Dashboard for YTD

BRITISH TRANSPORT POLICE

	Indicator	Owner	Measure	Prior	Current	Comments
Finance	Budget delivery	Ally Cook		4	4	YTD underspend driven by lower FTE across Force
	Forecast vs Budget	David Fox		4	3	FTE not expected to be reached until year end
	Projects – Full Year Performance	Simon Downey		2	2	Forecast overspend reducing due to programme slippage
	Cash Flow	Harriet Andrews		4	4	Backlog of accounts payable.
	Contracts	Ian Currie		3	3	
	Efficiency	Simon Downey	banked vs budget	4	4	
	Establishment vs. Budget			-	3	
Performance	Preventing Crime	Adrian Hanstock		1	1	Notifiable crime up by 19%
	Protecting Vulnerable People	Adrian Hanstock		2	1	Fatalities up on Sub Div Pennine and South
	Supporting the Railway	Adrian Hanstock		2	2	Trespass, Fatality handback time and staff assaults outcomes
	Confidence and Satisfaction	Adrian Hanstock		2	2	Victim Satisfaction down (Sept 75% v 81% Jul)
	Supporting our Staff	Adrian Hanstock		3	3	Increase in mandatory training completion (now 72%)
	Effectiveness and Efficiency	Adrian Hanstock		2	2	Answer call rate still below expected 90% level
People	Establishment & Vacancy Gap	Darren Skinner	Establishment and deployable resources	2	2	See presentation
	Wellbeing / Lost Time	Nisa Carey	Sickness, RDC actuals and projected & TRIM offers/uptake	3	3	
	Learning and Development	Mike Cowley-Freeman	Percentages 'in ticket'	2	3	
	Equality and Inclusion Profile	Darren Skinner	Snapshot of workforce mix 2016 vs 17	3	3	
	Appraisals/Objective Setting	Darren Skinner	eRight Track completion	3	2	
Technology	Major Incident Management	Sarah Winmill		-	2	Volume of Major Incidents reduced from September to October, due to robust supplier management with BT.
	Problem Management	Sarah Winmill		-	2	As of October, the number of open Problems has decreased
	Change Management	Sarah Winmill		-	3	Change volume level is 'Normal.'; unplanned Change volumes increased to 10% in October.
PSD	Compliant/Conduct Cases Recorded	Gill Murray	Percentage within 10 days	4	4	
	Cases Resolved	Gill Murray	Average number of days	3	3	
	Appeals	Gill Murray	Percentage not upheld	3	3	

Finance – Performance (period 7)

BRITISH TRANSPORT POLICE

Budget delivery — 4

Category	Actual £m	Budget £m	Variance £m	%
Pay	111.1	113.5	2.4	2.1%
Non-Pay	27.3	28.2	0.9	3.2%
Projects including CT	1.1	0.3	(0.9)	N/A
Contingency	-	0.3	0.3	N/A
Income	-32.9	-32.7	0.1	-0.4%
BTP Total	**106.6**	**109.5**	**2.8**	**2.6%**
Excludes BTPA				

Forecast vs budget — 3

Category	Forecast £m	Budget £m	Variance £m	%
Pay	232.8	235.1	2.3	0.9%
Non-Pay	58.1	58.1	(0.0)	0.1%
Projects including CT	4.0	-	(4.0)	N/A
Contingency	-	2.0	2.0	N/A
Income	-67.0	-67.8	(0.8)	1.2%
BTP Total	**227.9**	**227.4**	**(0.5)**	**0.6%**
Excludes BTPA				

Efficiency — 4

Target Savings 17-18: 7.77
Taken from budget as at P7: 7.62

Cash flow — 4

CASHFLOW FORECAST vs ACTUAL as at 13/10/2017 (Week 28)

REVISED FORECAST
ACTUAL CASH
RED RAG THRESHOLD
AMBER RAG THRESHOLD

P7 Balance £28.95m   (P6 balance £26.58m)
YE Forecast £31.8m   (previous forecast balance £23.9m)
Cashflow forecasting accuracy variance : actual vs forecast £211k 1%

