

Minutes (Part I)

Police Authority

Thursday 26 March 2015, 11.00 am

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

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Present:

Millie Banerjee CBE, Chairman
Dominic Booth
Liz France CBE
Len Jackson
Bill Matthews
Mark Phillips
Brian Phillpott, Deputy Chairman
Andrew Pollins
Stella Thomas
Anton Valk CBE

Apologies:

Andrew Pollins

In attendance:

Paul Crowther OBE, Chief Constable
Adrian Hanstock, Deputy Chief Constable
Steve Thomas, Assistant Chief Constable
Simon Downey OBE, Director of Capability and Resources
Barry Hutton, Acting Head of Finance
Elaine Derrick, Senior Advisor to Chief Constable

Andrew Figgures CB CBE, Chief Executive
Charlotte Vitty, Finance Director & Deputy Chief Executive
Samantha Elvy, Strategy and Performance Manager
Eleanor Bullivant, Business Manager & Minutes
Iggi Falcon, Senior Policy Officer
Orla Sedze, Communication Manager

PART II - ITEMS TAKEN IN PUBLIC

18/2015 Welcome and Apologies

Non Agenda

- 18.1 The sad loss of Catherine Crawford OBE, who died on Friday 20 March was announced.
- 18.2 Apologies were received from Andrew Pollins.

19/2015 Minutes of Meeting 29 January 2015

Agenda Item 2

- 19.1 The minutes were approved as an accurate record.

20/2015 Matters arising

Agenda Item 3

Northgate Review

- 20.1 The Chief Executive presented recommendations for a review of the Northgate contract management for delivery of a case and custody system. The contract was entered into in July 2007 and terminated by BTP in December 2013 as a result of Northgate failing to deliver. A settlement was reached in January 2015 with Northgate paying BTP £790K damages (BTP payments to Northgate over contract lifetime totalled £1.4M).
- 20.2 There was agreement to the Terms of Reference for the review, but greater emphasis should be given to the identification of recommendations with respect to current project and contract management.

Agreed

- 20.3 To make amendments to the Terms of Reference and proceed with the review of the BTP contract with Northgate.
- 20.4 All other actions had been discharged.

21/2015 Chief Constable's Report

Agenda Item 4

- 21.1 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.
- 21.2 BTP is achieving 5/7 national targets and 51/68 local targets.
- 21.3 Police related lost minutes have increased by 1.1% compared with the same time last year. This is an improvement on the previous reporting period but still off target (which is to decrease by 6%).
- 21.4 Primary lost minutes have decreased by 5.2% and reactionary lost minutes have increased by 2.9%.
- 21.5 Regarding counter-terrorism, the Chief Constable provided an update on work underway to enhance the resource and capability of BTP's Counter Terrorism Support Unit. This included an MoU with Civil Nuclear Constabulary (CNC) to provide additional capability and surge support as required. It was reported to the

- Authority that 30 officers in total will be brought in to support BTP until July 2015.
- 21.6 The Specialist Response Units have been remodelled so that PCSOs are included in deployment alongside officers.
- 21.7 The Chief Constable reported that the trial of new cross-functional police dogs is going well.
- 21.8 ACC Steve Thomas informed the Authority of the support BTP is providing to Network Rail in the run up to and during the engineering works over the Easter period. BTP encouraged a review of crowd management plans and advised the use of a specialist team for immediate implementation of these plans when needed.
- 21.9 Mr Thomas informed the Authority of a recent issue where an unexploded bomb was found in London and how BTP's close liaison with the MPS, Army and Network Rail ensured the railway remain unaffected by the closures in the area. Good progress is being made on fulfilling the Chief's Commitments. There have been 32 applications received from BTP staff to become Special Constables with a further 30 in progress. This is likely to have been influenced positively by the Mayor of London giving a council tax rebate to Special Constables. Specials may also receive travel benefits, a proposal currently with ATOC for consideration at the next April meeting.
- 21.10 A trial of hand held devices streaming CCTV images is underway; 15 devices have been issued to officers in four major cities. Evidence so far suggests streaming of CCTV images saves officer time and contributes to passenger safety.
- 21.11 Mobile tablets will soon be issued to Sergeants in order to reduce time spent travelling to and from stations and at desks reporting, increasing officer visibility and public presence.
- 21.12 The Chief Constable co-hosted with the Parliamentary Under Secretary of State for Transport a conference on Reducing Sexual Offences on Public Transport on 25 March 2015. A report with the actions from the conference is available from Elaine Derrick.
- 21.13 The Chief Constable will be hosting a Football Summit with representatives from football, government, broadcasting and policing. The event will focus on football related incidents. The implementation of communication plans for the Football Summit will go live from early April 2015.
- 21.14 Legislative amendments to BTP jurisdictional powers resulting from the Infrastructure Act 2015 come into effect in April 2015. As a result, the circumstances where a BTP officer can act away from the railway have been extended. BTP is also now able to require that a registered keeper of a vehicle provides details of a driver suspected of committing an offence.
- 21.15 The Chief Constable reported that following his appearance at the Home Affairs Select Committee 20 January 2015, 10,000 non-indexed boxes of data from 1996 - 2008 have been sorted and managed in line with the Management of Police Information (MoPI)

