

BRITISH TRANSPORT POLICE AUTHORITY

MINUTES

POLICE AUTHORITY

24TH OCTOBER 2006, 10.00AM

at

GROUND FLOOR 1&2 – FHQ, CAMDEN ROAD

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

Apologies Mr R O'Toole

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
Mr A Pacey, A/Assistant Chief Constable
Ms S Budden, Director of Finance and Corporate Services
Ms L Scott, HR Director
Mr P Zieminski, Chief Superintendent

Mr R Hemmings, Chief Executive & Clerk
Ms D McGovern, Deputy Clerk
Mrs S Elvy, Research and Policy Officer
Miss L Barrick, Meetings Manager & Minutes

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PART I – ITEMS TAKEN IN PRIVATE

53/2006 WELCOME AND APOLOGIES

Non-Agenda

The Chair welcomed everyone to the meeting and gave apologies from Mr O'Toole. He informed the Members that it would be Ms Budden's last meeting before leaving for her new post with the London Fire Brigade. He said he would like to convey his own personal thanks and that on behalf of the Authority for all the work that Ms Budden had done for the BTP. He wished her all the best for the future.

54/2006 AUTHORITY STAFF APPOINTMENTS

Agenda Item 1

It was agreed that, the Chief Executive & Clerk be offered an extension of his contract on the current terms.

55/2006 CHARGES REVIEW MODEL – PROJECT BOARD RECOMMENDATIONS

Agenda Item 2

There was much discussion around the recommendations and it was agreed:

- **To adopt the revised charging model, to be applied to the charges arising in respect of the payments to be made by PSA holders to the Authority in meeting the expenses of the Authority, with effect from April 2007.**
- **The Chief Executive & Clerk be authorised to make any adjustments to the charging mechanism in the light of the implementation of the new charging mechanism.**
- **This charging mechanism represents the basis for the policy and guidelines for levying charges for police services.**
- **That the charges derived from using this model in respect of the charges for 2007/08 be the basis for the charges for the subsequent 2 years.**
- **During the course of this 3 year period, further discussions be held with the industry about the appropriate timeframe within which to refresh the data underlying the charging mechanism, including exploring the use of a 3 year rolling average.**
- **Urgent consultation to be held with industry through ATOC and Network Rail for representations to the Secretary of State.**

56/2006 CTRL POLICING OPERATIONS

Agenda Item 3

There was discussion over the matters raised in the report.

Agreed:

- **The proposed basis for charging, as set out in the report, and to delegate authority to the Chief Executive & Clerk to continue discussions with LCSP and conclude arrangements.**
- **To commence recruitment.**

PART II – ITEMS TAKEN IN PUBLIC

57/2006 BUDGET STRATEGY 2007/8

Agenda Item 4

Mr Hemmings spoke to his paper which highlighted some broad issues. The paper offered Members the opportunity to take preliminary views around the shape of the 2007/8 budget.

The Chair asked Ms Budden to explain the situation surrounding any surplus from the previous year's accounts. Ms Budden said she expected to present the 2005/6 accounts to the Audit and Corporate Governance Committee at its next meeting on 15th November. There was no cumulative surplus and the situation had worsened since that presented in June. Following the NAO audit, it was expected that clean closing balances would be achieved, and an "except for" opinion, which is the lowest form of qualification. The current deficit absorbed any previous surplus. The current forecast for 2006/7 was a £300K overspend.

The Chair said the Authority was expecting the budget for the year to be met. The Chief Constable said the budget was being monitored very carefully and it was hoped that it would come in on budget.

Mrs Towers felt the inflation cost was high and asked if there was any money that could be moved into growth. The Chief Constable said until the final accounts were settled he could not give an answer.

Ms Budden explained the police staff pension increase was the result of the end of a pension holiday. The contribution had been reinstated, as the last actuarial valuation had shown a deficit in the fund.

The depreciation cost had increased from previous years, as the Force now received a larger capital pool and was far more robust in its application. The Chief Constable added that the Force was yet to see the final thoughts from the National Audit Office (NAO) regarding depreciation interpretation. Ms Budden said there was an accounting issue here which was causing the cash position to be adrift from the revenue position. Ms Budden said discussions with the DfT around this issue were ongoing. The Chair said it would be helpful if the Chief Constable could come back to the Authority following further discussions with DfT.

