

**BRITISH TRANSPORT POLICE COMMITTEE
MINUTES OF MEETING HELD AT FORCE HEADQUARTERS LONDON
ON THURSDAY 27 FEBRUARY 2003 AT 10.30 HOURS**

Present

Mr James Jerram (in the Chair); Prof. Helen Atkinson; Mr David Heseldin; Mrs Diana Lamplugh; Sir David O'Dowd; Dr Mike Mitchell; Mr Adrian Shooter; Mr Iain K Brown; Mr Mike Brown

In Attendance

Mr I Johnston, Chief Constable; Mr. A Lake, Deputy Chief Constable; Mr P Robb, Assistant Chief Constable; Mr D Mulhern, Assistant Chief Constable; Mr F Johnson, Acting Finance & Admin. Director; Miss K Sanderson, Treasurer to the Committee; Mr D Riddle, Clerk to Committee; Chief Inspector W Baker; Chief Supt P Crowther; Chief Supt. D Bruce.

CONTENTS

<u>1/2003</u>	<u>MINUTES 12 DECEMBER 2002</u>	1
<u>2/2003</u>	<u>MEMBERSHIP AND OFFICERS</u>	1
<u>3/2003</u>	<u>CHIEF CONSTABLE'S REPORT</u>	2
<u>4/2003</u>	<u>POLICING PLAN 2003 – 4</u>	3
<u>5/2003</u>	<u>STRATEGIC CHANGE PROGRAMME</u>	4
<u>6/2003</u>	<u>CONTROL ROOMS AND CALL CENTRES</u>	4
<u>7/2003</u>	<u>BUDGET 2003 / 2004</u>	5
<u>8/2003</u>	<u>BUDGET MONITORING</u>	6
<u>9/2003</u>	<u>NSPIS HUMAN RESOURCES SYSTEM</u>	6
<u>10/2003</u>	<u>SUPPORT STAFF TERMS AND CONDITIONS</u>	7
<u>11/2003</u>	<u>MODERNISING BTP</u>	7
<u>12/2003</u>	<u>POLICE CHARGES – DISPUTES</u>	7
<u>13/2003</u>	<u>HEALTH & SAFETY AT WORK</u>	7
<u>14/2003</u>	<u>INSPECTIONS OF THE FORCE IN 2003 BY HER MAJESTY'S INSPECTORS OF CONSTABULARY</u>	9
<u>15/2003</u>	<u>GOVERNANCE PLAN</u>	9
<u>16/2003</u>	<u>COMPLAINTS AND DISCIPLINE SUB-COMMITTEE</u>	9

1/2003 MINUTES 12 DECEMBER 2002

The Minutes of the meeting held on 12 December 2002 were approved.

2/2003 MEMBERSHIP AND OFFICERS

The Chairman reminded the Committee that this was the last meeting for Prof. Atkinson, and expressed appreciation of her contribution and service to the Committee and the Force since 1988. He also informed the Committee that David Riddle would be leaving to take up a new appointment at the end of April, after six years as Clerk to the Committee, and that Chief Inspector Willie Baker would shortly be leaving his post as Staff Officer, on promotion to a post in L Area. He thanked both officers for their support and service, and wished them well in the future. The Chief Constable and other Members also expressed their thanks.

The Chief constable presented his report, and updated the Committee on matters of current interest.

The Committee was pleased to note that following the recent TV series, Rail Cops, applications to join the force had increased by 50%. The Chief constable explained how he intended to use the issues surfacing from the series as part of the development and change programme for the force. The Committee congratulated the Chief on the success of the series as a whole.

The Chief Constable advised the Committee of the honours awarded to BTP Constables Chris Dreyfus, Gemma Roebuck and Sarah Clements at Ashford Training Centre during their Initial Training. He also noted that Inspector Dan Tanner had been selected as an Award winner at the Pride of Britain Awards. The Committee congratulated all the officers concerned on their achievements.

The Chief Constable informed the Committee of the appointment of Ms Kim Clemo as the new HR Director for the Force, and he introduced Frank Johnson the Acting Finance Director. He also advised the Committee of the changes that were to be made to the portfolio responsibilities of the ACPO ranks and the two civilian Directors.

