

BRITISH TRANSPORT POLICE AUTHORITY

MINUTES

POLICE AUTHORITY
8th MAY 2007, 10.00AM

at

GROUND FLOOR 1&2 – FHQ, CAMDEN ROAD

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

Apologies: Mr R Gisby
Mr M Brown
Mr M Holden

In attendance: Mr I Johnston, Chief Constable
Mr A Trotter, Deputy Chief Constable
Mr D McCall, Assistant Chief Constable
Mr A Pacey, Assistant Chief Constable
Mr P Robb, Assistant Chief Constable
Ms L Scott, HR Director
Mr B Coomber, Financial Consultant
Mr P Zieminski, Chief Superintendent
Ms J Lincoln, T/Director of Finance and Corporate Services
Mr A Ball, Chief Superintendent (part)
Ms G Mason, Community Placement Coordinator (part)
Mr M Furness, Head of Planning & Performance Analysis (part)
Mr E Carroll, Detective Chief Superintendent (part)

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

17.2007	Welcome and Apologies	2
18.2007	Minutes of Meeting 6th March 2007	2
19.2007	Matters Arising	2
20.2007	Committee Issues	2-5
21.2007	Chief Constables Report	5-7
22.2007	Policing Presentation Prof Standards	7
23.2007	Effects of Non Sanction Detection Rules	8
24.2007	Budget and Policing Plan Process	8-9
25.2007	Strategic Plan	9-10

26.2007	Charging Review Disputes	10-11
27.2007	APA Police Authority Inspections	11
28.2007	Performance Monitoring Sub Group	11
29.2007	AOB	11

17/2007 WELCOME AND APOLOGIES

Non- Agenda

The Chair welcomed all to the meeting. He started by giving apologies from Mr Brown, Mr Gisby and Mr Holden.

He announced that Assistant Chief Constable Robb would soon be retiring from BTP. The Chair, on behalf of the Authority, stated how very grateful they were for Assistant Chief Constable Robb's contribution to BTP, particularly highlighting important strides he made on the technology front. He finished by thanking Assistant Chief Constable Robb for his loyal service and being an outstanding officer.

The Chair welcomed Assistant Chief Constable Pacey to his first meeting as a substantive Assistant Chief Constable following his success at interview. He added that Steve Thomas from Greater Manchester Police would be starting as Assistant Chief Constable for London and the Olympics in June. He also welcomed Ms Lincoln to her first meeting as Temporary Director of Finance and Corporate Services.

18/2007 MINUTES OF MEETING 6TH MARCH 2007

Agenda Item 1

These were approved as an accurate record.

19/2007 MATTERS ARISING

Agenda Item 2

Ms Knights updated that the pensions issue was to be further investigated by the HR&R Committee.

All other matters had been discharged.

20/2007 COMMITTEE ISSUES

Agenda Item 3

Performance Monitoring Sub-Committee 15.03.07

Suzanne May said she would cover these with item 11 at the end of the meeting.

Audit and Corporate Governance Committee 20.03.07

Sir David updated that Mr Hall from the DfT finance department had attended the meeting, and would be attending future meetings of the Committee. Mr Hall had been very helpful.

Sir David said there had been some concerns around the payroll change over, as officers would be short of a week's overtime in the first month, but this had run smoothly. Ms Lincoln confirmed that there had been a user's forum on Thursday and the handover had been successful. The Chief Constable said this change had abolished weekly payslips and the next step would be to go from four-weekly pay to monthly.

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The Chair asked what savings had been made and how these had been captured. The Chief Constable said the benefits were a weighted and aligned system and the fact that 80% of inputs no longer needed to be manipulated manually, saving time and increasing accuracy. Ms Scott added that the savings would become apparent when the interface with the HR systems was completed, as this would reduce double keying significantly. The Chair said the Force had to ensure that it captured savings when carrying out large projects such as this.

Sir David said Mr Coomber had been re-engaged to take forward work on the efficiency scheme amongst other projects.

There had been a report from the internal auditors on the charging model. The Committee had asked for reassurance on the locking of formulas and document retention procedures. Ms McGovern had assured the Committee that robust procedures were in place.

Ms Knights noted that there was no audit of crime recording scheduled for 2007/8; she asked what the situation was. Sir David said the Home Office had withdrawn funding and the Force was looking at whether an audit was needed this year and if so how it could be paid for.

