

## Minutes

Police Authority

Wednesday 06 November 2013, 10.00am

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

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### Present:

Millie Banerjee, Chairman  
Brian Phillipott, Deputy Chairman  
Lew Adams  
Dominic Booth  
Patrick Butcher  
Catherine Crawford  
Elizabeth France  
Len Jackson  
Bill Matthews  
Mark Phillips (left at the end of item 9))  
Andrew Pollins  
Stella Thomas  
Anton Valk

**Apologies:** Jeroen Weimar

### In attendance:

Andrew Trotter, Chief Constable  
David McCall, Assistant Chief Constable  
Alan Pacey, Assistant Chief Constable  
Stephen Thomas, Assistant Chief Constable  
Mark Newton, Interim Director of Corporate Resources  
T/CS Williams, Command Support  
Barry Hutton, Acting Head of Finance

Andrew Figgures, Chief Executive  
Liz Pike, Authority Finance Director  
Samantha Elvy, Strategy and Performance Manager  
Lucy Yasin, Authority Business Manager & Minutes

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## 56/2013 Welcome and Apologies

Non Agenda

1. The Chairman welcomed Peter Murphy to the meeting. Mr Murphy was conducting the triennial review of the Authority. Iggi Falcon was also welcomed to the meeting and it was announced that he would be

joining the Authority's Executive Team as Senior Policy Officer from 2 December.

2. The Chairman gave apologies from Mr Weimar.

### **57/2013 Minutes of Meeting 26 September 2013**

Agenda Item 1

3. The minutes were approved as an accurate record.

### **58/2013 Matters Arising**

Agenda Item 2

4. The pension paper would be coming to the Authority meeting in December.
5. All other actions had been discharged.

### **59/2013 Chief Constable's Report**

Agenda Item 3

6. The Chief Constable stated that progress against the Policing Plan national targets was satisfactory and would be discussed in detail under the Performance Report.
7. There had been good work on fatality management and suicide prevention led by Mark Smith and his team. This followed an increase in suicides and attempted suicides on the railway year-to-date. To help reduce disruption, the Force was focusing on the key areas of track where the most disruption would happen should an incident occur. There had been analysis to identify hotspot areas but the network was large and the location of incidents such that the incidence of disruptive events was low at particular locations.
8. The Force was investing a lot of time in suicide intervention work with stakeholders and the welfare of officers who attended fatalities. When deploying officers the control rooms were looking at how many times individual officers had been called to fatalities to ensure that they had a period of recovery. The support available to officers was under review as part of the ongoing Health and Safety work. Under current arrangements all officers had a structured debrief and were reminded of the Care First facilities available to them, which include specialist trauma counsellors.
9. The length of time officers were not deployable or taskable because they were finding a place of safety in s136 cases remained a cause for concern. The London North Mental Health Unit was helping and a replica unit had been established in Birmingham. In comparison with other forces, it was noted that BTP spent a significant amount of its operational time on suicide and mental health matters. A piece of work quantifying resource time spent on these matters was being

developed to help raise awareness and stimulate debate in this difficult area.

10. Operation MAGNUM has been rolled out nationally. A peak in the theft of passenger property was expected in the New Year as people carried new gadgets they had received as gifts over the holiday season.
11. There had been good collaborative work with Network Rail during the bad weather that formed a good model for the future.
12. The number of assaults on officers was causing some concern. The Force was analysing the data to understand any trends, as it was recognised that officers regularly patrolled in isolated environments.
13. The Scottish Government was putting together a business case with respect to subsuming BTP Scotland. The Authority and Force had fed into the debate with Scottish Ministers. The Department for Transport (DfT) were also heavily engaged in discussions. There was not considered to be any operational justification for the takeover, it was understood that this was more a matter of devolved responsibility and accountability as Scottish policing policy was diverging from that in England and Wales.
14. The report was noted.

