

# Minutes

## Performance and Delivery Committee

Tuesday 21 November, at 10am-1.30pm  
 at Holmes House, Holmes Terrace, Waterloo SE1 8BL

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

T: 020 7383 0259  
 F: 020 7383 2655  
 E: general.enquiries  
 @btpa.police.uk

[www.btpa.police.uk](http://www.btpa.police.uk)

### Present:

Len Jackson (Interim Chair)  
 Liz France  
 Shrin Honap  
 Jeremy Mayhew  
 Martin Richards  
 Stella Thomas

### Apologies:

Dominic Booth (Chair)

### In attendance:

Adrian Hanstock, Deputy Chief Constable BTP  
 Robin Smith, Assistant Chief Constable BTP  
 Gordon Briggs, Detective Chief Inspector BTP  
 Ally Cook, Force Finance Director BTP  
 Barry Boffy, Diversity and Inclusion Manager BTP (Present for Agenda Item 6)  
 Simon Downey, Director of Capability and Resources BTP  
 Caroline Sparks, Service Support Manager BTP  
 Andrej Zele, Chief Technology Officer BTP  
 Stephanie Calvert, Business Manager BTP  
 Charlotte Vitty, Chief Executive BTPA  
 Yifat Steuer, Interim Finance Director BTPA  
 Sam Elvy, Head of Strategy and Stakeholder Engagement BTPA  
 Lucy Yasin, Business Manager BTPA  
 Jon Newton, Analyst BTPA (minutes)

### 20/2017 Introductions

Agenda Item 1

1. The Interim Chair welcomed attendees to the Performance and Delivery Committee meeting. Apologies were noted for Mr Booth.

### 21/2017 Minutes from Q1 Performance and Delivery Committee

Agenda Item 2

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

### 22/2017 Actions from Quarter 1 meeting

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 and would be picked up by the BTPA Chief Executive as soon as time permitted.
5. Action 2, for BTPA to review the impact of the Crime Review on the charging model was ongoing. This would be completed for the Quarter 3 Committee meeting.
6. For Action 5, to review balance sheet accounts which will include a review of provisions, BTP was planning to do a review of all provisions at Period 9, which will go into the Period 9 accounts and be submitted to the Home Office.
7. Action 6, regarding the debtors process, will be discussed at Agenda Item 4. Invoices were being paid on the correct basis. There were a small number of over 90 days debtors which are currently under review. The reason for previous late payments was partly linked stakeholder staff turnover and the process for setting up purchase orders.
8. Action 9, to ensure the numbers in the efficiency plan are linked to the budget, was ongoing. A meeting with the DfT had taken place; GIAA had reported to the Authority's Audit and Risk Assurance Committee and information had been provided to the BTPA Executive. There was a discussion around whether efficiencies were being reinvested. This discussion was to be taken forward out of Committee to the Audit and Risk Assurance Committee.
9. Action 11, to provide an update to a future Committee meeting on out of court disposals, was retained on the action log. The Committee was informed that there was work ongoing around this area which could be presented once it was in place.
10. Action 13, to develop a performance measure for the Committee to evaluate its effectiveness, was noted as ongoing.
11. For Action 20, for the findings of PSD corruption Audits to be reported to the Committee, it was noted that plans were in place for the audits to be conducted and that findings would be reported as they became available.

## **12. Agreed**

- 12.1 This discussion around Action 9, with respect to whether efficiencies were being reinvested, would be taken forward with Mr Honap out of the meeting.

## **23/2017 Quarterly Performance Review**

### **Agenda Item 4**

#### **Finance**

13. Following a reforecast of the BTP yearend position, the variance from budget has improved to an unfavourable £0.5m, from an unfavourable balance of £2.5m as reported in September.
14. The Committee was informed that there had been a year-to-date underspend of circa £2.8 million, mainly driven by pay linked to the Force being under establishment. BTP had now at full establishment for officers. For non-pay, there was an

underspend of circa £1 million, largely driven by a £0.7 million underspend on estates and maintenance, and the lower costs linked to smaller employee actuals.

15. The Committee was informed that most of the costs from Go Critical were being recharged to the Home Office.
16. Staff numbers were being capped at Period 7 levels for the current and next year, pending implementation of the Target Operating Model (TOM) project. There was a circa £3 million offset to these savings, driven by overtime pressures and the pay bonus.
17. In the CT hubs revenue there had been a reduction in overspend of £1.1 million. This was driven by a combination of some reduction in scope of the programme, the Emergency Response Unit (ERU) function, the way that dogs would be used in two locations, and some of the revenue-related accommodation costs.
18. Following a reforecast of the BTP yearend cashflow position, year-end cash has improved from £23.9 (in September) to £31.8m, with similar fluctuations as determined previously.
19. There were two main contracts to be regularised. The actuaries contract is in tender. The legal services contract was still under review.
20. BTP has achieved around £138k procurement savings year to date, the forecast was slightly more than double that figure for year-end. Savings were being delivered via a number of smaller contracts, such as language services.
21. The project bids for the National Networks Services (NNS) (WAN/LAN) programme had come in totalling circa. £30 million. The original budget provision was circa £20 million. With the support of Members, the Force has been conducting due diligence around these. The telephony and WAN projects were likely to be progressed, as they met the capabilities required and the value for money case could be made. The LAN would probably not be proceeded as currently configured. The costs were still unknown but should be known by December.

