BTPA
British Transport Police
Authority

Minutes
Performance and Delivery Committee

Thursday 1 March, at 11.30am-2.30pm
at The Forum, 74-80 Camden Street, London, NW1 0EG

Present:
>   Dominic Booth (Chair)
>   Len Jackson
>   Liz France
>   Jeremy Mayhew
>   Martin Richards
>   Shrin Honap (via teleconference)
>   Stella Thomas (via teleconference)

Apologies:

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
>   Sarah Winmill, A/Chief Information Officer BTP
>   Charlotte Vitty, Chief Executive BTPA
>   Stephanie Calvert, Head of Governance and Compliance BTPA
>   Sam Elvy, Head of Strategy and Stakeholder Engagement BTPA
>   Alex Robertson, Analyst BTPA (present for Agenda Item 5)
>   Jon Newton, Analyst BTPA (minutes)

01/2018   Introductions
Agenda Item 1

1.   The Interim Chair welcomed attendees to the Performance and Delivery Committee meeting. There were no apologies.

02/2018   Minutes from Q2 Performance and Delivery Committee
Agenda Item 2

2.   The minutes were approved as an accurate record of discussions.

03/2018   Matters Arising
Agenda Item 3

3.   Updates were provided around the following actions from the previous Committee meeting.

4. Action 1, for a post implementation review into ControlWorks, was ongoing. There has been an internal review of Niche and ISP and a Minerva report was produced. Mr Downey agreed to assist the BTPA Chief Executive with locating this. The report would be circulated to Members prior to the next Committee meeting.

5. It was agreed that Action 11, for an update on BTP's use of out of court disposals to be provided, remained a relevant issue but should be removed from the actions list. It would be noted as complete with the Executive taking it forward for a future thematic.

6. For Action 13, to develop a performance measure for the Committee, it was highlighted that Board Effectiveness Reviews were part of the Authority's business cycle. Review meetings will take place with each of the Committee Chairs following the quarter 3 Committee meetings. It was agreed to retain this action and report back to the next meeting on any updates.

7. The out of Committee discussion to take place between the BTPA Chief Executive and Mr Downey on the impact of the year to date underspend on employee welfare, for Action 21, had not yet taken place. Reassurance was provided that there was no budgetary impediment around the delivery of employee welfare. BTP was in the process was of undertaking a further review of the welfare provision for Go Critical.

8. It was noted for Action 24 that information around employee abstraction was now provided in the dashboard. As such this action could be closed.

9. There was a discussion around whether Action 25, for Lead Members to be invited to the Executive meetings with PSA holders, should be marked as In Progress. It was agreed that, as a process was in place, the action be marked Complete.

10. All other actions were noted as closed or complete.

04/2018   Quarterly Performance Review
Agenda Item 4

11. This was the third Committee dashboard produced. Members agreed that good progress had been made around the presentation and content of the data. For future meetings however they recommended that there be more consistency in the style of exception reporting, which be reframed to provide a description of what the exceptions are, the context around the exceptions and the Force response. It was also requested that details are included around stakeholder feedback and forecasts of performance at year-end. It was, however, noted that balance was required in providing a brief commentary, with the meetings providing opportunity for discussion.

12. There was also a discussion about the possible inclusion of other information either in the dashboard or commentary sections, including

around crime outcomes, response times for disruption related incidents, and fatality handback times. It was suggested that data forecasts to year-end be explored.

Policing Plan Pillars

13. The Committee was informed that there had been an improvement in the gradings for all Performance Pillars apart from Crime, which had a continued grading of 1. There had, for the year to date, been a 19% increase in recorded crime. This was largely driven by rises in less serious offences. There were 19 offences per million passenger journeys. BTP was ranked 20th when compared to the crime increases for Home Office forces. For the year ending September 2017, there was a 15% increase in offences across England and Wales, compared to a 14% increase for BTP.