During a briefing on the level of threat from terrorism, the Chief Constable confirmed that he estimated that the cost to the force of responding to terrorism was about £1m a year. He was disappointed that the Government did not seem willing to make funding available to BTP to cover any of these costs, despite doing so for other affected forces. He intended to continue pressing the case. A similar problem was emerging on street crime, with apparent reluctance by government to continue to fund the force's special contribution to the national effort. After discussion, the Committee agreed that the Chairman should pursue the matter of funding for terrorism and street crime, alongside the Chief Constable, with an approach to the appropriate Minister.

The Chief Constable spoke about the recent Tube Train derailment at Chancery Lane. Mike Brown said that LUL were exceptionally grateful for the response provided by BTP on site at the incident and subsequently.

In response to a question, the Chief Constable agreed to send David Heseldin a briefing note about the circumstances of the recent breakdown of a Eurostar Train outside Waterloo.

In reviewing reported performance against policing plan targets, the Chairman commented that targets for detections expressed in absolute numbers presented a misleading picture where crime levels were falling, such as with robbery and vehicle crime. He encouraged the force to deal with those circumstances by reporting the target and detection rates as a proportion of all relevant crimes, which would give a fairer picture of performance.

- ***ACTION***
- ***APPROACH TO MINISTER REGARDING THE CASE FOR FUNDING TOWARDS COSTS OF TERRORISM AND STREET CRIME- CHAIRMAN/CHIEF CONSTABLE /CLERK***
- ***BRIEFING NOTE ON EUROSTAR INCIDENT FOR DAVID HESELDIN – CHIEF CONSTABLE***
- ***PERFORMANCE REPORTING OF CLEAR UP RATES TO BE***

4/2003 POLICING PLAN 2003 – 4

The Deputy Chief Constable and Chief Superintendent Paul Crowther presented and responded to questions on the draft Policing Plan. The Deputy explained that this year it was necessary to reflect in the Plan the priorities and targets established by the first National Policing Plan published by the Home secretary, which bore especially on robbery, anti-social behaviour, terrorism, sickness absence and recruitment of ethnic minorities. The introduction to the Plan was intended to stress a reassurance theme, which defined a policing style concerned with tackling the disincentives to rail travel, intelligence led and performance oriented.

It was agreed that the Introduction should reflect BTP's record and capabilities in dealing with ASBO's, and should also emphasise the importance of partnership working with the industry and passengers in tackling crime.

The Committee questioned how the quantified targets were arrived at and whether they were statistically robust. The Deputy responded that the force and the Working Group had considered a range of factors in arriving at the targets but that circumstances beyond the control of the force could, as in any year, have a significant impact on crime levels. Specifically in relation Managing Fatalities, Supt Crowther explained that the new target to achieve an average time of 90 minutes had been set to drive up performance on all incidents.

The Chairman suggested that the targets proposed for violent crime were on the low side of acceptable. Following discussion, it was agreed that the Chief Constable would report to the May meeting with his assessment of what it would take, within existing resources, to make substantial inroads into violent crime in 2003/4.

In response to a question from Dr Mitchell about cascading the Plan through Area Action Plans, Chief Superintendent Bruce gave an account of how the Plan would be translated into action in the North East Area, by reference to typical crime scenarios. He said that he was convinced that reducing the level of anti-social behaviour would result in reductions in the level of more serious crimes.

In relation to the target to reduce sickness absence, the Committee asked that performance be monitored by reference to the final performance for 2002/3, to ensure that it remains a target to secure continuous reduction in absences.

DECIDED:

That Committee approved the Policing Plan in the form presented, subject to final revisions to the Introduction by the Chairman and the Deputy Chief Constable.