With regard to efficiencies, the Chief Constable said he had been discussing with Members how to manage this. He added it was a challenging programme and above that which Home Office forces had to provide. The Force had achieved £3.2M in efficiencies on top of the £2M taken out of the budget. Mr Holden said this needed to be

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articulated to the Industry, as they would appreciate seeing the steps taken by the Force in this area. The Chair agreed with Mr Holden.

For the 2007/8 budget the Chief Constable explained that the process began with Star Chambers. Star Chambers worked by departments pitching any budget bids they had. Bids were then discussed and either substantiated or rejected. The Chief Constable said some business cases had been rehearsed at previous meetings and these were being progressed through the appropriate channels internally. The Chief Constable said it was unlikely that the full costs for approved projects would go into the 2007/8 budget. The Chair said there could not be any surprises for the subsequent year's budget.

Mr Weimar asked if the £6M growth figure was a rough estimate. The Chief Constable said at a high level it was, but there were many projects behind it, such as mobile data, neighbourhood policing and cable theft.

The Chair said the Authority would not be arguing for a budget increase of above 10%, and asked if all Members were satisfied regarding the parameters through which the budget discussion would go. Members recorded their satisfaction with the parameters.

Mr King said cognizance must be paid to the fact that recorded offences were increasing nationally, so there was a job to be done.

Mr Holden said with regard to recommendation 6.2, which looked at whether further work should be carried out to examine if a tolerance of +/- 2% in the final out turn was a reasonable position for the Authority to achieve, that this would only be acceptable as an underspend and not an overspend. The Chief Constable said the Force was doing its best to manage the in year spend.

Agreed:

- **Chief Constable to come back to the Authority following discussion with DfT on how depreciation is charged.**
- **The Authority confirmed that the unavoidable pressures as outlined in the report be funded by way of an increase to PSA holders.**
- **The Chief Constable be invited to bring forward development proposals.**
- **Any increase to PSA holders for 2007/8 be kept below 10%.**
- **The A&CG Committee to examine if a tolerance of +/- 2% in the final out turn was a reasonable position for the Authority to achieve.**
- **The Authority supported, in principle, including a contingency element in the 2007/08 budget, recognising that this would add an additional strain on the budget.**
- **The Force to circulate a paper on efficiencies achieved this year to the industry.**

58/2006 RISK MANAGEMENT POLICY AND STRATEGY

Agenda Item 5

The Deputy Chief Constable spoke to the paper. He said there had been considerable consultation with other forces and this had been reported to the Audit and Corporate Governance Committee. The policy was for endorsement by the Authority.

Mr King asked why Scotland was listed twice in 3.6.3. The Deputy Chief Constable answered that this referred to a portfolio and the Area itself.

Sir David said he would like to formally congratulate the Deputy Chief Constable for his work in this area.

The policy was **endorsed** by the Authority.

59/2006 BTPA BUSINESS PLAN

Agenda Item 6

Mr Hemmings spoke to his paper. He said there were some updates to the Professional Standards work plan following a recent Committee meeting. Ms Knights said she also had some concerns on ownership of some of the themes assigned to Human Resources and Professional Standards, as previously mentioned. Mr Hemmings said these would be amended.

Agreed:

- **Plan approved subject to changes to Professional standards work plan as discussed in the Committee meeting, and changes to the ownership of themes assigned to Human Resources and Professional Standards.**

60/2006 PERFORMANCE MONITORING

Agenda Item 7

Mr Hemmings introduced the item. He explained to the Authority that the Secretariat had looked at other police authorities and the APA guidance to find a way forward on its performance monitoring. The paper tried to give an assessment of where the Authority currently sat and where it would want to be. He said the Secretariat was looking for a steer on whether Members felt this was the correct direction. If the approach was endorsed firmer work plans would be taken to the individual Committee's.

Mr Foxall said whilst he welcomed the idea of having more structure in this area, he was concerned that Members would not have the capacity to undertake the role as laid out in the paper. He felt there was also a danger of micro management. However, he raised the point that if Members did monitor performance to the degree suggested in the paper, would it be worthwhile? He concluded that,

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whilst he was anxious to lend support to the Areas, and understand issues facing them, he did not want to cross the line to start running the Force.

