

Minutes

Performance and Delivery Committee

Thursday 21 September, at 10am-1.30pm
 at Holmes House, Holmes Terrace, Waterloo SE1 8BL

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Present:

Dominic Booth (Chair)
 Liz France
 Shrin Honap
 Len Jackson
 Stella Thomas

Apologies:

Jeremy Mayhew
 Martin Richards

In attendance:

Adrian Hanstock, Deputy Chief Constable BTP
 Robin Smith, Assistant Chief Constable BTP
 Gill Murray, Superintendent BTP
 Ally Cook, Force Finance Director BTP
 Simon Downey, Director of Capability and Resources BTP
 Mike Furness, Head of Strategy and Performance
 Charlotte Vitty, Chief Executive BTPA
 Yifat Steuer, Interim Finance Director BTPA
 Sam Elvy, Strategy and Performance Manager BTPA
 Lucy Yasin, Business Manager BTPA
 Jon Newton, Analyst BTPA (minutes)

01/2017 Introductions

Agenda Item 1

1. The Chair welcomed attendees to the first meeting of the Performance and Delivery Committee, which replaces the Authority's previous Finance, Performance Review, and People and Standards Committees. Apologies were noted for Mr Mayhew and Mr Richards.

02/2017 Actions from Previous Committees

Agenda Item 2

2. Updates were provided on outstanding actions from the previous Committee meetings, led by the three previous Committee Chairs. Future meetings would have one combined set of actions.

Finance

3. Action 1, for a post implementation review to be reported once ControlWorks was active, was something that would need to be scheduled once Chief Superintendent

Brogden had completed this review. BTPA Chief Executive to check if this had been completed.

4. Action 2, for BTPA to review the impact of the Crime Review on the charging model was ongoing. There was a detailed dive around the Demand Review at Agenda Item 6. Progress updates to be reported to future Committee meetings.
5. Action 3, for BTP to investigate the option of leasing rather purchasing vehicles, a review had taken place. There were two options which would provide similar value for money, including a collaborative approach with other Forces, led by Thames Valley Police. They would be considered as part of the Target Operating Model (TOM) project. The Chair requested that the BTPA Executive monitor this work.
6. Action 6, for BTPA and BTP to speak to the Rail Delivery Group (RDG) about communications with the industry, BTPA Chief Executive and the Deputy Chief Constable (DCC) had met with the RDG and were looking at how they report to the RDG. The Authority was from April 2018 looking to implement quarterly reporting around the PSA charges, which had been well received.
7. Action 7, to review balance sheet accounts and provisions, this will be brought forward from December as there needed to be a mid-year consolidation with DfT's accounts, which will include a full review of provisions. There had been a lot of progress with the year-end data, but there had been some slippage on the timelines.
8. Action 10, around the potential move to a shared service, should be transferred to the Strategy and Planning Committee.
9. Action 13, for the numbers Efficiency Plan Update to be checked and linked to the budget, an update would be provided at Agenda Item 4.

Performance Review

10. Action 23, for an update on hate crimes against rail staff to be provided, would be the thematic to the quarter 2 Performance and Delivery Committee meeting.
11. Action 26, for an update on BTP's use of out of court disposals to be provided, would be retained as a non-urgent item, to review progress and impacts at a future date.
12. Action 30, for BTP to consider the level of communications with the freight industry, was an action for the Policing Plan Group.
13. Action 32, for BTP to consider lessons learned from the use of Service Level Agreements (SLAs) by Home Office forces for responding to shoplifting offences, and Action 33, for BTP to consider how they could work with local partner forces around responding to the demand from licensed premises in and around stations, were being taken forward through the TOM project. Further updates would be reported to the Authority through the Force's TOM project updates.

People and Standards

14. For the action around the handling of passengers without valid tickets in instances where they are unable to purchase them, the DCC had discussed this with the RDG and Transport Focus. BTP had not seen an increase in complaints linked to this.

15. Agreed

15.1 BTPA Chief Executive to consider whether Finance Action 1 was complete.

15.2 Further to Finance Action 3, BTPA FD and BTP FD to monitor progress around the options for leasing vehicles and to consider options for cash management as part of TOM.