- ***ACTION:***
- ***INTRODUCTION SECTION TO STRESS BENEFITS OF PARTNERSHIP WITH INDUSTRY AND PASSENGERS, AND TO REFLECT BTP CAPABILITIES WITH ASBO'S – DEPUTY CHIEF CONSTABLE***
- ***VIOLENT CRIME – CHIEF CONSTABLE TO REPORT TO MAY MEETING WITH ASSESSMENT OF HOW TO ACHIEVE A SUBSTANTIAL IMPACT ON VIOLENT CRIME, GREATER THAN THE PLAN TARGET, WITHIN EXISTING RESOURCES – CHIEF CONSTABLE***

- *SICKNESS ABSENCE TARGETS TO BE MONITORED BY REFERENCE TO 2002/3 PERFORMANCE SO THAT THE TARGET CONTINUES TO BE CHALLENGING – DEPUTY CHIEF CONSTABLE*

5/2003 STRATEGIC CHANGE PROGRAMME

The Deputy Chief Constable reported on progress in implementing the Force Strategic Plan, particularly the priority projects.

In response to a question, The Chief Constable confirmed that the merger of the South West and Midlands areas to form a new Western Area was proceeding apace, and that so far the effects of the change were satisfactory. There had been no adverse feedback from TOCs or the Welsh Assembly.

Frank Johnson explained his findings as to the state of the HQ Finance function, and the actions that he had taken so far to address the structural and individual weaknesses. Action was suspended on the proposal to centralise some functions currently performed in Area HQ's. He felt that there was a case for some centralisation but that it made no sense to proceed until it was clear that the HQ Unit was operating effectively and that its systems and processes were sound.

His overall assessment was that cash controls were tight but that there were poor accounting controls. He lacked confidence in the statement of year-end results at present, but he did not believe that there was likely to be any "black hole" in the accounts.

The Chairman asked the Finance Director to ensure that priority was given to effective Bank reconciliation. Members of the Audit Panel reiterated their concerns as previously reported and urged that the Chief Constable keep a close focus on the recovery of the Finance Unit.

Planning was progressing for the relocation of Force Headquarters. As yet, the landlords of Tavistock Place had not agreed to an extension beyond December 2003, so it remained a possibility that the force might have to relocate within the next 9 months. The concept of a strategic HQ was being developed by reference to the new ACPO portfolios.

- *ACTION:*
- *FINANCE DIRECTOR TO SIGN OFF BANK RECONCILIATIONS – FINANCE DIRECTOR*

6/2003 CONTROL ROOMS AND CALL CENTRES

ACC Mulhern presented his report on this topic. Rationalising these areas of activity was one of the strategic priorities for the force, and the present report drew together and developed the recommendations of two Best Value studies.

He set out the arguments for change in principle, and the specific proposal to create a single Northern Control Room co-located with a new National Call Centre and Crime Recording Centre. The estimates of investments, costs and savings were based on an assumed location in Glasgow although he indicated that location in Leeds or Manchester could be achieved on broadly the same terms. He articulated the benefits in terms of more efficient call handling, fewer lost calls, and an overall improvement in service to those seeking to contact the force. The proposal to centralise crime recording had pay-offs in terms of efficiency but also in intelligence and the improvement of investigation processes and

detection rates.

Sir David O'Dowd and David Heseldin, who had been lead Members on the respective Best Value Reviews, agreed that the case for change had been made in principle and that the present Report drew together the issues and choices but could not yet be said to be a robust business case. Dr Mitchell expressed concern that the impact of Airwave might not be fully factored, that the IT element of the proposal was under-developed, and that the Committee needed to see a financial appraisal which was robust and which showed a return on investment.

Following discussion, it was agreed that the full business case, with specific proposals including for IT and premises location, should be presented to the May meeting of the Committee so that a final decision could be made. A Sub-Committee, comprising the Chairman, Sir David O'Dowd and Dr Mitchell, would be convened with a view to giving preliminary consideration to the emerging business case and providing guidance to the Chief Constable on the development of the case and the financial appraisal.