14. In terms of the possible reasons for the increase in crime, it was noted that there had been increases in the use of BTP's text reporting service since it was launched. Over 108k text messages had been received, and texts had increased from just over 5k in the first year, to around 44k texts in the 2017 calendar year, resulting in 19k incidents and 4,435 notifiable crimes being reported. An offer was made to share with Members a report that had been produced a report on the types of messages received.

15. The Chair highlighted the good recoveries under the Preventing Crime Pillar, for open crimes not finalised, and the Protecting Vulnerable People Pillar, around children and young person (CYP) form processing times, which had both seen improved performance gradings.

16. The Committee was informed that, under the Supporting the Railway Pillar, there had been a 26% increase in the number of staff assaults, the majority of which had been in B Division. Most offences involved verbal assault and were typically at barrier lines during rush hour. There was a 69% outcome rate, which was higher than for other offences. It was suggested that it would be useful to get the figures for physical and verbal staff assaults separated. There was a discussion around the number of incidents where the victim did not support action, which were up from 13% last year to 20%, and around the use of body worn video, which had resulted in a significant reduction in staff assaults and moderates the behaviour of the wearer. It was suggested that this finding be communicated to stakeholders.

17. Trespass was a growing challenge. Police-related trespass was up by around 8%, whilst trespass related lost minutes were up by 27%. The majority was linked to young people. Trespass was predicted to increase during the spring and Easter season. Operation Pickford is the Force's plan to respond to this with the Inspectors embedded with Network Rail; it will mobilise the Force around hotspot areas. Operation Regatta was ongoing and had seen successes in the south east region, where the Force had allocated six officers full time to target specific locations.

18. Since the Chief Constable's letter to senior rail industry representatives to industrialise their response to trespass, a new working group chaired by the Deputy Chief Constable had been established. The group will lead on five strands of activity around data, legislation, innovative use of technology, enforcement and education, and other joint programmes. There was a good level of interest and uptake, including from Network Rail, RSSB and the DfT. This work was in its initial stages. The contributors will pool knowledge, activity, technology and innovation.

19. The Force was responding to fatal incidents within an average of 20 minutes. However, there had been a slip in the average handback times, to 134 minutes at the end of December. This was partly due to a complex incident in a remote location. The average handback time had since reduced to 91 minutes. It was suggested that there had been a possible loss of focus since the removal of the 90 minute target. However, some of this slippage may have been linked to the way in which the handback times were calculated. There had also been an increase in the number of incidents classified as suspicious. Excluding outliers, the Force was within the 90 minutes average.

20. There was a discussion around whether the Force was doing enough around the partial handback of four track stretches of railway line where appropriate. BTP had been using this option less frequently; however, more recently there had been a 50% increase in the use of partial handbacks.

21. It was highlighted, with respect to the confidence and satisfaction pillar, that the victim satisfaction rate of 77% was very good. However, feedback and activity around those who were dissatisfied was also monitored. Confidence around BTP's follow-up, which was a key area for the public, had been steadily increasing.

22. For the Supporting our Staff Pillar, there was a discussion around BTP's training provision. The Force had gone through a large input of new officer trainees; there will at some point be a need for these officers to have refresher training, however the Force's training budget was already overcommitted and this demand would need to be managed. There was ongoing work around possible options, which would need to be reflected in the forthcoming people strategy, for example potentially using mobile devices for training remotely.

People and Development

23. The Committee was informed that the initial results were available from the BTP staff survey. It found that employees were proud to be a part of BTP, but they felt challenged by the series of change initiatives, such as Niche, internal bureaucracy and IT. They also feel under-engaged around how to take the Force forward. Work was underway around employee engagement, especially with those in the lower grades, explaining the background and reasons for business decisions and the impact they would have on them.

24. It was agreed that some features of engagement should be tracked in the dashboards. The Committee was informed that there were some useful metrics that had come out of the survey which could be tracked. BTP agreed to report back on these options.