Accounts Receivable Ledger	£'m
Unallocated cash	0.03
0-30 days	23.47
31-60 days	0.65
61-90 days	0.08
90+ days	1.25
	25.48
TfL Receivable	2.5

Accounts Payable Ledger	£'m
Unallocated cash	-4.32
0-30 days	4.08
31-60 days	0.01
61-90 days	0.04
90+ days	0.1
	-0.09

Contracts — 3

Areas of non-compliance Contracts (#Contracts)					
April	May	June	July	August	September
6	4	3	3	2	2*

Trend in procurement savings vs plan	
Target Savings for 2017/18	£450,000
Current Actual Savings	£138,470
Current Forecast Savings	£320,806
Current Total	£459,276

*Competition for Actuaries commeces 30.10.17

Projects – Full Year Performance — 2

Cost	YTD	Forecast £m	Budget £m	Var £m	Var %
Capital	1.33	10.23	10.4	0.17	2%

Project Title	Project End	Overall Status	Overall Status Last Period	YTD Actual Spend	Forecast 2017/2018
Fleet Replacement	Mar-18	🟢	🟢	£133,169	£1,754,366
Mobile	Dec-18	🔴	🟢	£6,943	£2,127,750
National Networks Programme	Nov-18	🔴	🟢	£14,146	£1,330,768
Body Worn Video	Jan-18	🟢	🟢	£0	£991,632
Laptop Replacement	Mar-18	🟢	🟢	£0	£300,000
Estate Minor Works	Mar-18	🟢	🟢	£15,167	£243,505
ISP Command & Control	Oct-17	🟢	🟢	£555,937	£712,595
Edinburgh Waverley	Jul-17	🟢	🟢	£150,453	£161,000
CT Hub	TBC	🟢	-	£0	£1,111,000
Other Projects				£457,862	£1,499,144.00
Total				£1,333,677	£10,231,760

Establishment Vs. Budget — 3

	YTD Avg			Full Year Avg		
	Budget	Actuals / Fcast	Variance	Budget	Actuals / Fcast	Variance
Staff	1,592	1,494	-97	1,592	1,519	-73
Officer	3,028	2,942	-86	3,036	3,013	-23
PCSO	337	270	-68	337	271	-67
Total	4,957	4,706	-251	4,965	4,803	-162

BRITISH TRANSPORT POLICE

Projects (2)

•**Fleet Replacement Programme** Project on track to be completed by March 2018. The Purchase orders has been raised for 51 vehicles and 4 more will be raised in November.

•**Target Operating Model:** Project was completed in October, all milestones except for week 14 have been paid BTP will review and communicate findings thereafter.

•**National Networks Programme:** Budget will be reviewed once supplier bids have been evaluated and a preferred supplier identified, clarity on cost and programme is expected beginning of November 17. The risk that the bids could be higher than expected is becoming real.

•**Mobile:** This project is at risk. The majority of the budget is for mobile devices. The approval to go live has been delayed internally and is at risk of not being obtained until January 2018 which could put the go live date of March 2018 at risk.

•**Body Worn Video:** On track. The majority of the budget is for BWV cameras which are in the process of being purchased. Approval has been given by BTPA and DFT for the additional funding to procure the additional equipment for the 155 AFOs. The amount that has been approved is £79.5k.

•**ISP Command & Control:** As of 12/09, confirmation of GDS approval has been received and requisitions for final milestone payments have been processed. The project is being closed.

•**Other Projects:** Smaller IT Projects and various minor estate projects have been approved and are on track for delivery.

Risks

- **Officer numbers** – current forecasts are based on incremental increase of Officer numbers up to a target of 50 over establishment by year end. However exact profiling will likely differ based on the balance between scheduled intakes and attrition rates.
- **Overtime** – efficiency measures taken in year require significant reduction in overtime during the second half of the FY. However there may still be recourse to use overtime to ensure minimum deployable numbers whilst current recruitment intakes are in training.
- **TOM development** – progression with TOM implementation would necessitate the commencement of mobilising a delivery partner.
- **Non-Pay estimates** – central forecast makes an assumption that there are opportunities for non-pay expenditure to reduce against local forecasts based on current run rates.
- **Critical incidents funding** – forecast assumes that c£1m of marginal cost incurred during critical incidents will be refunded by Government.
- **TfL funding** – the forecast is based on shifting resources from Overground to Underground. Potential for further loss of income if not achieved.

