was still considering the issues surrounding the filling of the post of ACC Scotland.

16PL2002 AIRWAVE

The Assistant Chief Constable (Operational Support) reported that there had been slippage in the national roll out of Airwave. This would have an impact on BTP, but had not so far created undue problems.

Action towards resolving the issues of emergency services radio service on London Underground was now proceeding under the guidance of a multi-agency Steering Committee, including PITO, chaired by BTP. The Steering Committee would co-ordinate the preparation of a

comprehensive user requirement and then identify and cost the options for service to satisfy the requirements.

The ACC said that he had every confidence that BTP's user requirement could be met by roaming onto the LUL Connect system. In principle, the preferred solution for emergency services generally was still to extend Airwave to operate underground, but it was too early to say if this would prove feasible or affordable. It would almost certainly be too costly for BTP alone, and would therefore depend on a critical mass requirement from other emergency services and Government funding.

The Chairman suggested that BTP should look to secure its own requirements in the most cost effective way, and not expend effort on the wider emergency services radio problem unless it is clear that there is support from the other services for a realistic and achievable solution, and a firm prospect of central funding.

17PL2002 POLICE CHARGES – DISPUTES

The Clerk reported on the latest position concerning the disputes with GNER, First Group and EWS.

18PL2002 COMPLAINTS & DISCIPLINE SUB-COMMITTEE

The Minutes of the meeting of the Sub-Committee on 16 January were received and noted. The Clerk briefed the Committee on one sensitive matter that had been considered by the Sub-Committee. The Chairman asked that Mrs Lamplugh should be briefed on that matter, as she had not been present at the meeting on 16 January.

- *DEPUTY CHIEF CONSTABLE TO BRIEF MRS LAMPLUGH ON THE SENSITIVE MATTER CONSIDERED BY THE SUB-COMMITTEE*

19PL2002 STRATEGIC REVIEW OF RAILWAY POLICING

The Committee noted that the Steering Group had appointed Roland Berger Strategy Consultants to undertake this review. To date, the Steering Group had held two meetings with the Consultants, and were satisfied with their approach and progress. The Consultants would attend the next meeting of the Committee to present their findings and recommendations.

20PL2002 RETIREMENT OF ACC HULLEY

The Chairman reminded the meeting that this would be the last attendance by ACC Hulley, who was retiring at the end of March. He expressed the Committee's appreciation of Chris Hulley's sterling service to the Force since 1994, and wished him and his wife a long and happy retirement.

The meeting concluded at 4.45 p.m.

Chairman.....

Dated.....