15.3 Finance Action 10 to be transferred to the Strategy and Planning Committee.

15.4 Performance Review Action 30 to be transferred to the Policing Plan Group. BTPA to consider its communications with the freight industry.

03/2017 Committee Terms of Reference

Agenda Item 3

16. The Terms of Reference were outlined in the Authority's Code of Governance and were for noting. The work plan was based around the quarterly performance dashboards. Deeper dive thematic would vary for each meeting.

17. Subject to the agreed action, the Terms of Reference and work plan were agreed.

18. Agreed

18.1 BTPA Executive to develop a performance measure to allow the Committee to evaluate its effectiveness.

04/2017 Quarterly Performance Review

Agenda Item 4

Finance

19. For budget delivery, the dashboard shows a clear underspend for the year to date business as usual budget and year-end forecast, driven by the Force not being at full establishment. However there are additional costs relating to project revenue and CT costs of c.£2 million, which are not reflected in the dashboard. It was agreed the financial dashboards should be updated by BTP finance to reflect the total I/E position.

20. It was explained that at the start of the year there had been a budgetary settlement that was based on a business as usual settlement and the £2 million CT was separated out for project revenue as additional funding. BTP can consume most if not all of that, but not the requirement to invest an additional £2.2 million to invest in CT hubs. This will become overall revenue and funding pressure.

21. The Home Office will be refunding the £1 million cost of Go Critical. They will also consider the Parsons Green Go Critical costs. This funding is not related to the core CT funding and was not linked to wider funding. The Chair noted that this was an important step which needed to be pursued out of meeting, as there had been some negative perceptions among PSA holders around the funding of core CT.
22. Recent news on the additional national pay deal for officers and staff of 1% pay rise, which would be implemented from the 1 September 2017, would have an additional annual impact of around £2.5 million (and c.£1.5 for the rest of the year). The Authority's Appointments and Remuneration Committee had already approved a 1% pay rise which is included in budget, however, the additional non-consolidated 1% would need to go back through the Authority's Appointments and Remuneration.
23. Net impact against forecast will be c.£2.5 million pressure and £2.5 million reserve impact.
24. The Committee was informed that, out of the £7.8 million efficiency plan for the year, the latest forecast includes £7.6million of efficiencies. The Force was looking at some fast-track actions from the TOM project, but these were unlikely to deliver savings this year, there were however some risks around start-up costs.
25. The Chair requested that the Executive works with BTP to develop a plan, which assumes that the pay rises will be authorised, with options to bring the financial figures back to budget.
26. The Committee noted that there needed to be a joined up narrative around both the levels of efficiency and the significant challenges around operational performance. It was highlighted that the aim was for the demand review and the TOM project to balance those two elements.
27. At the end of July the forecast was approximately £20 million cash, the actual was approximately £30 million, resulting in a £10 million difference. It was highlighted that cash was in a relatively strong position, the forecast process is currently being reviewed and improved, the revised full year forecast will be presented in the next committee. The Committee noted an error stating a 48% variance shown for cash flow forecasting.
28. The Committee was informed that around contracts there had been an uplift in the capability and seniority of the contract management function, and a focus on improving compliance. The Force was moving forward in a more strategic way, rationalising the number of suppliers and simplifying the contractual portfolio.
29. The Force had put stronger controls in place, with respect to non-compliance around the management of contracts, through its internal Audit Risk and Inspection Board. There was also a six-month trigger for the contract owner to start describing what they need to do, such as extending the contract or exploring other options.
30. For the two outstanding contracts, it was explained that a contract for legal services was being reviewed, with a paper being produced for BTP's Force Executive Board, and that the Force was engaging with the Authority around the requirements for the pension actuaries before it goes out to tender.

31. the committee noted that it was taking over 90 days to pay approximately two-thirds of suppliers. The Committee was informed that the accounts payable balance had largely been sorted, with the focus being around the invoice register, where there was a backlog. There was a recovery project, however, there had been challenges in recovering this backlog. The DCC noted that two critical issues for BTP's Finance Gold Group were the invoice register and the fixed asset management plan.
32. Progress had been made around project management by getting all project managers to properly profile project spend across the year for revenue and capital. However, there remained a lot of optimism in some forecasts. Year to date spend was low and the Force would end up back-loading a lot of spend on projects. For ISP the final milestone payments had been approved.
33. The key uncertainty was around the LAN/WAN project, which will slip in both revenue and capital terms and push more pressure onto next year. There would also be slippage for the ESN project. For ESN, there was uncertainty about longer term issues, such as around interacting with other Home Office forces. The Chair noted that slippage of some projects may need to be considered as part of making the required £2.5 million savings.

