

## Minutes (Part I)

Police Authority

Thursday 25 September 2014, 1.30 pm

at the Holiday Inn Camden Lock, 30 Jamestown Road,  
Camden Town, London, NW1 7BY

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### Present:

Millie Banerjee CBE, Chairman  
Brian Phillipott  
Dominic Booth  
Catherine Crawford OBE  
Liz France CBE  
Mark Phillips  
Andrew Pollins  
Stella Thomas  
Anton Valk

### Apologies:

Patrick Butcher  
Len Jackson  
Bill Matthews

### In attendance:

Paul Crowther OBE, Chief Constable  
David McCall, T/ Deputy Chief Constable  
Mark Newton, Assistant Chief Constable  
Alan Pacey, Assistant Chief Constable  
Steve Thomas QPM, Assistant Chief Constable  
Simon Downey OBE, Director of Capability and Resources  
Simon Hart, Head of Finance

Andrew Figgures CB CBE, Authority Chief Executive  
Charlotte Vitty, Authority Finance Director and Deputy Chief  
Executive  
Lucy Yasin, Authority Business Manager  
Samantha Elvy, Strategy and Performance Manager  
Iggi Falcon, Senior Policy Officer & Minutes

### Also present:

Derek Penman, HM Inspector of Constabulary in Scotland  
Adrian Hanstock, Incoming Deputy Chief Constable

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**PART I - ITEMS TAKEN IN PUBLIC****45/2014 Welcome and Apologies**

Non Agenda

1. Apologies were received from Patrick Butcher, Len Jackson and Bill Matthews. The Chairman welcomed Charlotte Vitty, the Authority's new Finance Director & Deputy Chief Executive, to the first meeting of the Authority since her appointment in early September. She also welcomed Commander Adrian Hanstock of the Metropolitan Police, who would be joining the Force later in October as the new Deputy Chief Constable. Finally, she welcomed Derek Penman, who was observing the meeting in representation of HM Inspector of Constabulary in Scotland (HMICS).

**46/2014 Minutes of Meeting 12 June 2014**

Agenda Item 1

2. The minutes were approved as an accurate record.

**47/2014 Matters arising**

Agenda Item 2

*Emergency Services Mobile Communications Programme (ESMCP) – Airwave replacement*

3. The Authority Chief Executive updated Members on the progress of the ESMCP Programme, an initiative to replace the Airwave communications programme that was being led by the Home Office. The Home Office had not included BTP as in Tier I of the procurement with other police forces and emergency services. This gave rise to both operational and commercial risks. This risk would be controlled if DfT accepted the anticipated invitation from the ESMCP programme to reinstate BTP in Tier I, with DfT contributing to the financing of transition and our core coverage.
4. The Chairman observed that the Authority must ensure the DfT played an active role in safeguarding the BTP's interests and she would be raising this at ministerial level. She also saw a role for the Rail Industry in ensuring a good deal for the BTP. Various Industry Members expressed support for this and offered their assistance wherever possible.

*Retirement on grounds of ill-health*

5. The Chief Constable advised that a full report would be coming to the next People and Standards Committee, once the review had concluded. He added that he was not aware of any concerns emerging from the investigation so far.

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6. All other actions had been discharged.

## **48/2014 Chief Constable's Report**

### Agenda Item 3

7. The 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*

8. The Authority noted that the Force was achieving 5 of the 7 national and 34 of the 68 local targets set in the Policing Plan for the year 2014/15. The Chief Constable referred to the data for the Reducing Crime target which, despite being missed, revealed an improvement on the same period last year that equated to a 5.8% reduction in crime.

#### *Reducing Disruption*

9. Referring to the feedback from Industry representatives during the Annual Workshop earlier that day, the Chief Constable noted that Trespass and Vandalism were two areas where the BTP should to strengthen its activities in the coming year.
10. The BTP's work on suicide prevention continued to yield encouraging results, despite the persisting challenges which fatalities posed to the network. He commended the ground-breaking work which the Force was leading on, and referred to the upcoming Home Affairs Select Committee evidence sessions which he would be attending to give greater details of the BTP's activities in this area.
11. The Authority was disappointed to note that funding for the National Metal Theft Task Group was set to be discontinued beyond September 2014. The Chief Constable explained that this would impact on the BTP's ability to commission work alongside Home Office forces.

