

BRITISH TRANSPORT POLICE AUTHORITY

MINUTES
POLICE AUTHORITY
24th OCTOBER 2007, 10.00AM
at
G1&G2 – FHQ, 25 CAMDEN ROAD

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

Apologies: Mr M Brown
Mr C Foxall
Mr M Holden
Mr R O'Toole
Mr J Weimar

In attendance: Mr I Johnston, Chief Constable
Mr A Trotter, Deputy Chief Constable
Mr D McCall, Assistant Chief Constable
Mr P Crowther, Assistant Chief Constable
Ms L Scott, HR Director
Ms J Lincoln, T/Director of Finance and Corporate Services
Ms M Daniels, Deputy Head of Strategic Planning
Mr R Pacey, Superintendent
Ms V Delices, Secretariat Manager
Ms N Buchin, Programme Support Officer

Mr R Hemmings, Chief Executive & Clerk
Mrs S Elvy, Research and Policy Officer
Miss L Barrick, Business Support Manager & Minutes
Miss S White, Assistant to Deputy Clerk

Observing: Mr I Dobbs, Chief Executive, Stagecoach

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PART I – ITEMS TAKEN IN PUBLIC

50/2007 WELCOME AND APOLOGIES

Non- Agenda

The Chair welcomed all to the meeting, with particular reference to Mr Dobbs, who was attending the meeting as an observer before his appointment as an Authority Member was substantiated. The Chair said that he was having a meeting with the Minister the following morning where he hoped to resolve this.

The Chair gave apologies from Mr Brown, Mr Holden, Mr O'Toole and Mr Weimar. He also gave apologies from Mr Foxall who was unwell. The Authority sent their best wishes to Mr Foxall for a speedy recovery.

51/2007 MINUTES OF MEETING 3rd AND 4th JULY 2007

Agenda Items 1a & 1b

These were approved as an accurate record.

52/2007 MATTERS ARISING

Agenda Item 2

All matters had been discharged.

The Chief Constable took the opportunity to update on PARPs. He said there had been a number of meetings with the ATOC Policing and Security Group (PSG) and the BTP Areas were doing strategic reviews. Further feedback on PARPs would be fed in through the Policing Plan Working Group (PPWG).

Mr Hemmings said there had not been feedback from ATOC on whether they had approved the proposal around PARPs. Mr Dobbs confirmed that it was on the agenda for the meeting that was taking place that afternoon.

53/2007 COMMITTEE ISSUES

Agenda Item 3

Stakeholder Relations and Communications Strategy Committee 10.07.07 & 11.10.07

Mr King said the ICV agreement had now been received. The MPA had given a presentation to the October meeting on custody visiting and had stated that there were no serious concerns on the treatment of detainees by BTP. There had been some minor concerns but these were around estate issues such as dirty walls and overflowing sharps bins. It had been clarified that oversight of cell provision lay with the full Authority.

Stop and Search data had improved with data being logged by date of stop as opposed to date of input as it had been. HMIC had reviewed stop and search and graded the Force as excellent for scrutiny and good in data compliance and management. However, the Committee

still had concerns around the number of unknowns recorded for ethnicity. On further research by the Force it had found that from officers' perceptions of ethnicity 50% of the unknowns fell into the IC6 category, which covered people of an Arab identity, meaning that the percentage of those being stopped falling into the IC6 category was understated in the reporting. This had been referred to BTP's community advisory groups for advice.

The Force had carried out work looking at the ethnic backgrounds of the BTP Areas by using population data for the 19 Home Office areas where most stop and search activity takes place to try and get a clearer picture of the background populations with which the data was being compared. The data does not wholly reflect the passenger population but until passenger population data is available, if ever, this data was useful for more accurate analysis.

From the 132k stops that BTP had carried out only 24 complaints had been received. This was a much lower proportion of complaints than the MPS.

Sir David said he felt the work the SR&CS Committee had done on stop and search was outstanding and an example of good practice as it showed Members drilling down but supporting the Force. Mr King said the Force had gone to great efforts to provide the data.

A stakeholder engagement plan from L Area had been presented to the Committee. The Committee thought that this was a very good pilot and commended it as a good piece of work. The plan would be rolled out to London North and South, with other Areas preparing their own versions to suit their needs.