Operational Performance

34. It was summarised that reported crime had increased, however, the number of fatalities, which were among the most important issues dealt with by the Force, were down and life-saving interventions were up by 36%. It was noted that BTP's performance was within the context a remarkable 12 months for the Force, for example with BTP having twice been at Critical following terrorist attacks.
35. Recorded notifiable crime had at the end of July been up by 28%, but this had since been limited to a 20% increase. This rise had been contributed to by an increase in the usage of the Force's text messaging service and the 'See It, Say It Sorted' campaign. BTP's crime levels were up by a smaller amount than the average for Home Office forces.
36. The main drivers of the increase were cycle thefts, which had seen a 48% increase, which had since been limited to a 32% rise, and increases in low level public order, thefts of passenger property, thefts of motor vehicles, which were in the context of a national epidemic of moped thefts, and shoplifting.
37. The Force had introduced 90 day performance meetings which were focussed on operational activity. The direction of travel around volume crimes since had been encouraging. It was also highlighted that the risk of crime remained on the rail network remained very low, with approximately 16 crimes per million passenger journeys and 0.7 assaults with violence per million passenger journeys.
38. There were discussions around the level of actual crime increases compared to the increase in reporting, and whether there was a narrative to explain this difference, and around some of the images used in the 'Say It, See It, Sorted' campaign, which was a Department for Transport (DfT) campaign, and whether the Force evaluated its campaigns, and their effectiveness.

39. There was a discussion around how effectively performance was being communicated to the PSA holders. It was highlighted that in the previous week the DCC had a detailed discussion with the RDG, during which there had been a sense that there was a need to concentrate efforts where possible and that there was an understanding of the context around BTP. The industry wanted confidence that the Force was focussing on issues that mattered to the industry, such as staff assaults, late night anti-social behaviour (ASB) and football related disorder, without losing sight of other issues, such as working with retailers around shoplifting.
40. There had also been discussions with the industry linked to the TOM project around how the Force could coordinate its resources with those from the industry. A Member highlighted that Home Office forces were working with local partners around the night-time economy, which was an approach that BTP could adopt, for example working with PSA holders to liaise with retailers around shoplifting.
41. ACC Smith had met with the DfT to discuss the increase in crime. There had been a useful discussion about issues such as cycle thefts and football, and including crime related issues in future franchise agreements. It was suggested that the new strategy should explore how the Force and Authority could be stronger around future franchise agreements and that expectations could be set around some crime increases before they happen, for example around new retail developments. The DCC highlighted that it would be useful for the Force to map franchise renewals, so that they could consider options for including issues in future franchise agreements.
42. It was noted that the reporting pack from the TOM project had included an analysis of thefts of passenger property. This reported that many of these offences were driven by lost property, which accounted for a 24% difference in the crime figures. It was suggested that there could be discussions with RDG and Network Rail around adopting a joined up process for checking lost property.
43. There had been a significant increase in trespass, particularly involving young people, which was a vulnerability as well as a trespass issue. There has been a series of meetings, including with Network Rail and the DfT, to discuss different approaches, for which there was money to invest. The reason for the increase in trespass was not known, but it may have been influenced by a change in the way that Network Rail recorded disruption incidents.
44. There had, around July, been a drop in the Force's call handling performance. There had been an increase in the level of demand on the call handling teams, much of which was internal, and higher levels of annual leave during this period. The increased demand was being exposed through the TOM project. The latest call handling figures showed a slight improvement, with 89.5% of emergency calls being answered within 10 seconds and 84.7% of non-emergency calls within 30 seconds.
45. It was noted that some Policing Plan Pillars included more indicators than others and that it would be useful to understand the depth of the indicators under each of them. The Chair proposed that the Committee has a future thematic into each Pillar and that it would be useful for there to be a narrative around the increases in volume crime, growth in demand, and increased opportunities for BTP. It was agreed that it would be useful for Members to know where they are able to provide support, for example when communicating with the DfT and industry around issues. The DCC proposed adding a page to the dashboard with recommendations for the Authority.