- ***ACTION:***
- ***FULL AND FINAL BUSINESS CASE TO BE REPORTED TO COMMITTEE IN MAY 2003 FOR DECISION***
- ***SUB-COMMITTEE (MR JERRAM, SIR DAVID O'DOWD AND DR MITCHELL) TO MEET TO CONSIDER THE BUSINESS CASE AND ADVISE THE FORCE ON DEVELOPING THE PROPOSAL. THIS SUB-COMMITTEE TO BE CONVENED AND CLERKED BY THE FORCE. SUB-COMMITTEE TO HOLD UP TO 2 MEETINGS AS NECESSARY – CHIEF CONSTABLE (ACC MULHERN)***

7/2003 BUDGET 2003 / 2004

The Committee received and noted the minutes of a meeting of the Medium Term Financial Strategy Group which met on 10 January and decided that the force budget should be set at a level that would reflect a 4% increase in charges in 2003/4, and 2% per annum in each of the succeeding years. Dr Mitchell stated that ATOC had requested a meeting with the Chairman of the SRA to make their concerns about the increases known to him.

The Acting Finance Director presented the budget paper. Based on the strategic assessment prepared by David Redfern for the MTFSG and the decisions made by the MTFSG, the budget for 2003/4 would be £106.9m for the overland railway. The capital budget proposed was £5.6m. Charges to TOCs would increase by 4%.

The budget for London Underground was expected to be in the region of £27m, although the negotiations with LUL were not yet completed.

The preparation of a detailed working budget for the Force was not yet concluded. At this stage it appeared that the budget limit implied a need for efficiency savings of about £3.9m. There would be a balance carried forward from the year 2002/3 of the order of £0.5m to offset, although there were a host of factors that might adversely affect the outturn partly for the current year. There were also significant uncertainties around the timing of strategic change projects during 2003/4, which could impact on expenditure. Currently, it appeared that the savings "gap" was between £2.5m and £3m. Savings on non-staff costs were being identified, but the scope was limited. In some instances, it appeared that property costs might go up as a result of rent reviews. The increase in police staff numbers from new recruitment will not necessarily lead to a reduction in overtime at present, given all the demands on the force. It was not possible yet to demonstrate that the budget limit would not have an adverse impact on police numbers in the year.

In response to a question, the Clerk stated that there was still no indication that the government was willing to fund all or part of the costs arising from the PNB Pay Reform package, but that he would pursue this.

The Chairman commented that the budget limit set by the MTFSG would provide a stimulus to the force to pursue efficiency savings energetically. He proposed, and it was agreed, that the Committee should consider the position again at its meeting in May, by which time the outcome for 2002/3 should be known, and the detailed budgeting work would be completed. The Chairman stated that if it appears in May that there is an unbridgeable gap, the Committee will consider how to deal with it, although there would not be any proposal from the Committee to increase charges above the 4% limit.

DECIDED:

That a budget of £106.9 be approved for 2003/4 for overland railway policing, subject to review at the meeting of the Committee in May 2003 in the light of the outcome of 2002/3 and the completion of detailed Force budgets.

That a budget be set for policing the Underground at the level agreed with London Underground Limited and in the region of £27m.

That a capital budget of £5.0m be approved.

- ACTION
- PSA CUSTOMERS TO BE ADVISED OF 4% INCREASE IN CHARGES – CLERK AND ACTING FINANCE DIRECTOR
- BUDGET POSITION TO BE CONSIDERED AGAIN AT MAY 2003 MEETING – CHIEF CONSTABLE/ FINANCE DIRECTOR

8/2003 BUDGET MONITORING

The Acting Finance Director presented his report on income and expenditure to period 10 in the current financial year. This showed an underspending of £1.2m on the railway, and an overspend of £0.1m for LUL. His projection of outturn results was of a surplus of c£0.5m for the railway.

The Chairman drew attention to the continued underachievement of the capital programme, which he viewed with concern.

9/2003 NSPIS HUMAN RESOURCES SYSTEM

ACC Robb presented a report setting out the business case for the procurement of the Human Resources Computer System (part of the suite of national applications for police forces from PITO). Capital investment of £0.5m was required, and revenue costs of £0.15m would be incurred in 2003/4.

Dr Mitchell felt that the financial case was not made out in the report; it was not clear what the return on investment would be. The Treasurer and Iain Brown supported this view.

After discussion, it was acknowledged that this was a vital operational and administrative tool for the force, and that it was for the Chief Constable and Chief Officers Group to satisfy themselves that the cost to benefit equation was satisfactory.

DECIDED:-

That the proposal be approved subject to the financial appraisal being signed off by the acting Finance Director and approved by the Chief Officers' Group.