## **60/2013 Chief Executive's Report**

### Agenda Item 4

15. The outstanding Police Service Agreement (PSA) matter had been referred to Ministers and a response was anticipated shortly. The Transport for London (TfL) PSA had been agreed with DfT and was with TfL for final review. It was expected that this would be signed by the next meeting.
16. There was some difficulty with the High Speed 1 (HS1) PSA renewal as DfT felt this should be a core PSA rather than an enhanced PSA. HS1 were of the view that this should be an enhanced arrangement allowing them some discretion. The Chief Executive and Authority Finance Director were working with HS1 and the DfT to resolve this issue.
17. The Authority Members were notified to expect a paper on the staff pay claim for approval out of committee. This would first go to the Appointments and Remuneration Committee (A&RC) and then a recommendation from the A&RC would be sent to the Authority for approval. The claim was for a 1% increase to all salary bands and spine points, with the addition that those below spine point 4 on the

A004 band would receive an additional £210 increase to address a wider disparity with the market rate.

18. The report was noted.

### **61/2013 Office of Rail Regulation (ORR) Determination**

Agenda Item 5

19. The ORR published its final Determination on 31 October. The Determination required Network Rail to reduce the cost of the running the railways by 20% over the next five years. Network Rail has until 23 January to decide whether to accept or reject it. There would be an 18 month period of uncertainty should Network Rail reject the Determination.
20. The regulatory obligations for Network Rail are outputs rather than money and financial assumptions are based on how efficiently the company can deliver the stated outputs. The outputs in the CP5 Determination cover seven key areas:
- 20.1. service reliability;
  - 20.2. enhancements;
  - 20.3. health and safety;
  - 20.4. network availability;
  - 20.5. network capability;
  - 20.6. stations; and
  - 20.7. asset management.
21. Service reliability is the principal output with a target of 92.5% by the end of CP5. The improving asset management output is a new output for CP5.

### **62/2013 Force Restructure Presentation**

Agenda Item 6

22. The interim structure had been established as of 4 November. The final structure would be in place from April 2014 with a small amount of dual running. There would be 51 new officers from April, a second phase in July and a third phase in October.
23. The Strategy and Planning Committee was monitoring the progress of the implementation of the NOM. The Finance Committee was reviewing the figures to understand the impact of the restructuring on the budget for the remainder of this year and the planning for next year's budget. The impact of the NOM on the charging model was also being analysed.
24. The Voluntary Severance Scheme was expected to be closer to £1.3m than the full £2m budget. There would be an adverse impact on diversity in the North East as the Criminal Justice Unit was

constituted of mainly female members of staff and would be closing as the Criminal Justice function was centralised and there was little opportunity or desire to relocate. Elsewhere this was more evenly balanced.

25. Restructure associated recruitment costs had been moved to business as usual. The Authority asked that these be extracted so that there was clarity on the impact of the restructure costs for future years.
26. A performance baseline had been taken for comparison. The Force was not anticipating any reduction in performance.
27. The Authority thanked Assistant Chief Constable Pacey for driving the restructure work and Assistant Chief Constable Thomas for keeping business as usual on track during the change period.
28. **Agreed**
  - 28.1. The restructure related recruitment costs and any other restructure costs that had been moved to business as usual to be extracted for clarity on the impact of the restructure in future years.
  - 28.2. The Authority to see the detailed breakdown of FY2014/15 compared with FY2013/14 so that it could be confident that it understood the financial implications of the NOM.

### **63/2013 Commonwealth Games 2014 Presentation**

#### Agenda Item 7

29. Assistant Chief Constable McCall gave a presentation on preparations for the 2014 Commonwealth Games in Glasgow. Police Scotland were leading the security operation and funding the planning phase, including the costs of a BTP Inspector who had been seconded to the Planning Team. The Area Commander, Chief Superintendent Bird, would be acting as the Bronze Commander for the transport mode and this post would also be funded by Police Scotland.

### **64/2013 Strategy and Planning Committee Report**

#### Agenda Item 8

30. The Committee had received a report on the headlines emerging from the quantitative value research which had generated some interesting figures. BTP was developing a communications 'product' to capture the headlines which would be received at the next Strategy Committee and shared with the Authority in December before being distributed externally.

