

BRITISH TRANSPORT POLICE AUTHORITY

MINUTES

POLICE AUTHORITY

19th DECEMBER 2006, 10.00AM

at

GROUND FLOOR 1&2 – FHQ, CAMDEN ROAD

Present: Sir Alistair Graham (Chair)
Sir David O'Dowd
Mr L Adams
Mr M Brown
Mr C Foxall
Mr M Holden
Mr J King
Ms C Knights
Suzanne May
Mr R O'Toole
Mrs W Towers
Mr J Weimar

Apologies Mr R Gisby

In attendance: Mr I Johnston, Chief Constable
Mr A Trotter, Deputy Chief Constable
Mr D McCall, Assistant Chief Constable
Mr P Robb, Assistant Chief Constable
Ms L Scott, HR Director
Mr B Coomber, Interim Director of Finance and Corporate Services
Mr P Zieminski, Chief Superintendent
Mr M Flood, Chief Superintendent

Mr D O'Connor, HMIC

Mr R Hemmings, Chief Executive & Clerk
Ms D McGovern, Deputy Clerk
Mr T Phillips, Temporary Treasurer
Ms L Bryant, PA
Mrs S Elvy, Research and Policy Officer
Miss L Barrick, Business Support Manager & Minutes

Mr G Muir (Member of Public)

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PART I – ITEMS TAKEN IN PUBLIC

68/2006 MINUTES OF MEETING 24TH OCTOBER 2006

Agenda Item 1

The minutes were approved as an accurate record.

69/2006 MATTERS ARISING

Agenda Item 2

All matters had been discharged.

Mr King asked if there had been any movement on making representations to the Secretary of State following urgent consultation with the industry regarding the funding arrangement. Mr Hemmings updated that he and the Chairman were due to meet with ATOC the following day.

70/2006 COMMITTEE ISSUES

Agenda Item 3

Audit and Corporate Governance 15.11.06

Mr Hemmings said there had been some revisions to the standing orders, financial management and procurement regulations. There were no significant changes that Members needed to be aware of, but if anyone would like a copy showing the tracked changes these were available. The purpose of the Urgency Panel had been clarified following some confusion over its use. The Urgency Panel was only to be used in urgent and exceptional circumstances, which could not wait until a Committee/Authority meeting.

Agreed:

- **The revised regulations be approved.**

Human Resources and Remuneration 28.11.06

The Chair asked that the recent article published in the Sunday Times be addressed. The Chief Constable did so in the private part of the meeting. The Authority noted the position and regarded the matter as dealt with.

Ms Knights updated that there was now a diversity strategy in place. It was also being considered whether moving away from numerical targets, used for measuring numbers of BME and female staff in particular posts, to progression based targets was a better indicator of embedding diversity throughout the organisation.

There had been a presentation on learning and development. This demonstrated how this area would continue to be improved following a poor but improving grading from HMIC. Ms Knights said the support from HMIC was valued.

A new Health and Safety Manager had been appointed. Mr Adams had also drawn attention to issues with track access training and the Committee had asked for a paper on this at the next meeting.

The Chair asked what had been discussed regarding the temporary ACPO positions. Mr Hemmings said this item had been to alert

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Members that the Force would be recruiting in the New Year. The Chief Constable said the recruitment had been delayed as it was thought best to await the outcome of the next senior command course, on which BTP had two candidates. Unfortunately the BTP candidates had not been successful, so there was now a need to look externally to fill the Assistant Chief Constable post. However, there was an issue surrounding pensions. If a person were to transfer from a Home Office force they would lose some of their current benefits. Mr O'Connor said this needed addressing, and BTP should offer an incentive to alleviate this. The Chair asked Mr O'Connor if he felt BTP would have trouble recruiting if the pension was not an issue. Mr O'Connor said in the past he thought there would have been problems with the image of BTP, but he believed BTP was now seen as a much more competitive choice. Mr Brown said this issue needed to be looked at properly outside of the meeting. Suzanne May agreed, saying the pension issue was critical. The Chair suggested that Mr Hemmings produce a paper for the next HR&R Committee meeting, who could then report back to the Authority. This was agreed.