25. There had been a significant influx of new student officers coming into BTP. This year there had been 364 new student officers, 65 transferees, and 58 PCSOs. It was noted that it was important to close the narrative that BTP was losing officers to other Forces, which was not the case.

26. BTP remained under establishment for PCSOs and there was a large PCSO vacancy gap on B Division. There was a 30% attrition rate for PCSOs, however 59 out of the 103 leavers had become BTP officers. There was a recruitment campaign underway for PCSOs, which would recruit back up to PCSO establishment, but this had been impacted by the level of officer recruitment activity by BTP and other Forces.

27. It was noted that there was a suite of data around deployable resources that could be included in the dashboard, with figures around rest day cancellations, overtime, and abstractions. Deployable resources were above the expected levels. It was noted that there had previous been a focus on reducing the number of rest day cancellations, which were now being monitored. The use of rest day cancellations was usually a last option, for example rather than cancelling rest days officers were being deploying out of FHQ when required to meet demand.

28. BTP's sickness figures were good and compared well with other forces. There was a discussion around the use of ill-health dismissals and Unsatisfactory Performance Procedure (UPP) dismissals. It was highlighted that the Force makes the decision that the employees would not be remaining with BTP, however, letters to individuals and future employers included a statement along the lines that the employee left the Force because of health; they do not mention dismissal. Members were informed that there was an ill-health dismissal process. It was agreed that a short note, outlining the process, would be circulated out of Committee.

Finance

29. The Committee was informed that there was an underspend on pay costs as a result of the Force previously being under establishment. This was partially offset by an under-recovery of income caused by a significant impact on TfL arising from the the reallocation of resources following the Demand Review. There had subsequently been a complex process to correct the levels of resourcing.

30. Overall, there was a loss of income of £3 million year to date, and £4.5 million forecast for the full year. This was linked to underspends on TfL, largely due to pay costs. There was a discussion about whether there were any potential impacts on the charges to the PSA holders. This will be due to go through the 2018-19 wash-up charging process.

31. The Chair queried whether the £4.5 million shortfall in income was linked to the £2.5 million debt that had been reported. Members were informed that this was not a linked issue.

32. There was, at P10, a forecast £1 million overspend for BTP. The gross forecast with both Force and Authority was circa £1.5 million. The P12 forecast was being developed. For BTP, it was predicted that the £1 million deficit would come down by around £250-£500k, which would bring the Force back to its mid-year forecast of a £500k overspend.

33. There had been a number of changes mid-year, which had impacted on spend. The mid-year 1% pay settlement for officers and staff had a circa £800k impact. Also, the Technology Department had done a lot of work around the Force's licencing agreements, which had resulted in a £500k cost; work was underway around the negotiation of this cost. The Chair noted that this was a very good outcome given the budget pressures. The increased licencing costs and non-pay cost linked to the higher number of officers being in post had impacted on the Force's non-pay costs.

34. The Committee was informed that the cashflow year-end forecast was £32 million which was higher than that forecast. The two main factors for this were the capital programme being more back-loaded than anticipated and the settlement with TfL that was required.

35. The Authority Chief Executive highlighted that cashflow and forecasting had matured over the current year and noted that the reforecast line was closer to the actual. Further progress was, however, required in the next 12 months, in particular around obtaining a more accurate forecast at the beginning of the year. It was also noted that there had been a lot of work on the near and longer term forecasts and that the Finance Team was in the process of employing a Treasury role to ensure that this process would be embedded and cash forecasting managed on a daily basis.

36. The Committee was informed, with respect to Contracts, that about 70% of what was planned would be forecast into procurement savings. The plan for the year in terms of procurement savings was based around the myriad of small contracts, many of which were related to IT and licencing. Going forward, the Force was looking to drive commercial savings in a more strategic way, for example around collaboration options for fleet, uniform, occupational health and wellbeing, and commercial activity. The Force had, this year, joined a single collaborative framework around estates and facilities management with the DfT that covered all BTP offices, This had provided marginal savings during the current year, but would result in a much larger savings effect in future years.