Opportunities

- Standing down of ESN programme team if HO programme slips further (c£100k);
- Reduction in NNS (WAN / LAN) programme revenue costs if contract award delays (c£200k);
- Slower mobilisation of Regional CT capability (c£200k)

Policing Plan Pillars – Performance Exceptions

BRITISH TRANSPORT POLICE

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**
- Supporting the Railway — **2**
- Effectiveness & Efficiency — **2**

- Protecting Vulnerable People — **1**
- Supporting our Staff — **3**
- Counter Terrorism* — **3**
- * (no performance exceptions of note)

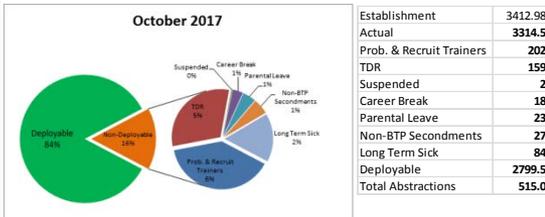| Preventing Crime	1	**Crime Rates**	*1 Immediate Action*
		Notifiable crime up by 19% (4,901 offences). Upper control limits breached every month of 2017/18 YTD.. Crimes that cause harm remain stable with a slight increase seen in Robbery offences. Latest ONS release show BTP at 12% increase compared to 13% across England and Wales	
		Open crimes not finalised	*3 Good / Improving Performance*
		17k open crimes not finalised (15k occurrences should be BTP average). This is an improving picture with 36K crimes not finalised in Jan 2017. Open crimes more than 12 months old continue to reduce showing an improving picture.	
Protecting Vulnerable People	1	**Fatalities of the operational rail network**	*1 Immediate Action*
		Force wide fatal incidents and Life Saving Interventions do not show a recent peak or increasing trend. However seen specific increases on Sub Division Pennine and Sub Division South	
Supporting the Railway	2	**Staff Assault and Outcomes**	*2 Emerging Risk – Requires Improvement*
		YTD there have been 3,281 staff assaults. 874 (27%) were against repeat victims. More staff assaults have been assigned outcomes (from 42% to 45%).	
		Trespass Disruption	*2 Emerging Risk – Requires Improvement*
		Trespass incidents fell by 16% last month; from 1,021 in August to 853 in September. Trespass incidents YTD are still 24% higher than SPLY.	
		Fatality Handback Time	*2 Emerging Risk – Requires Improvement*
		The average fatality handback time rose to 101 minutes in September 2017. This figure was driven upwards by a single fatality which took 207 minutes to clear.	
Confidence & Satisfaction	2	**Victim Satisfaction**	*2 Emerging Risk – Requires Improvement*
		July 2017 recorded 81% overall satisfaction, however since then it has been on the decrease, with September 2017 recording 75% overall satisfaction.	
Supporting Our Staff	3	**Mandatory Training courses**	*3 Good / Improving Performance*
		There has been a gradual increase of completion rates for protecting information e-learning package, for September with the Force currently on 72%.	
Effectiveness & Efficiency	2	**Emergency & Non-emergency Call Answer Rate**	*2 Emerging Risk – Requires Improvement*
		Answer call rate has been below the expected level for 5 consecutive months since May 2017. September 2017 is just under the 90% expected level of performance at 89%.	