- rules. Electronic matching of data to MoPI 1 category offences has been completed, and is underway for MoPI 2 category offences. Senior Officers are now providing weekly assurance reports on information management to the Chief Officer Group (COG).
- 21.16 The Chief Constable announced that BTP's Emergency Intervention Unit has won the Passenger Safety category at the UK Rail Industry Awards.
- 21.17 Of five new Superintendent appointments, the Chief Constable was pleased to report that three were internal appointments and two external appointments bring in some much valued expertise.
- 21.18 Members discussed with the Chief Constable the ability for BTP to be involved in the decision of how to allocate disruption minutes. The Chief Constable confirmed that BTP will present to the Full Authority how the Force works with Network Rail on suicide prevention.
- 21.19 The Chair asked the Chief Constable for a view on the reported figures of crimes of violence against person. The Chief Constable said that generally violent crime is increasing. Analysis shows that serious assaults are decreasing. There is an increase in "lesser" offences, and those which occur at barriers are largely revenue related. This information is used to inform deployment decisions such as that for Operation Trafalgar.
- 21.20 DCC Hanstock added that BTP have started discussions with Transport for London (TfL) about equipping TfL staff with body worn cameras. Mr Hanstock reported that the presence of this equipment has an impact on behaviour and can diffuse a situation, acting both as a deterrent and a method of evidence capture.

22/2015 Transformation Update

Agenda Item 5

- 22.1 The Director of Capability & Resources reported to the Authority that the Transformation programme is on track. Projects are now in stages of delivery and roll out for July-September 2015.
- 22.2 Milestones in the last quarter have been the roll out of Operation Trafalgar across B Division and the completion of the People Strategy document, Making a Difference. The Evidence Review Gateway is about to go live.
- 22.3 Milestones in the next quarter will be:
- The launch of the People Strategy, 20 April 2015
 - The Probationers training course re-writing to be completed in May, for a summer roll out
 - The Silver Cadre (CI Command Team) will go live in June
- 22.4 A Head of Leadership Academy has been appointed and will be responsible for defining the BTP leadership training module for staff and officers

- 22.5 The Chair asked whether the leadership module would consider the national College of Policing leadership recommendations and if it would require a review of Terms & Conditions.
- 22.6 The recommendations are significant and should it be felt that any are not applicable for BTP, a clear statement of why this should be so is required.

