

# Minutes

Police Authority

Tuesday 25 March 2014, 10.20am

at G1 & G2, FHQ, 25 Camden Road, London NW1 9LN

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## Present:

Brian Phillpott, in the Chair  
Lew Adams  
Dominic Booth  
Catherine Crawford  
Elizabeth France  
Len Jackson  
Bill Matthews  
Mark Phillips  
Andrew Pollins  
Stella Thomas

## Apologies:

Millie Banerjee, Chairman  
Patrick Butcher  
Anton Valk

## In attendance:

Paul Crowther, Temporary Chief Constable  
David McCall, Temporary Deputy Chief Constable  
Alan Pacey, Assistant Chief Constable  
Steve Thomas, Assistant Chief Constable  
Mark Newton, Interim Director of Corporate Resources  
Mike Furness, Head of Strategic Development  
Simon Hart, Head of Finance  
Elaine Derrick, Senior Advisor, Chief Constable's Office

Andrew Figgures, Authority Chief Executive  
Ben Wright, Interim Authority Finance Director  
Lucy Yasin, Authority Business Manager  
Samantha Elvy, Strategy and Performance Manager  
Orla Sedze, Communications and Engagement Officer  
Iggy Falcon, Senior Policy Officer & Minutes

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**PART I - ITEMS TAKEN IN PUBLIC****14/2014 Welcome and Apologies**

Non Agenda

1. Apologies were received from Millie Banerjee, Patrick Butcher and Anton Valk.
2. The Authority noted, with great sadness, the recent death of Liz Pike, the Authority Finance Director. Liz was in the post for ten years, during which she made an enormous contribution to the work of the Authority and the Force. She was greatly respected among all those who worked with her and she would be missed for her personality and energy. Members of the Authority took the opportunity to express to her family their most sincere condolences during this difficult time.

**15/2014 Minutes of Meeting 30 January 2014**

Agenda Item 1

3. The minutes were approved as an accurate record.

**16/2014 Matters arising**

Agenda Item 2

4. With reference to the outstanding action on the College of Policing, the Chairman advised that a meeting was being arranged with Alex Marshall, the College's Chief Executive, and that the T/Chief Constable and the Chairman of the People and Standards Committee would be joining him.
5. All other actions had been discharged.

**17/2014 Chief Constable's Report**

Agenda Item 3

6. The T/Chief Constable introduced a report which provided an update on the BTP's activity to deliver the key objectives in the Strategic Plan undertaken since the last Authority meeting.

*Policing Plan*

7. The T/Chief Constable confirmed that 6 out of the 9 national targets and 31 out of the 42 local targets were currently being achieved. He highlighted the work and commitment of officers which contributed to this achievement, particularly on national targets such as clearance time for unexplained fatalities (75 minutes against a target of 90), recorded notifiable offences (a 7% reduction compared with

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last year), and notifiable detection rates (which rose from 31% to 33% from last year).

8. Efforts were being concentrated on the three national targets which were not being achieved. The target to reduce disruption minutes by 3% was proving particularly challenging – the number of minutes actually rose in the reporting period compared to 2012/13. The detection rate for public order stood at 57%, thus narrowly missing the 59% target for the period, although this was stable compared to 2012/13. Finally the overall sickness target of 7.3 had also narrowly missed the year-to-date target, although the T/Chief Constable was reasonably confident that this gap could be closed as the year came to an end.

#### *Force Restructure*

9. The implementation of the restructuring project was progressing well. A readiness assessment had recently shown that there were no areas of concern, with only minor issues to resolve ahead of the go-live date of 1 April.
10. ACC Pacey's leadership in driving the project was commended by the Authority. The general perception was that the changes had been well managed and communicated, with no negative impact on service delivery or staff morale.

#### *Reducing Disruption*

11. Initiatives such as Operation Avert and Operation Partner were continuing to show encouraging results in reducing the number of suicides and suicide attempts on the rail network by better managing people in mental health crises.