- ***ACTION:***
- ***BUSINESS CASE INCLUDING FINANCIAL APPRAISAL TO BE SIGNED OFF BY THE FINANCE DIRECTOR WITH INPUT FROM THE TREASURER AND RECONSIDERED BY THE CHIEF OFFICERS GROUP – ACC PAUL ROBB***

10/2003 SUPPORT STAFF TERMS AND CONDITIONS

ACC Robb reported on the action taken by the force towards modernisation of support staff terms and conditions, and on the response so far from TSSA and staff. He updated the Committee on the latest estimates of cost and potential benefits.

The Committee supported the approach being pursued by the Force. The Committee reiterated the previous decision that all new staff appointed after 1 January 2003 should be appointed on the new terms and conditions. They also agreed that the force should continue in its efforts to find a negotiated solution to apply the new terms to existing staff, having regard in particular to the needs arising from the major strategic change projects and the relocation of Force HQ.

- ***ACTION:***
- ***NEGOTIATIONS WITH TSSA TO CONTINUE AS PROPOSED – ACC ROBB***
- ***NEW TERMS AND CONDITIONS TO BE APPLIED TO ALL NEW STAFF – ACC ROBB***
- ***CHAIRMAN AND SIR DAVID O'DOWD TO BE CONSULTED BETWEEN MEETINGS OF THE COMMITTEE TO GIVE GUIDANCE ON ISSUES ARISING FROM NEGOTIATIONS, AND ON IMPLEMENTATION OF PNB REFORM PACKAGE FOR POLICE STAFF – ACC ROBB***

11/2003 MODERNISING BTP

The Clerk reported on the progress through Parliament of the Railways and Transport Safety Bill which included clauses to establish a BTP Authority. A date for the creation of the new Authority could not be settled until the Bill received Royal Assent, but at this stage it was thought possible that the BTP Authority could come into existence on 1 April 2004.

12/2003 POLICE CHARGES – DISPUTES

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

13/2003 HEALTH & SAFETY AT WORK

The Clerk reported on the draft Code of Practice being prepared by the Home Office to define the respective roles and responsibilities of Police Authorities and Chief Constables, to comply with the H & SAW Act. That code would come into effect in June 2003. Although the Code

was not binding upon the SRA/ Police Committee it would be so in relation to the new Police Authority for BTP. Therefore it was proposed that so far as practicable, the management of safety in BTP should be aligned with the model set out in the code.

The clerk informed the Committee that at the request of the SRA, as Employer of the Force, advice was being taken from Faber Maunsell, the SRA's Safety Consultants, as to what would need to be done to ensure compliance with the code of Practice. A further report would be made to the Meeting in May.

**14/2003 INSPECTIONS OF THE FORCE IN 2003 BY HER MAJESTY'S
 INSPECTORS OF CONSTABULARY**

The Clerk reported that the Her Majesty's Chief Inspectors for England and Wales, and for Scotland, had agreed to carry out inspections during 2003 and to co-ordinate their Inspections so far as possible, in order that a combined comprehensive inspection Report would be available for the new Authority.

The Clerk invited Committee Members to advise him by the end of March if there were any particular issues that they wished to have covered by the Inspections.

15/2003 GOVERNANCE PLAN

The Committee considered and approved the following core governance documentation, in fulfilment of a commitment made in the Audit Plan for 2003/4 and in preparation for the creation of the new Police Authority for BTP: -

Governance Statement
Procedural Standing Orders
Risk Management Policy
Scheme of delegation to Chief Constable and Clerk

The Committee noted that the following core documents would be submitted to the Audit Panel meeting on 27 March 2003 for approval and adoption on behalf of the Committee: -

Financial Regulations
Procurement Regulations

DECIDED:-

That the Governance Statement and other documents be approved as submitted, and that the Audit Panel be authorised to approve the remaining governance documents.

16/2003 COMPLAINTS AND DISCIPLINE SUB-COMMITTEE

The Committee received and noted the Minutes of the Sub-Committee meeting held on 5 February 2003.

The meeting concluded at 2.40 p.m.

Chairman.....

Dated.....