People & Development – Performance

Grading Key:

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

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Establishment & Vacancy Gap — 2

2 — Establishment / Vacancies

	Est	FTE	Variance	YTD Leavers
Staff	1596	1504	-92	182
Officer	3013 (3038)	3066	53	176
PCSO	337	227	-100	90
Total	4946	4797	-149	448
Specials Headcount		329		51

2 — Deployable Resources

October 2017

Establishment	3412.98
Actual	3314.5
Prob. & Recruit Trainers	202
TDR	159
Suspended	2
Career Break	18
Parental Leave	23
Non-BTP Secondments	27
Long Term Sick	84
Deployable	2799.5
Total Abstractions	515.0

Learning and Development — 2

2 — Mandatory Training

Division	Track Safety % in ticket	Personal Safety % in ticket	First Aid % in ticket
A Division	98.11%	84.99%	95.11%
B Division	98.84%	93.42%	97.78%
C Division	99.22%	96.51%	99.30%
D Division	99.52%	99.00%	98.54%
Force	**98.89%**	**93.40%**	**97.86%**

Wellbeing / Lost time — 3

2 — Sickness

Sickness Days per person		
Forcewide	YTD Target	YTD Actual
Officer	3.65	4.34
Staff	3.65	3.35
PCSO	3.65	4.28
Total	3.65	4

Sickness Comparison with HO Forces	
	2016/17
BTP	3.80%
National Average	4.61%

3 — Rest Day Cancellations

BTP Wide Officers & PCSOs no. of Rest Day Cancellations
(Data as of 27th of Oct 2017)

980 RD were cancelled as a result of Op Hyperion. When excluded, RDC for Sept 2017 would then be below the Historial Average.
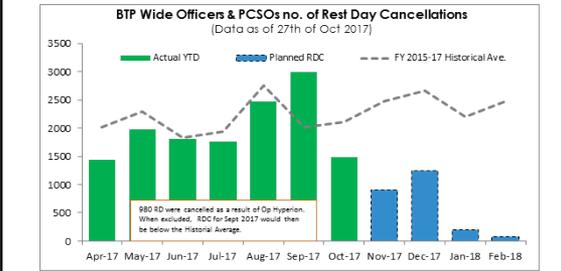
3 — TRiM (offers and take-up)

	BAU		OPS		
	TRiM Incident Briefs	TRiM Assesments	TRiM Incident Briefs	TRiM Assesments	Comments
Oct-16	553	6			
Nov-16	827	18	391	4	Croydon Tram
Dec-16	641	9			
Jan-17	564	19			
Feb-17	559	12			
Mar17	532	4	4	0	Westminster
Apr-17	512	10			
May17	472	10	150	70	Op Newtown
Jun-17	627	10	235	33	Op Lyman & Greenfell tower
Jul-17	382	2			
Aug-17	450	16			
Sep-17	522	9			

Equality and Inclusion Profile — 3

3 — Female & BME
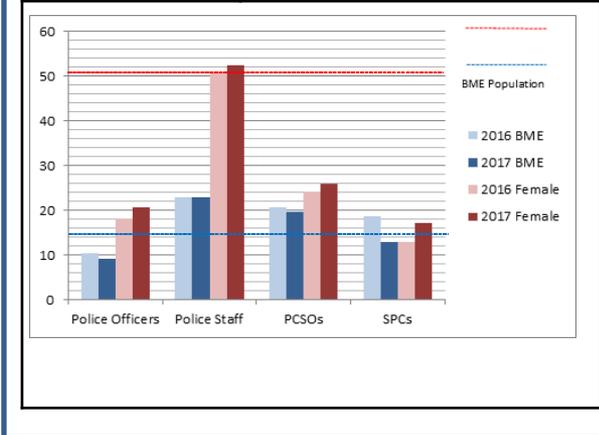
Appraisals / Objective Setting — 3

3 — % Complete

Division	Q4 16-17 Incomplete	Q4 16-17 Complete	Total
A-Division	106(8%)	1222(92%)	1328
B-Division	243(18%)	1088(82%)	1331
C-Division	72(9%)	767(91%)	839
D-Division	18(9%)	181(91%)	199
Forcewide	**439(12%)**	**3258(88%)**	**3697**

Establishment & Vacancy Gaps:

- Officer Numbers: We are over establishment (3013 +25 vacancy gap = 3038) as part of planned increase in recruitment for the CTSU uplift
- PCSO: We have lost large numbers to join as PC's or leavers. Increased PCSO intakes planned for Jan/Feb 18 to address the gap

Sickness

- The days lost to sickness absence is on a downward trend which can be attributed to the reduction in long-term sickness although short-term remains an issue. We are now at the end of the seasonal period when it is the norm to see an increase in short-term sickness consequently the expectation is this should decrease next month.   At the same point in 2016 the sickness was 4.17 compared to 4 for 2017.