37. There was a significant gap between the year to date actual project spend and the end of year projection. This was due to two factors; a significant amount of the original budget was consumed by the Emergency Services Network (ESN) and network replacement (NNS) programmes, which had both slipped. The Force had run the initial competition for NNS, however, it

needed to be rerun; this had exacerbated the back-ending of spend for some of the projects.

38. The Chair noted that it would be useful to include details around the user experience, including any feedback, related to the mobile project in the dashboard. The Committee was informed that there was a benefits tracker.

39. It was highlighted that at P12 some of the opportunities around the non-pay area, and in particular the portfolio spend, were reducing. There also needed to be a more thorough review of provisions for the annual accounts; there were large provisions for rent review and dilapidations that needed to be reviewed. A Royal Institution of Chartered Surveyors (RICS) valuation process had been followed, however, the Force had historically spent very little money on dilapidations. There were also potential opportunities to make some savings by closing off some purchase orders that were not going to be utilised.

40. The main risk, albeit one that was not currently considered to be significant, was around the potential provision for the 2021 restructure. When this work gets to a place of staff consultation, the Force will need to account for a potentially significant redundancy provision. This, however, will not be required at 31 March 2018. The size of the claim was not currently known.

Professionalism

41. The Committee was informed that there was a positive picture around the Force's professionalism work. The Force was receiving 111 complaints per 1k employees, compared to Home Office forces, which was the second lowest in England and Wales. BTP was second fastest to resolve allegations, compared to Home Office forces, taking an average of 27 days.

42. There was a potential risk around the timeliness of complaints being resolved within 120 days, which was being monitored. There had been a recent change of staff and it was probable that the average time to resolve complaint cases would deteriorate before it improves. The Force was still within the national average time, taking an average of 89 days to resolve complaint and conduct allegations. The Force was looking at secondments and ensuring a good governance structure was in place. There were 13 cases that were over 120 days. Of these, the Committee received an overview of one case. The Committee also received an overview of a judicial review that the Force had been subject to, which demonstrated that the Force was now receiving a level of challenge back on its findings.

43. The number of appeals was still very low. There had been 6 Force appeals since July, none of which had been upheld, This was possible evidence that the training presentations being delivered by the PSD Team had been having an impact on employees.

44. It was proposed that Unsatisfactory Performance Procedures (UPP) data be added to the dashboards. The Force would be dip sampling the UPP

meetings being done on division to ensure they were being conducted professionally and ethically. Many of the hearings that were being conducted were ending up in the performance area.

45. It was noted that the Force was looking at options for collaboration with the City of London Police. The Committee received an overview of dismissals as a result of investigations in the last 12 months. Members noted the good level of performance around the Force's Professionalism area.

Technology

46. There was a discussion about the technology dashboard and other potentially useful indicators. The Chair noted that it was useful to see the technical performance details included and there was a very clear and well explained picture. It was, however, requested that the dashboard be further developed to include details around any organisational level risks or impacts, and feedback around the end users' perceptions of the Force's technology. It was also suggested that it would be useful if the reporting could link in to the investment made around technology and the move to be more agile and mobile. It was noted that this side of the NNS would provide a good baseline for capturing user perceptions.

47. There were 5 critical incidents in November and December, 2 of which resulted in disruption to the sending and receiving of external emails. The Committee was informed that the email system at no point went down; the issue was caused by emails queuing outside of BTP's network. It was a long process to identify the cause, however once identified the issue was rectified. This incident highlighted that the communications with end users were not as good as they should have been. This had been reviewed and will be taken into account for future incidents.

