

**BRITISH TRANSPORT POLICE COMMITTEE  
MINUTES OF MEETING HELD AT FORCE HEADQUARTERS LONDON  
ON THURSDAY 17 OCTOBER 2002 AT 12.30 P.M.**

---

**Present**

Mr James Jerram CBE (in the Chair); Dr Helen Atkinson; Mr David Heseldin; Mrs Diana Lamplugh OBE; Sir David O'Dowd CBE QPM; Mr Adrian Shooter;  
Mr Iain K Brown; Dr Mike Mitchell; Mr Geoff Dunmore (representing Mr Mike Brown)

**In Attendance**

Mr I Johnston CBE QPM, Chief Constable; Mr Paul Nicholas, Assistant Chief Constable;  
Mr Paul Robb, Assistant Chief Constable; C Somani, Finance & Admin. Director BTP;  
Miss K Sanderson, Treasurer to the Committee; Mr D Riddle, Clerk to Committee;  
Inspector W Baker.

---

**CONTENTS**

<a href="#">61PL2002</a>	<a href="#">MINUTES 18 JULY 2002</a> .....	1
<a href="#">62PL2002</a>	<a href="#">POLICING PLAN PERFORMANCE AGAINST TARGET</a> .....	1
<a href="#">63PL2002</a>	<a href="#">CHIEF CONSTABLE'S REPORT- TO SEPTEMBER 2002</a> .....	2
<a href="#">64PL2002</a>	<a href="#">STRATEGIC CHANGE PROGRAMME</a> .....	2
<a href="#">65PL2002</a>	<a href="#">POLICING PLAN TARGETS 2003 – 4</a> .....	3
<a href="#">66PL2002</a>	<a href="#">BUDGET MONITORING - FINANCIAL RESULTS – RESULTS TO PERIOD 6 2002</a> .....	4
<a href="#">67PL2002</a>	<a href="#">THE FUTURE OF LU AREA AND THE MPS</a> .....	4
<a href="#">68PL2002</a>	<a href="#">HMIC INSPECTION 2001 – ACTION PLAN</a> .....	4
<a href="#">69PL2002</a>	<a href="#">REVIEW OF VIOLENT CRIMES AND SEX CRIMES</a> .....	4
<a href="#">70PL2002</a>	<a href="#">RAILWAY DISRUPTION OFFENCES</a> .....	5
<a href="#">71PL2002</a>	<a href="#">BEST VALUE – RESPONDING TO CALLS</a> .....	5
<a href="#">72PL2002</a>	<a href="#">BEST VALUE – CORPORATE PROGRAMME</a> .....	5
<a href="#">73PL2002</a>	<a href="#">AIRWAVE</a> .....	5
<a href="#">74PL2002</a>	<a href="#">HEALTH AND SAFETY AT WORK ACT</a> .....	7
<a href="#">75PL2002</a>	<a href="#">FREEDOM OF INFORMATION ACT 2000</a> .....	7
<a href="#">76PL2002</a>	<a href="#">MODERNISING BTP</a> .....	7
<a href="#">77PL2002</a>	<a href="#">POLICE CHARGES – DISPUTES</a> .....	7
<a href="#">78PL2002</a>	<a href="#">AUDIT PANEL</a> .....	7
<a href="#">79PL2002</a>	<a href="#">COMPLAINTS &amp; DISCIPLINE SUB-COMMITTEE</a> .....	7

---

**61PL2002      MINUTES 18 JULY 2002**

The Minutes of the meeting held on 18 July were approved. The Treasurer reminded the meeting that she stated, in relation to Minute 50, that leasing finance was not in accordance with Government accounting policy and that discussions were still ongoing with DfT about its use for BTP purposes.

---

**62PL2002      POLICING PLAN PERFORMANCE AGAINST TARGET**

The Committee heard presentations from Supt Stuart Buchanan and Chief Supt Pat Daly on performance factors in Scotland and London South. Both presentations emphasised the improvements in effectiveness flowing from the National Intelligence Model, and the fruits of systematic information sharing with the industry. Other commonalities were the significance of assaults on rail staff as a proportion of total violent crime (between 25 – 30%), and the extent of youth crime. The presentations also showed the benefit of CCTV at stations, both in preventing and detecting crime, and in reducing the fear of crime. The need for further investment by the industry in secure car parks was also highlighted.

The Committee thanked the officers for their presentations, and commended the work of their Areas.

---

## 63PL2002 CHIEF CONSTABLE'S REPORT- TO SEPTEMBER 2002

The Chief Constable presented his report on items of interest and Force performance for the period to the end of September.

The Chief Constable reported that the person who had attacked and injured Inspector Dan Tanner had been sentenced to life imprisonment. The Committee was pleased to hear that Inspector Tanner had returned to duty.

