

Minutes (Part I)

Police Authority

Tuesday 12 June 2014, 10.00am

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

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Present:

Brian Phillpott, in the Chair
Lew Adams
Dominic Booth
Patrick Butcher
Liz France
Len Jackson
Bill Matthews
Mark Phillips
Andrew Pollins
Stella Thomas
Anton Valk

Apologies:

Millie Banerjee, Chairman
Catherine Crawford

In attendance:

David McCall, Deputy Chief Constable
Steve Thomas, Assistant Chief Constable
Simon Downey, Director of Capability and Resources
Simon Hart, Head of Finance
Mark Smith, Head of Suicide Prevention and Mental Health

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
Iggi Falcon, Senior Policy Officer & Minutes

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PART I - ITEMS TAKEN IN PUBLIC**30/2014 Welcome and Apologies**

Non Agenda

1. Apologies were received from Millie Banerjee and Catherine Crawford. From the Force, apologies were received from Chief Constable Paul Crowther, Assistant Chief Constable Mark Newton and Assistant Chief Constable Alan Pacey.

31/2014 Minutes of Meeting 25 March 2014

Agenda Item 1

2. The minutes were approved as an accurate record.

32/2014 Matters arising

Agenda Item 2

3. The Authority noted that the Deputy Chairman had recently written to the Home Office to seek support for the principle that the British Transport Police (BTP) should be treated no less favourably than Home Office forces when it came to membership of the College of Policing. The Deputy Chairman added that a response had now been received, confirming that the Home Office supported our case, while stressing that the cost of membership was a matter for the College to determine.
4. All other actions had been discharged.

33/2014 Chief Constable's Report

Agenda Item 3

5. The Deputy 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

6. The Authority noted that the Force had achieved 6 of the 9 national and 30 of the 42 local targets set in the Policing Plan for the year 2013/14. The Deputy Chief Constable commented that the Force's performance would be covered in greater detail under item 4.

Transformation

7. The Director of Capability and Resources gave a presentation on the Force's Transformation programme, which looked to introduce new ways of working across the organisation.

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8. The Director began by explaining that the breadth of activities to be examined called for a portfolio approach. Transformation would see the Force re-balance capabilities, concentrating on Problem Solving; Offender Management; Stopping Crime and the concept of 'First Fix' (ensuring that officers have the skills to operate more autonomously and more effectively). The Transformation Programme would consider how the Force should operate in 5 years' time; it would do this through a study of 'ways of working' drawing together best practice (from successful initiatives such as that to counter metal theft) and new technology. With those 'ways of working' in mind, sub-strategies would be produced for each capability areas (Estates, People, and so on) outlining the changes required. Finally, from the ways of working and sub-strategies, the Force would draw detailed operational designs to implement transformation.
9. The process for transformation was already underway. The Chief Constable chaired a session with senior officers to consider a narrative for improvement that would form the basis of his summer/autumn roadshows, where he would explain his goals to the wider Force. In early June, a 'People Week' had considered the people implications of the competencies, capabilities and behaviours outlined in this vision. A transformation working group had been established to track progress and keep momentum.
10. Members were keen to see a robust project management system to drive the programme forward and cited the framework which Transport for London (TfL) had adopted as an example. It was underlined that a mechanism of mapping how the different components of the project were linked would assist Members to visualise the size and magnitude of the challenge ahead, as well as to monitor its progress along the way. In the same vein, it was confirmed that the Strategy & Planning Committee would take a leading role in overseeing the programme in the future.

Commonwealth Games

11. The Deputy Chief Constable advised Members that preparations were progressing well ahead of the opening of the Commonwealth Games in Glasgow, on 23 July 2014. The policing arrangements for the event would see Police Scotland take the gold and silver command, with the BTP D Division Chief Superintendent Ellie Bird taking the bronze command. It was clarified that her role would cover all forms of transport including rail, air, maritime and bus travel.
12. A discussion took place concerning the threat of political demonstrations at the Games, bearing in mind the proximity of the

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referendum over Scottish Independence. The Deputy Chief Constable confirmed that the possibility of disruption was being taken very seriously and had been fully taken into account in the plans.