Agreed

- 22.7 To conduct an assessment of College of Policing recommendations and their applicability to BTP.
- 22.8 Director of Capability & Resources shared an update on Information Management.
- 22.9 A health check of PSN is due in early April 2015. This will identify what is required for accreditation at the end of 2015.
- 22.10 Members asked for an update on the status of ISP. The response was that a contract for a delivery partner will be shortly awarded and the main tender for the system is being evaluated.
- 22.11 It was clarified that the benefits capture that had been mentioned at previous updates would be included in the Demand Review that would take place July-September 2015. At this stage there was uncertainty as to whether this work would be completed such that it could inform the assumptions that would underpin the budget for 2016/17.
- 22.12 The Chief Executive raised the point that of all deployed officers, those trained in the new ways of working will be probationers. There will be a large number of officers not yet trained and it is important to ensure the investment is not lost once probationers are deployed.
- 22.13 In discussion it was agreed that further clarification is required of Terms & Conditions. Whilst these are governed by employment legislation, there are also requirements within the Railway & Transport Safety Act 2003 to align these to Home Office police force regulations, unless there is good cause for tolerable variation. Any such variation would require explanation.
- 22.14 The Chief Executive said the plan was to review the current understanding of the 'as is' position of Terms & Conditions at the next Appointments & Remuneration Committee meeting. This would ensure that there was a common understanding and that there would be a foundation on which any future amendments could be developed.
- 22.15 The Director of Capability & Resources stated that ESN remains a high risk project. This is included in the Strategic Risk Register. There is a question over when to go live – whether to switch nationally, to follow stakeholders as they switch, or in tandem with local forces. He reported that there is uncertainty over when London Underground will transition.
- 22.16 Members challenged on the fact that the presentation on Transformation stated that work on Terms & Conditions would be

done in Summer 2015, yet the People Strategy document which will be issued to all staff states this would be done in the year 2016/17. Mr Downey said that the work has not yet begun due to capacity issues within the team and the volume of working currently undertaken.

- 22.17 The Chief Constable invited a dedicated session to be organised with the Members to update them on progress of the Transformation programme.

23/2015 Policing Plan

Agenda Item 7

- 23.1 The Chair of the Policing Plan Group, Mr Phillips, presented the Policing Plan targets for 2015/16 for approval, summarised below:
- Target 1 – at least a 3% reduction in notifiable crime
 - Target 2 – at least a 10% reduction in violence against the person offences
 - Target 3 – at least a 7% reduction in total police related lost minutes
 - Target 4 – at least a 78.8% confidence rating for passengers measured by the National Rail Passenger survey
 - Target 5 – at least a 67.7% confidence rating for rail staff measured by the BTP rail staff survey
 - Target 6 – increase in confidence at 20 stations with the lowest confidence ratings as measured by National Rail Passenger survey
 - Target 7 – average days lost to sickness absence per employee to be less than 7.3 days
- 23.2 Mr Phillips reported that a target for theft of personal property normalised by passenger journeys was not accepted by BTP. Theft count will be reported to the Performance Review committee on a quarterly basis.
- 23.3 It was reported that BTP have been asked to develop a new resource utilisation measure in place of the sickness target for next year, expected to trial in Q3 2015.
- 23.4 Mr Phillips reported that the process for writing the policing plan for 2015-16 had been a long one since it began in September 2014. He expressed disappointment at this length of time and cited that the targets had not been issued in a timely manner to industry for comment. He did however comment that the level of local engagement with train operators and Network Rail routes has been the best to date and joint working is becoming effective.
- 23.5 The Chair commented that although the process had clearly been uncomfortable, it was the result of being more ambitious and sets

- the right direction. Mrs Elvy agreed to review the process of building the policing plan for next year.
- 23.6 The Chief Constable commented that there was a healthy tension in creating the policing plan, and believed that the Force comments were timely. He was of the view that the Policing Plan should place the targets within the context of the increased terrorism threat and current assumptions on resources deployed to contain it. He furthermore agreed it was appropriate to review the process by which we arrived at the plan for next year.
- 23.7 There was discussion of the fact that Home Office forces have been given one target by the Home Secretary (to reduce crime) in contrast to the number of measures the Authority sets BTP. However, it was noted that the Home Office budget cuts of 20% were in contrast to the necessary resource made available to BTP by the Authority and endorsed by industry, making it possible for the Force to deliver to its strategy and the achieve the targets in place.
- 23.8 There was a discussion around disruption targets and the allocation of lost minutes to BTP. It was broadly agreed that BTP must work more closely with industry and set the expectations for working together by communicating the disruption targets and then how both BTP and industry can work to meet them.
- 23.9 The Chair asked the Chief Constable to develop this as an action and to meet with Network Rail.
- 23.10 The Chief Executive and Mrs Elvy agreed to draw up a plan to communicate clearly the disruption targets publicly.