At the October SR&CS meeting, the Committee had received the second draft of the Authority's Communications Strategy. Mr King said that he was disappointed that work on this had not progressed further, but added that a meeting would be held later that day to progress this. He continued that the Committee had strongly recommended that the new Deputy Clerk have communications experience now that there was the opportunity to re-evaluate this role along with the evolving priorities of the Authority as it matured.

Assistant Chief Constable Pacey had given an update on engagement with Passenger Focus. Mr King felt that this understated the amount of engagement that took place.

The APA had circulated a draft copy of guidance for neighbourhood policing with the final version due in January. This would be adopted assuming it was appropriate.

A comprehensive overview of the victims of crime survey had been received. Satisfaction by Area was found to vary significantly. Mr King asked that this was something that Members be cognisant of on their Area visits.

The National Independent Advisory Group (NIAG) had been launched in July and the SR&CS Committee would be having regular oversight of this.

The Committee had taken on the role of oversight of the control rooms project and future performance.

The Force consultation strategy had been presented along with progress in this area.

Olympic Steering Group 18.07.07

Suzanne May said that since this meeting had taken place there had been a lot of movement. In his absence, Suzanne May highlighted Mr Holden's concerns about what the costs consisted of and why.

The Chair gave an update from the National Olympic Oversight Group Meeting which he had recently attended along with many representatives of the emergency services (a note was distributed and a copy can be found in the minute book). Assistant Commissioner Ghaffur of the MPS had presented at the meeting and said that BTP's costs were still awaited. The Chair said he had challenged Assistant Commissioner Ghaffur on this point, at which he had clarified that he meant that the funding mechanism for BTP was not clear but the costs had been received.

Denis O'Connor of the HMIC had also spoken to the meeting, and had made it clear that costs would be met where they fell. He said the Home Office was no longer putting a bid into the Treasury but was trying to find the £50M it believed was required from its own budget. This would then be divided among the appropriate police forces but it had been made clear that, at this time, this did not include BTP. The Chair said that there had been many police authority representatives at the meeting and there was a lot of unease.

The Chair confirmed that the DfT had accepted that they would have to take responsibility if the conclusion were reached that the PSA holders would have to cover BTP's costs in relation to the Olympics.

The Chair said he would be speaking with the APA about convening a group to deal with the Olympic funding issue.

The Chief Constable said that HMI were in discussion with the DfT regarding coordination of the transport for the Olympics. However, the DfT did not see this as their role. There had also been some dialogue as to whether BTP would allow Assistant Chief Constable Thomas to be the national lead on transport issues for the Olympics. The Chief Constable said he could see some advantages for BTP in this but he was concerned about the amount of Assistant Chief Constable Thomas's time this would take up.

Mr Gisby said that Network Rail had had limited involvement in the transport planning so far. He felt there needed to be greater operating industry involvement in the planning and it was only when this had

been decided that security could be planned around it. Mr Dobbs added that his company had also had limited involvement and he was concerned as there was a finite limit to how many trains could run, and also that this required very long term planning. Mr Dobbs said he had been involved in the transport planning for the Sydney Olympics and the network had had to be reconfigured to support the transport requirements and this had taken approximately three years.

The Chair said that he would be speaking with Secretary of State on this matter and would be pressing for a group of the appropriate people to be established.

Mr Hemmings suggested that a way forward might be to invite representatives from the DfT, ODA and Assistant Commissioner Ghaffur to the next Authority meeting for a full discussion. The Chair said that this matter should be brought back to the Authority as a matter of urgency.

Mr Gisby asked if BTP had been involved in the Olympic Transport Plan. Assistant Chief Constable McCall said that the ODA had only involved BTP once the first draft of the plan had been developed and the BTP costings had been developed around this plan.

Agreed:

- **The Chair to speak with the APA about convening a group to deal with the Olympic funding issue.**
- **The Chair to speak with Secretary of State regarding the Olympics and press for a group of the appropriate people to be established.**
- **Representatives from the DfT, ODA and Assistant Commissioner Ghaffur to be invited to the next Authority meeting for a full discussion on the Olympics and funding.**

Professional Standards Committee 31.07.07

Mrs Towers updated that the quarterly report continued to develop well. Protocols between the Force and Authority were being formalised.

Mrs Towers added that she was pleased to learn that a new Member was due to start on the Committee soon.

Human Resources and Remuneration Committee 04.09.07

Ms Knights reported that the Committee had received updates on the efficiency and equal pay reviews. Ms Scott said the outcomes of the equal pay review were expected in November and then decisions would need to be made regarding implementation.