Reducing Disruption

13. The Authority was to receive an update on Suicide Prevention activities under Item 5 of the agenda.

Reducing Crime

14. The Authority noted the success of Operation Amelia, which targeted metal theft by organised crime groups. Several convictions had recently been secured, as well as the first ever Serious Crime Prevention Order imposed for metal theft in the country since the legislation was introduced in 2007.
15. The Deputy Chief Constable updated Members on the progress of Operation Silence, which aimed at reducing Theft of Passenger Property (TPP) through activity that combined the use of both uniform and covert officers. A Member queried whether there was an intention to extend the initiative across London Terminals given the importance of tackling TPP for the efforts to increase passenger confidence. It was confirmed that the initiative was subject to ongoing evaluation, and that this may indeed lead to expansion.

Increasing Confidence

16. Further information was sought on the BTP's External Stakeholder Engagement Project, which was referred to in the report. The Deputy Chief Constable explained that the purpose of the exercise was to map out the precise ways in which the Force carries out stakeholder engagement with the aim of identifying gaps and reducing duplication. He undertook to share the outcome of this exercise with Members as soon as it was available, with the proposed 'next steps' being brought to the next meeting of the Strategy and Planning Committee on 22 July.

Other matters

17. The Authority noted the introduction of mandatory fitness tests for all police officers and PCSOs from 1 May 2014, a measure which replicated the new national practice introduced by the Winsor Part 2 Recommendations. It was clarified, following a question from a Member, that firearms officers were subject to a rather stricter form of assessment, involving psychological tests as well as physical.

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18. A Member raised an issue concerning data which he had seen recently and which suggested that a number of police officers who had been retired on grounds of ill-health were later re-employed by the Force and deployed on policing duties. The Deputy Chief Constable commented that he had no knowledge of such cases and undertook to investigate the matter further.
19. The report was noted.
20. **Agreed**
 - 20.1. The Force to provide a mechanism of mapping how the different components of the Transformation Programme were linked, to assist with progress monitoring;
 - 20.2. The Force to circulate the outcome of the BTP's External Stakeholder Engagement Project to Members of the Authority as soon as it is finalised; and
 - 20.3. The Force to investigate and report on the incidence of police officers who may have been retired on grounds of ill-health and were subsequently re-employed by the Force and deployed on policing duties.

34/2014 Performance Review Committee - Quarter 4 Report

Agenda Item 4

21. The Chairman of the Performance Review Committee introduced a report providing an overview of the main business done at, and the actions arising from, the latest meeting of her Committee.
22. Attention was drawn to the Committee's discussions concerning the Force's operational performance in the year 2013/14, which highlighted Members' concern with disruption minutes following a 6% rise compared with the previous year. As advised in previous meetings of the Authority, the issue of distinguishing between primary and reactionary disruption minutes remained under review.
23. Another area of considerable interest was Stop and Search. The Committee noted a 28% increase in the number of reasonable-grounds stop-and-search instances and a 72% rise in the number of stop-and-account instances, both attributable to the work of Operation Magnum to tackle TPP. Concerns remained over the proportionality ratio of stop-and-search instances, and the use of powers by officers.
24. Finally, it was noted that the Committee had examined data in respect of the use of taser guns and firearms, and was reassured that

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that Force's use seemed to be proportionate, and in any case lower in comparison with Home Office forces.

25. The report was noted.

35/2014 Suicide Prevention

Agenda Item 5

26. The Head of Suicide Prevention and Mental Health at the BTP gave a presentation on the work that the Force was leading on suicide prevention, its achievements so far, and the ambitions for the future.
27. Members noted that a decisive step in Suicide Prevention work had been to assess the impact of intervention and physical removal of individuals from the railways. In the year 2013, of 986 individuals whom were subject to intervention and referral, only 3 went on to commit suicide in the railways. Relevant data from 2013/14 also suggested that intervention had reduced delays by 773,000 minutes, at an estimated cost of £91M. Being able to show the effectiveness of intervention had opened the way for additional funding from partners, notably London Underground, Department of Health and NHS England.
28. Future efforts will concentrate on proactive work. This had been prompted by evidence that the vast majority of individuals who currently go on to commit suicide are not previously known to the BTP. One newly-adopted measure was that BTP intervention teams, which received special training, would be deployed to every incident even when the local policing teams were attending the scene. Another measure was that the BTP was pushing for greater coordination across agencies and better case management.
29. The presentation was followed by a discussion concerning the factors that drove individuals to commit suicide on the railways, and proximity of railway lines to residential address was cited as an important link, which may explain the reason for lower suicide rates in places where the rail network was lower in density. Members also discussed the need to consider how the work on suicide prevention should form part of regular business rather than it being treated as a separate strand of work.
30. The presentation was noted.