48. There was in December a Distributed Denial of Service (DDOS) cyber-attack on the BTP website. The Force's website supplier took the server offline to preserve the rest of their services and worked through the night to get the website back up. The website was back up and running around one hour before the Parsons Green incident. Questions had been raised around whether these two were linked and the details were handed over to cyber-crime colleagues. To prevent this from reoccurring, remedial action had been taken to put in place a service that filters traffic to the website

49. An overview was provided around the incident management, change management and problem management trends. Many technology changes were related to the roll-out of the mobile programme, which linked to a number of new technologies. The key numbers were around the amount of unplanned change and level of success around that change. There was a mature and established process in place and even in November, when there was a significant level of change, the level of quality did not drop.

50. Agreed

50.1 Dashboard to be updated to include consistent commentary for each section, framed around providing a description of what the exceptions are, the context around the exceptions and the Force response; details of stakeholder feedback; and consider the inclusion of data forecasts to year-end. Also:

- For the Policing Plan dashboard or commentary, explore including data or commentary around crime outcomes, response times for disruption related incidents and fatality handback times.
- The People and Development dashboard to track employee engagement following the BTP staff survey; include actuals as well as percentages for the Leavers by Reason chart; and the lowest table under Sickness & Sickness Management to show percentages as well as actuals. Also, explore data around officer deployment, based on figures such as rest day cancellations, overtime and abstractions.
- Technology dashboard to be developed so that it is more focussed around organisational level risks and impacts, and feedback around the end users' perceptions of the Force's technology. BTP to consider possible technology related performance indicators, including around the investment in new technology to make the Force more agile and mobile.

50.2 ACC Smith to circulate to Members out of Committee a report on the types of messages received to the 61016 text message service.

50.3 BTP to report back on options for metrics from the BTP staff survey, including around employee engagement, which could be tracked in the dashboards.

50.4 A short note on the Force's UPP and ill-health dismissal processes to be circulated to Members out of Committee.

05/2018 Move to Quarterly Reporting of Industry Charges
Agenda Item 5

51. The Committee received an overview of the move in 2018-19 to quarterly reporting of the charges to PSA holders, which will be rolled out from 1 April. This move will provide a quarterly snapshot, based on the data for the previous 12 months, and will provide an indication of the charges at that point, rather than an invoice or forecast. Quarterly data will come to the Committee, to allow Members to review it, before going out.

52. The Executive has reviewed the inputs and was in the process of testing the changes. The key data will be crime, activity, people and finance. There will, however, be a number of proxies that will not be changing each quarter. This is because the timeliness and assurance of these are not within the Executive or Force's control.

53. There was an element of risk around the move, as it will step outside of what is set out in the PSA agreements. The Authority will still be required to make wash-up charges on the actuals. It was noted that the move to quarterly reporting might dampen the desire to review the cost allocation model.

54. The move may result in additional requests for information around the charges, the impact of operational activity and the Policing Plan. The Force and Authority Executive were working together on the development of an engagement plan, and will link in around communicating operational and quarterly charges updates to the PSA holders. It was noted that there should be a piece of work by the Force around the TOC reporting portal, to avoid potential discussions around inconsistent data.

55. Agreed

55.1 A note on the move to the quarterly charging process, including pros and cons, to be circulated to Members out of Committee.

06/2018 Any Other Business
Agenda Item 6

56. There was a discussion around the results of the BTP staff survey. Members were informed that this was on the Agenda for the full Authority meeting

57. The Committee thematics were being paused to allow sufficient time on the Agenda for the necessary discussions. An alternative option being explored would involve working groups doing annual thematics.

58. Agreed

58.1 Mr Downey to speak through the results of the BTP staff survey with Ms Thomas prior to the full Authority meeting on 22 March.

Agenda Item 6.1 Any risks highlighted in meeting to be communicated to the Audit and Risk Assurance Committee

59. The PSA charges were already on the risk register but it could be broadened to cover the move to the quarterly reporting of PSA charges. Risks around the IT issues were discussed, however there were no IT issues to flag to the Audit and Risk Assurance Committee (ARAC).

60. Agreed

60.1 The risks around the move to the quarterly reporting of PSA charges to be noted for the ARAC.