31. The Committee had received a 'think piece' on the People Strategy, informed by the strategic foundations set out in the Strategic Plan, which provided a useful framework to organise the next stage of work. Three critical activities had been identified;
  - 31.1. Describe the current position in terms of people, ranks, locations, skill sets, turnover etc.
  - 31.2. Describe where we want to get to – this would involve a period of detailed work on understanding likely future demand
  - 31.3. Identify the delta and describe our journey between now and 2019
32. The other key piece of work was the IT Strategy.
33. There had been a good and wide ranging discussion around how BTP should interpret the 10% increase in confidence objective. Future work would be focused on the following three areas;
  - 33.1. Seeking passenger views via amended questions on the National Passenger Survey (NPS)
  - 33.2. Identifying ways to capture similar opinions from rail staff
  - 33.3. Developing a mechanism for railway stakeholders (TOCs, FOCs, NWR & others) to describe their confidence levels
34. It had been decided to keep a small, simple set of questions on the NPS but do more qualitative research to add context. There was no specific budget for this additional work but this would be considered setting the 2014/15 budget. It was noted that any qualitative work must use consistent sources.
35. The report was noted.

## **65/2013 Policing Plan Group Update**

### Agenda Item 9

36. The main focus of the meeting had been on agreeing the new approach to the Policing Plan, which would be a bottom-up route and Operator based approach starting with the development of the local plans, set at the sub-Division level. The targets would be framed around the strategic 20-20-10 objectives but focus on local problems and be delivered locally.
37. The new approach had received a positive response from stakeholders at the workshop and in subsequent written consultation.
38. The superintendents on the new BTP Divisions had begun to make contact with their local rail industry partners to discuss the local targets. These would then be brought together and discussed by senior officers to look at resourcing requirements. The emerging

shape of the local plans would be shared with the ATOC Policing and Security Forum in January .

39. The report was noted.

*[Mr Phillips left the meeting]*

## **66/2013 Q2 Performance Report**

Agenda Item 10

40. The Committee had welcomed three new Members to its October meeting.
41. Six out of the nine National Policing Plan targets were being achieved. The disruption target was proving a particular challenge with 12% more police-related disruption minutes so far this year than the year-to-date target. This had been primarily driven by an increase in lost minutes from trespass and fatal incidents (up by 29% and 28% respectively compared to last year). It was recognised that it was not possible to influence this in the same way as other targets that were within the gift of the Force. 27 out of 42 Local Policing Plan targets were also being achieved.
42. There was a 2% reduction in notifiable offences (excluding police-generated offences). There had been some significant reductions in theft of passenger property in the London Underground Area, with smart-phones being the main target of these offences.
43. There had been an apparent spike in BTP's sickness rates in July and August. It was queried whether this could have been related to the Force restructure. It was noted that this had since reduced but sickness should be carefully monitored throughout the restructure as part of the duty of care to employees.
44. PCSO sickness was discussed as BTP used its PCSOs in a slightly different way to other forces. It was reported that the BTP PCSO sickness rate was similar to that for PCSOs in other forces. Also, PCSOs were generally based at hubs and stations where officer backup was readily available. Comparison of PCSO to officer sickness showed little difference.
45. All taser firings had been reviewed by the Chief Inspector in the Counter Terrorism Support Unit and there had been no withdrawals of taser authorisations. There had been no ill effects following BTP's use of tasers. The use of tasers was expected to rise in future given the increased availability to officers. BTP's use of tasers was slightly different from that of other forces with more red-spot deployments than actual firings.