Appraisal / Objective Setting

- The total number of complete Appraisals for the 2016/17 reporting year has increased from 81% completed to 84% completed.
- The new Objective setting year has now started and objective setting deadline is set for the 30th October.
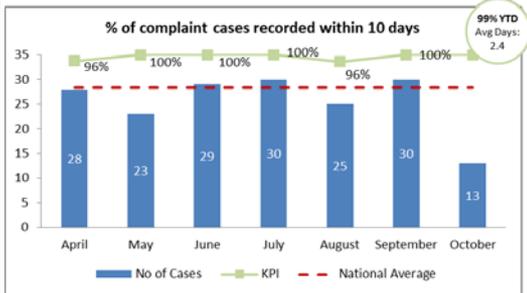
Professional Standards – Performance YTD to 20.10.17

BRITISH TRANSPORT POLICE

Grading Key:

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

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Complaint / Conduct cases — 4
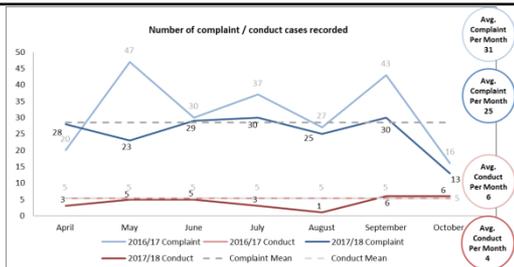
Complaints recorded in 10 working days

% of complaint cases recorded within 10 days

April	May	June	July	August	September	October
28	23	29	30	25	30	13
96%	100%	100%	100%	96%	100%	

Legend: No of Cases — KPI — National Average

99% YTD Avg. Days: 2.4

- Q2 99%
- Last Year Q2 98%
- Q2 National 81%

Number of complaints / conduct cases recorded

Number of complaint / conduct cases recorded

Legend: 2016/17 Complaint — 2016/17 Conduct — 2017/18 Complaint — 2017/18 Conduct — Complaint Mean — Conduct Mean

- Avg. Complaint Per Month 31
- Avg. Complaint Per Month 25
- Avg. Conduct Per Month 6
- Avg. Conduct Per Month 4

No. of allegations per 1,000 employees:
- Q2 76
- Last Year Q2 67
- Q2 National 137

Cases Resolved — 3

Average number of days to resolve complaints

Average number of days per month to resolve complaint cases
(received in BTP to complainant notification)

April	May	June	July	August	September	October
105 / 45	127 / 49	66 / 35	76 / 46	113 / 32	76 / 54	105 / 56

Legend: Special requirements — Non-special requirements — National Average

- Overall Avg. Days 70
- SR Avg. Days 95
- Non-SR Avg. Days 45
- Over 120 Days 6
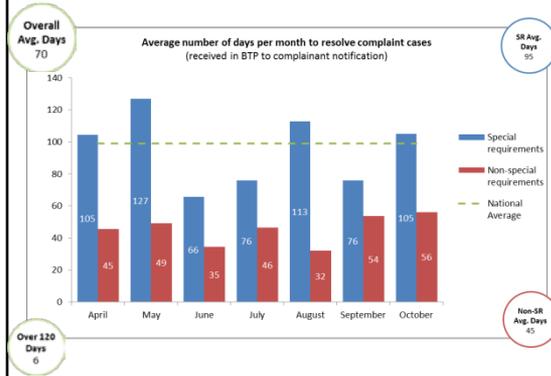
Number of Meetings / Hearings

		No Action	Not Proven	Management Advice	Written Warnings	Final Written Warnings	Dismissal Without Notice
2016/17	Meeting	5	1	12	6	2	N/A
	Hearing	0	0	0	0	3	3
2017/18	Meeting	0	8	1	4	2	N/A
	Hearing	0	0	0	1	2	5