Agreed:

- **The Chief Constable to bring a report to the next meeting outlining the cashable and non-cashable efficiency savings arising from the introduction of the new payroll system.**

Olympic Steering Group 20.03.07

Suzanne May said an issue had been accommodation at Stratford; this had consequences as a legacy issue and was still to be resolved.

The Chair asked for an update on financial issues. The Chief Constable responded that the DfT had clarified the position. The common theme from Government departments was that this was a matter for the rail industry. The Treasury had confirmed that in their view BTP should not receive funding from central Government. Therefore the DfT View was that the user should pay. This position was not supported by HMIC who had been acting as quasi-independent verifier of BTPs calculations. Suzanne May said when applying the user pays principle in this situation, could the user not be the Olympic Delivery Authority (ODA)? The Authority accepted the need to begin planning work for this major international event, to ensure that the railway would be efficiently and effectively policed. They supported the Chief Constable totally in his decision to begin such planning. The Authority recognised that this event would be a significant additional burden for the Force.

The Chair said he did not think the DfT's position was acceptable and if they were not going to take responsibility they should inform the industry. Mr O'Toole said he felt the Authority should write to the DfT with its understanding of the situation thus far and ask what their plans were for speaking with the industry. Mr O'Toole said at present the industry was assuming that any costs would be met by Government. The Chair said he would press the Permanent Secretary on this at their

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meeting which was due to take place the next week, and also write a letter. Mr King said a lot of the expenditure for this fell upfront and as such this matter needed to be dealt with quickly. Mr Weimar said the standards were being set by Government and as such that was where the money should come from.

Assistant Chief Constable McCall said he was concerned about the user pays arrangements. He said the Metropolitan Police Service (MPS) had made a bid via the Comprehensive Spending Review which they expected to receive. BTPs bid for £118k for 2007/8 had been refused while the money for all the other police forces which had entered bids had been granted. The Chief Constable added that a business case was accepted as part of the total capital bid to DfT but there had not been a formal response in writing from DfT as yet.

Agreed:

- **The Chair to press on this matter at his meeting with the Permanent Secretary.**
- **A letter to be written to DfT with an understanding of the situation thus far, seeking a formal written statement as to Government policy and asking what their plans were for speaking with the industry.**

Stakeholder Relations and Communications Strategy 10.04.07

Mr King began by thanking the Force for the much more comprehensive information and analysis being received on stop and search. He said the Force was trying to improve links with other forces for comparison purposes. Also, until recently data had been logged by date of input rather than encounter and this had hindered meaningful analysis till now.

The Muslim Safety Forum had congratulated the Force on its approach to Stop and Search. Mr King said a lot of progress had been made in this area.

The National Independent Advisory Group (NIAG) was on target to be set up for July. Risks around recruitment and vetting had been explored.

Mr King said the Committee had some concerns about the quality of information that had been received so far on neighbourhood policing. He said baselines needed to be set before new projects were started and targets for each area set, to enable proper measures to be taken and scrutinised. He said there had been a lot of anecdotal evidence that appeared to show neighbourhood policing was working well but a more robust approach needed.

Assistant Chief Constable Pacey said it was understood where the neighbourhood policing projects were achieving and where they were not. He added that the overarching objectives for the scheme were clear. He said it was difficult to see what effect neighbourhood policing was having on the perception of crime as measuring this was not an easy process.

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The Chair asked if there was an evaluation strategy for neighbourhood policing. Mr King answered that the APA had not yet distributed any guidance, but evaluation against the overarching objectives could be carried out. He added that the evaluation method for neighbourhood policing was difficult as all neighbourhoods are different.

Mr Weimar said London Underground had just finished an evaluation of reassurance policing. This had found positive results, with just a few areas to be fine tuned. A copy of the evaluation would be shared with the Force.

Assistant Chief Constable Pacey said the Force was waiting for the output of the study Mr Weimar spoke of and a study by the University of Glamorgan of the neighbourhood policing teams in Wales. Once both these documents were received a comprehensive report would be put together, in particular to give background information to inform the strategic plan discussions.

The Chief Constable said the evaluation of neighbourhood policing had been an issue for all forces as there were a lot of qualitative aspects and it was difficult to isolate variables.

Mr King thanked Mrs Elvy for her hard work on the passenger research paper. He said there was more work to be done looking at the non-travel issue.

The Committee had reservations around the proposed Strategic Group for budget consultation, and felt if it did go ahead there should be a BTPA representative on the Group. The Authority endorsed the view that the role envisaged for the Group replicated the Authority's responsibilities.

