

# Minutes

Police Authority

Thursday 30 January 2014, 10.00am

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

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## Present:

Millie Banerjee, Chairman  
Brian Phillpott, Deputy Chairman  
Lew Adams  
Dominic Booth  
Catherine Crawford  
Elizabeth France  
Len Jackson  
Bill Matthews  
Mark Phillips  
Andrew Pollins  
Stella Thomas  
Anton Valk

## Apologies:

Patrick Butcher  
Jeroen Weimar

## In attendance:

Paul Crowther, Acting Chief Constable  
David McCall, Acting Deputy Chief Constable  
Alan Pacey, Assistant Chief Constable  
Mark Newton, Interim Director of Corporate Resources  
Simon Hart, Head of Finance  
Alan Shrimpton, Interim Head of ICT (*Item 8 only*)  
Grace Proctor, Executive Assistant to Acting Chief Constable

Andrew Figgures, Chief Executive  
Lucy Yasin, Authority Business Manager  
Samantha Elvy, Strategy and Performance Manager  
Iggi Falcon, Senior Policy Officer & Minutes

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## PART I - ITEMS TAKEN IN PUBLIC

### 01/2014 Welcome and Apologies

Non Agenda

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1. The Chairman gave apologies from Patrick Butcher and Jeroen Weimar. It was noted that Mr Weimar had recently resigned from the Authority and that his last day would be 31 January 2014.
2. The Authority noted that as a result of Andy Trotter's secondment to Deputy Director of the Strategic Command Course in the early part of 2014, Paul Crowther was currently serving as Acting Chief Constable (CC) and David McCall as Acting Deputy Chief Constable (DCC). It was also noted that Assistant Chief Constable (ACC) Alan Pacey had given notice of his retirement at the end of June 2014.

### **02/2014 Minutes of Meeting 12 December 2013**

Agenda Item 1

3. The minutes were approved as an accurate record.

### **03/2014 Matters arising**

Agenda Item 2

4. With reference to the outstanding action to bring back a report on the College of Policing, the Chairman advised that she had asked the Deputy Chairman and the Chairman of the People and Standards Committee to lead on the discussions over membership arrangements with the College.
5. All other actions had been discharged.

### **04/2014 Chief Constable's Report**

Agenda Item 3

6. The Acting Chief Constable introduced a report which provided an update on the BTP's activity, undertaken since the last Authority meeting, to deliver the key objectives in the Strategic Plan

#### *Policing Plan*

7. The Authority was pleased to note that six out of the nine targets in the national Policing Plan were being achieved. The Acting CC highlighted that notifiable offences were down 7% on last year, a figure which also exceeded the crime reduction target of 3%.
8. Three out of the nine national targets were not being achieved; the detection rate for notifiable public offences (57% against a target of 59%), the overall sickness days per employee (5.51 days in the year-to-date, against a target of 5.48) and the reduction of police-related disruption minutes (a 4% increase, against a target of 3% reduction). The difficulty with meeting this last target prompted Members to discuss the issue of 'primary' and 'reactionary' disruption minutes - ie. the distinction between delay minutes directly connected with an

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incident and those connected with the knock-on effects. Some Members felt that the way the target was currently set was unhelpful as the Force had no control over 'reactionary minutes'. Others pointed out that work had taken place to understand the breakdown of the performance data, and that this could usefully support engagement with the Rail Industry to promote a better response to incidents. In this sense, the Acting CC reassured Members that the Force was getting to grips with the issue and would continue to keep this under review with the Performance Review Committee.

9. Reference was made to the recent 'Crime in England and Wales, year ending September 2013' Statistical Bulletin published by the Office for National Statistics (ONS) and the Authority was keen to understand the factors that explained the BTP's position as one of the few forces to report a crime increase in the period. The Strategy and Performance Manager confirmed that a briefing putting these figures in context had been available to Members.

*[Afternote: the note had highlighted that the ONS reporting period, which was different from the Force's reporting schedule, did not capture the decrease in recordable offences experienced after September 2013.]*

#### *Force Restructure*

10. The project was in the final stages of implementation and was on track for completion by 1 April 2014. The number of employees taking up Voluntary Selective Severance (VSS) had been lower than planned as it was possible to redeploy a number of staff to vacant posts, thus generating additional cash savings. The number of compulsory redundancies required was low. Office moves were in progress, with a number of accommodation issues in London that were gradually being resolved. The overall perception was that staff were adapting well to the changes, with no impact on morale or performance.

