

Report to: Police Authority
Date: 25 June 2018
Agenda Item: 12.1
Subject: Performance and Delivery Committee
For: Information and discussion

The Forum
5th Floor North
74-80 Camden Street
London NW1 0EG

T: 020 7383 0259
F: 020 7383 2655

www.btpa.police.uk

1. Purpose of paper

- 1.1 To provide an overview of the main business done at the quarter 4 Performance and Delivery Committee (P&DC) meeting.

2. Quarterly Performance

- 2.1 The dashboard, at Appendix A, shows key performance indicators (KPIs) around operational performance, people and development, finance, ongoing projects, professionalism and technology.

Policing Plan Performance

- 2.2 There was, in 2017/18, an 18% increase in overall notifiable offences. The largest increases were public order and violence against the person. Some of the increase was linked to the rise in the use of the '61016' text service and public contact. The increase in text messaging was correlated with the increase in violence and anti-social behaviour.
- 2.3 There had been a 25% increase in rail staff assaults. These offences did not typically involve a higher level of harm, but were high in volume. There had been an encouragement to report and work done with the industry around staff communications. However, for around a quarter of these offences, the victim did not want to follow-up. BTP needed a position to take around these offences. The Force would be looking at this issue from a safeguarding perspective, to consider issues such as staff confidence, conflict resolution and de-escalation.
- 2.4 More needed to be done around the Force's positive outcome rates. BTP was in a similar position to last year. Also, there had been an increase in out of court disposals, particularly for juveniles, where the Force was seeking to not unnecessarily criminalise and instead deal with community resolutions, which in the long term may lead to fewer appeals.
- 2.5 There was a 23% increase in trespass related disruption, with primary delay up by 24% and reactionary delay up by 21%. Work with the trespass working group was ongoing around the use of Schedule 8 payments and the need design out the problem.
- 2.6 There was an increase in fatalities compared to the previous year. The Force's average arrival time was 20 minutes. There had been an increase in the number of fatalities initially categorised as unexplained. The Force had increased its rigour in assessing whether incidents were suspicious or not, which had led to increased caution

and a slight increase in the average handback times for unexplained fatalities. The average handback time for non-suspicious fatalities was under 90 minutes, with a combined average of 105 minutes for non-suspicious and unexplained fatalities.

People and Development

- 2.7 BTP was at full strength with respect to officer numbers. This, however, included officers undergoing probationary training who were not fully deployable. The Force was understrength for PCSO's, principally driven by PCSOs transferring to officers. The Force's recruitment team were looking at how to increase the capacity of PCSO recruitment, however, it was likely to be a number of months before the gap is closed to full establishment.
- 2.8 Police staff numbers had been reducing against the budgeted figure and establishment. Strategically this was not a satisfactory position; however, the Force was monitoring against any key vacancy gaps.
- 2.9 Sickness had slightly increased to an average of 8.91 days taken per person. It was noted that 70% was long-term sickness.
- 2.10 There was a discussion around BME and female officer representation at senior ranks compared to PC recruitment. Female officer representation in BTP had improved to 21%. However, BTP was still catching up with the representation rate for Home Office forces. Development work was underway, including a springboard programme, work with the British Association for Women in Policing, promoting difference and input into the national accelerated programme. The Force was proposing to do a cultural audit, including a diversity review and an assessment of these programmes to identify whether they are delivering their aims.
- 2.11 Follow-up work to the staff survey had been divided into three strands. The first was around change addressed through the 'BTP 2021' strategy. The second was on hindrance stresses, which were the obstacles to doing the day job. The third was on the workforce environment, where more work was required to understand what the survey findings mean to people in their location.

Finance

- 2.12 The Force P13 outturn of a £1 million deficit was in line with the P10 full year forecast, with progress noted on the reduction in revenue budget pressure driven by project revenue costs which had to be absorbed in the year (partially offset by £2 million of unused contingency). There were some additional variations in the categories, notably with a further overspend in non-pay and an overall underspend in pay of £5.8 million (with a corresponding under-recovery of income of £4.8 million). The underspend in pay was due to lower numbers of PCSOs and staff. With respect to the non-pay costs, it was noted that there were some lessons learned with respect to estimating for legal provisions, which at year end were significantly in excess of budget and the P10 forecast. Secondly, there had been an exercise to review the fixed assets register and circa £200k of assets had been identified to be written

off. Another issue was noted around stock management, with the Force looking to implement a more commercial solution moving towards a 'just in time' approach.

- 2.13 It was noted that there were two other areas of spend which the Authority had approved but which were not identified specifically in the dashboard. These were the additional 1% pay award, which had a £0.9 million impact and the additional pressure from the cost of Go Critical. This had been netted off within the dashboard figures, however, it was noted there were circa £1 million costs related to this effort which had been recovered from the Home Office.
- 2.14 Cashflow at year end was tracking significantly above forecast. A key driver was that a significant amount of the capital spend had occurred in the final period. It was noted that it is intended that the BTP 2021 programme will lead to a multi-year coordinated portfolio of activity with capital spend taking place when required, rather than an annual back-loading of spend within the final period. Additionally, an improvement in recovery of trade debtors and an increase in trade creditors at year end combined to increase cash held at 31 March 2018, as well as a settlement owed to a stakeholder.
- 2.15 The figure of £13.7 million shown in the Efficiency section of the Finance dashboard should be £7.34 million. The Government Internal Audit Agency (GIAA) had confirmed that circa £18 million of budget reductions had been delivered over the previous two years. The report also included a number of recommendations to progress around recording, data accuracy and being able to trace back the efficiencies. As part of BTP 2021, the Force had identified £30 million of efficiencies going forward, which has been earmarked against future spends.

Professionalism

- 2.16 BTP had maintained its good performance for the recording of complaints and conduct cases. The Force was recording 98% of complaints within 10 days. There had been 139 allegations received per 1,000 employees, which was low in comparison to other forces. The Independent Office for Police Conduct (IOPC) had been positive around BTP's low number of complaints and conduct cases and appeals.
- 2.17 The new BTP Substance Misuse Policy will be launched in June. It was not expected to be a significant risk. The new policy would have two elements. It would encourage employees with addiction issues to come forward and the Force would provide help. In higher risk roles, the Force would be more proactive in reducing risk. There would be random drug testing, however, there was not anticipated to be any test failures. The BTP Federation were supportive of the new policy. A review will be conducted in two years.

Technology

- 2.18 BTP was starting to see the early elements of delivery from the new strategy, including the new network system, which would be followed by the transition to Office 365, cloud hosting of data, and

implementing a strategic approach to devices. The current network, however, continued to be a restraint on the business.