ACC Robb briefed the Committee on the Force contingency planning for the event of industrial action by Fire Officers.

The Chief Constable reported that in September and October, five seminars had been held for first and second line supervisors, and involving all of the Chief Officer team. The feedback showed that the mood within the Force was supportive of the changes that were underway and planned.

Arising out of the report of the prosecution of a Site Safety Controller of an infrastructure company following a fatal accident, the Chairman commented on the delicate balance between prosecution and the continuing desire to improve the investigation of rail accidents by a "no fault" approach. The Chief Constable responded that he was persuaded of the need to reposition the Force and its role in rail accident investigations. There were legal and political sensitivities. He saw the proposed creation of the Rail Accident Investigation Branch as an opportunity to reshape the protocols. He had taken advice, and was in consultation with other interested parties to that end.

The Committee noted that the Force was achieving 4 out of the 7 targets related to offences and detections (treating the detection rate for robberies as a % of offences). They accepted that although the numbers of violent crimes was increasing beyond the target level, this was entirely consistent with the national trends for crimes of violence. They also accepted that the recorded increase in disruption offences was almost wholly due to changes in recording method in London South to align their data with industry data. They noted that according to rail industry SMIS data, the numbers of incidents of trespass and vandalism was declining overall.

The Chief Constable's Report showed that the Force was achieving a reduction of almost one third in sickness absence, comparing the past twelve months with the previous period. The Chief Constable emphasised that it would continue to be a priority to improve on the current levels, and to reach the long-term target. The Committee recognised that this was a signal achievement, and the Committee congratulated the Force for it.

In dealing with fatalities, the Committee noted that while the Force was progressing well towards the targets for delay times, there continued to be a significant number of cases involving long delays. The industry representatives were clear that the industry wanted to see the present target times shortened. The Chief Constable outlined the range of actions that had been taken to enhance collaboration with the industry and other police Forces, and to disseminate good practice within the Force. He emphasised the commitment that both he and ACC Nicholas were giving to securing the desired improvements.

- **ACTION**
- **DEPUTY CHIEF CONSTABLE - TARGET TIMES FOR DEALING WITH FATALITIES TO BE REVIEWED IN PROCESS OF PREPARING POLICING PLAN FOR 2003/4**

---

## 64PL2002 STRATEGIC CHANGE PROGRAMME

Following the Committee's debate on the Strategic Review by Roland Berger at its last meeting, the Force was developing a Strategic Change Programme. The Chief Constable reported that at present, there was focus on 13 work streams, of which 4 were priorities for immediate action: -

- The Finance function and its organisation in London, to be reorganised by the end of 2002;
- Area Structure to be revamped, beginning with the merger of South West and Midlands Areas which was to be accomplished by the start of 2003/4;
- A comprehensive review of personnel procedures and practice, being dealt with in the current year Best Value programme;

- A major revamp of Control Centres, Crime Recording and Call centres, following on from the Best Value Reviews of those Areas. It was clear from the Challenge Panel critique of the Best Value Review that this was a major project requiring meticulous planning and preparation. The possibility of engaging an external body, either in a consultancy or partnering role, was also being considered.

For each of those 4 priorities, Project Initiation Documents had been prepared, and a Chief Officer would lead each project. There were preliminary estimates of the costs and savings likely to flow from each.

Changes were also being made in the organisation of the Intelligence functions in the London Areas, but major change would be timed to coincide with the move to a new HQ building.

Work on terms and conditions for civilian staff had been done by a consultant, leading to the introduction of new terms for all new staff from January 2003. Negotiations would then commence with the Staff side, alongside the 2003 pay round, to change the conditions of existing staff. As far as police officer conditions were concerned, the Chief proposed to use the negotiations for implementation of the PNB Pay Reform package as the vehicle for aligning BTP conditions with national police conditions.

The Chief Constable agreed that currently the Force was not recruiting sufficiently fast to keep pace with needs. Manpower planning in the Force had been inadequate. It was being addressed although it was unlikely that the position could be regained within the current year. The Force needed to develop a long-term manpower plan and implement it consistently. ACC Robb informed the Committee of the actions being pursued to address the immediate problems, work was being done to reinvigorate advertising, to secure more training places at National Police Training establishments, to increase the capacity of Force assessment centres for applicants, and to target recruitment publicity. In response to a suggestion from a Member, the Chief Constable agreed provision should be made to make it easy for officers to return to BTP if they transfer out to another Force but want to return.

The Committee welcomed the paper as it showed that action was being taken to produce short term, gains as a precursor to the longer-term change programme. They asked the Chief Constable to present a further paper for a future meeting with a clearer statement of the overall objectives of the change programme, so that the Committee can have a complete understanding of, and give its endorsement to, the overall direction that the Chief intends for the Force.