#### *Reducing Crime*

12. In connection with Metal Theft, the Authority welcomed the announcement that the Home Office had agreed to release a continuing grant of £250k for the National Metal Theft Taskforce in 2014/15. It was yet to be confirmed whether the Department for Transport (DfT) would provide match funding.

#### *Increasing Confidence*

13. The T/Chief Constable mentioned that he had recently met senior representatives of train operating owning groups, all of which had been positive encounters. He had also met with the DfT Franchise Director where the possibility of mirroring the arrangements for the prevention of crime and disorder which existed between

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geographical forces and local agencies under the Crime and Reduction Act 1998 was discussed. The idea was to strengthen partnerships between the BTP and TOCs by formalising the principle that franchisees will work towards crime reduction. The issue was being looked at in closer detail by a BTP officer who had recently been seconded to the DfT to get a deeper understanding of franchising specification.

#### *Other matters*

14. The Authority noted that HM Inspectorate of Constabulary (HMIC) and HM Inspectorate of Prisons (HMI Prisons) had conducted a joint inspection of the Force's custody facilities in London between 17 and 20 March. Feedback received during the 'hot-debrief' had been mainly positive, with a few minor issues surfacing relating to the maintenance of custody suites and the provision of non-rip blankets. The draft report was expected within eight weeks.
15. Concerning the Accelerated IT Programme, a meeting had taken place with the Chief Constable of Cambridgeshire Constabulary to explore opportunities for data hosting and a radio system upgrade. Catherine Crawford took the opportunity to declare an interest by virtue of being a member of the Cambridgeshire Constabulary/PCC Joint Audit and Risk Committee.
16. A Member inquired about the outcome of the meeting with the Acting Chief Executive of Passenger Focus, and it emerged that one of the issues explored was the potential to obtain feedback more quickly from the Passenger Survey.
17. The report was noted.

#### **18/2014 Chief Executive's Report**

Agenda Item 4

18. A report which updated the Authority on key developments since the last meeting was noted.

#### **19/2014 Security Classification Policy**

Agenda Item 5

19. The Head of Information Management at the BTP gave a presentation on the future changes affecting the Government security classification system. The scheme described the way in which information assets should be marked to ensure they are appropriately protected.

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20. The existing classifications of CONFIDENTIAL, RESTRICTED, PROTECT and UNCLASSIFIED would be replaced by three new levels: OFFICIAL, SECRET and TOP SECRET in most Government departments with effect from 1 April 2014. Following a decision by the Chief Constables' Council, the Police Service was expected to adopt the new system at a later date, in October 2014. Tailored guidance for Forces would be published in the run-up to this date.
21. The removal of the UNCLASSIFIED marking was a deliberate move to highlight that *all* Government and Policing information had intrinsic value. The new system signalled a shift in the approach of 'direct-access' according to vetting and would move to the sharing of information on a 'need to know basis'. The system will also hinge on training and guidance about how to handle sensitive information rather than rely on generic instructions. Descriptors in the form of OFFICIAL-SENSITIVE [DESCRIPTOR] will exist to identify certain categories of sensitive information where special precautions should apply.
22. Members commented that the importance of training officers and staff in operating in the new system should not be overstated. The new system was helpful in recognising that all that official information requires an appropriate level of protection, and if implemented correctly, it should help to promote transparency in public services – not detract from it.
23. The presentation was noted.

## **20/2014 Policing Plan**

### Agenda Item 6

24. The Chairman of the Policing Plan Group introduced a report giving details of the process conducted to develop the 2014/15 National and Local Policing Plans, and inviting the Authority to consider the targets that would support these.
25. The Authority noted the well-coordinated programme of engagement which helped to inform the contents of the Plans. The process that began in September 2013 had been successful in giving the intended additional focus to the local policing plans and ensuring that the national plan was built to provide the broader framework.
26. The Head of Strategic Development gave a summary of the proposed targets (contained in full at Appendix A for the National Plan, and B for the Local Plans). He highlighted the challenging nature of the proposed national targets to reduce notifiable crimes by 4% and to reduce police-related disruption minutes by 6%. There would also be a push to increase passenger confidence to at least

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77.5%, and to spend 60% of overall budget on frontline resources, up from the 58% currently achieved.