46. The performance exceptions under the Protecting the Vulnerable People Pillar were around the average turnaround times for Children and Young Person (CYP) forms and Adult at Risk forms, which were linked to compliance with internal processes for these forms. Additional resources had been assigned to reduce these turnaround times. This had not yet had an impact, but the issue was being responded to.

People and Development

47. The Committee was informed that the number of Officers was roughly at establishment. There had been a recent recruitment campaign which had been very successful. The two headlines impacting on the establishment numbers were the TOM project, which would potentially reduce the number of officers, and the increase from the counter terrorism growth and introduction of the northern hubs. Workforce planning through the Force's weekly meetings would manage the number of resources to ensure it remains close to establishment.
48. There was a discussion around the level of actuals vs. establishment, and the number of deployable compared to non-deployable officers. The Chair noted that it would be useful to see on the dashboard actual deployable resources compared to establishment, net of trainees, sickness and other factors, to give an indication of what is actually available on a daily basis, and establishment figures taking into account the numbers affected by the TOM project.
49. There were 99 fewer staff than establishment. There had been a general outflow of staff and a long term downward trend. Given the implications of the TOM project, it was recognised that there needed to be care around some key functions, particularly those that may be outsourced through the TOM project.
50. PCSOs were 95 under establishment. There were discussions underway within the Force around the role of PCSOs and PCSOs transferring to officers.
51. There was a discussion about the Force's employee turnover. It was noted that employees within the functions affected by the TOM project may be considering leaving, also that people were leaving for different regional reasons, rather than just a lack of competitiveness. There had, however, been some long term issues recruiting into certain roles such as in IT and Finance.
52. There was an outflow of 27 officers per period for the current year, this down compared to the 28 last year. Approximately 50% of officer leavers were categorised as voluntary outflow, such as resigning for different types of employment, with 12% of that being transfers to Forces. Approximately 50% of officer leavers were reaching the end of the end of their contract. The 50% equated to around a 5% of all officers.
53. These figures equated to BTP losing around 300 officers per year, with about 50% being within the first ten years of their service. The Force was considering ways to improve its officer retention through short-term measures, such as training, and longer term measures, such as reviewing terms and conditions of service. A Member noted that for Home Office forces assumptions were being made that officers were no longer remaining as officers for their whole career. They were reviewing Terms and Conditions so that officers could potentially return later in their career.

54. It was confirmed that the Force's establishment was not fixed, but was set at the start of the year, as per the MTFP, and then adjusted on a weekly basis subject to any changes that had been through the workforce planning process. The Chair noted that it was important for any changes to be authorised and included in financial forecasts.
55. BTP's sickness rates were slightly above the Force's internal target. The year to date long-term sickness rate was down when compared to last year. There were about 179 people on limited and restricted duties, who were being actively managed. There were 44 on an ill-health dismissal process and 11 officers had been dismissed during the year to date. This area was within tolerance because of the Force's efforts.
56. The Pensions Committee had started to see a rise in the number of retirements linked to Post Traumatic Stress Disorder (PTSD). It was suggested that it would be useful to be proactive and consider the current level of response and whether anything should be done differently. The Force has a set of Trauma Risk Management (TRiM) counselling practitioners and after every fatality a TRiM debrief is offered to all individuals. There had been a fairly low take up rate for officers offered TRiM. This was a cultural issue, however, good progress had been made. Following the London Bridge and Manchester incidents there had been a change in perception. Following the Grenfell Tower incident there had been a take up rate of around 37%. There were ongoing internal discussions around mandatory triggers for TRiM counselling. A Member noted that there were different options for the delivery of counselling services, with organisations able to deliver services at home, which should be considered as many do not want to come forward. It was noted that figures on the numbers leaving BTP because of PTSD were available.
57. The Committee was informed that there had been annual increases in the equality of BTP's workforce, but that it still needed to be improved. There was, however, a large recruitment campaign that was about to start which would target BME people. This campaign would provide support with the application process without altering the standards required to be an officer. There were also positive action events for every promotion at every level. Equality was better at the lower ranks but there was more that could be done at the more senior levels. There was, however, a lot of emphasis on leadership and development, with a range of initiatives to develop people.
58. For Mandatory training there was an issue around short-notice cancellations. This was being monitored and there were efforts to ensure that this was at the required level.