Professional Standards Committee 25.04.07

Mrs Towers gave a verbal update; she said the meeting had gone ahead as an informal meeting as it was not quorate.

The new IPCC Commissioner for BTP, Tom Davies, had been welcomed to that meeting and gave an update on the IPCC. Mr Davies raised three issues, the first related to the requirement by the IPCC for external forces to carry out investigations. This had been problematic, and may result in the IPCC having to carry out more independent investigations. He was hopeful that IPCC and ACPO would reach a resolution shortly. Secondly, Mr Davies had stated that the IPCC was not meeting its timescales in relation to appeals, in part because they were examining too wide a context. The final issue was in relation to the Taylor reforms, where the IPCC would be working with Forces to develop new regulations in conjunction with ACAS.

A new schedule of meetings had been agreed with Mr Davies. Mr Davies had praised the Quarterly Report received at meetings and would be circulating it to other forces as a model of good practice.

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The Police Complaints Commissioner for Scotland (PCCS) had been appointed and clarity was now awaited on the powers and responsibilities this post would have.

Mrs Towers said Professional Standards was progressing well.

21/2007 CHIEF CONSTABLE'S REPORT

Agenda Item 4

The Chief Constable spoke to his report:

- He opened with the announcement that all the operational targets for 2006/7 had been achieved with consistent performance across all Areas.
- Detection rates had improved.
- The two recruitment targets had been achieved, but unfortunately the specialist targets had not been reached.
- There had been some teething problems with the analysis of the new policing plan targets; the Chief Constable assured Members that there would be an update on the progress of these at the next meeting.
- The Chief Constable took a moment to pay tribute to Assistant Chief Constable Robb, commending him as a great officer who would be sorely missed.
- Steve Thomas would be starting on the 2nd July as Assistant Chief Constable for London and the Olympics; he was coming to BTP from Greater Manchester Police.
- The Office of Surveillance Commissioners had visited BTP and reported an improvement.
- The NAO had produced its draft data quality report in which it recognised improvements made by BTP.
- The HMIC were currently looking at BTPs policies around vulnerable persons, there were some issues over the uniqueness of BTP not being allowed for in the methodology.
- The extranet site for the industry was up and running.
- The DfT and RSSB were taking forward some good work on security from the passengers' perspective.
- BTP had won the diversity category in the Public Sector People managers' Association (PPMA). The Chief Constable introduced Gwanwyn Mason to the Authority who had been instrumental in the obtainment of this award and thanked Gwanwyn and her colleagues for their hard work. The Authority endorsed the Chief Constable's remarks.
- The Chief Constable had been invited to join the Suzy Lamplugh Trust as a Trustee.
- The Chief Constable had been invited to be an advisor to the UK Border Security Advisory Committee; this was an ACPO sponsored role.
- Tony McNulty had spoken of BTP in complimentary terms at the Policing London Debate.
- The Chief Constable updated that the change to the BTP uniform which had been considered would not be put before the Authority at this time, as it was not affordable at the present time. The Chief Constable said it would be at least 2009/10 before this could be reconsidered.

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- The financial position would be reported to the next meeting as figures for the current year were not available as yet.

The Chair said, with regard to the Chief Constable's appointment as an Advisor to the Conservative Party's UK Border Security Advisory Committee it was important to ensure his professional advice remained even handed.

The Chief Constable said he would value any Member feedback on the style of his report. Suzanne May commented that the report did not break down figures and targets by Area and the Force Management Information (FMI) was showing increases in some offences. She asked if more commentary could be included in future. Mr Foxall seconded this. The Chair said the Authority did not need commentary on everything just the areas where there appeared to be significant movement. Assistant Chief Constable Robb said the strategic assessment did get down to some interesting detail and an executive summary of this information could be distributed. Mr Weimar said the level of information given on staff assaults in the report was good. The Chief Constable also informed the Authority of his intention to present to the next SB&PM meeting a demonstration of the processes used by the Force in its performance management discussions.

For the future, the themes emerging from the Strategic Plan could also form the basis for analysis in the report.

Agreed:

- **Assistant Chief Constable Robb to circulate an executive summary of the Strategic Assessment.**
- **The Chief Constable provide the presentation to the next SB&PM meeting as discussed.**

22/2007 POLICING PRESENTATION – PROFESSIONAL STANDARDS

Agenda Item 5

Detective Chief Superintendent Carroll presented an overview of the Professional Standards Department (PSD) and a look at changes to come in the near future.

The Chair asked DCS Carroll how much civil claims cost the Force. DCS Carroll said this varied year on year. In 2006 there had been a small payout, and a defamation case was to be settled shortly.