27. The T/Chief Constable added that the process of stakeholder engagement would conclude with bespoke letters being sent to all Police Service Agreement (PSA) holders in the coming days. These would provide them with assurances about how the plans have had regard to their concerns.
28. A Member questioned whether it was satisfactory to set the target for clearance time for non-suspicious and unexplained fatalities at 90 minutes, when the Force had achieved significantly lower clearance times for the past few years. The T/Chief Constable stated that the 90 minutes figure was designed to keep officers in focus, but he was not comfortable with introducing a tighter timeframe that could potentially jeopardise competent decision-making.
29. In the same vein, a Member advised caution against putting excessive pressure on officers who already had to work in very difficult conditions. He reiterated a point made on earlier occasions concerning the distinction between primary and reactionary disruption minutes and urged that this be kept under review to ensure that officers were not made responsible for circumstances beyond their control.
30. A Member sought clarity on whether there would be any extra focus to reduce theft to passenger property, which she regarded as a critical component of the objective to improve confidence levels. The T/Chief Constable clarified that the proposed target to reduce crime related to every type of crime, but he recognised that there was scope to understand what had a greater impact on passenger confidence. In this regard, the piece of work about embedding crime reduction elements in franchising agreements (referred to above) would be particularly relevant.
31. The report was noted.
32. **Agreed**
  - 32.1. To approve the 2014/15 National Plan (Appendix A) and Individual Local Plans (Appendix B).

*[Liz France left the meeting after this item]*

**21/2014 Health and Safety**  
Agenda Item 7

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33. The Interim Head of Safety and Wellbeing gave a presentation to inform the Authority of its legal requirements, roles and responsibilities, and on the current risks facing the BTP.
34. In setting out the context, the Interim Head of Safety and Wellbeing outlined the moral, legal and financial reasons why Health & Safety should be a priority for the Authority. It was emphasised that, as the employer, the Authority had a defined legal responsibility for assessing risk, and reducing it to an appropriate level. This position was quite different from that of most policing areas, where the duty rested on the Chief Constable. Members were advised that it was possible to delegate tasks, but not responsibilities.
35. The Authority also noted the distinct benefits which good management of health and safety brought to organisations, including greater staff retention, stronger reputation and lower insurance costs. The Interim Head of Safety and Wellbeing updated Members on the progress in building the BTP's new Safety and Wellbeing function, and in addressing some of the weaknesses which had been previously identified.
36. During discussion, Members recognised the considerable improvements which had already been achieved and thanked the officers and Members who had worked to make this happen. The Authority also reasserted its commitments to maintaining an effective oversight of this area in the future; it acknowledged the fact that things do sometimes go wrong, and that in those cases, it was important to support well-informed and competent decision-making. This principle was embedded in the proposed new Health and Safety Policy Statement, attached at Appendix A of the report, which the Authority endorsed.
37. The presentation was noted.
38. **Agreed**
  - 38.1. To approve the British Transport Police Authority and British Transport Police Health and Safety Policy Statement, as set out in Appendix A of the report.

## **22/2014 Strategy & Planning Report**

Agenda Item 8

39. The Authority Strategy and Performance Manager introduced a report updating the Authority on detailed activities to support and develop the Strategic Plan for the British Transport Police. These included, in particular, the discussions at the last meeting of the

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Strategy and Planning Working Group on 18 March which centred on the development of the People and Equality Strategies.