Approved

- 23.11 The Policing Plan was approved.

24/2015 Audit & Risk Committee

Agenda Item 8

- 24.1 The Chair of the Audit & Risk Committee, Mr Phillpott praised the work of BTP in reviewing and cataloguing a backlog of 10,000 boxes of data.
- 24.2 A new Head of Health & Safety has been appointed.
- 24.3 Advice from the Foreign Office has been received on hospitality and the acceptance of gifts.
- 24.4 Mr Phillpott reported that he receives a weekly report from internal audit and is confident their targets will be met.
- 24.5 Mrs Vitty updated Members on the feedback from PSA holders on their charges for 2015/16. She has met with 10 PSA holders to discuss the charges. Three PSA holders are withholding payment from April 2015 and have requested a review of the crime data. There is a difference between what is shown on the Train Operating Company (TOC) portal on the website and that of the data once it has been cleansed by analysts at the Authority. Mrs Vitty stated that data cleansing is now being done by the BTP analyst team

before it is sent to the Authority, which should address the issue of data differences.

- 24.6 There was a discussion around whether data differences were the result of the Authority charging model or the allocation of crime data at BTP. Mrs Vitty and the Chair clarified for the meeting that this was due to the allocation of crime data and that it raised a question of data integrity.

Agreed

- 24.7 There should be one data set which is used by BTP to report results and used by the Authority to allocate charges. Mrs Vitty said this was being addressed with the assistance of Deputy Chief Constable, Mr Hanstock.

25/2015 Finance Committee & Gross Budget

Agenda Item 9

- 25.1 The Chair of the Finance Committee, Mr Booth introduced the report to the meeting.
- 25.2 Mr Booth reported a BTP overspend on supplies of £1million against the original budget. It was agreed at the Finance Committee that the reporting tolerance on expenditure will be 5% and/or additionally £500K in line with other spend approval limits within the delegation letter.

Approved

- 25.3 The gross budget was approved.
- 25.4 Mr Booth reported an original underspend of £1.8million of the capital programme which BTP predict will be reduced to £79K by year end as they accelerate expenditure on previously agreed business cases. This underspend will put pressure on the capital budget for the following year.
- 25.5 A review of the reserve accounting arrangements was undertaken by PricewaterhouseCoopers (PwC). Mr Booth stated that the next steps were:
- For the Force to comment on the facts presented
 - PwC to conduct an analysis of cash flow and determine the correct current reserves position
 - Contact the DfT to discuss the distribution of reserves and ask for their expectations of capital expenditure, in order to come to a decision of what is the distributable reserves figure.
- 25.6 The Chief Constable commented that it was disappointing the PwC work to date had not giving the distributable reserves figure and that more work was required. Mr Booth agreed this was regrettable.
- 25.7 Mr Booth confirmed this work must be completed in time for the signing of accounts by the Accounting Office in June 2015.

- 25.8 Mr Booth stated that there were concerns in the Force Project Register around virtual desktop and PSN. The Force will report on this at the next meeting.

26/2015 Employee Engagement Survey

Agenda Item 10

- 26.1 A presentation on the results of the 2015 BTP employee engagement survey was given by People Insight. In summary there was a high response rate of 64% with staff engagement at 75% (Compared with 66% within the Fire Service).
- 26.2 The results of the survey now need to be linked to the work underway for the People Strategy and Transformation
- 26.3 Members asked for information on responses by workforce demographic. People Insight said this was not yet ready but can be provided.

PART II – SUMMARY OF ITEMS TAKEN IN PRIVATE

27/2015 Minutes of Meeting 29 January 2015 Part II

Agenda Item 11

The minutes were agreed as a correct record.

28/2015 Governance

Agenda Item 12

A report by the Executive Team setting out recommendations for governance and amendments to the Authority committee structure was noted.

Agreed

A third party review of the governance structure of BTP and the Authority will be carried out.

29/2015 Scotland

Agenda Item 13

The Chief Executive and Chief Constable provided an update on the matter of devolution to Scotland.

The meeting finished at 2.15 pm

Date of next meeting: 11 June 2015, 10.00am, venue G1 & G2, FHQ, 25 Camden Road, London NW1 9LN