- *ACTION*
- *CHIEF CONSTABLE – PAPER TO A FUTURE MEETING (DECEMBER 2002 OR FEBRUARY 2003 TO SET OUT CLEAR STATEMENT OF OVERALL STRATEGIC DIRECTION INTENDED, DESCRIBING OBJECTIVES FOR STRUCTURE, CIVILIANISATION, RESOURCES AND DEPLOYMENT*

#### **65PL2002      POLICING PLAN TARGETS 2003 – 4**

The Chief Constable's Report outlined proposals for a timetable and process for developing the Policing Plan for 2003 - 4, subject to the need to consider the implications of the Home Secretary's National Policing Plan that was about to be published.

The Committee agreed that in 2003 – 4 two separate plans should be prepared, for Policing and Best Value, in accordance with Home Office requirements of other Forces. A sub-group was appointed to liaise with the Deputy Chief Constable in the preparation of the Plan, comprising Dr. Atkinson, Sir David O'Dowd and Mike Brown.

- *ACTION*
- *DEPUTY CHIEF CONSTABLE – TO CONVENE MEETING OF WORKING GROUP WHEN REQUIRED*
- *DEPUTY CHIEF CONSTABLE – TO PREPARE POLICING PLAN AND SEPARATE BEST VALUE PLAN FOR 2003/4*

---

**66PL2002 BUDGET MONITORING - FINANCIAL RESULTS – RESULTS TO PERIOD 6 2002**

The Force Finance Director reported on results in the current year. He advised that at period 6 the overland results showed underspending against budget of £1,155k, and that LUL had overspent by £156k. The causes of the variances were explained in his report. He estimated that the final result for the overground railway would be a surplus of between £0.5m and £1m.

The Committee noted that pay awards for police and support staff were within the budgeted levels.

The Committee agreed that they would support the use of predicted surplus to accelerate spending that would otherwise fall in the following year, or to invest in change.

---

**67PL2002 THE FUTURE OF LU AREA AND THE MPS**

The Chief Constable advised the Committee of recent deliberations, at the behest of the Home Secretary, about the future policing of the Underground and joint working between the BTP and the Metropolitan Police Service. The Home Secretary appeared to favour the notion of merging the BTP LU Area with the Met. This was based on his view of the benefits that had come from merging the New York Transit Police with NYPD.

The Committee noted that the Chief Constable had argued that the impact of any such change on the overground operations of the Force would be significant and that this should be considered carefully. He believed that more was to be gained from improved joint working with the Met than by making structural changes. The Department for Transport and the Government Office for London were supportive, expressing the view that “it isn’t broken and doesn’t need fixing”. Importantly, Transport for London had advised the Home Office that they did not wish to see the present arrangements upset, and they were talking with BTP about making increased budget provision to facilitate an increase of up to 100 officers in 2003/4.

The Committee indicated full support for the approach being followed by the Chief Constable. The Committee also agreed that the Chief should visit New York if he judged it worthwhile, and that he should look at other international comparators.

---

**68PL2002 HMIC INSPECTION 2001 – ACTION PLAN**

The Chief Constable reported that 7 out of the 22 recommendations made by HMIC had been discharged to the satisfaction of HMIC, and that work was continuing to address the remaining 15.

---

**69PL2002 REVIEW OF VIOLENT CRIMES AND SEX CRIMES**

Assistant Chief Constable Paul Nicholas reported on the incidence and trends in these crimes, giving detailed analyses produced by Force Analysts, which demonstrated the potential for better understanding of crime trends and patterns from the use of the National Intelligence Model.

For Violence against the Person crimes, there were 19% more in the first 5 months of 2002/3 than in the same period last year (2401 compared to 2847). The majority of offenders are white – european males, aged predominantly 15 – 30. Three quarters of the victims are young men, mostly white European.

The numbers over the past three years showed that the mean level of assaults (serious and less serious combined) has stayed more or less the same. Fluctuations occurred month by month but there were no obvious patterns. Most violent crime occurs in the London Areas, and about 30% of violent crime involves assaults on rail staff. The National Intelligence Model allowed the Force commanders to identify hot spots and to task officers more effectively. Partnership working with LU and TOCs was also being pursued as a means of reducing staff assaults.

The number of sex offences in the first five months of 2002/3 is 17% less than the same period last year (406 compared with 487). London South and London Underground have the highest incidence of such crimes, by far. The vast majority of crimes, in London and other areas, are indecent exposure and

indecent assaults on women. Victims are predominantly white - european adult women, although the number of serious offences on younger women is increasing. Offenders are male, and two thirds are white European.

To help tackle Staff Assaults, a Guidance Booklet had been published with and for the industry. A copy would be sent to Members with the Minutes of the meeting.