40. Concerning the People Gold Strategy, the Group had reviewed a draft strategy which established three broad objectives: to deliver trained people, to provide employment terms that support demand-led policing, and to deliver a respected and attractive Force. One of the challenges identified by the Working Group was the need to regularly consider the linkages between the People Strategy and other initiatives such as pension reform, for example.
41. On the Diversity Strategy, the Authority noted the development of the document and the renewed efforts to improve the representation of women and minorities in the Force.
42. Finally, the T/Chief Constable added that work had begun on the drafting of the Transport Policing Ethos, a statement that would articulate the operational principles driving the work of the BTP.
43. The report was noted.

### **23/2014 Audit & Risk Assurance Committee Report**

Agenda Item 9

44. The Chairman of the Audit & Risk Assurance Committee introduced a report summarising the key developments at the most recent meeting of the Committee on 04 March.
45. The report covered a range of issues, including the outcome of a recent inspection on Data Protection by the Information Commissioner, the progress of the Standard Operational Procedures (SOP) Review, and the Authority's Annual Returns for both Management and Information Assurance.
46. Attention was drawn to the proposed discussions with HMIC which would seek to ensure that Inspectors were more closely aware of the differences between the BTP and other Forces. This would hopefully translate in HMIC reports that more accurately illustrated the strengths and weaknesses of the Force.
47. The Committee Chairman also commented on some of the staffing issues faced by the DfT Internal Audit and which had so far had an impact on the completion of the 2013/14 Internal Audit programme. He mentioned that there was an added uncertainty concerning the retention of the current Head of Internal Audit (who was a secondee) and advised that he would make an observation to the DfT should the quality of service be compromised further by the individual's potential departure.

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48. The report was noted.

## **24/2014 Quarterly Strategic Risk Reports**

Agenda Item 10

49. The Chief Executive introduced the Strategic Risk Reports of the Authority and Force, respectively.
50. With regards to the Authority's Risk Report, it was noted that, at its meeting of 04 March, the Audit and Risk Assurance Committee had agreed to close two risks:-
- 50.1. ASR50 (Failure to sign the PSA)
  - 50.2. ASR56 (LU policing charges)

Updates were given on ASR63 (EPSA Contract) and ASR64 (Legislation Anomalies), and the Authority noted good progress on delivering the mitigating actions.

51. As to the Force's Risk Report, the Authority Chief Executive pointed out the two risks added since the full Authority meeting on 12 December 2013, namely SR72 (Accelerated Technology Programme) and SR73 (Loss of access to Public Sector Network), and commented on the progress of mitigating actions.
52. The Strategic Risk Reports for the Authority and the Force were noted

## **25/2014 Finance Committee Report**

Agenda Item 11

53. The Chairman of the Finance Committee introduced a report setting out an overview of the work of his Committee at its meeting of 18 March 2014, which included the review of the budget for the 2014/15 year and the provisional PSA charges for 2014/15. The Chairman pointed out that the detail of the PSA charges proposals would be dealt with under a separate item on the agenda.
54. The Authority considered the BTP 2014/15 Gross Budget, set at £289.658m, subject to any change arising from Enhanced PSA (EPSA) entered into in the coming year. The full detail was contained in Appendix C of the report. Members were invited to review the 2014/15 LU Sub division Budget, set at £52.618m (representing a 0.2% decrease compared to last year's budget) and the Contribution to Centrally Organised Services, proposed at £9.759m (representing a 1.8% increase). Also reviewed was the BTP 2014/15 Overground Revenue Budget, set at £207.178m (representing an increase of 1.6%

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compared to the 2013/14 budget). The full detail was contained in Appendix B to the report.