The Chair asked what the situation was regarding sickness. Ms Knights said the HR&R Committee received management information at each meeting and sickness had been highlighted as something to watch. Ms Scott added that the Force was monitoring this and analysing reasons given, currently the level was moving between 7/8 days per member of staff.

Agreed:

- **Mr Hemmings to produce a paper for the HR&R Committee on how the pension issue could be alleviated.**
- **The HR&R Committee to report back to the Authority on the pension issue.**

Special Strategy, Budget and Performance Monitoring 14.12.06

The Chair said this meeting had looked at the issues surrounding the 2007/8 budget setting. He said there would be a full and comprehensive set of papers for the January meeting following discussions. Mr Hemmings added that the papers would show the budget mapped out against passenger numbers and crime patterns for a fuller picture.

The Chair said once the three year plan had ended he was of the view that increases in PSA charges had to kept to the level of inflation or lower.

71/2006 HMIC BASELINE ASSESSMENT

Agenda Item 5

Mr O'Connor, Her Majesty's Inspector of Constabulary, gave a presentation on the findings of the most recent baseline assessment of BTP. He said the format had been changed slightly to reflect the fact that BTP was a national specialist force, and was not trying to replicate a Home Office force.

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Mr O'Connor began by outlining the recent major achievements of BTP. These included:

- The response to the 7th July attacks on the London transport system,
- The achievement of operational targets for the past two years,
- The appointment of the Chief Constable as Chair of the ACPO Crime Committee
- The Deputy Chief Constable's success with the media.
- Good work on volume crime and forensic science
- Complementary policing in the form of the accreditation scheme.

The challenges facing BTP were outlined next by Mr O'Connor. These included:

- Financial challenges including the budget, pensions, capital funding and the lack of a medium term financial plan. The planning and funding link was not as clear as it could be and the validation between efficiencies, and link between service and budget was an area for development, not withstanding progress already made.
- The BTP estate offered some real challenges to the Force that would take time to remedy, and with the Olympics coming the sooner this was addressed the better.
- Information management would be a challenge with the implementation of CRISP and IMPACT.
- The Crime Recording Centre was still a relatively new addition to the Force and as such there were some teething problems to be addressed. Call management was very important.
- There were some shortfalls and processes missing in the area of training and development.
- The Olympics posed significant infrastructure challenges, there needed to be a stronger connection with the Olympic Planning Committee and the Metropolitan Police Service (MPS).
- Neighbourhood policing was an excellent initiative from BTP but did offer challenges.

Mr O'Connor concluded that there were some encouraging areas of improvement since the previous assessment. He said the main gaps identified were contact management and training and development. With regard to neighbourhood policing, Mr O'Connor said the HMIC could help develop this, and he would be happy to come and discuss it further in the New Year. He also said HMIC may be able to assist with a process for the validation of cashable efficiencies. Mr O'Connor thanked the BTP staff for their support and openness throughout the assessment.

The Chair thanked Mr O'Connor for his presentation and said the offer of help for efficiencies and neighbourhood policing was very much appreciated.

The Chair asked Mr O'Connor if he could offer any clarification on the expectation of who would meet the funding for the 2012 Olympics. Mr O'Connor said the funding issue surrounding the Olympics was in flux,

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but initial thoughts from the Treasury were that funding would lie where it fell. However, he said he could not see how this position could stand, and felt the debate would run for some time yet. The Chair said up to now, BTP had not been very successful in its application for central funding. He said it would undermine the long term relationship with the industry if it was felt BTP had not done all it could to secure funding from an external source for this event. Mr O'Connor said he would personally ensure BTP remained plugged in to the debate. He said the security concept needed to be finalised and for this BTP needed to be involved in the planning process.

Mr Holden said BTP should align with Home Office forces in respect of the funding for the Olympics. Mr O'Connor said BTP would be getting the same testing and examination as all other forces. The Chief Constable said he could see this being a difficult issue for BTP, when considering it alongside the bidding for counter terrorism funding. He said any help from Mr O'Connor and his colleagues would be welcomed.

Mr O'Toole asked the Chief Constable if BTP was plugged in to the planning process. The Chief Constable said BTP was fully integrated.