- 2.19 There were four critical incidents in the last quarter. Two impacted on ControlWorks. One was caused by a known server issue, which will be resolved by an upgrade in August. The other was an internal capacity issue. To prevent this from reoccurring, some work has been reallocated and capacity management KPIs were being brought in. Two critical incidents impacted on Niche. One was a capacity issue. The other was a third party outage impacting on the PSN network, which prevented the sending and receiving of external emails.
- 2.20 The Force was about to conduct a user satisfaction survey, which would provide a benchmark prior to the implementation of National Networking Systems (NNS) programme. The rollout of mobile devices to users would be completed by the end of May. Positive feedback, with no negative comments, had so far been received.

3. Financial Reconciliation

- 3.1 The Committee was presented with a reconciliation of the P13 Force outturn figure shown in the dashboard, incorporating a known P14 adjustment (but excluding any potential audit adjustments) through to the Income and Expenditure deficit as per the draft financial statements.
- 3.2 The P13 Force outturn was £228.4 million. This reconciled to the £75.6 million income and expenditure deficit shown in the draft accounts. The IAS 19 pension contributions and interest costs accounted for £70.7 million of this deficit. The adjusted net deficit (excluding the IAS19 pension costs) was £5 million.
- 3.3 Based on the presentation of the reconciliation, there was a discussion about the overall costs compared to the level of PSA income. It was noted that a full reconciliation, taking into account both the Force and Authority outturn, would be completed in time for the ARAC, and that this would then provide a complete view of the total outturn against the provisional 17/18 PSA charge. This will then form the basis for any potential wash-up charges.

4. Other Business

- 4.1 The P&DC received the report from the Minerva Programme's post-implementation review of the Integrated Systems Programme (ISP) in BTP. The Committee agreed that a follow-up review should be conducted around how the findings of the Minerva review had been addressed and lessons learned, taking into account the achievement of business and system benefits, overall costs, implementation consequences, and Force culture and training.
- 4.2 The follow-up report will be produced for the P&DC meeting on 13 September 2018.



Dashboard for YTD

- 1 – Immediate Action
- 2 – Emerging Risk / Requires Improvement
- 3 – Good / Improving Performance
- 4 – Continuous High Performance



| Indicator | Owner | Measures (1 or 2 Grading) | Q1 | Q2 | Q3 | Q4 | Comments | |
|--------------------|-------------------------------------------------|---------------------------|------------------------------------------|----|----|----|----------|------------------------------------------------------------------------------------------------------------------------|
| Performance | Preventing Crime | DCC Hanstock | Crime rates | 1 | 1 | 1 | 1 | 2017/18: 17.8% increase in notifiable crime, graded 1 |
| | Protecting Vulnerable People | DCC Hanstock | | 2 | 1 | 3 | 3 | |
| | Supporting the Railway | DCC Hanstock | Staff assaults and trespass disruption | 2 | 2 | 2 | 2 | Staff assaults graded 1:+25%. Trespass 2: disruption +23% |
| | Confidence and Satisfaction | DCC Hanstock | Victim satisfaction | 2 | 2 | 3 | 3 | Victim satisfaction graded 2: Rates remain below expected levels since April. Biggest decline is with follow-up. |
| | Supporting our Staff | DCC Hanstock | | 3 | 3 | 3 | 3 | |
| | Effectiveness and Efficiency | DCC Hanstock | Sickness rates | 2 | 2 | 3 | 3 | Sickness rates graded 2:Further details shown below |
| People | Establishment & Vacancy Gap | K. McCafferty | Attrition rates | 2 | 2 | 4 | 3 | Attrition rate of 13.5%. PCSO leaver levels increased from last year, 62 of 120 PCSO leavers re-joined BTP as officers |
| | Deployable Resources | Demand Team | | - | 2 | 4 | 4 | |
| | Rest Day Cancellations | Demand Team | | 3 | 3 | - | 3 | |
| | Sickness & Sickness Management | K. McCafferty | Sickness rates | - | 2 | 3 | 2 | BTP sickness levels down vs. last year from to 8.91 average days per person, but above internal measure of 7.30 days |
| Finance | Budget delivery | A. Cook | | 4 | 4 | 4 | 3 | |
| | Actual vs Forecast | D. Fox | | 4 | 3 | 3 | 3 | |
| | Projects – Full Year Performance | S. Downey | | 2 | 2 | 3 | 3 | |
| | Cash Flow | H. Andrews | | 4 | 4 | 4 | 4 | |
| | Contracts | I. Currie | | 3 | 3 | 3 | 4 | |
| | Efficiency | S. Downey | | 4 | 4 | 4 | 4 | |
| | Establishment vs. Budget | | | - | 3 | 3 | 3 | |
| PSD | Effectiveness and efficiency through timeliness | Sup't Murray | | - | - | 4 | 4 | |
| | BTP PSD benchmarking | Sup't Murray | | - | - | 3 | 3 | |
| | BTP support to their employees | Sup't Murray | | - | - | 4 | 4 | |
| | Levels of engagement with the Force | Sup't Murray | | - | - | 4 | 3 | |
| Technology | Incident Management | S. Winmill | | - | 2 | 2 | 4 | |
| | Problem Management | S. Winmill | | - | 2 | 3 | 3 | |
| | Change Management | S. Winmill | Change management % successful (90% KPI) | - | 3 | 2 | 2 | Technology change graded 2: % successful at 80.3% (below the 90% KPI) |



Policing Plan Pillars – Performance Exceptions



1 – Immediate Action
 2 – Emerging Risk / Requires Improvement
 3 – Good / Improving Performance
 4 – Continuous High Performance
 Dashboard shows performance exceptions, with a 1 or 2 Grading

- Preventing Crime 1
- Protecting Vulnerable People 3
- Supporting the Railway 2
- Confidence & Satisfaction 3

- Supporting our Staff 3
 - Effectiveness & Efficiency 3
 - Counter Terrorism* 3
- * (no performance exceptions of note)

| | | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|--|
| Preventing crime | 1 | Crime Rates | Q1: 1 | Q2: 1 | Q3: 1 | Q4: 1 | |
| | | BTP finished the 2017/18 policing year with a 17.8% (9,225 offences) increase in overall notifiable crime compared to 14% across England and Wales. Crimes driving this increase are Public Order (+34.9%, +2,653), Violence (+26.8%; +2,478) and TPP (+1,230). Crimes which cause most harm remain stable at a lower level of increase with Robbery offences being an exception with a 53% (+191) increase in 2017/18. | | | | | |
| | | Open crimes not finalised | Q1: 2 | Q2: 3 | Q3: 3 | Q4: 4 | |
| <p>BTP have shown great improvement in open crimes not finalised with a 38% reduction in crimes open since December. There has also been a reduction in Open crimes more than 12 months old continue to reduce showing an improving picture. This continues to be managed robustly on a daily basis with use of a daily crime management dashboard and active management at sub divisional and station levels.</p> <p>Any further context around Exceptions/Risks/Opportunities</p> <ul style="list-style-type: none"> - Moving into spring there is an opportunity to start early preventative action on cycle crime as the weather and lighter nights encourage more people to begin using cycles - Continued Risk around Robbery offences particularly on B Division however a range of tactics are currently being utilised to tackle this problem including joint working with the Metropolitan Police, Op Furlong (which targeted repeat robbery offenders) and Op Viking (which targets a range of stations along high risk lines of route for robbery. - Op Engulf days of action continue to provide good results. Over the four weeks of Operation Engulf, a total of ten Section 60s were authorised accounting for 190 stop and searches. This is unprecedented for BTP as to put it in context; BTP only had two authorisations in 2017 resulting in 24 stop and searches. Through intelligence gathered during the operation 18 individuals were identified that had links with County Lines, Knife Crime or Gangs – the operation also resulted in a number of offensive weapons being seized including machetes and a firearm. | | | | | | | |
| Protecting Vulnerable People | 3 | Lifesaving Interventions | Q1: 1 | Q2: 3 | Q3: 3 | Q4: 4 | |
| | | BTP have seen a steady increase in lifesaving interventions this quarter. In December 2017 lifesaving interventions dipped to their lowest levels since 2016 – driven by less travelling public over the holiday period, increased engineering work and less people being on the network. Since December the number of interventions have risen with March showing 144 interventions in one month. | | | | | |
| | | <p>Any further context around Exceptions/Risks/Opportunities</p> <ul style="list-style-type: none"> - CYP submission to referral times remain stable – however focus must be applied to ensure a backlog doesn't reoccur. - DASH Submission forms continue to be submitted and processed in a timely manner – backlog reduced from 640 in August to just 20 in December - Number of sexual offence repeat victims and repeat vulnerable victims remain low - Repeat Vulnerable Victim Audits for Hate crime show high and improving compliance rates | | | | | |



Policing Plan Pillars – Performance Exceptions



1 – Immediate Action
 2 – Emerging Risk / Requires Improvement
 3 – Good / Improving Performance
 4 – Continuous High Performance
 Dashboard shows performance exceptions, with a 1 or 2 Grading

- Preventing Crime 1
- Protecting Vulnerable People 3
- Supporting the Railway 2
- Confidence & Satisfaction 3

- Supporting our Staff 3
 - Effectiveness & Efficiency 3
 - Counter Terrorism* 3
- * (no performance exceptions of note)

| | | | | | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|-------|-------|
| Supporting the Railway | 2 | Staff Assault | Q1: 1 | Q2: 2 | Q3: 1 | Q4: 1 |
| | | There have been 1,360 (+25%) more staff assaults in 2017/18 compared to the previous year. Despite seeing a dip in Staff Assaults in December volume continued to rise Jan – March – increase seen in both verbal and physical assaults. Proactive work underway between RDG and BTP Head of Crime who have set up a working group to collaboratively explore solutions to reduce staff assaults across the network. | | | | |
| | | Trespass Disruption | Q1: 1 | Q2: 2 | Q3: 2 | Q4: 2 |
| | | Lost minutes for Trespass showed a 23% increase in 2017/18 The increases are however in line with the three year average. Op Pickford has been introduced to aims to improve investigation for trespass incidents at the top 28 locations which involve CYPs. The approaching summer holidays are a risk around children trespassing and there are sub divisional plans in place to mitigate this alongside Op Pickford. | | | | |
| | | Fatality Handback Time | Q1: 2 | Q2: 2 | Q3: 3 | Q4: 3 |
| | | Fatality handback time for 2017/18 was 105 minutes in total – however was only 90 minutes for non suspicious fatalities. BTP has seen an increase in suspicious fatalities this year 38 this year compared to 11 the previous year – these fatalities take longer to recover due to the complexities at the scene. Fatalities continue to be reviewed to ensure that lessons can be learnt and appropriate and timely handback takes place following an incident | | | | |
| Any further context around Exceptions/Risks/Opportunities | | | | | | |
| <ul style="list-style-type: none"> - Fatality arrival time continues to be good with force wide average arrival time being 20 minutes for 2017/18. - Good use of partial handback of the railway with the process being used in every fatality it could have been used in Jan – March. This helps get the railway moving quicker. - Monitor Graffiti as 21% increase seen in 2017/18 – this is mainly on Sub Divisions South and proactive patrols and arrests have taken place to tackle this issue. | | | | | | |
| Confidence & Satisfaction | 3 | Victim Satisfaction | Q1: - | Q2: 2 | Q3: 3 | Q4: 2 |
| | | Overall satisfaction remains below expected levels since April with current level at 77% - Biggest decline is satisfaction within the follow up category across all crime types. All crime types have seen a drop in overall victim satisfaction - Victim satisfaction for 2017-18 by Division - B Div. 75%, C Div. 80% & D Div. 88%. Divisions are currently looking at their top and bottom confidence stations with a view to implement specific plans for stations to address local concerns and divers of high/low confidence. | | | | |
| - Use of text service continued to increase in 2017/18 with a 99% increase on the previous year. Demand also increased from text with a 83% (9,873) increase in incidents generated from text and 108% (2,754) increase in crimes generated from text in 2017/18 compared to the previous year | | | | | | |
| Supporting Our Staff | 3 | Mandatory Training courses | Q1: 2 | Q2: 2 | Q3: 3 | Q4: 3 |
| | | There has been a gradual increase of completion rates for mandatory training with training for protecting information now above 80% expected levels. This improvement in training levels is due to better management | | | | |
| - Personal Safety and Track Safety training needs to be monitored closely – potential risk with those out of ticket although this is small | | | | | | |
| Effectiveness & Efficiency | 3 | Sickness Rates | Q1: 2 | Q2: 2 | Q3: 3 | Q4: 2 |
| | | BTP end of year sickness levels showed lower days per employee than the previous year (8.91 for 2017/18 compared to 8.96 for 2016/17) – decrease mainly driven by reduction in officer sickness. Staff sickness saw a slight increase for 2017/18 driven by Long term sickness. BTP continues to actively manage sickness cases ensuring employees are supported and all appropriate steps are taken to return employees to work. | | | | |
| - Emergency Answer call rate has been below the expected level since April 2017 however improvement seen in Jan – March. End of year average answer call rate within 10 seconds was 85.3% | | | | | | |

Grading Key:

1 – Immediate Action / 2 – Emerging Risk / Requires Improvement / 3 – Good / Improving Performance / 4 – Continuous High Performance