Ms Knights noted that 95% of complaints were unsubstantiated. She asked how the process around this worked. DCS Carroll answered that the Force was obliged to investigate every complaint it received from the public. When a complaint is found to be unsubstantiated there is a mechanism in place to appeal to the IPCC. Mr King asked what percentage of complainants appealed to the IPCC. DCS Carroll answered that it was a low number and few appeals were upheld. The Chair noted that speed was the key to customer satisfaction when dealing with complaints.

The Chair asked how lessons learned were captured. DCS Carroll said most complaints related to how officers interact with members of

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the public, with most falling under incivility and similar headings. As a result of this the PSD was launching a campaign on incivility. Lessons learned were also reported back to the Professional Standards Committee.

Mr King asked how complaints were dispersed across Areas. DCS Carroll said it was difficult to account for patterns as BTP received such a small number of complaints. However, he assured that if an Area had a sudden increase in complaints this would be investigated thoroughly.

Mr Adams asked DCS Carroll how he felt about the Force's vetting procedures. DCS Carroll said he felt these were adequate and very thorough. He said the area that needed more resilience was the re-vetting of existing staff.

The Deputy Chief Constable congratulated DCS Carroll, saying he had made significant strides in the PSD with the assistance of the Professional Standards Committee.

23/2007 EFFECTS OF NEW NON-SANCTION DETECTION RULES ON POLICING PLAN TARGETS

Agenda Item 6

The Deputy Chief Constable spoke to his paper; he said as a result of changes in Home Office rules there had been some reductions to targets. Mr Weimar noted that some of the reductions were quite significant and asked if anything else was playing into the changes. The Deputy Chief Constable said these were solely a result of the changes to Home Office rules.

The Chair asked the Authority if they were prepared to agree the changes. The changes were **agreed**.

24/2007 BUDGET AND POLICING PLAN PROCESS 2008/9

Agenda Item 7

Mr Hemmings said this paper had been tabled to get a feel from Members on how they would like to progress with consultation in this area. Mr Hemmings said following the commitment to seek to work within inflation only increases for the foreseeable future, he hoped that budget discussions would be less strained. A suggestion for a way forward for consultation was attached as an appendix to the paper; this had been drafted by the Working-Together Group.

Mr King said he would like to reiterate the SR&CS Committee's concern about the suggested Strategic Group not having a Police Authority representative. Mr Weimar said the Working-Together Group had not come to a decision about the proposed framework as yet. Mr King added that he was concerned that there was a history within the industry of the types of group proposed not achieving their objectives.

The Chair suggested it might be worth having an independent stakeholder survey from which measured feedback could be gathered.

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Mr Hemmings suggested as the strategic plan was the major issue this year the opportunity to discuss the budget could be intertwined in this process. He felt it would be difficult not to have an opportunity for dialogue on the budget with the industry. The Chair agreed that the priority was engagement on the strategic plan and getting stakeholders to feed in their thoughts so maximum buy-in could be achieved. A medium term financial strategy also needed to be drawn up as part of the plan. He felt it was right to give the emphasis to the strategic plan this year rather than having two complex processes running concurrently.

Mr Adams backed Mr King's comment about having a Member on the proposed Strategic Group. He added that for the next round of Member one-to-one's with industry colleagues a change in questions was required, as he felt some of the current questions were not meaningful and needed rationalising.

Ms Knights said she was not happy with the proposal for a Strategic Group; but she supported the joint tasking groups, sector/neighbourhood level groups and budget discussion groups.

Mr Foxall said the budget and policing plan process needed to be refocused. He felt the one-to-one's had been useful but questioned what had been learnt that was not already known. He felt the process as a whole could be done more economically. He said the starting point needed to be a look at what passengers wanted and the objectives of the industry, then add in BTP/A views and take it from there.

The Chair summed up the discussion saying it seemed agreed that if the Strategic Group were to go ahead, it should not in any way supplant the Authority or have any sort of relationship with the DfT.

Mr Adams asked for clarification that if the Strategic Group was to go ahead it would have a Member of the Authority on it. The Chair said there was no formal recommendation being put to the Authority on this matter at present.

It was agreed that the policing plan and budget discussions would be rolled into the strategic plan process.

Agreed:

- **The policing plan and budget discussions be rolled into the strategic plan process.**

25/2007 2008-11 STRATEGIC PLAN

Agenda Item 8

The Chief Constable spoke to his paper, which set out the high level points to be addressed in the development of a new plan. He said feedback received from stakeholders thus far was to include; where the Force had reached with the last plan and where the Force wanted to be at the end of the next plan.