Professional Standards

59. The Committee was informed that BTP's Professional Standards function was in a good position. The Independent Police Complaints Commission (IPCC) statistics had been released the day before the Committee meeting and the results had been positive. BTP was in the top quartile of Forces in England and Wales with respect to professionalism.
60. It was highlighted that 99% of complaints were being recorded within the statutory time limit of 10 days, compared with the national figure of 79%. BTP typically recorded 350 complaint cases per year, this was up to 379 for the current year but the number of allegations was reducing. The Force had recorded only 40 complaints per 1,000 employees.

61. It was taking an average of 77 days to finalise cases, compared to 93 last year and the national average of 97. It was noted that a bit more work could potentially be done around the quality of local resolutions, as there had been some appeals upheld against these.
62. There was an increase in the number of misconduct meetings and hearings. There had been 12 meetings, with 8 not proven, however, 4 related to a case in the North West, which Mr Jackson was aware of. This was not a concern at the current time.
63. The Executive would be reviewing the content of the dashboard going forward and would check whether it covered the correct KPIs around risk and reputation.
64. Mr Jackson had conducted a file review with the Executive Team's Business Manager on 12 September. In future files reviews would be completed by the Executive Team members with relevant knowledge and any issues escalated to the Member with the Professional Standards portfolio.
65. The Committee was informed that there were national developments, as part of the Police and Crime Act 2017, which will lead to significant changes to the complaints and conduct regulations. The Executive and PSD were working together to prepare for these changes.
66. Mr Jackson praised BTP around the low number complaints, with the IPCC also having commented on it, and noted that there was a good training input to new starters. The Committee was informed that there was perhaps more that could be done proactively around audit and risk compliance. The DCC suggested that the Committee consider the Her Majesty's Inspectorate of Constabulary (HMIC) Report elements, including countering corruption and vetting, and noted that a proactive corruption team would be conducting audits around the Force. Mr Jackson as the Member with the PSD portfolio would be kept informed of any significant developments.
67. It was suggested that in the future the Committee could usefully review whether the move to independent Chairs for misconduct hearings was having an impact. There was some long term research being undertaken by the College of Policing to identify whether this had an effect on outcomes and it would make sense to tie the timeline into this.
68. There were no serious or specific complaints or conduct cases to be raised in the meeting.
69. **Agreed**
 - 69.1 Risks and opportunities KPI to be developed for the Finance dashboard.
 - 69.2 Dashboard to include details on the number of actual deployable fully trained officers and non-deployable officers, net of trainees, sickness and other factors, to give an indication of what is actually available on a daily basis compared to establishment, and details on establishment figures taking into account the numbers affected by the TOM project.

- 69.3 Executive to work with the Force to come up with a plan, with options, to bring the overspend back to budget, which assumes that the pay rises will be authorised.
- 69.4 BTP to consider adding a page to the back of the dashboard outlining potential actions for the Authority.
- 69.5 BTP to produce an out of Committee summary paper for PDC Members on reasons for employees leaving the Force.
- 69.6 The Executive to reviewing the dashboard to include further PSD data, including around risk and reputation.
- 69.7 Findings of PSD corruption audit reports to be reported to the Committee.

05/2017 2016/17 Wash-up Charges

Agenda Item 5

- 70. The Committee received an overview of the net funding shortfall, as outlined in the Item 5 presentation slides.
- 71. Option 2, to close the funding gap with the CT underspend being carried over for this year was approved as the Committee's recommendation, with the caveat that the BTPA Chief Executive would report back if there was a political angle or any other consideration that needed to be taken into account. The next step was for this to go to the full Authority for approval as the Committee's recommendation.