Establishment & Vacancy Gap

3

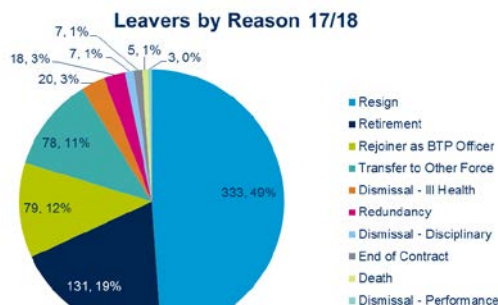
| Officer Establishment & Actuals (FTE) | | | | | Officer Leavers | | | |
|---------------------------------------|---------------|---------------|------------|--------------|-----------------|----------------|---------------|----------------|
| Division | Establishment | Actuals | Variance | % Variance | Leavers 17/18 | Attrition Rate | Leavers 16/17 | Attrition Rate |
| A | 501.6 | 498.3 | -3.3 | -0.66% | 48 | 9.6% | 49 | 10.5% |
| B | 1413.0 | 1389.9 | -23.1 | -1.63% | 138 | 9.8% | 143 | 9.5% |
| C | 934.0 | 961.9 | 27.9 | 2.99% | 99 | 10.6% | 120 | 13.2% |
| D | 223.0 | 224.5 | 1.5 | 0.67% | 13 | 5.8% | 16 | 7.3% |
| Total | 3071.6 | 3074.6 | 3.0 | 0.10% | 298 | 9.7% | 328 | 10.59% |

| PCSO Establishment & Actuals (FTE) | | | | | PCSO Leavers | | | |
|------------------------------------|---------------|--------------|--------------|----------------|---------------|----------------|---------------|----------------|
| Division | Establishment | Actuals | Variance | % Variance | Leavers 17/18 | Attrition Rate | Leavers 16/17 | Attrition Rate |
| A | - | - | - | - | - | - | - | - |
| B | 223.0 | 159.7 | -63.3 | -28.39% | 77 | 34.5% | 66 | 29.1% |
| C | 111.7 | 107.2 | -4.5 | -4.03% | 43 | 38.5% | 29 | 24.6% |
| D | - | - | - | - | - | - | - | - |
| Total | 334.7 | 266.9 | -67.8 | -20.26% | 120 | 35.9% | 95 | 27.5% |

| Staff Establishment & Actuals (FTE) | | | | | Staff Leavers | | | |
|-------------------------------------|---------------|---------------|---------------|---------------|---------------|----------------|---------------|----------------|
| Division | Establishment | Actuals | Variance | % Variance | Leavers 17/18 | Attrition Rate | Leavers 16/17 | Attrition Rate |
| A | 1227.1 | 1130.7 | -96.4 | -7.86% | 203 | 16.5% | 235 | 19.0% |
| B | 247.4 | 202.8 | -44.6 | -18.03% | 41 | 16.6% | 47 | 15.5% |
| C | 125.8 | 111.7 | -14.1 | -11.23% | 16 | 12.7% | 8 | 6.3% |
| D | 38.7 | 39.5 | 0.8 | 2.07% | 3 | 7.8% | 6 | 16.2% |
| Total | 1639.0 | 1484.7 | -154.3 | -9.42% | 263 | 16.0% | 296 | 17.4% |

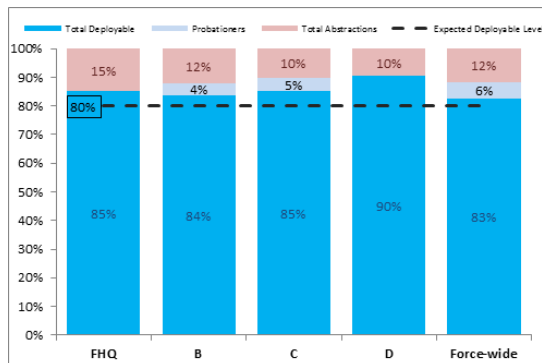
| | A | B | C | D | Total |
|--------------------|----|-----|-----|----|-------|
| Specials Headcount | 10 | 155 | 136 | 28 | 329 |

Data as at Financial Year end (31/3/18).



Deployable Resources

4



| Deployable Resources by Division | FHQ | B | C | D | Force-wide |
|----------------------------------|--------------|---------------|--------------|--------------|---------------|
| Establishment | 644.6 | 1633.0 | 1045.7 | 224.0 | 3547.3 |
| Actual | 497.8 | 1559.2 | 1065.9 | 220.5 | 3343.3 |
| Total Abstractions | 73.9 | 190.3 | 107.0 | 21.0 | 392.2 |
| Probationers | - | 62.0 | 51.0 | - | 186.0 |
| Total Deployable | 423.9 | 1306.9 | 907.9 | 199.5 | 2765.1 |

* Data as at 26th of April 2018; Covers Officers of all ranks and PCSOs

Sickness & Sickness Management

2

17/18 Average Sickness per Person

| Forcewide | Sickness Days per Person | |
|--------------|--------------------------|-------------|
| | Target | Actual |
| Officers | 7.30 | 9.33 |
| Staff | 7.30 | 8.13 |
| PCSO | 7.30 | 8.76 |
| Total | 7.30 | 8.91 |

17/18 Top 10 Sickness Reasons

| | |
|--------------------|-----|
| Influenza | 12% |
| Vomiting | 9% |
| Cold | 6% |
| Stress | 6% |
| Operation | 5% |
| Viral Infection | 5% |
| Stomach Complaints | 5% |
| Back Complaint | 4% |
| Chest Infection | 4% |
| Miscellaneous | 4% |

| A Division | Sickness Days per Person | |
|--------------|--------------------------|-------------|
| | Target | Actual |
| Officers | 7.30 | 6.09 |
| Staff | 7.30 | 7.30 |
| Total | 7.30 | 6.96 |

| B Division | Sickness Days per Person | |
|--------------|--------------------------|--------------|
| | Target | Actual |
| Officers | 7.30 | 11.00 |
| Staff | 7.30 | 13.44 |
| PCSO | 7.30 | 8.76 |
| Total | 7.30 | 11.13 |

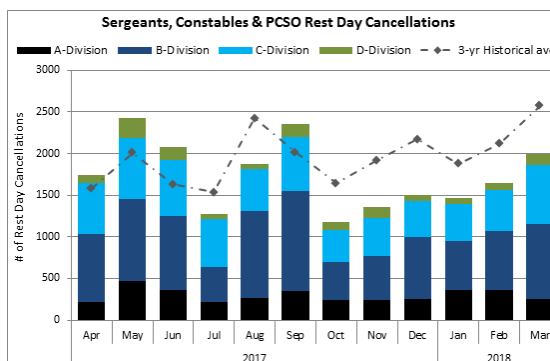
| C Division | Sickness Days per Person | |
|--------------|--------------------------|-------------|
| | Target | Actual |
| Officers | 7.30 | 8.96 |
| Staff | 7.30 | 6.85 |
| PCSO | 7.30 | 8.77 |
| Total | 7.30 | 8.91 |

| D Division | Sickness Days per Person | |
|--------------|--------------------------|-------------|
| | Target | Actual |
| Officers | 7.30 | 7.64 |
| Staff | 7.30 | 5.88 |
| Total | 7.30 | 7.38 |

Information as at 31/3/18.