#### *Reducing Disruption*

11. An update was received on various initiatives to reduce fatality-related incidents, including the work on suicide prevention. The BTP was playing an active role in the London Strategic Clinical Network and the National Suicide Working Group. Members were interested in the position regarding detentions under section 135/136 of the Mental Health Act, and the use of police custody for people with mental health problems. The Acting CC confirmed that the Government was renewing its commitments to improve Mental Health Care and spoke about the recent 'Concordat' which had been

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signed by a number of public bodies in order to address some of the most urgent failings.

12. The Chairman took the opportunity to praise the Force's efforts in this area, stressing that its work was highly valued by external partners.

### *Reducing Crime*

13. An update was given on the operations to police the recent New Year's Fireworks display in Central London, and the Authority was shown footage of the vicinity of Waterloo, which depicted the high volume of crowds that officers from the Force had to deal with during the event. Attention was drawn to the length of time it took for the crowds to disperse and the fact that BTP officers remained deployed until early hours of the morning, much after MPS officers had been withdrawn. It was confirmed that the planning for the next year's event was already underway and these issues would be taken into account.
14. The report was noted.

### **05/2014 Chief Executive's Report**

#### Agenda Item 4

15. The Chief Executive introduced a report which updated the Authority on key developments since the last meeting.
16. The Authority was pleased to note that the two outstanding Police Service Agreements (PSA) had now been signed, and progress was also being made on the discussions regarding the future arrangements with an Enhanced PSA holder.
17. The initial draft of the Triennial review had been shared with the Authority Chief Executive and the Chairman and its evaluation of the Authority's work had been generally positive. There were a few areas for improvement, including more up-to-date information on the Authority's website. The next stage of the process involved consideration by a challenge panel, with the final report expected before the end of the financial year.
18. The Chairman gave a brief update on recent discussions regarding the Home Office's relationship with the Force.
19. Finally, it was noted that the new Charging Model Management Accountant was now in post and that an interim replacement for the Authority Finance Director was expected to start soon.

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20. The report was noted.

## **06/2014 Airwave Replacement Project**

Agenda Item 5

21. The Interim Director of Corporate Resources gave a presentation on the Emergency Services Mobile Communication Programme (ESMCP), the national initiative to replace the Airwave communication system.
22. Airwave was the existing system that police officers used to communicate with each other. It was effective for critical voice, but it did not support data transfer. The existing national contract was due for renewal in stages between 2016 and 2020. The BTP currently spent some £1.9m p.a. on the system; this included an amount for additional coverage in 39 sites across the country.
23. Migration to a new system was expected to be costly and complex. One of the main challenges was to ensure that any new system provided seamless communication and took full advantage of new technology, including 4G. The initiative, which was among the largest capital projects being delivered in the country, was being developed simultaneously with the new Police ICT Company. Timescales were tight; the next step was for the business case to be finalised by March 2014.
24. The Chairman, who sat on the Board of the Police ICT Company, commented on some of the challenges of the project and highlighted both risks and opportunities. The governance of the project was yet to be finalised, particularly the role which Police and Crime Commissioners (PCCs) would play in the future.
25. Authority Members, whilst praising the operational potential of the project, were also mindful of the major risks which lay ahead. One of the greatest difficulties would probably be reaching an agreement among all 43 Forces. It was suggested that regular updates should be given to the Authority as the project developed.
26. The verbal report was noted.
27. **Agreed**
  - 27.1. Regular updates to be given to the Authority as the ESMCP develops.

## **07/2014 Policing Plan Update**

Agenda Item 6

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28. The Chairman of the Policing Plan Group gave a verbal update on the recent work to develop the Policing Plans for the coming year.
29. Good work was reported on the development of the National and Divisional Plans. The next meeting of the Group was scheduled for 3 February, when the proposed targets to support the plans would be considered. The valuable input of stakeholders in the process was highlighted, and reference was made to the communications which would be prepared to illustrate how stakeholders' views had been taken into account.
30. The Authority noted that the final draft of the Policing Plans would be coming to the March meeting.
31. The verbal report was noted.