David Heseldin commented that the RPC was concerned about the level of alcohol related violent crime, and about the increase in the number of bars and pubs appearing in Station retail facilities. These concerns were strongly supported by the TOC representatives. After discussion, the Committee agreed to write to Network Rail urging that action be taken on two fronts: first, that retail development and lettings policies should discourage the growth of bars, pubs and clubs at stations, and impose obligations on the tenants regarding security and anti-social behaviour; and second that there should be rigorous enforcement of lease conditions relating to anti-social behaviour.

The Committee were impressed with the evidence of the benefits of improved intelligence and analysis capabilities in the Force, and thanked the Chief Constable for the quality of the reports presented

- *ACTION*
- *ACC NICHOLAS - TO PASS ON COMMITTEES THANKS TO ANALYSTS*

---

#### **70PL2002 RAILWAY DISRUPTION OFFENCES**

ACC Nicholas gave a full account of the work being done by BTP to tackle these offences within the framework of the new National Route Crime Steering Group. In the period since April 2002, 6 of the 8 Areas had observed significant reductions in route crime. In London South there had been a recorded increase of 170% but this was largely attributable to the alignment of BTP and industry data.

Comparison of industry SMIS data and BTP data in July/August 2002 showed that there was now only a small divergence in figures for disruption offences (with SMIS showing 5% more incidents than had been reported to by BTP). For trespass offences, BTP data recorded 40% more offences than had been captured by SMIS. Work is continuing towards synchronising the two systems.

The Route Crime Steering Group was working towards a 3 year Business Plan as the basis for sustainable action to reduce route crime and railway disruption.

---

#### **71PL2002 BEST VALUE – RESPONDING TO CALLS**

The Committee considered the Minutes of the Challenge Panel, which had been chaired by David Heseldin. Mr Heseldin summed up the conclusion of the Panel as being very supportive of the recommendations of the Review in principle but equally clear that a great deal more work was required for the Force to be able to present a credible business case for the major changes proposed and the necessary investment.

---

#### **72PL2002 BEST VALUE – CORPORATE PROGRAMME**

The Committee considered the report from the Chief Constable on the state of progress on the Best Value Reviews going on in 2002/3. They also agreed with his suggestion that the Programme for future years should be revised in December 2002, to ensure that it is both manageable within available resources and that it supports and complements the Strategic Change Programme.

- *ACTION*
- *DEPUTY CHIEF CONSTABLE - TO REPORT TO COMMITTEE IN DECEMBER WITH SUGGESTED REVISED CORPORATE PROGRAMME FROM 2003/4 ONWARDS*

---

#### **73PL2002 AIRWAVE**

ACC Robb reported on the roll out of Airwave. BTP officers were using the new system and so far the

experience was satisfactory. In response to a question, he commented that the Force expected coverage at railway locations to be better than the present system. The national roll out programme was still slipping. The project to secure integrated radio communications for emergency services on the London Underground was now re-examining the feasibility of taking Airwave underground rather than linking Airwave above ground with LU Connect radio below ground.

---

**74PL2002      HEALTH AND SAFETY AT WORK ACT**

The Committee noted that the Police Reform Act changed the liability for breaches of health and safety at work legislation as between the Chief Constable and police authority. They noted that the APA is working with the Home Office and ACPO on the issues associated with the transfer of responsibilities. They agreed in principle to an audit of BTP Safety Policies and Procedures, subject to any advice or guidance from the APA in due course.

- *ACTION*
- *CLERK - TO CONSULT SRA AND CHIEF CONSTABLE ON AUDIT, IN LIGHT OF ADVICE/GUIDANCE FROM APA*

---

**75PL2002      FREEDOM OF INFORMATION ACT 2000**

The Committee agreed that, subject to consultation with SRA, they should adopt a publication scheme based on the model to be developed for police authorities by the APA.

- *ACTION*
- *CLERK - TO CONSULT SRA AND PREPARE PUBLICATION SCHEME FOR ADOPTION AT A FUTURE MEETING*

---

**76PL2002      MODERNISING BTP**

The Clerk reported that the Department for Transport had published the government's response to the replies to its Consultation Paper. A decision whether to include BTP legislation within the legislative programme for 2003 was expected within a few weeks.

- *ACTION*
- *CLERK - TO INFORM COMMITTEE OF DECISION ABOUT LEGISLATION AS SOON AS IT IS KNOWN*

---

**77PL2002      POLICE CHARGES – DISPUTES**

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

---

**78PL2002      AUDIT PANEL**

The Committee received and noted the Minutes of the Audit Panel meeting on 11 September 2002.

---

**79PL2002      COMPLAINTS & DISCIPLINE SUB-COMMITTEE**

The Committee received and noted the Minutes of the Sub-Committee meeting on 9 October 2002.

The meeting concluded at 4.10 p.m.

Chairman.....

Dated.....