06/2017 Demand Review and Availability of Resources

Agenda Item 6

- 72. The Committee received a presentation on the implementation of the Demand Review and frontline rosters. The Chair noted that the Committee was aware of the background and aims of the project and requested that the focus be around progress updates, lessons learned, and any forecasted operational and financial outcomes.
- 73. The Committee was informed that for BTP to meet its combined demands, to deliver the level of service outlined, BTP required 2,100 officers and PCSOs. There were currently 1,400 deployable. Whilst there were people in training, they were not available to the frontline. As a result of this, feedback from the frontline had been that the Demand Review rosters had not been working effectively. There had also been a financial impact in terms of increased overtime to plug gaps and people being used on cancelled rest days or extended shifts, which the review was aiming to cancel.
- 74. A planned formal review of the rosters had taken place two weeks previously. This had found that the Force had been too sophisticated in attempting to match demand and that results were overpromised. It should have been taken into account that to some extent there was too much unpredictability in terms of planning rosters. It was also confirmed that the review, which began a year ago, had made assumptions that the force had recruited to full establishment and had not taken in to account the

increase in demands which BTP had been seen. A case study at one location had shown that, when taking into account abstractions, demand was outstripping supply.

75. The ambitions of the project were correct, for example having more control and knowledge of when resources were deployed and reducing rest days. There was some evidence of how this had been achieved, with a 16% reduction in the number of cancelled rest days. However the shortage in deployable officers had resulted in an impact. Also, initially a single national pattern had been developed, which had been too ambitious. Rather than a rigid approach it was decided that a local model but with controls should be implemented. As a result, an approved list of roster patterns had been developed, which locations could then pick from depending on local demands. The creation of the locally approved rosters was underway, with the aim being to have this implemented by the end of the year. Other changes, following officer feedback, included moving sergeants back alongside officers. They had been moved to create greater coverage, but this resulted in them not being seen as often by officers. Feedback received so far had been very good.
76. The project review had also revealed that, particularly in the South, more officers on trains were required, which was at a cost. It was highlighted that there had been an error, whereby to meet the demand 80 officers had been moved to the overground railway, who should have been within the TfL area. It had been missed that in two locations some London staff should have been paid by TfL. The Force was now able to be more directive to meet actual demands and able to take an organic approach to move resources to meet that demand. It was also highlighted that other Forces were now looking at the work that BTP had done.
77. A resource team had been put in place, which focussed on resources and issues such as cancelled rest days. As a result, when the Force went to Critical following the Manchester incident, the Force did not cancel any rest days, which meant a financial saving. The Committee was informed that where officers had unused time off in lieu (TOIL), there was a system in place which automatically bought this out at 13 weeks, resulting in limited cash exposure from TOIL. TOIL was also closely tracked to ensure that it was at minimal levels.
78. An analysis conducted for the TOM project indicated that 55% of BTPs resourcing was on frontline public-facing activities. Taking into account other functions, 61% of BTP's resources were dealing with the public. There were 19% in the back-office, which was a low number of resources. This had shown that BTP was reliant on having the stations fully staffed. Going forward, there was a need to balance the shift to CT policing. If there was a shift in core objectives this would result in a diminishing the areas of focus that the industry would like to keep preserved.
79. The TOM project may build on the Demand Review, the profile of demand was changing and the TOM work would assist in identifying the numbers of resources required and the funding of them. The implementation of projects, such as around body worn video and mobile technology would also result in better equipped officers, albeit perhaps with a smaller but better equipped workforce. It was noted that the Force's work around estates would feed from the overarching estates strategy into phase two of the TOM project, with phase one largely being focussed around people.

80. The Committee was informed that the BTP staff survey would be launched in October, with the results available in Spring 2018. The results of this would be useful for the Authority's Strategy and Planning Committee.

07/2017 Feedback on Committee KPIs and thematics for future Committee meetings

Agenda Item 7

81. It was highlighted that a good start had been made with this Committee, and there had been a significant reduction in the volume of paperwork compared to the previous three Committees that had been replaced. The challenge would be to continue with the progress made with around the joined up discussions.
82. It was highlighted technology had not been discussed, and an additional dashboard should be considered. It was also proposed that a commissioning brief be developed.
83. The Chair thanked the Force for their good work in pulling together the new dashboards, which were subject to some updates, and the framing of performance around the Policing Plan Pillars.

84. Agreed

- 84.1 Technology dashboard to be added to the Quarterly Performance Review dashboards, with a focus around infrastructure and service delivery.
- 84.2 BTPA to develop a commissioning brief, so that the Force knows is aware of reporting requirements for future meetings.

19/2017 Any other business

Agenda Item 8

85. There was no other business.