36/2014 Finance Committee - Quarter 4 Report

Agenda Item 6

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31. The Chairman of the Finance Committee introduced a report setting out an overview of the work of his Committee at its meeting of 3 June 2014. Business at the meeting included receiving both the BTP Revenue Budget and Capital Programme and the BTPA year end expenditure results, as well as feedback from discussions with Police Service Agreement (PSA) holders after being informed of the provisional charges for the coming year.
32. There was in the BTP Revenue Budget and Capital Programme 2013/14 a surplus of £1.1M for the 2013/14 financial year. The Finance Committee made a recommendation to the Authority to allow £0.9M of the Surplus to be used to create a reserve for the Accelerated Information Strategy (AIS) Programme and £0.2M to increase the Authority's contingency reserve. The Authority endorsed the Committee's recommendation.
33. As part of a general update on Force Projects, the Committee had considered the business case for the Virtual Desktop Infrastructure (VDI) Project which would deliver a crucial IT solution to enable offsite access to BTP systems. The Committee put forward Option 2b as the preferred option at a total cost of £2,029,000 for agreement by the Authority. The recommendation was endorsed.
34. The report was noted.
35. **Agreed**
 - 35.1. To approve that £0.9M of the Overground Surplus be used to create a reserve to fund the Accelerated Information Strategy programme and £0.2M be used to increase the Authority contingency reserve; and
 - 35.2. To approve the business for the Virtual Desktop Infrastructure (VDI) Project, with option 2b being endorsed as the preferred option.

37/2014 Audit and Risk Assurance Committee Report

Agenda Item 7

36. The Chairman of the Audit & Risk Assurance Committee introduced a report summarising the key developments at the most recent meeting of the Committee on 30 May 2014. Business at the meeting included the review of the Authority Statement of Accounts for the year ended 31 March 2014, and consideration of the strategic risks of the Authority and the Force (to be received separately by the Authority, under Item 9).

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37. The Deputy Chairman referred to a discussion at the Committee meeting over concerns about duplication and administrative burden of the new inspection programme by HM Inspectorate of Constabulary (HMIC) for the coming year. He commented that he would be discussing the idea of 'vertical integration' with the Chief Constable, the Authority Chairman and Chief Executive, to explore options for a more streamlined approach to scrutiny.
38. There was also reference to an amendment made to the Internal Audit Plan for the year 2014/15, to reflect that auditors would not be required to examine areas of operational activity, as this was a role more appropriate for HMIC.
39. The report was noted.

38/2014 Annual Statement of Accounts 2013/14

Agenda Item 8

40. The Authority considered the Statement of Accounts of the British Transport Police Fund for the year ended 31 March 2014. The Accounts had been audited by the National Audit Office (NAO) and were reviewed by the Audit and Risk Assurance Committee on 30 May 2014.
41. The Chairman explained that, subject to approval by the Authority, the Chief Executive (as Accounting Officer) would sign the Accounts and the Letter of Representation. These would be sent to the NAO for the Comptroller & Auditor General (C&AG) to sign, prior to the Stationers' Office publishing and filing the accounts. The final accounts must be presented to Parliament no later than 19 June 2014.
42. The report was noted.
43. **Agreed**

- 43.1. To approve the British Transport Police Fund Statement of Accounts for year ended 31 March 2014 and give authority to the Chief Executive (as Accounting Officer) to sign the Accounts and the Letter of Representation.