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With regard to the consultation format, the Chair suggested that looking at where the Force had come from and where it would like to be would be a good starting point. He did not want stakeholders to feel that the Authority had already made up its mind in terms of the plan, as this was not the case. The consultation document should explain the need for a plan; outline success and failures during the currency of the previous plan; set out the Authority's and the Force's vision; outline the key drivers; and articulate a three year financial strategy.

The Chair emphasised that he wanted meaningful consultation. The Authority genuinely wanted to listen and have feedback from its stakeholders. He added it also had to be considered what the most effective way of engaging with all stakeholders was.

Mr O'Toole agreed with the Chair's approach, saying the first step was to establish what the Authority and Force wanted the world to look like in three year's time. Then a strategic balance was needed, where this vision was stretched whilst being realistic within budgetary boundaries.

Mr Hemmings said it was suggested that a series of workshops be held in June/July to get initial thoughts from stakeholders. This would be followed by further consultation at Group level in September, when a more detailed document should be available; with the final step being to distribute a written document for comment. Mr Hemmings added that it must be ensured that an effective way to consult with passenger groups was found.

Mr King said the stakeholders would need to be briefed on the indicative timetable for the process. He added that they would need briefing information to help focus on the needs of the organisation. He said there should also be an environmental assessment. The Chair agreed and said the SB&PM Committee could look at the briefing information at its meeting on 5th June.

Mr Foxall said he supported Mr King's views. He emphasised that the industry feedback already gathered showed that the industry wants BTP to do what makes passengers feel safe, and as such reducing fear of crime needed to be a key element in the next plan. Mr Weimar seconded the need for objectives aimed at reducing crime and fear of crime.

Mr Adams said it had to be remembered when writing the plan that the financial framework for the next three years had been set and the Force would have to work within it.

Agreed:

- **The SB&PM Committee to look at a revised document suitable for consultation.**
- **The Secretariat to go ahead with the setting up of workshops.**
- **The consultation document be sent out ASAP after the SB&PM with the indicative timetable attached.**

26/2007 CHARGING REVIEW DISPUTES

Agenda Item 9

The report was considered in part II of the agenda as a confidential report. In addition, a late addendum had been circulated, to confirm that the National Express Group was not withholding payments.

The Chair said the paper had been useful to alert the Members of the potential risks.

Agreed:

- **The actions taken so far be endorsed.**
- **The Chief Executive & Clerk be authorised to take whatever action was needed to respond to any proceedings by any of the PSA holders and to initiate whatever proceedings might be necessary to protect the Authority's and other PSA holders interests.**

27/2007 APA UPDATE ON POLICE AUTHORITY INSPECTIONS

Agenda Item 10

Mr Hemmings said this paper had been submitted for information as there was a chance that police authorities could be inspected in future. Mr Hemmings said there was no problem with this but he wanted Members to be aware that this was a possibility.

Mr Foxall said if this were to go ahead the different nature of the Authority from that of Home Office Authorities should be taken into account and the Authority should not volunteer for a regime without raising this.

28/2007 PERFORMANCE MONITORING SUB-GROUP

Agenda Item 11

Suzanne May gave an update on the progress of the performance monitoring group. She said it had been requested that the Chief Constable give a presentation on how the new policing plan was being managed and this would now be happening at the next meeting.

It had been decided that scrutiny panels were not appropriate at the current time, but there may be a role for Members in reviewing specific projects.

The Chief Constable suggested that it may be useful to have a representative from the force attend the meetings of the sub group. Suzanne May said she found it useful having a meeting with other Members only, but if they needed any information from the Force they would arrange for a Force representative to attend the second part of the meeting. She said all actions for the Force would be clearly explained.

Agreed:

- **Progress to date was noted.**
- **Mr Hemmings was to discuss the development of an initial set of service delivery standards with the Chief Constable.**

- **A Force representative to be invited to join sub group meetings when required.**

29/2007 **AOB**
Agenda Item 12

Mr Weimar asked if there had been any further movement on the recruitment of the two additional industry members. Mr Hemmings updated that the application deadline had passed and a short-listing meeting would be taking place shortly. It was anticipated that the two new Members would be in post in time for the next Authority meeting in July.

DATE OF NEXT MEETING:

Tuesday 3rd and Wednesday 4th July at The Hilton Cardiff

Signed.....

Chairman