### **Operational Performance**

22. The Committee was informed that since April there had been a 19% increase in overall crime. This was consistent with the trend for Home Office forces, which had seen an increase of around 17%. BTP's detection rates for volume crimes compared favourably with Home Office forces.
23. Much of the increase in BTP's offences was caused by volume crimes. The number of offences per million passengers remained very small. The Force had recorded 100 more sexual offences than last year and the number of rapes had increased from 10 to 16. Other Forces, however, may see up to 5 in a weekend. There had been a 44% increase in robbery, which accounted for 90 offences. Almost 80% of the increase involved youth on youth violence. Cycle offences had previously been up by 50%, however this had been reduced to a 30% increase.
24. It was suggested that BTPA Members could provide assistance around cycle offences and trespass. The Force was working with the Rail Delivery Group (RDG)

around preparing for new rail operator franchises. It was suggested that this was an area where BTPA could provide assistance, by liaising and working with the rail industry around options for longer term problem solving.

25. Trespass was a significant problem. However the challenge was around working towards the longer term, rather than just enforcement solutions. The Chief Constable had drafted a letter to stakeholders that outlined how the Force could work with partners to respond to trespass. The letter requested that partners industrialise their response to trespass, along the lines of the approach previously used to successfully respond to cable thefts. It also proposed using some of the money from the Schedule 8 payments to fund some of this effort. Members requested a copy of this letter.
26. The Force's handback times following a fatality on the railway had increased. There had been some mistakes made but there had been an improvement. BTP's average arrival times had improved from 24 to 17 minutes. It was highlighted that the Force deals with more people in crisis than it does with crimes. There had been a 48% increase in life-saving interventions, representing 176 more this year.

### **People and Development**

27. Staff establishment was at 1,596, with the actuals around 1,500. Many departments and divisions had been unable to recruit to establishment. As a result of this and the future implementation of the TOM project, the Force had decided to hold the Chief Officer Group Portfolios to the period 7 actuals for this year and next, however each Chief Officer could transfer resources across their areas.
28. For the last 18 months, police staff establishment has reduced by 10%. If all measures were taken through, some of the figures around the TOM would require quite significant changes beyond that, however this decision had not yet been made. It was noted that there was a strategic risk around the Force's ability to attract and retain high quality employees during a period of change, particularly around those areas of service that were required today but may be delivered differently in future.
29. There were no limits on officer recruitment. The Force was planning to go 50 above officer establishment, to allow for a degree of flexibility when CT recruitment picks up and to allow officers in C Division to apply for that process.
30. PCSOs were 100 under establishment. This reflected that some PCSOs were applying to be PCs and the prioritisation of PC recruitment. There were also measures in the TOM project around potential changes to the overall PCSO establishment and the Force was waiting on those decisions.
31. There was a discussion around BTP's recruitment and retention of officers. It was noted that there had been concerns that some other Forces were recruiting and were making offers that BTP could not match, for example guaranteeing rest days.
32. There was an outflow of 27 officers per period. Of that, 50% of leavers were at the end of their contract. The voluntary outflow was above what it was two years ago. Between 20% and 25% of voluntary officer leavers were transferring to other forces. It was assumed that the Force was going to lose 320-330 officers per year, and that a similar number of staff would also need to be recruited.

33. It was highlighted that across the Force there was an issue of inexperience, which was a challenge, especially outside of London. There were also a number of specialist roles within the Force, which were attracting more experienced officers, who were being replaced on the frontline by newer officers.
34. There had been a significant amount of work around deployable resources, to identify the business as usual requirement per station and how that requirement changes over time or with changes to the security level. This was being captured on a daily basis and reported to all commanders. BTP was also producing an internal report which will identify the causes of officers being extracted from the frontline. An offer was made to summarise and circulate this to Members.
35. Around 3% of officers were on temporary duty restrictions, which was the lowest for 15 months. There had been a lot of work around recuperative duties for people on temporary duty restrictions. A Member acknowledged the level of effort to keep the sickness rate under 4% and noted that care was required to maintain that.
36. There was a discussion around rest day cancellations. The DCC noted that a more detailed paper would go to the full Authority, however, the Force was in a much stronger position around rest day cancellations. The Force was now able to give people notice at least three months in advance of planned rest day cancellations and had significantly reduced short notice cancellations.
37. It was noted that there was a mixed picture around training. There was a positive picture around the national promotion process and career development, with career development and leadership courses. However, the training budget was under pressure; even focussing on mandatory training, this year was double what the Force could afford. At a local level, this training had been a casualty in the last two years. This was particularly impacting on B Division. There was a need to do a reset of training aspirations compared to the training budget, which was out of balance.
38. A Member queried whether there were any risks around officers without up to date personal safety training. It was noted that this was a potential risk, for example there had been an incident which resulted in an officer being dismissed from the Force. There had been issues around sickness related and late cancellations for training described as caused by operational priorities. New training facilities were being considered which would provide additional capability and should address this issue.