Mr O'Toole asked Mr O'Connor if there were any areas for improvement that stood out particularly. Mr O'Connor said BTP did not have a clear brand, and also needed to work on connectivity with the public and diagnostics.

Exceptionally, the Chair invited Mr Muir's comments following Mr O'Connor's presentation. Mr Muir said he was pleased to see that the HMIC assessment framework had been adjusted to better fit BTP.

Mr Muir was concerned that the industry and BTP were talking at crossed purposes when it came to neighbourhood policing, he felt the industry had a different understanding of this than BTP. He asked that further thought be put into neighbourhood policing as he did not want aggregate cost to increase.

Mr O'Connor said neighbourhood policing was implemented because the police service was becoming disconnected from the public. In the case of BTP, he said it was a cost in part, but should result in BTP and the industry having an improved relationship.

Suzanne May asked that thanks be recorded to the Force for all their hard work.

72/2006 CHIEF CONSTABLE'S REPORT
Agenda Item 5

The Chief Constable spoke to his report. Appendix A showed the operational targets, nine out of eleven of which had been achieved during the period April to November 2006. However, the organisational targets were not being hit, as fewer people were being recruited during 2006/7, although the figures were improving, so the trend was in the right direction.

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The Chief Constable said there had been a crackdown on staff assaults and the outcome of this would be reported to the next meeting. There had also been a meeting with the rail unions to discuss staff assaults which had gone well.

Mr Coomber who had started as the interim Director of Finance and Corporate Services until a permanent replacement could be found was welcomed. Mr Coomber was the former Chief Executive of the London Borough of Southwark.

The selection process to identify BTP officers to work on secondment for Network Rail and various TOCs had started. This scheme had led to a much more positive relationship with the industry. Mr King added that Transport Scotland had said they had found the BTP secondment very useful. The Chief Constable reminded Members the DfT had declined the offer of a secondment.

There had been changes in the structure of the Rail Division in DfT and those who took an interest in BTP. Sir David said Mr Gale of the NAO had spoken with the Finance Director at DfT, and highlighted the finance issues facing BTP. There was also to be a paper sent to the DfT on this matter, to keep alternative funding on the agenda. Mr Coomber said he felt the DfT did not fully understand the risks facing BTP with their current funding arrangements.

The Chair said Mr Armit (Network Rail) had recently met with the Secretary of State and one of the issues raised by the Secretary of State was security at stations. The Chief Constable said with the new GNER refranchise there was to be bolstered security.

The supervisor seminars had gone ahead and the Chief Constable offered his thanks to Mr Hemmings and the Members who had attended these.

The 2005/6 accounts had received an unqualified opinion from the NAO, which was good news and showed the huge amount of work put in by Ms Budden and her team.

(Cases of interest in Part II)

73/2006 ESTATE STRATEGY UPDATE

Agenda Item 6

The Chief Constable said that around one third of BTP accommodation was not fit for purpose. Early thoughts were that if a capital approach was taken to remedy this it would cost around £9M, if this was rectified using revenue to renovate premises the cost would be around £3M. There was a risk that moving out of existing accommodation could result in high dilapidation costs and there was no way of estimating these. A view also needed to be taken on whether the Force should buy or rent property.

Mr Coomber said this was becoming an issue as some stations were renovated while others were not and staff were still having to work in bad conditions which was affecting morale. Mr Adams said he

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supported the paper. Ms Knights agreed with Mr Adams and Mr Coomber that the state of accommodation could have a serious effect on morale.

The Chief Constable added that location would need to be considered but this would be discussed further in the station development item. Also, if mobile data were rolled out force wide as hoped, this could significantly change accommodation requirements.

Mr King said that equality was also an important factor to be taken into account. All accommodation must be easily accessible.

The Chair said accommodation would have to go in the next three year plan.

The paper was **noted**.

Agreed:

- **An estates strategy to be included in the next three year plan.**

74/2006
Agenda Item 8

UPDATE ON PERFORMANCE MONITORING

Suzanne May spoke to this paper. She said she had found the sub group very useful and wanted to thank Mrs Elvy for all her hard work.