### **08/2014 Q3 Performance Report**

Agenda Item 7

32. The Chairman of the Performance Review Committee introduced a report providing an overview of the work of the Committee since the last meeting of the Authority.
33. It was pointed out that some of the key issues had been discussed elsewhere on the agenda (eg. the concern with primary and reactionary disruption minutes). One issue to highlight was the ongoing work on the Equality and Diversity Strategy, which the Chairman of the Committee was closely monitoring to ensure that the final document clearly set out the Authority and the Force's commitments in this area.
34. The report was noted.

### **09/2014 Q3 Finance Report**

Agenda Item 8

35. Dominic Booth, who had succeeded Jeroen Weimar as Chairman of the Finance Committee, introduced a report which provided an overview of the work of the Committee since the last Authority meeting.
36. The forecast outturn indicated an underspend of £219k, thanks to the Force's ability to control the costs more effectively. As reported to the last meeting, some £1.1m had accrued in savings, which presented a number of options. The Acting CC suggested that the Authority should retain flexibility over the use of the £1.1m for the time being, as the Force was currently reworking the capital programme to accommodate its new IT Strategy. He anticipated this

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would be presented to the next meeting of the Authority, and a decision could be delayed until that was considered. Members felt this was reasonable and agreed to defer that decision.

37. The Authority Chief Executive clarified that, in view of the above, no decision was being sought on the use of the £1.1m allocation, or on the £11.6 capital programme. The Authority was, however, asked to consider the Network Optimisation Business Case attached at Appendix E. The case was agreed.

38. The report was noted.

**39. Agreed**

39.1. The use of the £1.1m savings to be deferred until the Authority meeting in March;

39.2. The consideration of the Force's capital programme for 2014/15 to be deferred until the Authority meeting in March.

39.3. The Network Optimisation Business Case was approved.

**10/2014 Q3 People and Standards Report**

Agenda Item 9

40. The Chairman of the People and Standards Committee introduced a report summarising the key developments at the most recent meeting of the Committee in January.

41. Initiatives such as Operation Vale (retrospective staff vetting) and the transition into a new model of Custody Healthcare commissioning were progressing well. Some concerns had been expressed about the recruitment of personnel for the Force's Health & Safety function, although the Authority noted that an offer for the position of Head of Safety and Wellbeing had recently been made.

42. The Committee was closely monitoring the use of HR data to support recruitment campaigns in an effort to improve the BME and gender ratios of the Force's establishment. The Chairman of the People and Standards Committee and the Chairman of the Performance Review Committee would be meeting the Head of People and Development in the next few weeks to follow this up.

43. The report was noted.

**11/2014 Strategy & Planning Committee Report**

Agenda Item 10

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44. The Chairman of the Strategy & Planning Committee introduced a report updating the Authority on his Committee's work to support and develop the Strategic Plan for the British Transport Police (BTP).
45. An overview of recent work by the Committee was noted, including the ongoing monitoring of the Force's New Operating Model (NOM), and the analysis of developing strategic issues such as the Authority's Triennial Review and the Scottish Government's case to take over BTP Scotland.
46. The Chairman of the Committee underlined the Force's work on the IT Strategy, which had been discussed elsewhere on the agenda. The Chairman of the Authority added that she expected the Finance Committee to consider the Capital Programme before it was submitted to the Authority meeting in March.
47. The report was noted.

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

### **12/2014 Pension Update**

Agenda Item 11

48. The Chief Executive introduced a report with an update on the consultation to introduce an alternative pension arrangement for BTP officers.
49. The report was noted.

### **13/2014 Case and Custody Report**

Agenda Item 12

50. The Interim Director of Corporate Resources introduced a report which provided an update concerning the position with the electronic Case and Custody contractor.
51. The Authority was keen to extract organisational learning from the experience with the contractor and the Acting DCC confirmed that any lessons learnt would be featured in the End of Project report to be submitted to the Authority.
52. The report was noted.
53. **The meeting finished at 12.38 pm.**

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