The Chair said the Authority was non-executive and did not want to slip into an executive role. He suggested a small group of Members look at the framework suggested and then report back to the next Authority meeting.

Mr Weimar said the framework played into the new style policing plan as this was now more Area specific. Ms Knights said she thought it would be useful for a small group to look at the suggestions in more detail, and to see how the themes outlined matched those in the policing plan. The Chief Constable said mirroring the performance monitoring of the Force would make the process simpler.

Suzanne May said it did look like a huge bureaucracy, but she did find some parts helpful.

The Chair asked if Suzanne May would lead the group and if Mr Foxall, Ms Knights and Mr Weimar would also participate. This was agreed.

Agreed:

- **Suzanne May to lead a working group to look at the performance management actions as set out in the appendices, and report back to the next meeting. Mr Foxall, Ms Knights and Mr Weimar to participate.**
- **The APA hallmarks were adopted as the benchmark against which to continue evaluate performance monitoring progress.**
- **The list of Area and thematic portfolio responsibilities were agreed.**
- **The Secretariat to develop a protocol and handbook to assist Members in carrying out their performance monitoring role.**
- **The Secretariat to continue to liaise with the APA and other authorities to identify examples of best practice.**

61/2006 MINUTES OF MEETING 4TH JULY

Agenda Item 8a

The minutes were **approved** as an accurate record.

62/2006 OUTPUTS 3RD JULY

Agenda Item 8b

The outputs were **noted**.

63/2006 MATTERS ARISING

Agenda Item 9

All actions had been discharged.

64/2006 COMMITTEE ISSUES

Agenda Item 10

Professional Standards, 25/07/06 & 18/10/06

Mrs Towers updated that the main subject of discussion at the last meeting had been the Committee work plan. This was now being developed.

Special Stakeholder Relations and Communication Strategy, 08/08/06

Mr King said this meeting had been called to look at the work plan of the Committee and assess how it was meeting the terms of reference. The main output from the meeting was the decision to increase the meetings from three a year to four, and the development of a communications strategy.

Budget Workshop, Birmingham, 05/09/06

The minutes were noted.

Passenger Workshop, 05/09/06

This had been the first passenger workshop held by the Authority and had been found to be helpful. There was an action for Ms Knights, Mr King and Mr Foxall to help define a communications strategy with regard to passenger groups. Ms Knights said this was being progressed.

Budget Workshop, London, 12/09/06

The Chair updated that there had been some discussion around the charges review. It had also been recognised by the TOCs that there had been a significant improvement in BTP performance.

Mr Weimar asked if there was any update regarding approaching the Football Association (FA) and football clubs for funding. The Chief Constable said he was prepared to enter the arena to negotiate this and that he would look for it to be a joint venture with the industry. ACPO had been debating this issue with the FA and clubs and had been unsuccessful in obtaining any funding outside of the clubs own environments. Mr Brown said the opening of the Emirates stadium was putting a huge strain on resources for London Underground, particularly in the Finsbury Park area. He suggested this could be the prompt for a fresh look at this area. Mr Gisby added that big events were becoming increasingly difficult for Network Rail also. Ms Knights said the Rail Standards and Safety Board had researched this issue and should be contacted for their findings.

Strategy, Budget and Performance Monitoring, 12/09/06

The Chair said the two main issues dealt with at this meeting had been the case and custody preparation scheme, which had been put out for tender, and the 2207/8 Policing Plan, for which a working group had been put together.

Human Resources and Remuneration, 19/09/06

Ms Knights said there had been an update on budget bids which were receiving HR backing. There had also been discussion on the staff survey. It had been made clear that if the staff survey failed to get a meaningful response rate it may not be repeated. The Secretariat had done a lot of work around the Disability Equality Scheme. It had been found that the privileged travel also applied to a number of officers.

Stakeholder Relations and Communication Strategy, 03/10/06

Mr King updated that the proposals for a Force Independent Advisory Group (IAG) were still embryonic. The Force was looking into how this could be delivered more cost effectively.