Ms Knights said Members might find it useful to look at the HR Director's report for clarification of matters discussed.

Ms Knights said the pensions and safeguarded travel issues were proving difficult to get to the bottom of. The Chief Constable said these two issues were a major concern. Mr Hemmings said the

information on the safeguarded travel issue had been reviewed and it was not certain whether if ATOC ceased to charge for this facility that would remove the tax liability. Further work was being carried out in this area.

An induction programme had been developed by learning and development and a leadership programme was in place. The Chair was keen that officers were encouraged to progress particularly with the new policing degree. The Chief Constable said that it would be a few years before any of those doing the degree had graduated.

Fitness testing had been included as part of the PCSO recruitment process. This followed concerns around the level of sickness recorded for PCSOs.

The Chair asked if exit interviews were carried out. Ms Knights said the HR department was pressing on this and were looking at having support groups carry these out as this might make people feel they could be more open with their responses. Ms Scott added that a telephone survey had been conducted with a sample of people who had recently left BTP and this had found the reasons that would be expected; people had left for more money or a better prospect. Ms Knights said pay was an issue and the staff survey may results would be available in November and this should help to identify any dissatisfaction.

The leadership and governance review which had been due to be carried out by HMIC had been delayed.

Interviews for a new head of HR would be happening in November and Ms Knights informed Members that she would be participating in the Panel.

The PwC report had shown two areas of risk the first of which related to the lack of annual plan and this had been rectified. The second high risk area related to workforce planning and this was currently being progressed.

Sickness levels were no longer climbing but had levelled out at a higher rate than the previous year, but they were not at crisis point. A Gold Group had been established as a proactive tool to tackle this before it became a major issue.

There had been an update on the diversity training strategy and the Committee had been keen that diversity training was embedded and in current training programmes and was not a bolt-on to training.

Performance Monitoring Sub-Group 06.09.07

Suzanne May said there had been discussion at the meeting around replacing some of the current targets with minimum standards. This idea had been challenged by Sir David. Following contact with HMIC it was found that they were looking at introducing minimum threshold

standards and this was being developed at present. Sir David added that targets almost de-facto become standards.

Suzanne May said that the Group had requested a presentation on Forensics for the December Authority meeting. The Chief Constable said he would be happy to provide this.

The scrutiny panel process had been discussed. The Chair said that he felt efficiency should sit with the Authority as a whole rather than having individual Members taking on an oversight role in the efficiency reviews.

The Group was also looking at the Authority's performance and a questionnaire had been distributed to this end. A meeting was being held on 20th November where both Members and the Force had been given the opportunity to come and address the Group and give their view on the Authority's performance.

The Deputy Chief Constable was concerned by the remark within the minutes that standards were favoured above targets, as they assured consistent performance rather than concentrated bursts of activity. He assured the Authority that performance was monitored on a daily and monthly level so this was not the case. Suzanne May accepted the Deputy Chief Constable's comments but added that the Group was simply looking at the best way to monitor performance, as its remit was to evaluate how the Authority carried out its performance monitoring role. Ms Knights added that the comments were not intended as criticism but if there was a perception that targets were being chased in this manner this needed to be allayed.

Strategy, Budget & Performance Monitoring Committee 02.10.07

The Chair said there had been full discussion on the efficiency review at this meeting and oversight of this had been added to the Committee's agenda as a standing item.

The strategic plan had been presented to the Committee following stakeholder feedback at the workshops which had been held in June. Following a few further amendments the plan had been approved for wider consultation and it would come back to the Authority for approval in January.

Ms Knights suggested that as the data warehouse was being presented at the next meeting this may be of interest to other Members. The Chair agreed and invited those Members who did not sit on the Committee to attend the meeting.

Ms Knights asked what had happened following the her request regarding an update on BTP's quartile position at the last meeting. The Chief Constable replied that when this target had been set the national average for detections was 25% and BTP had stood at 17%. He said that BTP had now passed 25% but the average had risen in the interlude so BTP had not progressed as far up the table as had been hoped, but they had improved by a few places. The Chief

Constable added that the end of the year was still a few months away and he hoped to continue this improvement.