55. The 2014/15 Capital Programme, which had been initially endorsed by the Finance Committee and later revised to take account of the accelerate technology programme, was also considered. The main changes from the initial programme included a £1.5m acceleration to the technology programme, a £1m reduction in the estates programme, a £0.4m reduction in the corporate resources project and an increase in Delegated Expenditure Limit (DEL) contingency of £0.5m.
56. Finally, the Authority noted that the Finance Committee had considered the use of the £1.1m which had accrued in savings over the year and that it had recommended that this be used to reduce the increase in PSA charges from 2.4% to 1.8%. The Authority was keen to verify that such a move would not leave the Force exposed, particularly in respect of its commitments under the capital programme. The Authority Chief Executive pointed out that the Finance Committee had weighed up not just the affordability of the capital programme, but also whether it would be reasonable to not to pass on these savings when funding for the programme had been suitably identified. He also reminded Members that there were mechanisms available to prioritise capital projects should there be unexpected overspend during the year, albeit these would only likely be triggered in exceptional situations. In addition, the T/Deputy Chief Constable reassured the Authority that sufficient flexibility had been built in the capital programme to allow for the prioritisation of spend in the case of any potential capital overspend. In view of the above, the Chairman suggested that it would be prudent to put on record that the Finance Committee would be alerted to any impact on delivering the capital programme.
57. A separate point was raised concerning the arrangements for local procurement, and a Member voiced his concern at learning that some BTP staff felt that the procedures were burdensome. In response, the Head of Finance confirmed that some flexibility existed to allow the purchase of small items, although it was important that agreed procurement mechanisms were followed, as this was best practice in modern corporate governance.
58. The report was noted.
59. **Agreed**
  - 59.1. The BTP 2014/15 TfL/LU funded subdivision Budget and COS contribution to be approved.

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- 59.2. The BTP 2014/15 Overground Revenue Budget to be approved.
- 59.3. The £1.1m of provision to be used to reduce the increase in the charges to the PSA holders from 2.4% to 1.8%.
- 59.4. The amended Capital Programme for 2014/15 to be approved.

## **PART II - ITEMS TAKEN IN PRIVATE**

### **26/2014 PSA Holder Charges 2014-15**

Agenda Item 12

- 60. The Interim Authority Finance Director introduced a report setting out the proposed charges for Police Service Agreement holders for the year 2014/15.
- 61. Members were invited to consider the charges for non-core PSA holders, set out in section 4.2 of the report. In line with the Finance Committee's recommendation to reduce the increase on the charges from 2.4% to 1.8%, the list of charges featured on table reflected a +1.8% variation on the previous year. The Authority endorsed the charges as set out in section 4.2.
- 62. On a separate point, the Chairman praised what he thought was a well-written and informative report. The feeling was echoed by other Members.
- 63. The report was noted.
- 64. **Agreed**
  - 64.1. The Annual PSA charges 2014/15 to be agreed as set out in the report.

### **27/2014 BTP (Complaints and Misconduct) (Scotland) Regulations**

Agenda Item 13

- 65. The Authority Business Manager introduced a report submitting the final draft of the BTP (Complaints and Misconduct) (Scotland) Regulations 2014 for approval.
- 66. The Authority noted that the draft Regulations closely followed those which governed Home Office forces. The different set of regulations for Scotland took account of the jurisdiction of the Police Investigations and Review Commissioner (PIRC) north of the border.

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67. The report was noted.

**68. Agreed**

68.1. The draft Regulations at Annex A to be approved for adoption;

68.2. To authorise the Authority Chief Executive to make any minor amendments as a result of the Conference with the Federation and to signal the Authority's making of the Regulations on the Authority's behalf.

**28/2014 Pensions Update**

Agenda Item 14

69. The Authority Chief Executive gave a verbal update on the consultation to introduce an alternative pension arrangement for BTP officers.

70. He reported on the events at a Q&A session on Pensions which had taken place at the most recent BTP Federation Conference in early March.

71. The verbal report was noted.

**29/2014 Case and Custody Report**

Agenda Item 15

72. The Interim Director of Corporate Resources introduced a report which provided an update concerning the position with the electronic Case and Custody system.

73. The report was noted.

74. **The meeting finished at 13.24 pm.**

**Date of next meeting:** 12 June 2014, 10.00 am, venue G1 & G2, FHQ, 25 Camden Road, London NW1 9LN