### **Professional Standards**

39. The Committee received an overview of the Force's Professional Standards performance figures. The Force was second in the Independent Police Complaints Commission (IPCC) rankings for Forces in England and Wales with respect to its recording of complaints in 10 working days.
40. There had been 76 complaints per 1,000 officers in quarter 2, which was third best in England and Wales. In the last quarter there had been 85 complaints and 10 conduct matters, 95 cases in all, compared to 93 in the previous quarter. BTP was ranked fourth out of all forces in England and Wales with respect to cases resolved.

41. There were 6 complaint cases that had taken over 120 days to resolve. This meant that around 7% cases were over 120 days old, which was too many. This was linked to a period of staff changes in the Professional Standards Department (PSD)
42. The Committee was informed that there had been one appeal upheld in the last three months by the IPCC. Nationally around 35-36% of appeals were upheld by the IPCC. The less serious complaint appeals that previously went to IPCC now went to the PSD. In other Forces the upheld rate for these had subsequently dropped to around 18%-19%. The IPCC had some concerns around how these were being reviewed. In BTP however the rate was at 35%. However, this was not at the desired level, as the Force should be doing proper initial investigations. PSD had subsequently provided training around investigations and in the last three months there had only been one appeal, and that was not upheld.
43. An update was provided around independent IPCC investigations. It was agreed that the Force would brief the PSD Portfolio Lead Authority Member and the geographical area Lead Members out of Committee on any relevant complaints.

### **Technology**

45. The Committee was informed that, despite the aging network and infrastructure, in the last 12 months there had been significant improvements. There had been a security regime of patching, which had protected the Force from the 'Wannacry' ransomware and a denial of service attack on the external website. The Force had also stabilised Origin and upgraded Niche and EFins, which had helped to prevent incidents. The Service Desk at this time last year had a backlog of around 700 emails and 30% of calls were being dropped. This had improved to no backlog and 7% of calls being dropped.
46. In October there was a significant issue with the network, which resulted in the network slowing down which affected ControlWorks and other applications. A Critical Incident was called and the Force informed the supplier what was required to resolve the incident. The incident remained open, as a short term fix had been applied but the Force was working with the supplier to address the underlying cause. Discussions with the supplier to resolve the issue had been ongoing for five weeks.
47. There had been a disproportionately high number of technology incidents; some were linked to bandwidth and the age of the system. The Force's system availability was at 100%. ControlWorks was showing at 22% availability; this was running slowly because of the incident highlighted above. Emails were showing at 74% availability. This was linked to some issues with the supplier; internal emails were operating, but there had been some repeat issues with external emails.
48. There was a discussion around the impact on the current network of new technologies being implemented. The Committee was informed that body-worn video was not having a detrimental impact on the network. There were ongoing discussions with suppliers around the ESN.
49. **Agreed**

- 49.1 Further discussions around critical incidents, with respect to the underspend and employee welfare, to take place out of Committee between Mr Downey and the BTPA Chief Executive.
- 49.2 More detailed figures on employee leavers, to show the reasons for leaving, to be included in future dashboards.
- 49.3 Each section of future dashboards to include a slide on risks, opportunities and planned actions, along the lines of the Finance section of the dashboard, to add context and assist in focussing conversations.
- 49.4 A report being produced by the Force on officers being extracted from the frontline to be summarised and circulated to Members out of Committee.

#### Agenda Item 4.2 BTPA Forecast and Funding

- 50. Members were informed that circa £2.5 million was approved for the BTPA budget, including £350k for the Scotland project and a revenue budget of £2.1 million for the Authority Executive and Members. This was against the funding of £2 million. The main gap in the funding was because of the Scotland project costs and Authority Member requests, which were not funded.
- 51. Overspend for the total BTPA costs for 2017/18 was forecast to be £150k. The Executive budget was circa £9k over budget, mainly driven by redundancy costs and additional restructuring costs for the Executive Team of £44k. For the Members budget, there was the additional governance project which was not funded. The Scotland project was underspent, however spending may increase later in the year.
- 52. It was recommended that all future expenditure requests to the Authority, whether by Members, BTPA or BTP, always come with a funding envelope.