Suzanne May reported that the sub group suggested that this should be referred to as performance monitoring as opposed to performance management, to reflect that it was not a hands on approach. With regard to neighbourhood policing tasking, it was thought Members could not be involved as the geographic areas were too great and they would not be able to commit the time. The idea of a scrutiny panel had received support as it was thought this would help with understanding policing. Suzanne May said the group recognised that performance monitoring was a sensitive subject but as long as there was a clear terms of reference this should not be an issue.

The Chair said there was a general desire to “up the Authority’s game” in this area. Mr King said any actions would be picked up at the Stakeholder Relations and Communications Strategy Committee.

Agreed:

- **The Authority to broadly adopt the Home Office/APA model for performance monitoring adapted to take account of the unique nature and responsibilities of the organisation.**
- **The Authority adopt the Home Office/APA 10 Hallmarks of effective performance management, taking into account the unique nature and responsibilities of the organisation subject to the caveats outlined in the paper.**
- **Performance Monitoring sub-group and Secretariat to review the Authority’s draft performance monitoring Action Plan and bring forward a refined version to a future meeting of the Authority for approval.**

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- Committees to review and report back on their contribution to the actions relating to Hallmark 2.
- Hold an extended meeting of the full Authority which will be attended by all Members. It is proposed that these meetings are held approximately quarterly but the Authority to take a view as to an appropriate frequency in due course.
- To trial a scrutiny panel approach to consider single areas in depth, these may be risk based or current key issues. This process may be supported by engaging external resources to provide independent scrutiny.
- The Authority to work with the Force to identify what performance management information they require.
- The Authority to consider adopting a rolling service standards approach to monitoring delivery against policing plan targets.
- The Secretariat to develop a short Member guidance document to include the following:
 - A statement of Member roles and responsibilities
 - Expectations of delivery against Area/Thematic and work stream responsibilities
 - How to feedback on Area/Thematic/work stream issues
 - Details for key contacts at BTP
- The Secretariat to separately archive APA and other external guidance materials/information for Members on the Member area of the revised BTPA website.
- Members to feed back any key points from their Area or Thematic to the Research and Policy Officer at the Secretariat. This can be as a written note/email or by telephone. The Deputy Clerk or Chief Executive & Clerk will capture outputs of a particularly sensitive or confidential nature.
- Secretariat to capture and analyse feed back and communicate it to Members in preparation.
- Members to report back on work relating to Committee work stream issues to the relevant Committee.
- Fuller reporting back on Committee issues by Committee Chairs, especially on items of key concern or interest.
- To review the effectiveness and appropriateness of Authority's performance monitoring arrangements at an Authority and Committee level at least once a year. This process should capture both the opinions of Authority Members and the Chief Officer Group.

75/2006 UPDATE ON REFOCUSING

Agenda Item 9

Mr Hemmings reported that a dinner had been held with key industry representatives the previous week. At the dinner it had been suggested a working group be formed to discuss refocusing, with members from the industry, Force and Authority. Mr Hemmings said he was looking for approval for this group to go ahead. The Chair added that some terms of reference had been written for this group and there was a meeting with ATOC the next day at which he hoped they would be approved. The Chair said he would be happy to

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participate in the group and would welcome offers from other Members. He said he hoped this working group would help to take forward the relationship with the rail industry.

Mr Muir said he felt the working group was important as there had been some unease within the industry regarding whether the responsibilities to come out of the review were being met. The Chair said he had looked at the responsibilities prior to the dinner and did believe that these were being fulfilled.

Mr O'Toole asked if there was any idea who would Chair the group. Mr Muir said Charles Horton of Southeastern had shown an interest.

With regard to action taken to refocus, Mr Holden said neighbourhood policing in London South Area had worked well and he believed there was a lot that could be done around the country using this approach.

Agreed:

- **The group be set up as detailed in the discussions. The Authority would be represented by the Chairman, Chief Constable, Chief Executive and Clerk and Mr Weimar.**

76/2006 STRATEGIC PLAN 2008/11

Agenda Item 10

Mr Hemmings introduced this item. He said the paper was to seek Members views regarding the suggested process to prepare and agree the 2008/11 Strategic Plan.