Agreed:

- **All Members invited to the next SB&PM Committee to see the data warehouse presentation.**

Policing Plan Working Group 02.10.07

Sir David said the Force had created some reduction targets for 2007/8 but he said the PPWG wanted to ensure that it was not creating a bureaucratic burden for the Force to manage. He added that he was pleased to see and hear that Areas were reacting favourably to the new regime and that it was helping to focus officers work and increased engagement was improving relationships with stakeholders.

The PPWG had said that if there was a way of adapting the regime, without a major change, to reduce its complexity this would be supported. The Deputy Chief Constable had suggested that a two tier approach may be helpful.

The Deputy Chief Constable said following discussion with Area Commanders on the performance regime their feedback was that they wanted more localised and flexible targets with fewer core targets. This would give them more freedom to work with the PSA holders in their Areas and deliver what they required. The Deputy Chief Constable said this would not be without risk as management needed to be able to monitor targets and report back on performance.

Sir David said he was pleased to see that despite tougher targets being set the Force was progressing well.

54/2007 CHIEF CONSTABLE'S REPORT

Agenda Item 4

The Chief Constable spoke to his report:

- 8 of the 12 common objectives, common targets; 30 of the 44 common objectives, local targets; 28 of the local objectives, local targets were being achieved.
- The target for processing persistent young offenders (PYOs) was proving challenging but the Chief Constable remained hopeful that the Force would meet this by the end of the year.
- Quality of service performance was currently 1% below the target.
- The targets around BME recruitment were proving challenging as the recruitment numbers were not as large throughout 2007/8 as they had been in previous years.
- The Chief Constable was confident around the targets for female recruitment which was progressing well.
- A Gold Group had been convened to look at sickness following a rise in sickness levels. The level of sickness had begun to level out, but the Chief Constable was keen to look into why they had increased.

- The efficiency programme had begun with reviews happening in HR and IT. Results from these initial reviews were expected around the end of November.
- The staff survey had been completed and showed an improvement in feedback given by staff and officers in Scotland, although Scotland still languished behind other Areas in terms of staff satisfaction.
- The survey had shown that many officers and staff still felt investment was needed and the Chief Constable said he would be looking into why this perception was there.
- Promotion boards had been held and Mark Newton had been promoted to Chief Superintendent and would be taking over the post of Area Commander London North. An external candidate from the MPS, David Wildbore, had also been appointed as Chief Superintendent FHQ Operations. The Chief Constable said the promotion boards had further highlighted the issue with pensions as some good candidates from other forces had been lost when they had become aware of the pension situation.
- The Chief Constable had attended a meeting on border policing. He informed Members that the current model was not a threat to BTP.
- A dinner had been held with the London TOCs. The Chief Constable said this had been successful and useful for identifying the balance between levels of efficiency and what the customer wanted.
- Cable theft continued to be a serious issue and a detailed update on this was attached to the report.

Mr Adams felt that the problem with sickness stemmed from officers feeling under-valued. He said from speaking with officers he had heard that rosters were often changed and leave cancelled at short notice, which meant that officers sometimes resorted to calling in sick as the best way to guarantee time off. The Chief Constable accepted this could be an issue at times, but said he took a firm line as the network had to be covered. The Chair said that it would be useful to see benchmarked figures on sickness. The Chief Constable said these were being put to the HR&R Committee.

Ms Knights said that following the staff survey Areas had developed action plans from the feedback. She asked that Members have oversight of these on their Area visits.

The Chair said that in regard to cable theft Mr O'Toole had argued strongly that Network Rail should pick up the cost for this, as it was a crime that was central to them. The Chief Constable said he had spoken to the Network Rail Chairman at dinner regarding this who had been clear that he did not feel Network Rail should pick this up. Mrs Towers asked why the London Underground figures for cable theft were so low in comparison to others. Assistant Chief Constable Crowther said that most of the London Underground was difficult to access and was overlooked by housing which was a major factor.

55/2007 POLICING PRESENTATION – CCTV

Agenda Item 5

Assistant Chief Constable Crowther gave a presentation on CCTV looking at BTP's strategy in this area.

56/2007 PROGRESS ON THE STRATEGIC PLAN 2008-11

Agenda Item 6

Mr Hemmings updated that a draft of the plan, which had been approved by the SB&PM Committee, was going out for wider consultation.

57/2007 MEDIUM TERM FINANCIAL STRATEGY 2008-11

Agenda Item 7

Ms Lincoln spoke to her paper; she said that work was progressing well on the medium term financial strategy (MTFS). The finance department were modelling future scenarios using various recognised techniques.

