

# Minutes – Special Briefing Meeting

## Police Authority

Tuesday 21 July, 2.00pm

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

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### Present:

Millie Banerjee CBE, Chairman  
Dominic Booth  
Dyan Crowther  
Len Jackson  
Mark Phillips  
Brian Phillpott, Deputy Chairman  
Stella Thomas  
Anton Valk CBE

### Apologies:

Liz France CBE  
Bill Matthews  
Andrew Pollins

### In attendance:

Paul Crowther OBE, Chief Constable  
Adrian Hanstock, Deputy Chief Constable  
Steve Thomas, Assistant Chief Constable  
Mark Newton, Assistant Chief Constable  
Simon Downey OBE, Director of Capability and Resources  
Francesca Annetta, Head of Finance  
Marie Daniels, Deputy Head of Transformation  
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  
Joanna Wiczorek, Financial Analyst & Data Modeller

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**41/2015 Welcome and Apologies**

Non Agenda

- 42.1 The Chair welcomed new Member, Dyan Crowther to her first Authority meeting. The Chair welcomed Marie Daniels back to BTP from her secondment and Joanna Wieczorek to her first Authority meeting.
- 42.2 Apologies were received from Members unable to attend.

**42/2015 Counter Terrorism Update**

Item 1

- 42.3 The Chief Constable introduced a presentation to Members on recent counter terrorism exercises, threat levels, capability and resources.
- 42.4 The BTP approach to counter terrorism is integrated with UK and London. BTP attend weekly security review meetings which tie into the wider government contest strategy. The Chief Constable highlighted that as many Home Office forces are stretched the ability to rely on them for counter terrorism support is diminished.
- 42.5 Public transport is an attractive target for terrorism. Over the past 100 years, 35% of terrorist attacks in the UK have been on trains and buses. There is the potential for mass casualties, fear and economic impact.
- 42.6 The economic impact of the 7 July 2005 terror attacks in London has been estimated at £26 billion. There was an 8.5% - 16% decrease in passenger journeys in the following 5 months (22.5 million fewer passengers). 19% of passengers changed their travel patterns for 7 months following the attacks. The FTSE fell 200 points. Deloitte have calculated that 2 days of travel disruption impacts the economy by - 0.1%.
- 42.7 The Chief Constable outlined the BTP strategy for counter terrorism, which is focused on preventing attack planning and execution. The reconnaissance trips by those who carry out such acts were highlighted as an example of attack planning activity.
- 42.8 The Chief Constable pointed out that there is a fragmented CCTV network, for example BTP has no imagery from St Pancras station.
- 42.9 Members were shown two videos of recent counter terrorism exercises.
- 42.10 ACC Thomas provided some useful facts:
- BTP and Metropolitan Police Service firearms officers train together to ensure interoperability

- There is intelligence to suggest that during a terror attack at a railway station, 1 fatality could be expected every 10 seconds.
  - BTP coordinates risk management Gold Groups with external agencies
  - BTP has an armed policing capability of 96 officers
  - BTP has a specialist response unit of 28 officers
  - BTP has a counter terrorism operations unit of 6 officers
  - There are 28 dogs in the CTSU. Dogs are viewed by Islamic terrorists in particular as unclean to touch, even after a terrorist's death and are a useful deterrent.
  - BTP has 472 officers trained to use Tasers - with an uplift to 507 planned
- 42.11 BTP covers 15 of 30 Category A stations for 4 hours per day with armed police officers. ACC Thomas selected these 15 stations based on data such as footfall. There are 7 Category A+ stations not currently covered. It would cost £17.8 million for all Category A and C Division stations to be covered.
- 42.12 ACC Thomas informed Members of the Go Critical plan for BTP:
- To provide optimum cover for 23 Category A+ and 7 London Underground stations would require 120 officers per shift (3 shifts per day) and cost an additional £900k per week in staff costs.
  - The number of firearms officers would have to increase from 84 to 288.
  - All rest days would be cancelled
  - There would be a cost incurred for cancelling annual leave
- 42.13 The Deputy Chief Constable informed Members that BTP is managing a risk too great for the current resources allocated. BTP is only covering 50% of the stations that it should. There are cost implications for training and equipment, factoring £1.5 - £2.0 million into the MTFP.
- 42.14 Members asked if BTP needed support from the Authority in obtaining CCTV links with St Pancras station. The Chief Constable said yes, and that he had also had a discussion with the Secretary of State.
- 42.15 Members asked if BTP documented the risk assessment process of selecting cover for 15 of 30 Category A stations.
- 42.16 The Chairman said that a method for reporting that documentation back to the Authority was required, either to the Audit & Risk Committee or the Full Authority.
- 42.17 Members asked who determines the BTP budget for counter terrorism.
- 42.18 The Chief Constable said that it came from the overall budget, and BTP will come to the Authority for additional funding.