Mr Holden said he thought the process outlined looked appropriate and that Mr O'Connor's advice around branding should also be considered.

Mr Foxall said at present there were not strong business and finance plans in place. He said the Authority would need to make strong assumptions about what money would be received and how the relationship with the industry would progress, and other factors in the future such as the Olympics. Mr O'Toole added that there had to be a strategic scene setting first of where the industry was going. The Chair suggested that a senior DfT representative be invited to meet with the Authority to give the Government's view of where the industry was going in the next few years.

Mr O'Toole said the next plan would have to be fundamentally priced so the industry could clearly see the costs associated with it.

Mr Foxall said there was to be a Transport White Paper in the next year, and asked the Chair and Chief Constable if the Force and Authority had been consulted. The Chair said there had not been any consultation as yet, but he would speak to Sir David Rowlands on this matter.

Mr King said he felt that the Olympics would be the perfect opportunity for a test market for the addition of a security levy to rail tickets, as this would be a closed system and was all taking place in a

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particular area. He said there were risks associated with this but from speaking to other Members offline he had found general support.

Mr Weimar said he felt Mr King was right to raise this, and he thought it was a good idea. However, he felt Mr Livingstone, Mayor of London, would be unwilling to increase ticket prices as he had promised Londoners that the Olympics would not cause them extra costs. Mr Holden said an Olympic Transport Committee was being set up. He suggested that it would be worth speaking with the Committee regarding Mr King's suggestion as it was possible that something could be done to put a levy on tickets for those attending the Olympic events only. Mr O'Toole said it was worth doing more research into this. The Chair suggested a steering group be set up to do some intelligence searching around this issue.

The Chief Constable said it also had to be remembered that counter terrorism work would step up a level in the run up to and during the Olympics. Mr Foxall asked if there was interim strengthening needed to deal with the run up to the Olympics. He said the Chief Constable should bring forward any recommendations.

Agreed:

- **A Member steering group be set up to oversee the Force's preparations for policing the Olympics, and to look into whether a security levy on tickets during the Olympics was feasible and take any appropriate actions as necessary.**
- **The steering group be chaired by Suzanne May and Mr Brown, Mr Holden and Mr Weimar be members.**
- **The Chief Constable bring forward any recommendations around strengthening needed in the run up to the Olympics.**

77/2006 UPDATE ON STATION DEVELOPMENT

Agenda Item 10

As Mr Gisby was unable attend the meeting his paper (which was in Part II of the agenda) went straight to open discussion.

Mrs Towers asked if the plan was for BTP to still have stations as well as booths in stations. The Chief Constable said the advantage of the booths was that this might give the opportunity to move out of expensive accommodation. The booths would also give BTP a clearly visible contact point. However, the booths would need constant staffing during the day and there were also data protection issues. The Chief Constable said a pilot project was taking at Liverpool Street station and there could be more informed discussion on the use of booths once this was completed.

Mr Foxall said he felt the booths were a sensible approach, as higher visibility and accessibility were very important.

The Chair recorded his thanks to Mr Gisby for his work on this subject.

PART II - ITEMS TAKEN IN PRIVATE

78/2006 COMMITTEE ISSUES

Agenda Item 3.2

Human Resources and Remuneration 28.11.06

There was some discussion of recent articles in the Sunday Times newspaper.

79/2006 CHIEF CONSTABLE'S REPORT - ANNEX B

Agenda Item 4

There was a discussion around the cases of interest in Annex B.

80/2006 POLICING PRESENTATION – OLYMPICS

Agenda Item 12a

Assistant Chief Constable McCall gave a presentation on the security requirements for the 2012 Olympics and Paralympics, and what this meant for BTP. He updated on how the Force was plugged into the planning process.

81/2006 AOB

Mr Weimar updated that he had heard the DfT were considering an ex-officio route for the recruitment of industry members onto the Authority. The Chair stressed that the DfT had been told that he was strongly opposed to such an arrangement.

Sir David was congratulated on his reappointment as Deputy Chair.

DATE OF NEXT MEETING:

Tuesday 23rd January 2007

Signed.....

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Chairman