- 2016 Cal. Year Total Meeting 23
- 2016 Cal. Year Total Hearing 5
- 2017 Cal. YTD Total Meeting 19
- 2017 Cal. YTD Total Hearing 10

Appeals — 3

Complaint appeals upheld/not upheld by IPCC / Force
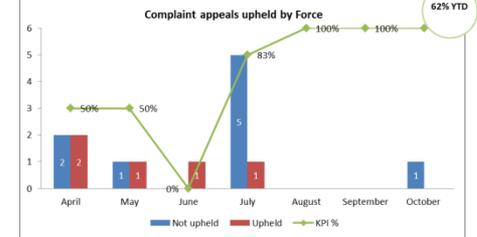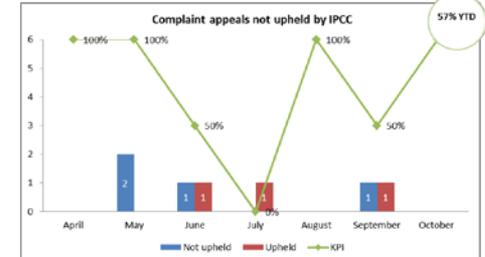
Complaint appeals not upheld by IPCC

April	May	June	July	August	September	October
100%	2 (100%)	1 (50%)	1 (0%)	100%	1 / 1 (50%)	

57% YTD

Legend: Not upheld — Upheld — KPI

Complaint appeals upheld by Force

April	May	June	July	August	September	October
2 / 2 (50%)	1 / 1 (50%)	1 (0%)	5 / 1 (83%)	100%	100%	1

62% YTD

Legend: Not upheld — Upheld — KPI %

Technology – Stability & Performance

BRITISH TRANSPORT POLICE

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

Major Incident Management — 2

Major Incident Volumes by Priority (Last 6 months)

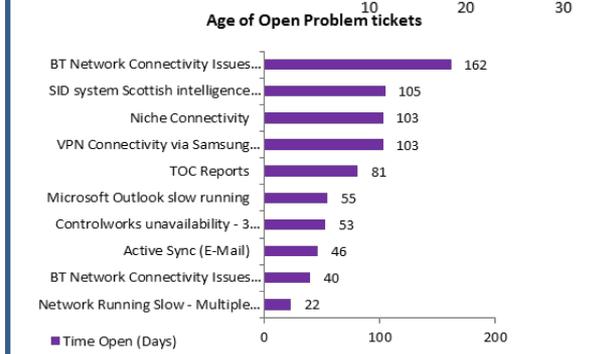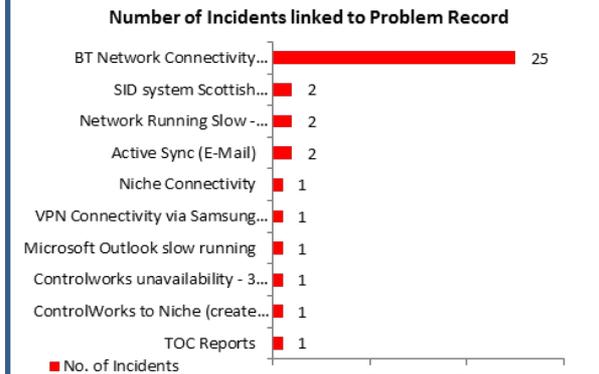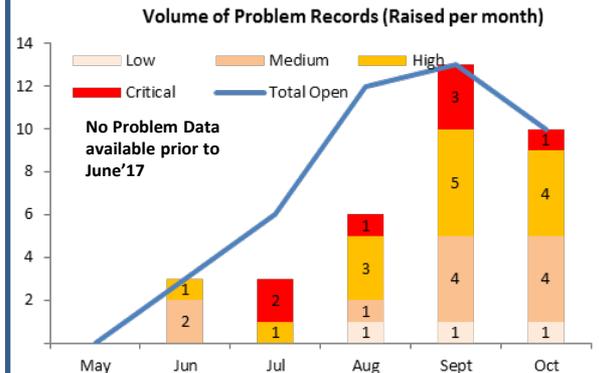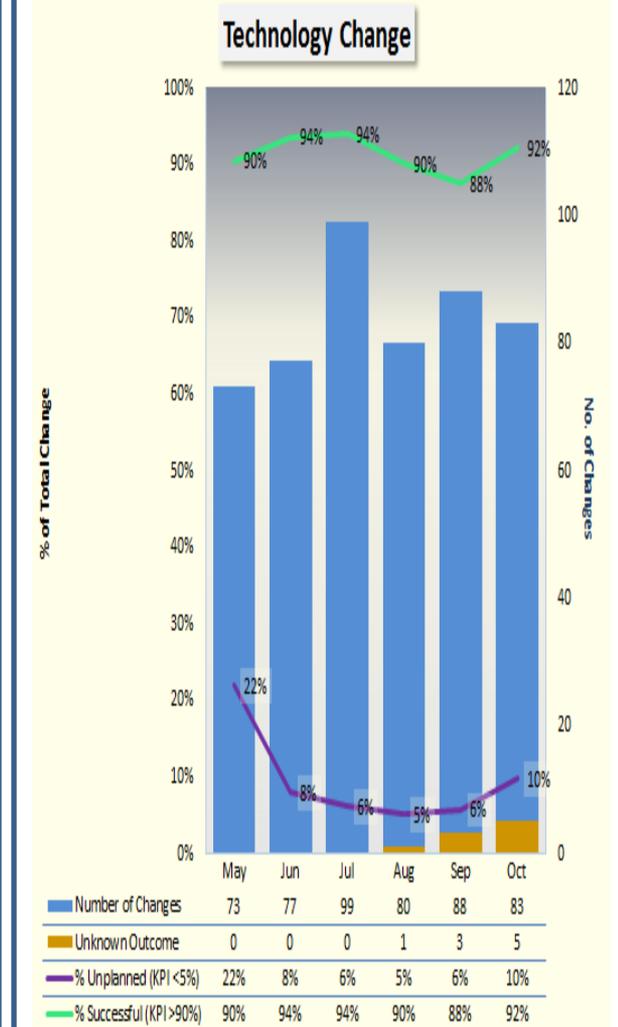| Month	P3 - Medium	P2 - High	P1 - Critical
May	18	5	2
June	29	11	2
July	9	13	7
August	2	26	1
September	4	18	7
October	9	16	5