- 42.19 The Chairman suggested that a conversation may be required with the DfT and Home Office regarding getting additional funding for counter terrorism. The Deputy Chief Constable confirmed he was in discussion with the Ministry of Defence regarding armed officers.
- 42.20 Members asked how BTP was communicating with passengers on counter terrorism. The Chief Constable said there was an engagement programme which included leaflet drops at stations.
- 42.21 Mrs Elvy asked if counter terrorism risk assessments were carried out for high consequence dangerous goods transported by freight operating companies. ACC Thomas said that this was covered by JTAC and CPNI.
- 42.22 Members asked if the same level of concentration was given to cybercrime. The Chief Constable stated cybercrime did not have the same level of lethal consequences. The Chairman said cybercrime is a policing plan project and the Authority will expect to receive a report.

### **43/2015 Transformation Update**

#### Item 2

- 43.1 The Chief Constable introduced a presentation to Members on the Transformation programme and progress made to date. He reminded Members that the strategy was set against a price promise to industry.
- 43.2 BTP reported that there was a £17 million difference in the current budget versus what budget would be if kept in line with RPI.
- 43.3 BTP reported that the force restructure in 2014 delivered savings of £9.4 million.
- 43.4 Mr Downey reminded Members of the 4 project strands of the Transformation change programme at BTP:
- People
  - Operations
  - Information
  - Resources
- 43.5 Some of the milestones are very defined, some are softer such as cultural change.
- 43.6 The conceptual stage of Transformation was 2014, the delivery stage is 2015.
- 43.7 Mr Downey reported that Transformation is on track to delivery on time, budget and with outputs as intended. Exceptions to this on track delivery are:

- ISP
- Mobile
- EDW (Electronic Data Warehouse)
- BMV
- Network

The critical items to monitor are information management, resources and demand.

Risks to delivery of Transformation are delivery and integration of the full breadth of the programme.

## 43.8 People

43.8.1 Mr Downey said that the People Strategy is fundamental to everything. He reported that PDRs were completed. Work on Terms & Conditions is now underway and the new design of the probationers course will launch in August 2015.

43.8.2 Members asked if BTP were able to meet the targets of the People Strategy given limits on resources? Mr Downey said that soft target evolutions gave him confidence that all strands will come together. This was not embellished upon. On 4 August, COG will meet to review what the leadership training course needs are for BTP.

43.8.3 The Chief Constable said that the next recruits will be trained differently to their colleagues. The value systems and PDRs will reinforce new ways of working.

43.8.4 Members asked for the People & Standards committee to be kept informed of progress against delivery of the People Strategy over the next 12 months.

43.8.5 Mr Downey said the Demand and Resource Project was looking at the demand for BTP resources at each station and what supply was available. His team are looking at dividing capability over 24 hours to calculate the minimum and maximum levels of policing and abstraction.

43.8.6 The Chairman asked where the demand numbers came from. Mr Downey said BTP benchmark against HMIC statistics and Home Office forces.

43.8.7 BTP are reviewing rostering systems, and looking to reduce the number to 3 rosters – early, late, night. Mr Downey confirmed that the Chief Constable had set BTP a target to implement a new rostering system by April 2016.

## 43.9 Operations

43.9.1 ACC Newton gave a presentation on the operational strand of Transformation. There is a target to reduce disruption by 20%.

Disruption has started to rise since 2013, without a comparative rise in the number of incidents.

43.9.2 BTP have seconded Paul Brogden into Network Rail to work on a joint strategy on industry disruption. He is working directly with Operations and Route Directors.

43.9.3 **Action**

The Senior Advisor to circulate the BTP disruption model and strategy to the Authority.

43.9.4 ACC Newton reported that Operation Trafalgar (evidenced based policing) has led to no disruption of crime and has improved confidence measure results. It is being rolled out across BTP nationwide. Cambridge University have trained BTP analysts.

43.9.5 Op Trafalgar is now rolled out across 50% of C Division. Will be rolled out across Glasgow and Edinburgh in August 2015.

43.9.6 Members asked if passenger confidence could be recorded on the planned new mobile devices for BTP officers. ACC Newton agreed that was a good suggestion and would take it back to the programme team. The Deputy Chief Constable said that card surveys were currently being used.

43.9.7 ACC Newton reported interim results for Op Trafalgar were:

- 8% reduction in crime on targeted sites
- 8% reduction in calls for services
- 11% increase in crime in other locations
- 31% decrease in crime at Leeds over past 3 months
- 9.2% decrease in crime at Birmingham over past 4 months

ACC Newton said that of the locations seeing increases in crime, two are new locations. During the trial of Op Trafalgar, a 19% reduction in crime was found and he expects longer terms results of the roll out to mirror that.

## 43.10 Technology

43.10.1 ACC Newton gave an update to Members on ISP and Mobile. ISP will be one piece of software (instead of the current 4 working in silo) which will join up intelligence for the entire user journey from recording a crime to prosecution for the crime.

43.10.2 BTP will implement ISP between January-May 2016 and join the group of 21 other police forces using ISP to share lessons learned.