#### *Reducing Crime*

12. Good progress was reported on the work to tackle Theft to Passenger Property, with the Chief Constable advising that the BTP had recently disrupted a criminal group that specialised in recycling stolen mobile phones.

#### *Increasing Confidence*

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13. The Authority noted the steps which the BTP was taking to meet the policing demands associated with the Home Secretary's recent decision to raise the Threat Level to 'severe'. The Chief explained that the revised threat level responded to a cumulative risk of terrorism associated with the conflict in Syria and Iraq, and particularly, of extremists returning from those countries to the UK. The response was achievable within current resource.
14. The Chief Constable highlighted a number of successful policing operations over the summer months, including the Commonwealth Games in Glasgow, the Notting Hill Carnival and the NATO Summit, all of which evidenced effective cooperation between the BTP and other forces nationwide.

#### *Transformation*

15. The Director of Capability and Resources gave an update on the Force's Transformation programme. He referred to the progress made on the business cases for the IT programme, and observed that the design of the new Case and Custody solution would be an important catalyst for change. He also mentioned the launch of the new appraisal system, which aimed to establish a more dynamic performance review process for staff. He outlined the work to consolidate more efficient processes for resources management and for budgeting.
16. During the discussion that followed, the Chairman and the Chief Constable stressed that the BTP ought to publicise innovative work such as the new appraisal process. The College of Policing was said to have already taken an interest in this.
17. In relation to the governance of the Transformation Programme, the Chair advised that proposals were being developed to determine the best way for the Authority and its various committees to scrutinise the progress of this important project. The intention was to ensure that the Authority's governance and scrutiny model enabled swift but carefully considered decisions.

#### *Operation Trafalgar*

18. ACC Mark Newton gave a detailed presentation on Op Trafalgar, which was introducing the concept of evidence-based deployment in policing. The project was an important part of the Force's transformation programme, insofar as it enabled the better use of the Force's capability and a renewed emphasis on prevention.
19. Evidence-based deployment was about defining patterns of patrol using the scientific analysis of historic crime data. Developed in conjunction with Cambridge University, the project's objective was

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to prevent crime and reduce calls for service by targeting well-defined hotspots. Thus, police visibility was increased not just across the piece, but in a very specific manner supported by science.

20. One of the controversies associated with the trial was that police officers' 'discretion' was perceived as constrained, insofar as the patrol patterns were highly prescribed. It was clarified, however, that officers adhered to prescribed patrols only if they were not on a 999-call or dealing with detainees.
21. The outcomes of the project and the feedback from the Industry and stakeholders had so far been optimistic. As well as signalling a more effective approach to crime prevention, the BTP will also benefit from having a more accurate picture of deployed workforce at any one time.
22. Members were encouraged by the positive results of the project so far and reiterated a comment made earlier that more should be done to publicise innovative work devised by the BTP. On a separate point, Members were keen to ensure that officers' problem-solving and judgment was not restrained, or that officers became excessively reliant on supervision. It was also noted that the proposed mode of deployment might have implications for less allocation and the understanding of how the time and duty was used.
23. The report was noted.
24. **Agreed**
  - 24.1. The Authority to consider proposals for the future governance of the Transformation Programme at its next meeting;
  - 24.2. The BTP to publicise the good outcome of the work that it carries out on innovative projects such as Op Trafalgar and the new Appraisals process;

#### **49/2014 Chief Executive's Report**

Agenda Item 4

25. The Authority received a report outlining the work of the Authority Executive Team, since the last meeting.

#### *Pensions Strategy*

26. The Chief Executive confirmed that the pension strategy was progressing well and on course to meet its timeframe. Letters

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outlining the pension strategy consultation had now been drafted and would be sent imminently, with the consultation period expected to begin on 6 October and end in December. The Pension Working Group would consider the outcome of the consultation and report back to the Authority with proposals.

27. Efforts would be targeted on communication, with a variety of information channels to answer staff questions and provide detailed advice. The Force was exploring the best mechanism to do this.

#### *Integrated Systems Programme (ISP)*

28. The Chair explained that in light of discussions held before the meeting, it was now proposed to delay a decision on the Integrated Systems Programme (ISP), to allow the detail of the project to be examined more carefully. She explained that she was mindful of the urgency of the programme and hoped that the business case would be considered as soon as possible.