Rest Day Cancellation

3



| | Stage 1 | Stage 2 | Grand Total | % |
|-----------------------|------------|-----------|-------------|------------|
| Police Officer | 126 | 7 | 133 | 48% |
| A-Division | 12 | | 12 | 9% |
| B-Division | 73 | 6 | 79 | 59% |
| C-Division | 24 | 1 | 25 | 19% |
| D-Division | 17 | | 17 | 13% |
| Police Staff | 122 | 11 | 133 | 48% |
| A-Division | 101 | 10 | 111 | 83% |
| B-Division | 16 | 1 | 17 | 13% |
| C-Division | 4 | | 4 | 3% |
| D-Division | 1 | | 1 | 1% |
| PCSO | 10 | 3 | 13 | 5% |
| B-Division | 8 | 3 | 11 | 85% |
| C-Division | 2 | | 2 | 15% |
| Grand Total | 258 | 21 | 279 | |
| % Total | 92% | 8% | | |

Establishment and Attrition

- B division PCSO headcount is significantly lower than establishment. This has been caused by PCSO's transferring to Police Officer posts, plus the heavy Officer recruit and training commitment in 2017/18 which did not allow for recruitment and training for PCSO's at the same time. We are currently actively recruiting for PCSO's, with training intakes planned. We will also be looking at Transferee PCSO's as an option to supplement the current headcount.
- Police staff vacancies are varied. Whilst recruitment is continuing some vacancies have been kept open in support of the future BTP2021 work
- 17/18 overall attrition rate was 13.5%. This compared to 16/17 overall attrition rate of 14.0%. CIPD reported average leaver rate is 16.5%

Sickness

- BTP's sickness is 8.91 days per person against a measure of 7.30. In all staff groups we have exceeded the 7.30 measure. Compared to last year this is marginal improvement (8.91 v 8.96 in 16/17).
- For Police staff we are 5% worse than in 16/17 (8.13 v 7.75 in 2016/17) .
- The lost days through sickness is mostly comprised of long-term absences, which are absences over 28 days. This sickness is covered by GP medical certificates and there is no suggestion that the absence levels are masking other problems. 74% of the reported sickness figure is due to long-term sicknesses. 26% of the figure is due to short-term sicknesses.
- Work is underway to benchmark against other Police Forces but at the time of reporting the data was not available. Other Forces report sickness as a lost % of contracted hours. Its agreed that we will look at how we benchmark when the Home Office Force data is available . The last reported public sector absence level for 2016 was 8.5 days lost per person.
- We continue to robustly manage poor attendance through the Sickness Absence SOP, and are reviewing the wellbeing provisions available for everyone as part of the staff survey response.

Finance – Performance (Provisional Year-End)

- 1 – Immediate Action
- 2 – Emerging Risk / Requires Improvement
- 3 – Good / Improving Performance
- 4 – Continuous High Performance

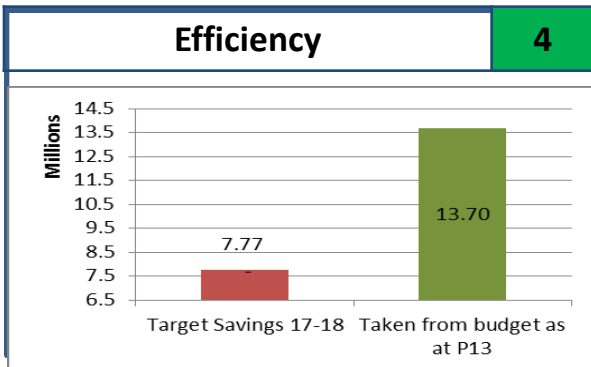


| Budget delivery | | | | | | 3 |
|-----------------------------------|--------------|----------------|-----------------|--------------|--------------|---|
| Category | Actual | Revised Budget | Original Budget | Variance | | |
| | £m | £m | £m | £m | % | |
| Pay | 229.3 | 235.0 | 235.3 | 5.8 | 2.4% | |
| Non-Pay | 59.4 | 58.2 | 57.7 | (1.2) | -2.1% | |
| Projects including CT | 2.7 | - | - | (2.7) | N/A | |
| Contingency | - | 2.0 | 2.2 | 2.0 | N/A | |
| Income | -63.0 | -67.8 | -67.8 | (4.8) | 7.1% | |
| Total | 228.4 | 227.4 | 227.4 | (1.0) | -0.4% | |
| Excludes BTPA | | | | | | |
| Variance: Actual - Revised budget | | | | | | |

| Cash flow | | 4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----|------------------|-----|-----------|------|------------|------|------------|------|----------|------|--------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----|------------------|-----|-----------|-------|------------|------|------------|------|----------|------|----------|------|--------------|-------------|--|
| | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>P13 Balance £39.9m (P10 balance £37.15m) YE Forecast £31.8m (previous reported balance £31.8m) YE Forecast calculated at beginning of 17/18: £23.9m Cashflow forecasting accuracy variance : actual vs forecast £8.1m 26%</p> | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <table border="1"> <thead> <tr> <th>Accounts Receivable Ledger</th> <th>£'m</th> </tr> </thead> <tbody> <tr> <td>Unallocated cash</td> <td>P13</td> </tr> <tr> <td>0-30 days</td> <td>9.55</td> </tr> <tr> <td>31-60 days</td> <td>0.07</td> </tr> <tr> <td>61-90 days</td> <td>0.02</td> </tr> <tr> <td>90+ days</td> <td>0.45</td> </tr> <tr> <td>Total</td> <td>10.09</td> </tr> </tbody> </table> | Accounts Receivable Ledger | £'m | Unallocated cash | P13 | 0-30 days | 9.55 | 31-60 days | 0.07 | 61-90 days | 0.02 | 90+ days | 0.45 | Total | 10.09 | <table border="1"> <thead> <tr> <th>Accounts Payable Ledger</th> <th>£'m</th> </tr> </thead> <tbody> <tr> <td>Unallocated cash</td> <td>P13</td> </tr> <tr> <td>0-30 days</td> <td>-0.99</td> </tr> <tr> <td>31-60 days</td> <td>2.97</td> </tr> <tr> <td>61-90 days</td> <td>0.74</td> </tr> <tr> <td>90+ days</td> <td>0.00</td> </tr> <tr> <td>90+ days</td> <td>0.05</td> </tr> <tr> <td>Total</td> <td>2.77</td> </tr> </tbody> </table> | Accounts Payable Ledger | £'m | Unallocated cash | P13 | 0-30 days | -0.99 | 31-60 days | 2.97 | 61-90 days | 0.74 | 90+ days | 0.00 | 90+ days | 0.05 | Total | 2.77 | |
| Accounts Receivable Ledger | £'m | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Unallocated cash | P13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0-30 days | 9.55 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-60 days | 0.07 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 61-90 days | 0.02 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 90+ days | 0.45 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 10.09 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Accounts Payable Ledger | £'m | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Unallocated cash | P13 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 0-30 days | -0.99 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 31-60 days | 2.97 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 61-90 days | 0.74 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 90+ days | 0.00 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 90+ days | 0.05 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Total | 2.77 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| Actual vs Forecast | | | | | 3 |
|-----------------------|--------------|--------------|------------|-------------|---|
| Category | Actual | Forecast | Variance | | |
| | £m | £m | £m | % | |
| Pay | 229.3 | 229.6 | 0.3 | 0.1% | |
| Non-Pay | 59.4 | 58.9 | (0.5) | -0.8% | |
| Projects including CT | 2.7 | 3.2 | 0.5 | N/A | |
| Contingency | - | - | 0.0 | N/A | |
| Income | -63.0 | -63.3 | (0.3) | 0.5% | |
| Total | 228.4 | 228.4 | 0.0 | 0.0% | |
| Excludes BTPA | | | | | |