- 43.10.3 Members asked why EDW was high risk. ACC Newton said that without the EDW in place, the benefits of ISP will not be fully delivered. ACC Newton said that no other forces uses ISP without a data warehouse. The Chief Constable said EDW was now de-risked as BTP can deliver ISP in the interim with the current data resource.
- 43.10.4 It has proved hard to get approval from Cabinet Office on the Mobile Solutions business case and it will be delivered 1 week late in September 2015. Officers will require 3 days training on the mobile devices and abstraction plans are being worked out. BTP have an 8 month delivery window from approval to launch - to deliver on time in April/May 2016, approval is required by September 2015.
- 43.10.5 The Chief Constable said that approval was stuck in a principled position with Cabinet Office and requires senior, combined support from the Authority. The Chief Executive confirmed that he is trying to progress approval with government.
- 43.10.6 Mr Downey reported that VDI is a data centralisation project with the benefit of centralisation of data. This is running on track and to time, with a mixture of thick and thin lines.
- 43.10.7 A response on compliance for PSN is expected in August 2015.
- 43.10.8 The Deputy Chief Constable reported that 250 body worn cameras have been issued and 116 investigators trained. There have so far been 385 evidential uploads made. Early anecdotal responses have been positive.
- 43.10.9 There is a plan to roll out 2,350 cameras across 95 locations nationwide. This would cost over 3 years:
- £6.7 million if leased
  - £8.0 million if purchased
  - These costs could be reduced by restricting the network.
- 43.11 Members made the point that the Authority need to focus on the output of these projects and to identify the relationships between different Transformation projects and the budget and risk to strategy delivery.

*After this agenda item, the Chair handed over Chairmanship of the meeting to the Deputy Chair.*

**44/2015 Medium Term Financial Plan**

## Item 3

43.1 The Chief Executive presented a draft paper for internal discussion on the development of the Medium Term Financial Plan (MTFP).

43.2 The Chairman said that looking back, BTPA set a bold and ambitious strategy that was aligned and supported by the industry. The benefit was that new demands could be absorbed without asking for more funds. This was part of a promised fiscal plan. It was necessary to understand that there is a climate of government cost savings. Two thirds of BTP funding comes from direct public subsidy (TfL, Network Rail) and the DfT is not a protected department.

Home Office forces have been pruned and it could be argued that the country has not fallen apart as a result. BTPA have to ensure that BTP is run efficiently. BTPA have invested more than was originally committed in the MTFP – when and how will we get the benefits? It is necessary to consider making responsible use of the reserves fund.

A proper bottom-up budget has not been done in the past 6.5 years. It could be helpful in considering the appropriate budget for year 2016/17.

43.3 Members reported learning that the DfT intend to make a 4% cost reduction over 3-4 years and 15-20% savings. The DfT are expected cost reductions to be made at BTP as a point of principle, regardless of policing plans. The DfT will also be looking at reductions in Network Rail contributions.

43.4 The Chair asked the Chief Executive if BTPA had received any instruction from the DfT regarding cost savings. The Chief Executive replied no, and that he expects to hear something when the sponsorship team from DfT meet him with Treasury limits.

43.5 The Chief Constable said BTP can already demonstrate huge efficiencies. Reducing costs will impact on the strategy. BTP is improving the capability of the force to deliver benefits to the industry. He agreed that BTP could put more into demonstrating how the strategy benefits the industry.

43.6 The Deputy Chairman asked if such a message was best delivered jointly by BTPA with BTP and the industry. The Chief Constable said that franchise winners were asking for more from BTP and could make the case for it.

43.7 The Chief Executive said that if TfL are looking for efficiency savings it has not been clearly articulated in such a way to include the gross budget. The Chief Constable said that TfL buy a comprehensive policing



strategy through choice. The Deputy Chairman said that TfL want a level of supervision not normally supplied.

43.8 Members discussed the questions in the paper. It was noted that any cost reductions could impact significantly on performance against the strategy.

43.9 Members discussed the capital programme and risk to it if capital expenditure level drops. It was suggested that it could continue to be funded by reserves.

43.10 Members discussed Scotland policing costs in the MTFP. The Chief Constable said it was not a good idea to include the loss of Scotland and it should be kept on the risk register.

*Member Len Jackson left the meeting at 4.55pm*

43.11 Members discussed the wider review of Network Rail. The Chairman said it would be sensible to run the charging model with different scenarios based on potential changes to funding from Network Rail to look at the impact on BTP.

#### **Action**

43.12 Chief Executive to draft a paper for the Finance Committee on MTFP

43.13 BTP to model two scenarios for impacts of different levels of cuts on policing, such as a 2% cut.

**The meeting finished at 5.13pm**

#### **Date of next meeting:**

24 September 2015, 9.00am – 4.00pm

Stakeholder Event followed by Authority Meeting

British Medical Association, Tavistock Square, London WC1H 9JP