39/2014 Quarterly Strategic Risk Reports

Agenda Item 9

44. The Chief Executive introduced the Strategic Risk Reports of the Authority and Force, respectively.

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45. With regard to the Authority's Risk Report, it was noted that, at its meeting of 30 May 2014, the Audit and Risk Assurance Committee had reviewed risk ASR64 (Legislation Anomalies), and considered that although the mitigating actions were being carried out, it was sensible to keep the risk open for the time to reflect the interest of the Department for Transport (DfT) in the risk. The remaining two open risks ASR65 (Police Service Agreement provisional charges) and ASR63 (Enhanced Police Service Agreements) were both deemed to be under control.
46. With regard to the Force's Risk Report, the Chief Executive commented that both SR70 & SR73 (PNN Replacement / PSN) and SR72 (Accelerated IT Programme) referred to the Force's ability to deliver those projects, and he was so far assured that mitigating actions were being carried out.
47. On a general note, a Member commented that the risks in the register related mainly to 'hazards' and that it would be useful to see more risks identifying specific obstacles to the delivery of BTPA/BTP strategic objectives. He suggested that thought should be given in the future to capture risks of a strategic nature, as this can help organisations manage objectives better. The Authority Chief Executive commented that he would welcome the opportunity to explore any ways in which risk management could be enhanced.
48. The report was noted.

40/2014 People and Standards Committee

Agenda Item 10

49. The Chairman of the People and Standards Committee introduced a report summarising the key developments at the most recent meeting of the Committee on 30 April 2014. Business at the meeting included the review of a random sample of case files, an analysis of quarterly IPCC statistics, and an update on the progress of the People's Strategy.
50. Issues with the handling of complaints of discriminatory behaviour had been highlighted in the media following the recent publication of a national IPCC report. In the light of this, the Committee had requested data from the Force and would be holding a review of relevant files for 2013/14, for assurance.
51. The report was noted.

41/2014 Chief Executive's Report

Agenda Item 11

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52. The Authority received a report outlining the work of the Authority Executive Team, since the last meeting.
53. It was clarified that the reference to the 'Chief Constable' in paragraph 4.1 related to the outgoing Chief Constable Andy Trotter. This related to the purchase of his BTP car upon retirement.
54. The Chief Executive confirmed that arrangements were underway for the recruitment of a Deputy Chief Constable and an Authority Finance Director.
55. Reference was made to the launch of the new Health & Safety Statement in an event hosted by the Deputy Chief Constable on Wednesday 11 June. The Authority had agreed the new Statement at its meeting in March 2014.
56. With respect to the Staff Pay Claim, the Authority noted the offer recommended by the People and Development Department to the Force Executive Board (FEB), as set out in 5.3. The Authority endorsed a proposal that, in the interest of expediency, the FEB be given delegated authority to agree a formal offer with the TSSA within those parameters. Any final offer differing from that in 5.3 should come back to the Full Authority for approval (which may be sought out of committee).
57. The Authority also considered the proposal to award a contract for accommodation for new recruits to the London Strategic Housing Limited (LSHL) at a value of £294,135.90 excl. VAT. The Authority's express approval was required in this case given that this was a single tender contract that exceeded the threshold set out in financial regulations.
58. The report was noted.
59. **Agreed**
 - 59.1. To approve that, in the interest of expediency, the Force Executive Board (FEB) be given delegated authority to agree a formal offer with the TSSA within the parameters set out in 5.3 of the report.
 - 59.2. To approve a contract for accommodation for new recruits to the London Strategic Housing Limited (LSHL) at a value of £294,135.90 excl. VAT

PART II - SUMMARY OF ITEMS TAKEN IN PRIVATE

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42/2014 Strategy and Planning Committee Report

Agenda Item 12

A report setting out key developments at the most recent meeting of the Committee on 18 March 2014 was noted.

43/2014 Case and Custody Report

Agenda Item 13

The Authority Chief Executive gave a verbal update on the latest position of the Force's Case and Custody system.

44/2014 Any other Business

Agenda Item 14

The Authority agreed a recommendation concerning the Police Officer Pension Scheme.

Tribute to Lew Adams

The Deputy Chairman, on behalf of the Chairman (who was unable to attend due to personal circumstances) and on behalf of the entire Authority and Force, paid tribute to Lew Adams on his last meeting as Member of the British Transport Police Authority. Mr Adams had been a Member since the Authority's creation in 2004, and had served it with dedication and ability throughout the years. He offered valuable guidance and advice, and played a visible role in some of the key changes and improvements that the Force had implemented in the last decade. At the conclusion of his term of office, his colleagues at the Authority and the Force expressed their sincere gratitude and appreciation and wished him well in the future.

Mr Adams responded and thanked Members and the Force for the support throughout the years.

The meeting finished at 12.45 pm.

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