Mrs Elvy had been commissioned to summarise research available on passengers' perceptions and experiences of crime. Mr King also paid tribute to Ms Knights, saying this area would not be so far advanced without her support.

Urgency Panel, 07/08/06

Sir David said the Urgency Panel had been held to approve the payroll replacement project. This had increased from £449K to £645K, meaning it required Authority approval. He said he was concerned about some of the costings, but had been assured there would be no further costs and the A&CG Committee would be receiving an update on the project at its next meeting.

The Chief Constable said there was ambiguity in the governance surrounding financial approvals over £500K and it would be helpful if this was cleared up.

The Chair said there were lessons to be learnt from this and the ambiguities in the governance must be cleared up.

65/2006 CHIEF CONSTABLE'S REPORT

Agenda Item 11

The Chief Constable handed round an additional page to his report, which summarised the Force's operational objectives, including recorded offences and detection rates for 2005/6 and 2007/8 (copy in minute book). This showed the number of detections for violent offences had increased significantly. There had also been a significant increase in the number of detections around anti-social behaviour. He updated Members on the 2006/7 operational targets which were, bar one, being achieved. The only target not on track was the detection rate for route crime, which was 1% below its target. The organisational targets were improving but were still not being hit.

The review of BTP by the DfT had been completed. It had been confirmed that BTP would continue as the national specialist police force for the railways. The Chief Constable updated that following the actions to come out of the review, he had written to other Chief Constables inviting them to consider what duties they might take over from BTP. Responses were currently being collated. The Chief

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Constable was also in negotiation with Network Rail and three train operating companies for placements of BTP secondments. The DfT had rejected an offer to place a BTP attachment with them. Ms Knights asked if there was anything the Authority could do. The Deputy Chief Constable said the Force could still offer help around refranchising. The Force was also working hard to widen partnership working with the industry.

BTP had secured some funding from the Home Office to help tackle knife crime.

The Chief Constable gave an update on the situation with the role of Director of Finance and Corporate Services, following Ms Budden's resignation. Originally the work was to be shared between COG and the BTPA, but this had been revised and an interim Director of Finance and Corporate Services was to be put in post. Sir David said it was critical that this situation was dealt with swiftly. Mr Hemmings said Whitehead Mann had been employed to recruit the new Director of Finance and Corporate Services, and an advertisement would be going out shortly in the Sunday Times, Transit and a specialist finance publication. He said he would also be writing to police forces and authorities, and the industry to advise them of this vacancy.

Mr Adams raised the issue of BTP accommodation with the Chief Constable. Mr Adams said he had visited a number of police stations and the standard of accommodation was poor. The Chief Constable said the estate was the most significant remaining challenge. Mr Foxall said a major problem was that the areas in which railway stations were based were often run down, so it could be difficult to find good accommodation. Mr Holden said a lot of police stations were occupying prime retail locations, and if these were moved to other parts of the station, this could result in a rent decrease that would fund a refurbishment to improve the accommodation. Mr Gisby said Network Rail was developing its stations and this may be an opportunity to re-house BTP stations. Mr Gisby said he would be happy to talk through developments at the next meeting.

The Chief Constable reported that the threat of terrorism was still real and that the Force had received great support following the aviation threat in August.

Mr Holden said it had been a good report with lots of positive news. Mr Brown added that the good news in the cases of interest section needed to be communicated to stakeholders particularly that in 3.1 and 4.1.

Suzanne May said she valued the report and particularly liked how the additional table had been laid out.

The report was **noted**.

Agreed:

- **Mr Gisby to update on station developments at the next meeting.**

66/2006 POLICING PRESENTATION – MOBILE DATA

Agenda Item 12a

Assistant Chief Constable Robb gave a presentation explaining the benefits of mobile data. There was much support for this throughout the Authority.

67/2006 POLICING PRESENTATION – CABLE THEFT

Agenda Item 12b

Assistant Chief Constable Robb gave a presentation on cable theft. It was noted that this was a huge problem for the industry and the Force. This issue had also caused the North East Area to become overspent.

DATE OF NEXT MEETING:

Tuesday 19th December 2006

Signed.....

Chairman