

# BRITISH TRANSPORT POLICE AUTHORITY

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## MINUTES

STRATEGY, BUDGET & PERFORMANCE MONITORING COMMITTEE  
24<sup>th</sup> JUNE 2009, 10.00AM

at

MEZZANINE SUITE - HOLIDAY INN, CAMDEN LOCK

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**Present:**

- Ms M Banerjee (Chair)
- Sir David O'Dowd
- Mr I Dobbs
- Mr M Holden
- Mr R Gisby
- Ms C Knights
- Mr J King
- Mr R O'Toole
- Mr J Weimar

**In attendance:**

- Sir Ian Johnston, Chief Constable
- Mr A Trotter, Deputy Chief Constable
- Mr P Crowther, Assistant Chief Constable Crime (part)
- Mrs S Burd, Director of Finance and Corporate Services
- Mr P Zieminski, *Frontlinefirst* Programme Director
- Mr A Clarke, Financial Consultant
- Ms V Delices, Secretariat Manager

  

- Mr R Hemmings, Chief Executive
- Mr P Haddock, Deputy Chief Executive
- Miss L Barrick, Business Support Manager & Minutes

**12/2009**                    **MINUTES OF MEETING 6<sup>th</sup> FEBRUARY 2009**

Agenda Item 1

The minutes were approved as an accurate record.

**13/2009**                    **MATTERS ARISING**

Agenda Item 2

An update was given on the pension issue. The lawyers had provided an alternative arrangement which had been discussed with the Home Office. The Home Office had taken this away to prepare new proposals and it was expected that with the consent of the Treasury a solution could be found. The new proposals were expected by mid-July.

All other actions had been discharged.

**14/2009 PERFORMANCE REPORT**

Agenda Item 3

The Chief Constable reported that the Force was currently achieving 13 of its 14 national targets and 43 of its 72 local targets. The main points to note were:

- The only national target not being achieved was the detection rate for notifiable crime. It was noted that historically a slow start to detections was not unusual as new strategies were implemented at the beginning of the year and it was expected that performance would improve throughout the year.
- There were already good results for London South and North East Areas.
- It was noted that there had been an increase in the number of public order offences but that this was the result of interventions and not higher levels of disorder.
- There had been an impressive decrease in robberies and this was 11% year on year.
- Credit card fraud was an area to watch as a lot of work was being put into this at present.
- Ticket vending machine offences continued to be an issue, particularly in Scotland, but the Force was working with the industry and manufacturers on this.
- There had been significant reductions in cable theft over the last year. There were various reasons for this including, industry improvements in storage, BTP tactics and a decrease in the value of copper. However, the value of copper was expected to rise again in 2009 and this was likely to increase the figures in this area once more.
- Football disorder remained a significant issue for BTP.
- There were initiatives in place to help improve Quality of Service. This involved a poster campaign on London North reminding officers of their responsibility to update victims within specified times.
- The recruitment targets were on track to be achieved by the end of the year. There was no update on promotion targets as there had not yet been any promotion boards.

A separate update was given on the Scottish targets as the Area had adopted a different framework in line with Scottish forces. The Problem Solving Plan (PSP) approach was working well with a 100% satisfaction rating from stakeholders so far. Football remained a major issue for the Scottish Area as it was a significant drain on resources. The Committee suggested that the establishment for the Scottish Area should be reviewed, as when large operations were taking place their business as usual capacity was left thin. The Force responded that this had been picked up by tasking meetings and central resources were being imported to Scotland for operations. This would be an ongoing arrangement that would be managed proactively.

The Chief Constable updated the Committee that the Force had various ways of highlighting performance variations between Areas.

This was largely through the Force Management Team meetings but also Chief Officer Area visits and meetings with Area Commanders. Good practice was noted and shared from these arrangements.

The Committee thanked the Force for a very encouraging report.

**15/2009**  
Agenda Item 4

#### **UPDATE ON FRONTLINEFIRST**

The Force updated that work on the intelligence review was progressing. This had involved looking at the process to see which parts added value and removing those that did not. The crime mapping work had been completed and there was now the opportunity to look at process mapping from which it was hoped there would be some efficiencies.

The Grant Thornton report had resulted in an adjustment of £1.3m to the total efficiencies. The full report would be presented to the Chief Officer Group (COG) in the next week.