#### *Authority Accommodation*

29. The Chairman referred to an upcoming decision on the lease renewal for the BTPA offices and expressed her preference for the Authority Executive Team to move into Force Headquarters at the end of the lease, to secure economies of scale. She asked the Authority Chief Executive and the Chief Constable to consider the feasibility of this and report back to the Authority when a decision was due.

30. The report was noted.

#### 31. **Agreed**

- 31.1. The Authority Chief Executive and the Chief Constable to propose options for the accommodation of the Authority Executive Team; the preference being to move into Force Headquarters at the end of the current office lease. They were to report back to the Authority when a decision was due.

### **50/2014 Cyber Crime Presentation**

#### Agenda Item 5

32. Assistant Chief Constable Mark Newton gave a presentation on Cyber Crime, providing an overview of the current threats and the work that is underway to combat them.
33. The Authority noted that Action Fraud, a national agency to combat Economic Crime, handled all fraud reports centrally and assessed which Force in the country was best placed to conduct an

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investigation. The BTP was allocated to a limited number of cases each year, although the volume was rising in line with national trends. It was also noted that the modernisation of the rail network, with more retail areas in stations, Wi-Fi hotspots, new payment technologies, etc. was also a factor in this growing threat.

34. Criminal activity on the Internet was not restricted to fraud. Incidence of cyber-bullying was on the rise, for example, and was thus linked to the BTP's important work on Suicide Prevention. The diverse nature of the threat highlighted the need for Forces across the country to consider whether they have got sufficient capability and skills to face the upward trend.
35. Members noted the points raised and thanked ACC Newton for an informative presentation.

### **51/2014 Strategy and Planning Committee Report**

Agenda Item 6

36. The Chair of the Strategy & Planning Committee introduced a report updating the Authority on key developments at the most recent meeting of the Committee on 18 September 2014. Business at the meeting included an update on Stakeholder Research findings, progress with the Transformation Programme and the development of the People Strategy.
37. The Chief Constable explained that the intention was to consider the Medium Term Financial Plan under this agenda item, but that following discussions held before the meeting, it had been agreed to defer this for further work. The Chairman of the Authority had also asked the Finance Committee to consider the detail of the Plan before coming back to the Authority for approval.
38. The report was noted.
39. **Agreed**
  - 39.1. The Finance Committee to consider the detail of the Medium Term Financial Plan and put forward recommendations to the Authority at its next meeting.

### **52/2014 Audit and Risk Assurance Committee Report**

Agenda Item 7

40. 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 strategic risks of the Authority and the Force, which would also be received separately under Item 8.

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41. Reference was made to two potential new risks to be included in the Authority's Risk Register:-

41.1. **Challenge to 2013/14 Charges** – there was a potential risk that PSA holders may legally challenge the Authority upon receipt of the actual PSA charges. It was noted that the risk might have receded after receiving feedback from PSA holders, which was expected over the course of the next few weeks.

41.2. **Emergency Services Mobile Communication Programme (ESMCP)** – As referred to in Agenda Item 2, a charge associated with the use of the replacement Airwave system could potentially result in a serious financial risk to the Authority.

42. The report was noted.

## **PART II – SUMMARY OF ITEMS TAKEN IN PRIVATE**

### **53/2014 Quarterly Strategic Risk Reports**

Agenda Item 8

*The Strategic Risk Reports of the Authority and Force were noted.*

### **54/2014 Finance Committee Report**

Agenda Item 9

*A report setting out an overview of the work of the Committee at its meeting of 25 September 2014 was noted.*

### **55/2014 Minutes of Meeting 12 June 2014 Part II**

Agenda Item 10

*The minutes were agreed as a correct record.*

### **56/2014 Any other Business**

Agenda Item 11

*ACC Alan Pacey*

*The Chairman paid tribute to Alan Pacey on the occasion of his last Authority meeting prior to his retirement. ACC Pacey had been instrumental in the recent Force restructure, a project which he drove forward competently and sensitively. Over the years, he forged a strong relationship with the Authority, the Rail Industry and the wider Policing world. ACC Pacey would be missed by friends and colleagues for his ability and good character, and Members joined the Chairman in wishing him a long and happy retirement.*

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*ACC Pacey was heard in reply.*

**The meeting finished at 3.30 pm**

**Date of next meeting:** 05 November 2014, 10.00 am, venue G1 & G2, FHQ,  
25 Camden Road, London NW1 9LN