46. The Committee had reviewed the stop and search data. There had been an increase in the use of stop and search, which had been expected and was driven by Operation MAGNUM which was tackling theft of passenger property. Officers were being reminded that they must record their initial reason for a stop. There was some concern about the proportionality of stop and search with respect to ethnicity, with a black person 6.9 times more likely to be stopped and searched than a white person. The arrest rates were greater but there was a need to better understand this ratio.
47. The Force had been granted a provisional firearms training licence by the College of Policing and was working through a continuation plan with the aim being to obtain a full licence to train by July 2014. It was estimated this should save in the region of £100k per annum. The Committee had received a copy of the College of Policing inspection report on BTP firearms training which was positive.
48. The Committee had received the draft Equality and Diversity Strategy. The Strategy was very internally focussed and did not explicitly set out the strategic duties for employment and service delivery, and what the force was doing with regard to these strategic duties. Further work in these areas had been requested and was in progress.
49. Detective Superintendent Shrubsole had presented to the Committee on Children and Young People work. This highlighted the work that the Force was doing in this area and reemphasised the responsibilities of BTPA as the partner, as set out in the Children Act 2004. The Force stated that it was confident that the knowledge of the requirement to refer juvenile offenders to Youth Offending Teams was understood and robust. The Force had also identified training opportunities for specialist and senior officers, and was working with Barnardos to develop online training for frontline officers and staff.
50. The report was noted.

## **67/2013 Q2 Finance Report**

### Agenda Item 11

51. The Committee would be focusing on the restructuring costs versus savings and the phasing of this at its November meeting.
52. The forecast outturn indicated an under spend of £21k on a revised revenue budget of £253.2m. Savings totalling £1.1m had been identified from Area and FHQ costs and were being used to fund restructuring costs.

53. The capital programme was forecast to spend £11.1m. There had been some re-phasing of the budget following a more rigorous regime. It was recognised that information technology was susceptible to slippage as prices of technology changed quickly but the full spend was expected to be incurred.
54. The previously identified savings and Force Restructure Reserve should not be committed unless absolutely required. It was noted that the potentially reduced cost of the Voluntary Severance Scheme would help.
55. The Finance Committee had asked for advice on the charging basis for the tram and light rail systems. The Authority currently had PSAs with three such operators, two of which were on a resources basis and one which went through the charging model. The operator that went through the model was subject to large variations in charge. The Finance Team were looking at what consistent, alternative methodology could be applied across these three systems to ensure that all were charged fairly.
56. The Committee had a session on the charging model as part of the meeting. This was recommended to all members as very useful.
57. The report was noted.

## **68/2013 Q2 People and Standards Report**

### Agenda Item 12

58. There had been a comprehensive discussion on the vetting project, which was known as Operation VALE. There was a significant amount of work to be done but the Force was confident that this would be achieved by the end of March 2014, as vetting forms were being returned promptly.
59. There had been a rise in complaint numbers in the last quarter but these remained low and were not a concern for the Committee at the time of the meeting. Trends continued to be monitored and any increase in the long-term trend would be subject to analysis. The increase in conduct matters was more of a concern and would be discussed with the Interim Head of the Professional Standards Department (PSD) at the interim meeting. It was recognised that conduct cases were likely to increase as a result of the Operation Vale and this would be taken into account.
60. The Committee had received an update on the Health and Safety Action Plan resulting from the Health and Safety Review. The Review had uncovered several areas of weakness, some of which were significant. The Action Plan had been prioritised to deal with the highest risk areas first. Regular progress meetings were taking place

to ensure that the momentum was maintained. It was clarified that whilst the Authority delegated the day-to-day management of health and safety to the Chief Constable it retained accountability as the employer<sup>1</sup>.

61. The Committee had received a briefing on the College of Policing and the services that the Force was currently using. It was agreed that a full briefing on the College of Policing with recommendations from the Chief Constable as to how the Authority should engage in the future should come to the March Authority meeting.

62. The report was noted.

**63. Agreed**

63.1. The Force to provide a comprehensive briefing on the products and services offered by the College of Policing, with recommendations as to how the BTP should engage in the future, to the March Authority meeting.

**Date of next meeting:** 12 December 2013, 10.00am, venue G1 & G2, FHQ, 25 Camden Road, London NW1 9LN

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<sup>1</sup> See Police (Health and Safety) Act 1997 s134a