| Projects – Full Year Performance | | | | | 3 |
|----------------------------------|----------------|----------------------------|-----------------|-----------------|---|
| Cost Type | 2017/18 spend | Budget £m | Var £m | Var % | |
| Capital | 10.2 | 10.5 | 0.3 | 3% | |
| Project Title | Overall Status | Overall Status Last Period | Original Budget | Actuals 2017/18 | |
| Mobile - Phase 1 | ● | ● | 1.74 | 2.58 | |
| Body Worn Video | ● | ● | 1.03 | 0.97 | |
| ISP Command & Control | ● | ● | - | 0.55 | |
| Fleet Replacement | ● | ● | 1.70 | 1.57 | |
| Desktop & Laptop Replacement | ● | ● | 0.40 | 0.30 | |
| Airwave Devices & misc | ● | ● | 0.09 | 0.32 | |
| Forcwide extra ICT | ● | ● | - | 0.22 | |
| CT Hub | ● | ● | - | 0.99 | |
| NNS | | | 5.66 | - | |
| Other Projects / Overprogramming | ● | ● | (2.21) | 2.71 | |
| Total | | | 8.40 | 10.21 | |



| Contracts | | | | | | | 4 |
|------------------------------------------------|----------|----------|---------|-------------|-----------|--|---|
| Areas of non-compliance Contracts (#Contracts) | | | | | | | |
| April | May | June | July | August | September | | |
| 6 | 4 | 3 | 3 | 2 | 2 | | |
| October | November | December | January | February | March | | |
| 2 | 1 | 1 | 0 | 0 | 0 | | |
| Trend in procurement savings vs plan | | | | | | | |
| Target Savings for 2017/18 | | | | £450,000.00 | | | |
| Current Actual Savings | | | | £427,581.96 | | | |
| Current Forecast Savings | | | | £0.00 | | | |
| Current Total | | | | £427,581.96 | | | |

| Establishment Vs. Budget | | | | | | | 3 |
|--------------------------|-------------------|--------------|------------|---------------------|--------------|-----------|---|
| | Full Year Avg | | | Full Year Avg | | | |
| | Actuals vs Budget | | | Actuals vs Forecast | | | |
| | Actual | Budget | Variance | Actuals | Forecast | Variance | |
| Staff | 1,490 | 1,592 | 102 | 1,490 | 1,496 | 6 | |
| Officer | 2,998 | 3,036 | 37 | 2,998 | 3,004 | 6 | |
| PCSO | 256 | 337 | 81 | 256 | 265 | 9 | |
| Total | 4,744 | 4,965 | 221 | 4,744 | 4,765 | 21 | |

Finance – Risks & Opportunities

Budget Delivery: The key drivers for the £1.0m adverse variance on core operational budget are:

- £5.8m underspend on Pay, driven by Officer and PCSO vacancies within divisions and Specialist Operations seen in the first half of the year, plus the decision to hold Police Staff establishment at mid-year totals (1508 FTE compared to 1592 FTE)
- £1.2m adverse variance on Non-pay driven primarily for
 - additional cost required for investment into Technology capability necessary to enable development of the digital strategy .
 - additional cost for accommodation at Ashfield house and Northwick park to enable the significant uplift achieved in Officer and PCSO intakes.
- £2.7m projects revenue costs which were absorbed into the Force delegated budget which were offset against £2.0m in-built contingency.
- £4.8m income under recovery primarily as a result of lower than budgeted expenditure on activity funded by the LU core agreement (as part of the Officers and PCSOs vacancies outlined above).

N.b. results are P13 provisional outturn and subject to audit.

Project Delivery: Capital outturn on the projects portfolio was £10.2m against a budget of £10.5m. Against the P10 forecast of £9.8m there was additional spend of £0.4m. The key drivers for the additional spend against P10 forecast are:

- Delayed estates major works and other projects. Underspend against forecast has resulted in rollover of projects into 2018/19 £0.4m
- Underspend of £0.1m on Mobile project
- ATHOC project £0.4m has been postponed to next year
- Delays on delivery on Regional CT hubs works £0.5m
- BWV resource cost has been capitalised (£0.2) moved from revenue to capital
- New projects from the pipeline log brought forward from 18/19.

Project capital spend at the last Strategy Review was £2.7m. Since then a huge onus has been on delivery of the projects and has resulted in expenditure of £7.4m in the final quarter.

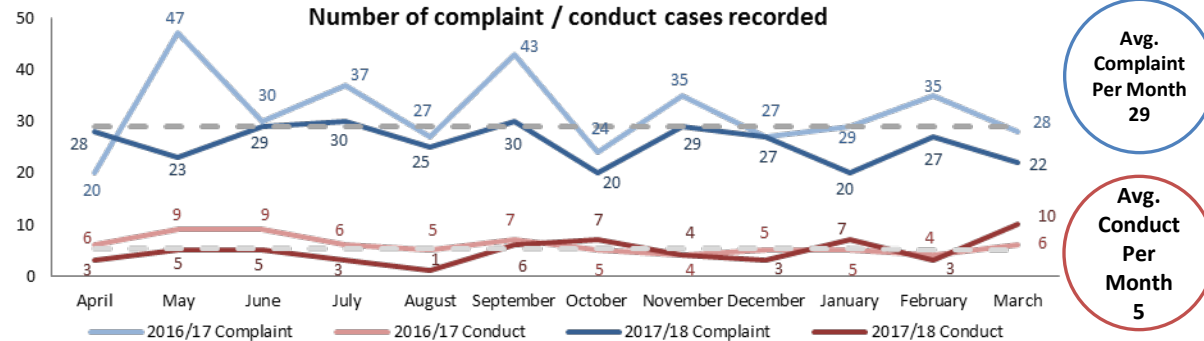
Grading Key:

1 – Immediate Action / 2 – Emerging Risk / Requires Improvement / 3 – Good / Improving Performance / 4 – Continuous High Performance

4

Effectiveness and efficiency through timeliness

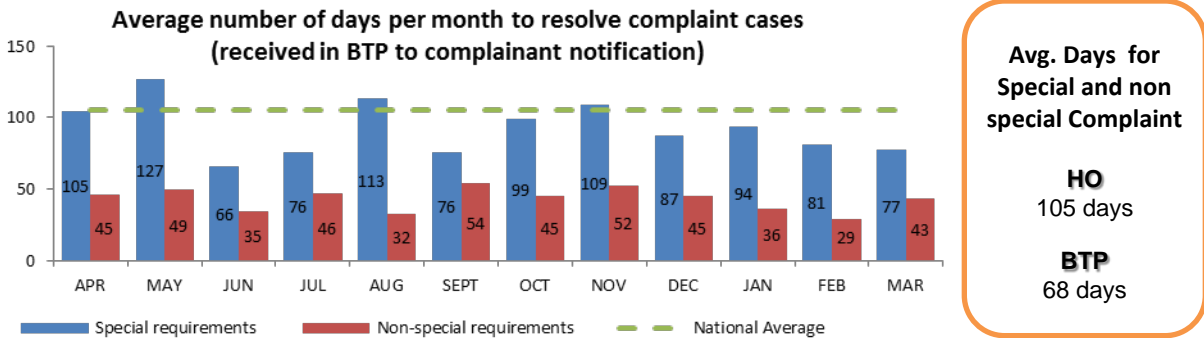
PSD continues to record complaint and conduct issues in a timely manner – with 98% of all complaints recorded within 10 days (with an average of 2.4 days).



3

BTP continues to resolve complaint cases in a timely and efficient manner. At present, special requirement cases take on average 92 days to investigate.

PSD are aware there are currently 13 cases that are live and over 120 days so expect this average to rise in the coming months as these cases get finalised.



4

BTP continues to support their employees, which can be demonstrated with low levels of Hearings where it is possible to do so.

Going forward, in line with the Reforms, PSD will be encouraging more investigations to consider UPP as an outcome rather than Meetings or Hearings

| | | No Action | Not Proven | Management Advice | Written Warnings | Final Written Warnings | Dismissal Without Notice | Resigned / Retired under investigation |
|---------|---------|-----------|------------|-------------------|------------------|------------------------|--------------------------|----------------------------------------|
| 2016/17 | Meeting | 2 | 0 | 11 | 4 | 2 | N/A | 13 |
| | Hearing | 0 | 0 | 0 | 0 | 3 | 1 | |
| 2017/18 | Meeting | 0 | 8 | 2 | 4 | 2 | N/A | 12 |
| | Hearing | 0 | 0 | 0 | 2 | 2 | 6 | |

Grading Key:

1 – Immediate Action / 2 – Emerging Risk / Requires Improvement / 3 – Good / Improving Performance / 4 – Continuous High Performance

3

We continue to have a high level of engagement within the Force, and are proactive in our communication and share learning.

In this performance year, PSD have delivered upwards of 50 inputs to a range of new recruits, transferees, new managers and Sergeants. In addition to this, PSD identified that there were some key groups that have not received as much input from the department so have made an effort to begin addressing this. The department has now attended 2 separate weekend inputs to Specials and have commenced engagement with the Diversity & Inclusion Manager to discuss how best to deliver inputs to significant Employee Support Groups. PSD has also attended several police station 'development days' to do bespoke inputs dependent on the needs and requirements of the area.

Exceptions/Opportunities/Risks

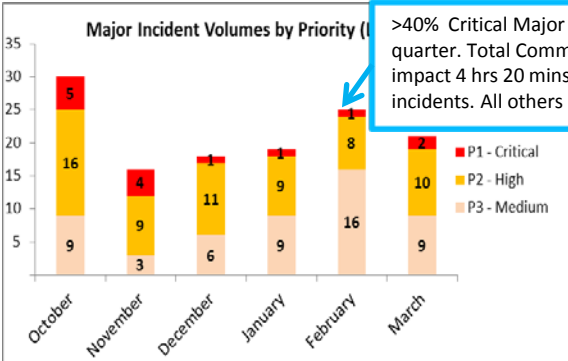
- As mentioned above, and mentioned in the previous meeting, there are a number of complaints cases that are currently running at over 120 days which will affect the resolution figure going forward. PSD are aware of this and are trying to support the reactive team in the most effective way through seeking support from other departments.
- The Substance Misuse Policy was published on 26 April and testing will be beginning on 1 June. This allows employees one month to self-refer to Occupational Health if they have any concerns. PSD have been involved in the development of the policy and also the briefings that have taken place to Inspectors. We anticipate there may still be further concerns and will report back on the results in future meetings.
- We have now closed off the majority of actions in the HMIC internal action plan that was referred to in the previous meeting. There are a few final action points to be closed off but these are now aligned with key areas of the business and as such will be monitored as business as usual going forward.
- The Vetting Department have had to manage some absences and vacancies in the last quarter, which has meant there is now a backlog in the department. We have identified some individuals who have the appropriate training to assist the team by means of overtime going forward, which should support the dissolution of this backlog.
- We are aware there is still work to be done on the inputs we currently give and ensuring that they are fit for purpose, delivering the right messages to the right audiences. This is a workstream that is being led by the Business Manager and should come to fruition by July 2018.

Grading Key: 1 – Immediate Action / 2 – Emerging Risk / Requires Improvement / 3 – Good / Improving Performance / 4 – Continuous High Performance