#### **24/2017 2016/17 Provisional wash-up**

##### Agenda Item 5

- 53. There was an immaterial movement of £79k in the overall financial results, which had been spread across the 28 operators.
- 54. The provisional charges used 2015-16 crime figures, whereas the actual charges used the 2016-17 figures. Crime had increased between 2015-16 and 2016-17, which was reflected in some of the final charges.
- 55. A lot of work has been done with the Force to understand the impact of the implementation of ControlWorks and Niche, and the trends in the data were consistent with expectations. Other data sets used in the model were largely unchanged from prior years.
- 56. The Authority had committed to quarterly reporting of the charges to PSA holders as of 2018/19.
- 57. There were no movements in the wash-up charges that could not be explained. However, similarly to prior years, we expect some challenges from individual PSA holders.

**58. Agreed**

- 58.1 BTPA Lead Members to be invited to meetings between the BTPA Executive and PSA holders for their geographic areas.

**25/2017 Cross-cutting Equality and Diversity thematic – focus on people and development and operational matters**

## Agenda Item 6

59. The Committee was informed that there were three aspects to BTP's work around diversity and inclusion. These looked at how representative the Force was as an employer, how they support victims, and around confidence in the community. There was ongoing work to embed these activities in the Force's Strategy in a joined up way. The Force was due to publish its Equality and Inclusion Annual Report.
60. The question of how the Force should measure its workforce demographic representation kept being raised internally. The Force compares its representation to the England and Wales demographic statistics, however these were not entirely consistent with the Force, which also includes Scotland.
61. Members were informed that BTP had received a positive email from the National Black Police Association congratulating them on their BME employee representation. The national demographic figures showed that BME employee representation across England and Wales was at approximately 14%. BTP's figure was also at around 14%, and as such representative of the UK as a whole.
62. Almost 100% of employees had reported their ethnicity, similarly with gender. However, for other protected characteristics, such as sexual orientation, religion, belief and disability, there was lower reporting. The reason for this was not known, but self-declaration was not mandatory for employees and it may be caused by a lack of confidence. It was noted that there had been a good BTP campaign around transgender awareness and there were some positive indications around BTP being an open and inclusive workforce. The Force was planning to keep that momentum.
63. There was a discussion around whether it would be possible to get an indication of the TOC employee or rail travelling demographic representation. Members were informed that there were some possible sources to investigate, such as Network Rail and National Rail Passenger Survey (NRPS) data, but this was difficult and may not be particularly representative. For employee numbers, BTP was second to the Metropolitan Police Service around BME officers, which was a success. The majority of those officers were based in London, which skews the national picture.
64. There was a discussion around the Force's progress against its Equality and Inclusion Strategy. The Committee was informed that from an ethnicity perspective, the Force had done very well with annual representation increases. However, the Force had been front-loading at PC level for some time and there had not been the same level of growth in more senior ranks.
65. It was noted that the nationally female officer representation was at 29%, compared to 19% for BTP. A Member noted that there needed to be a consideration of why

BTP was less attractive than other Forces, and whether this was linked to the type of roles available within the Force.

66. Members agreed that, given the importance of this subject and the lack of available time, the Committee should return to this thematic at its next meeting. The thematic should also be at an earlier point on the Agenda to allow for additional time. It was also agreed that the thematic should be split between the Strategy and Planning Committee and the Performance and Delivery Committee.

**67. Agreed**

- 67.1 Thematic on Equality and Inclusion to be provided to the quarter 3 Performance and Delivery Committee meeting and to a future Strategy and Planning Committee meeting. BTP and BTPA to consider the content of the thematic for both Committees. Thematic to include data on:
- Gender and ethnicity representation by rank;
  - Workforce representation at a Divisional level benchmarked against local or regional level statistics;
  - Independent Advisory Groups;
  - Where there are any current gaps in the data.

**26/2017 Any other business**

Agenda Item 7

68. There was no other business further to Agenda Items 7.1 and 7.2.

**Agenda Item 7.1 Feedback on Committee KPIs and thematics**

69. Member feedback was given on the performance dashboard and meeting papers.

**70. Agreed**

- 70.1 Position paper to include more details around the other, non-Finance, sections of the dashboard.
- 70.2 Meeting papers to include, at the start, a statement on why the paper is provided and any expectations or decisions for Members.
- 70.3 Meeting agenda to be reviewed as there is no sufficient time to cover all required topics.

**Agenda Item 7.2 Out of Committee Approval - Mobile Solutions - Move from Beta to Go-Live Phase**

71. It was noted that the Mobile Solutions project move from Beta to Go-Live Phase had been approved by the Committee Members out of Committee.