Ms Lincoln said the funding from the PSA holders had been straightforward to predict following the inflation only commitment the Force and Authority had made.

Currently many of the savings which had been made were of a temporary nature but going forward permanent savings were being driven through. The 2% year on year efficiency promise was, and would remain challenging, for the years to come.

The London Underground Limited (LUL) contribution to central costs had been reviewed in the wake of the new charging model and there was "in principle" agreement to a higher figure for future payments. Should this be signed off as expected the Force would be in a much more positive position.

Ms Lincoln said early indications were that the Force would receive around £30M of their £43M capital bid. She said that this would be tough because there were still big issues that needed addressing such as the estate, custody facilities and fleet and IT renewal programmes.

58/2007 ANNUAL RISK MANAGEMENT

Agenda Item 8

The Deputy Chief Constable said this was an annual overview of the risk management process. The process had now been fully embedded across BTP and PwC had carried out a review of it in the last year; all the recommendations of which were now complete. The risk register was reviewed by the A&CG Committee and there were stringent in-house monitoring processes.

Sir David said the A&CG Committee assessed and monitored arrangements and found the model to be fit for purpose. He thanked the Deputy Chief Constable and his team for all their hard work in this area.

59/2007 CENTRAL LONDON ACCOMMODATION

Agenda Item 9

The Chief Constable said he had tabled this paper to highlight the issue with custody facilities.

An opportunity had arisen that could help to deal with the lack of custody facilities. The landlord of the Force's Counter Terrorism Unit (CTU) accommodation was keen for the Force to vacate the premises so that they could be developed as residential premises. Incentives were being offered and the Force had identified a new site that may be suitable for the CTU and improved custody facilities.

The Chief Constable said this paper was for information at the present time.

60/2007 CONTROL ROOMS AND CONTACT MANAGEMENT

Agenda Item 10

The Chief Constable said the project was running on schedule. He said there was a risk around retention of staff at the current control rooms as they were aware that these would be closed down shortly.

Mr King asked how many redundancies were expected. The Chief Constable said he estimated that around 30 people could be made redundant. Superintendent Pacey added that the Force was trying to find alternative positions for those people who were affected.

Ms Knights asked that an update be given to the HR&R Committee on the redundancy situation.

Agreed:

- **An update be given to the HR&R Committee on the redundancy situation.**

61/2007 UPDATE ON REVISED PROGRESS OF PSA

Agenda Item 11

Mr Hemmings said the revised PSA was yet to be finalised as final comments were awaited from the DfT; these were expected by the end of the week. Once these comments had been received the document would go to ATOC. It was hoped that the document would be ready for Authority sign-off by the next meeting.

62/2007 PENSIONS UPDATE

Agenda Item 12

Mr Hemmings said the police staff fund was to have a revaluation at the end of the year and this paper was to alert Members to the fact that the consultation had started. He said a more detailed note would go to the HR&R Committee.

63/2007 PERFORMANCE MONITORING SUB GROUP – PROGRESS TO DATE

Agenda Item 13

Suzanne May said a meeting had been arranged to look at the Authority’s own performance and the Force had been invited to attend along with any Authority Members.

The Chair thanked Suzanne May and the Group for all their hard work.

64/2007 AUTHORITY COMMITTEE PROCESS

Agenda Item 14

Mr Hemmings said this report followed a suggestion by the Chair for more structured reporting back from the Committees. The Chair said he felt it would be useful for Committees to have fuller discussion around key Committee issues alongside the current reporting process.

This process was **approved**.

65/2007 POLICE AUTHORITY BUSINESS PLAN

Agenda Item 15

Mr Hemmings said that this was a dynamic document which had been adapted following comments received from Members since the last meeting. He added that Mr King had offered further comments relating to the communications strategy that would need to be incorporated into the plan.

Following this the plan was **approved**.

66/2007 AOB

Agenda Item 16

Mr Hemmings distributed a paper regarding the recruitment of a new Deputy Clerk (copy in the minute book). He said the interview panel would include himself, the Chair and Ms Knights. It was expected that interviews would be held in January. Mr Hemmings added that he also saw this as an opportunity to give further responsibilities to existing Members of the team.

DATE OF NEXT MEETING:

Tuesday 11th December at FHQ, 25 Camden Road

Signed.....

Chairman