An update was given on the HR Transformation project. Some of the savings from this were being reinvested into the voluntary severance scheme but it was expected that savings would be realised in 2010/11. There may also be further opportunities for savings as the new HR regime bedded in. However, it was noted that there had been no metrics available to predict HR demand so there may be some latent demand to accommodate.

The savings marked in red on the spreadsheets were those that were expected to be made. Delivery plans were being drawn up and thematic scrutinies were underway. The Force was confident that it would meet its targets.

The Force was considering applying the LEAN methodology, as based on the experience of other forces this may offer some opportunities for further possible cashable savings. However, this was still in the feasibility stage at present. Members expressed the view that a coherent strategy and approach was essential in reviewing business processes, information management and the use of information systems.

The Force advised that work was underway to develop an updated IT strategy. This would be market tested around the organisation once a draft was completed. The Information Strategy was being reviewed in parallel. Members felt that this needed significant attention by the Authority and asked that the updated IT Strategy came back to the Committee at its September meeting. The Committee also asked for information on how the IT requirement was embedded in each project and impact assessed. A dialogue on the resource and skill needed to manage this core part of the business was also requested.

#### **Agreed:**

- **The updated IT Strategy to come to the September**

**meeting to include a:**

- **A report explaining how the IT requirement is embedded in each project and impact assessed**
- **A dialogue on and description of the resource and skill needed to manage IT was requested**

**16/2009**

Agenda Item 5

**REVENUE AND CAPITAL PROGRAMME OUTTURN 2008/9**

The Force reported that an underspend of £1.46m had been achieved. This was slightly lower than that which had been forecast due to some adjustments in fixed price Police Service Agreements (PSAs) that had not been factored into monitoring. It was noted that there were still some accounting adjustments to be made.

Some of the detail within the outturn was as below:

- There had been an overspend due to some costs following the Batches Street fire that were above the insurance cover.
- There had been a small overspend in the HR budget as a result of recruitment activity.
- *FrontLineFirst* showed a small underspend as a result of a timing issue around severance pay which would now be paid in 2009/10.

The communications and computers budget was made up in a large part by Police National Computer (PNC) charges. The Force said that it paid for PNC on a per transaction basis and that this was regularly reviewed to ensure that it demonstrated value for money. The National Policing Improvement Agency (NPIA) owned PNC but negotiated through the Association of Chief Police Officers (ACPO).

The Force said that it would be reviewing its devolved budget regime to ensure that reporting was more easily understandable. Work was also being carried out to improve profiling which would also give monitoring reports more clarity.

There had been a strong saving against the London Underground Area budget. This followed a target set by London Underground.

It was noted that the reserves needed to be put back to a less risky level. However, as a Non-Departmental Public Body an agreed level had to be reached with the Treasury and this was currently £3m. This should continue to be the target

There had been a small overspend on the capital programme and this would be reflected in the following year's budget, as it was a rolling programme. The Members asked what had caused the estates underspend. The Force answered that this was due to delays in the custody project.

The report was noted.

**17/2009 BTPA FINANCIAL RESULTS 2008/9**

Agenda Item 6

The results were noted.

Members asked where the legal costs following the Judicial Review would sit. It was confirmed that these sat within the Authority budget.

**18/2009 JULY AUTHORITY MEETING**

Agenda Item 7

The Deputy Chief Executive gave a brief overview of the expected running order of the day, which would be facilitated:

- External stakeholders presenting with Q&A sessions (following pre-read information)
- Force item, to include a view from the new Chief Constable about his aspirations from the Force
- Group discussions
- Plenary

The meeting is to look at the financial framework for 2010/11 onwards and would be facilitated.

The Force said that it hoped to gain clarity on what the potential budget for 2010/11 may be so that it could begin to look at what it could do.

The Members felt that it would be useful to understand the DfT view on the economic future of the railways.

Members asked if the Strategic Plan would be re-launched as a result of this work. The Chairman said that this was something that would be considered.

**Agreed:**

- **The DfT be asked to come as one of the external stakeholders.**
- **Re-launch of the Strategic Plan to be considered following this work.**
- **The Chairman should write to all members outlining the proposals for the day.**

**19/2009 AOB**

Agenda Item 8

There was no AOB

**DATE OF NEXT MEETING:** Wednesday 9<sup>th</sup> September 2009 at 10.00am

Signed.....

Chairman