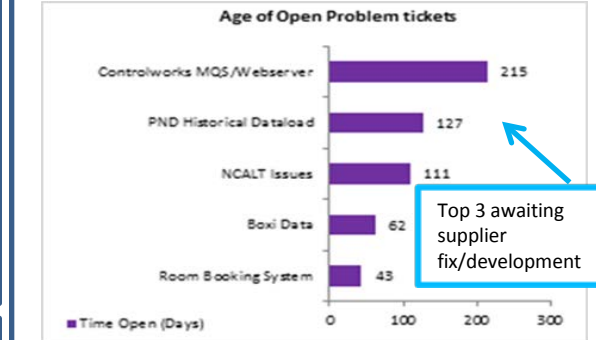
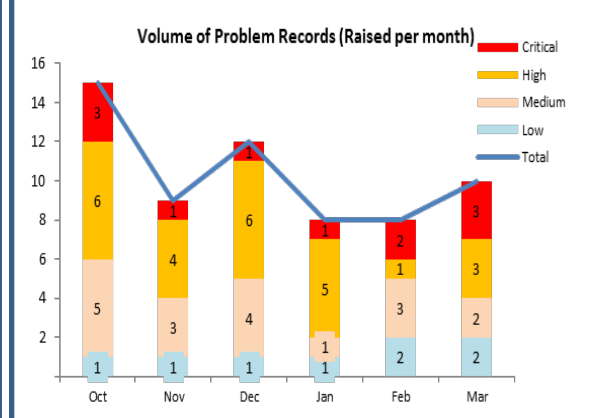
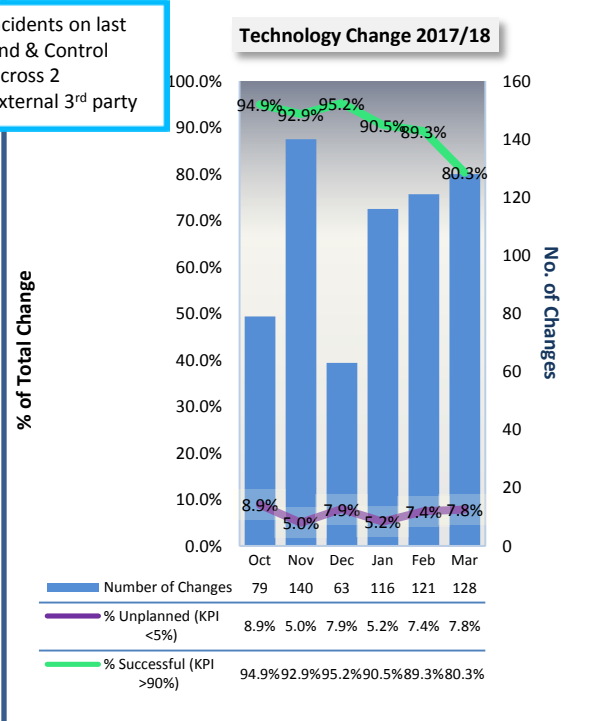
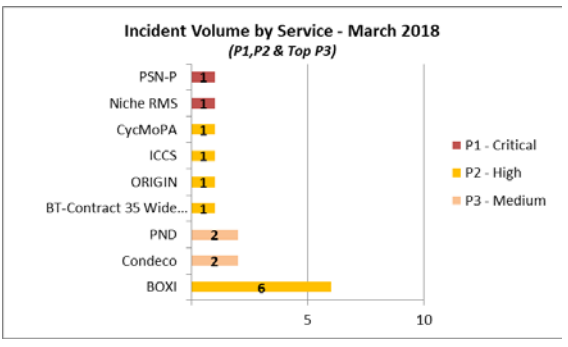
Incident Management 4

Change Management 2

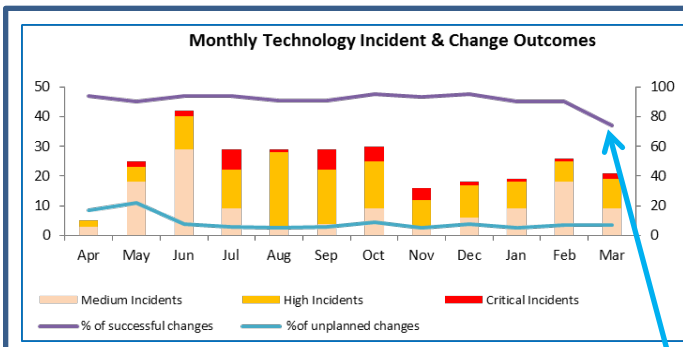
Problem Management 3



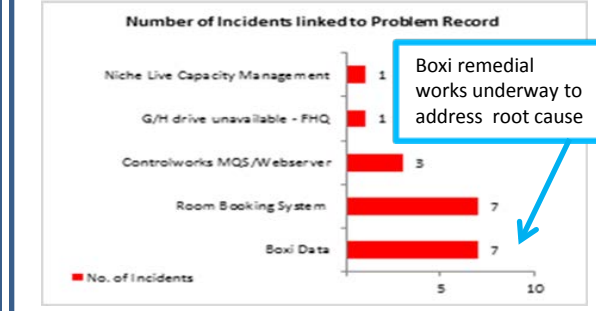
>40% Critical Major Incidents on last quarter. Total Command & Control impact 4 hrs 20 mins across 2 incidents. All others external 3rd party



Top 3 awaiting supplier fix/development



| Technology Service | % Availability (Mar 18) |
|--------------------------------|-------------------------|
| ControlWorks | 100:00 |
| Niche RMS | 99:83 |
| E-Mail | 100:00 |
| ICCS (Communications Control) | 98:72 |
| Origin | 99:53 |
| PNC (Police National Computer) | 99:70 |
| Force Internal Intranet | 99:98 |
| Briefing System | 100:00 |
| eFinancials | 100:00 |



Boxi remedial works underway to address root cause

Drop in successful change is being investigated



Service Management Highlights

- **Major Incident volumes reduced from monthly average from 3, in Q3, to 1 for Q4** as a result of Problem Management focus on repeat and P1-Critical outages
- Average Monthly Incident volumes remain stable and show a significant improvement in the YTD in comparison to 2017 (YTD average 22, 2017 average 27).

Project Delivery Highlights

- **Digital Transformation plans** approved by all relevant boards and baked into the MTFP
- **National Network Services** Short Further Competition successfully closed and marked. Significantly improved financials from General Further Competition with similar/improved quality
- **Mobile** Device with Operational Policing Application rolled out to >50% of qualifying officers
- **Upgraded P3 Site Network Connectivity** where possible using existing network infrastructure.. 10 completed with a further 11 planned

Next period

Service Management

- **Implementation of revised Technology Incident Management process** (beginning April) setting improved standards for Stakeholder communication, prioritisation and resourcing for significant outages and shortening time to return to service.
- Support GIAA audit of IT Governance

Compliance

- Continue ITHC activities including retirement of BES5 Blackberry infrastructure, Microsoft 2003 Server Retirement
- Normalise Security Patching across Linux Service estate

BTP2021

- Complete stand-up of early Digital Transformation enabling team (Commercial, Programme Office,)
- Full Business Case for **Office 365** and rollout Microsoft Teams force wide
- Full Business Case for **End User Compute** and begin device pilot and selection with 'user profile' cohorts.
- Strategic Business Case for **Cloud Migration, including Hosting**. This will define a cloud transition strategy based upon recommendations from DataCentre migration planning currently under way.
- **National Network Services**; Formally appoint winning bidders and undertake migration and service integration planning .

- Undertake a "customer satisfaction survey" to assess the current expectation and delivery of IT Service Delivery as baseline to assess the efficacy of the Digital Transformation

Service Satisfaction

- **Network connectivity** continues to be most mentioned issues for ICT users
- Anecdotal feedback from Mobile devices and Operational Policing Application is positive