Incident Volume by Service - October 2017

Services (top to bottom): Telephony, SPECTRE, Mobile Data System, SRAS, eFinancials (inc eAnalyser), ControlWorks, Cluster File Server, E-Mail, BT-Contract 35 Wide Area Network

Legend: P1 - Critical, P2 - High, P3 - Medium

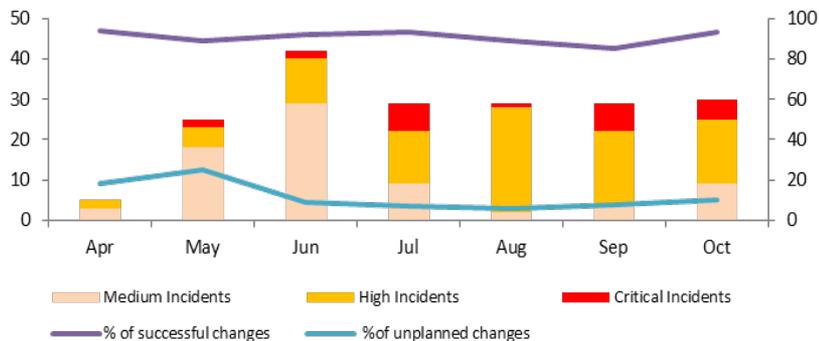| Service	% Availability
ControlWorks	22.52
Niche RMS	100.00
E-Mail	74.47
ICCS (Communications Control)	100.00
Origin	100.00
PNC (Police National Computer)	100.00
Force Internal Intranet	100.00
Briefing System	100.00
eFinancials	99.20

Problem Management — 2

Volume of Problem Records (Raised per month)

No Problem Data available prior to June'17

Legend: Low, Medium, High, Critical, Total Open

Month	Low	Medium	High	Critical
Jun	2		1	
Jul	1		1	2
Aug	1		3	1
Sept	1	4	5	3
Oct	1	4	4	1

Number of Incidents linked to Problem Record

Problem	No. of Incidents
BT Network Connectivity...	25
SID system Scottish...	2
Network Running Slow -...	2
Active Sync (E-Mail)	2
Niche Connectivity	1
VPN Connectivity via Samsung...	1
Microsoft Outlook slow running	1
Controlworks unavailability - 3...	1
ControlWorks to Niche (create...	1
TOC Reports	1

Age of Open Problem tickets

Problem	Time Open (Days)
BT Network Connectivity Issues...	162
SID system Scottish intelligence...	105
Niche Connectivity	103
VPN Connectivity via Samsung...	103
TOC Reports	81
Microsoft Outlook slow running	55
Controlworks unavailability - 3...	53
Active Sync (E-Mail)	46
BT Network Connectivity Issues...	40
Network Running Slow - Multiple...	22

Change Management — 3

Technology Change

	May	Jun	Jul	Aug	Sep	Oct
Number of Changes	73	77	99	80	88	83
Unknown Outcome	0	0	0	1	3	5
% Unplanned (KPI <5%)	22%	8%	6%	5%	6%	10%
% Successful (KPI >90%)	90%	94%	94%	90%	88%	92%

Monthly Major Incident & Change Outcomes

Legend:
- Medium Incidents
- High Incidents
- Critical Incidents
- % of successful changes
- % of unplanned changes

Technology – Highlights
- HP SAW implemented to now capture Incidents and Problems to enable reporting,
- Full security patching regime now in place. Successfully protected us against WannaCry ransomware. Successfully defended the external webpage from DDOS attacks.
- Stabilised the current Origin platform
- Successful upgrades undertaken for Niche, Control Works and E-fins
- Service Desk extended opening hours and all backlog has been cleared, 93% of calls now answered
- Root cause and fix identified by Technology staff for BT's recent network issue
- More robust supplier relationship management
- Production of the IT draft strategy

Incident Management
- The overall volume of Major Incidents reduced from September to October, this is due to the robust supplier management with BT. A number of incidents were occurring due to outdated software on switches at P2 sites., this was previously dealt with by re-starting the switches to minimise the disruption but through Problem Management it has been identified the switches need upgrading to prevent further incidents. BT have provided a schedule to proactively upgrade switches.
- An IT Gold Group was set up, headed by DCC Hanstock to manage the wide scale network performance issues impacting multiple sites nationally with significant impact upon Force Control rooms and Justice departments. A significant number of actions were addressed with Technology SMT actively engaging with 3rd Party suppliers, namely BT. This incident has now been resolved with a work around in place. The root cause and the fix was identified by BTP staff.

Problem Management
- Increased Problem Record rates stem from initiating a tactical Problem Management process in June 2017 and continuing to capture records in reaction to on-going Incidents. As of October, the number of open Problems has decreased which demonstrates that the Technology Team have investigated and identified root cause of incidents and applied a fix.
- Problem Management is a continuous process, progress will be measured on our ability to increase the focus on proactive rather than reactive management.
- There are 10 open areas of focus currently however because there is a Problem ticket open, it does not mean that there is a degradation to the identified services, it means that there is a work around in place to keep the systems operating, it is the underlying root cause is yet to be identified.

Change Management
- Change volume level is 'Normal', the successful implementation rate has increased to 92% in October.
- Unplanned Change (Emergency and Urgent RFC's) volumes increased to 10% in October due to the number of Incidents which required a Change to resolve them.
- At the time of recording October data there were 5 unknown change statuses. Change Management recognises the increased risk and a drive to improve closure feedback responses, in Technology, is underway (all outstanding detail from previous months now received).

Opportunities for Members to lead on:

Retail theft
Engagement with major station retailers over designing out crime, adequate security resources and consistent crime reporting practices

Cycle crime
Maximising opportunities to target harden stations, other crime prevention initiatives and engaging with cycle users

Network Rail Governance for Railway Investment Projects (GRIP) engagement
Facilitate early notification and engagement with BTP during design and building stages of developments