

Report to: Police Authority
Date: 27 September 2018
Agenda Item: 13.1
Subject: Performance and Delivery Committee
For: Information and Noting Approval

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 for the quarter 1 Performance and Delivery Committee (P&DC) meeting.
- 1.2 To note that full Authority approval for the TfL/TOC allocation with respect to the 17/18 wash up calculation, and the manual adjustments made to the BTPA final 2017/18 outturn has been requested at Agenda Item 3.1 of this Authority meeting.

2. Background

- 2.1 The quarter 1 P&DC meeting was a virtual meeting. Papers were circulated to Committee Members, with feedback and approvals provided out of Committee.
- 2.2 Now that a full-year cycle of P&DC meetings has taken place since the restructure, work is being undertaken to review the effectiveness of the committee to ensure that its responsibilities are able to be fulfilled. This committee has a broad set of responsibilities, as set out within the Corporate Governance Code. It is anticipated that the current provision of information from BTP may need to change to achieve this.

3. Quarterly Performance

Strategy

- 3.1 The Committee received, for the first time, a copy of the Strategic Plan Dashboard (which also went to the Strategy and Planning Committee) and additional supporting materials. The P&DC will in future meetings provide oversight of the implementation of the delivery plan for BTP 2021, ongoing projects, and the efficiencies identified for the current year and year two, including those that are banked, secured or at risk.
- 3.2 Members noted that all of risks under the 'Portfolio Level Risk' Pillar were initially rated as Red, with a number being mitigated to an Amber rating. Members have asked for further information on what the mitigation of these risks might mean operationally or for the MTFP, and what mitigations would be required to get these risks to a Green rating. This information will be considered for the November meeting of the committee.

Policing Plan Performance

- 3.3 Key matters to note from the Q1 reporting pack were;

- 3.4 There was an 11% increase in notifiable crime at the end of quarter 1, compared to the same period last year. The most recent national crime figures for England and Wales showed a 13% increase for the year 2017-18. The key drivers of the increase for BTP included violence against the person, theft of passenger property and public order.
- 3.5 There were also performance exceptions for robbery and sexual offences. The Force had seen a 22% increase in robbery offences, which had been steadily increasing since last year, plateauing since March 2018. Recent increases, from May to June 2018, in the number of sexual offences were likely linked to the relaunch of the Force's 'Report It to Stop It' campaign.
- 3.6 There had been an increase in the number of rail staff assaults, with physical assaults up by 27% and verbal assaults up by 9%. BTP has been working with the rail industry and Department for Transport (DfT) on a strategy, which had included a number of recent initiatives, including a consistent training package for rail staff assaults prevention, revising definitions of work-related violence across the industry and reviewing data sharing agreements.
- 3.7 Police-related disruption was up by 15% compared to the same period last year. Trespass continued to be the main driver of disruption, accounting for 43% of overall disruption. It was noted that there had been 218 fewer incidents of trespass during the year to date, but overall incidents had been more impactful in terms of the delay they involved.
- 3.8 In terms of mitigations it was reported that BTP had launched Operations Pickford and Oregano in response which included the recent rail safety campaign 'You Vs Train' to get the message across, especially during school holidays, and will involve a new schools engagement programme which will launch in September.
- 3.9 The Committee has asked for further information on delivery of the Counter Terrorism objective, including progress against the establishment of the additional hubs, to be included in the reporting information for future meetings.

Finance

- 3.10 At the end of period 4 (P4), there was a year to date surplus of £12.2 million, which was in line with the budgeted surplus. The full year forecast was for an £8.3 million deficit; this was in comparison to the budgeted deficit of £9.1 million. The £0.8 million improvement in the full year deficit can be mainly attributed to the forecast £1.2m reduction in the contingency balance. However the force will be constantly reviewing this throughout the year against any emerging cost pressures.
- 3.11 The movement from a year to date surplus of £12.2 million to a full year deficit of £8.3 million is primarily due to the timing of income against the profile of expenditure, due to the lengths of P1 and P13, which do not match the standard 28 day period.

- 3.12 There is a current and forecasted under-spend on Police Officers. This has been driven by a slower projected increase in regional counter-terrorism (CT) officers and the challenges of recruiting Authorised Firearms Officers (AFOs) due to high competing demand with other Forces. The average total number of Officers across the full year is projected to be 3,086 against a budgeted average of 3,114, a difference of 0.9%.
- 3.13 There is a Projected PCSO underspend linked to a reduction in the budgeted FTE in B Division.
- 3.14 The full year forecast spend on projects is in line with budget. However, a reprioritisation exercise of the projects is ongoing, as well as a review of the current commitments, and thus it is expected that this will be reflected in the numbers for the next quarter.

Technology

- 3.15 There were four critical incidents in during quarter 1, the same number as the previous quarter. These included an issue that resulted in users having problems accessing the network. The fault was identified with a third party supplier, with service being restored the following day. There was also an incident involving a loss of connectivity with Niche, which impacted the Justice Department, and due to the duration was escalated to a major incident. This was an issue with a third party provider which had impacted multiple Forces. BTP Technology worked with the supplier to identify and resolve the issue that continued to impact BTP users.
- 3.16 The other two critical incidents impacted Force's HR system, leaving users without access; and Desktop permissions, leading to users experiencing issues accessing desktop applications.
- 3.17 Network connectivity continues to be the most mentioned issue for IT users with respect to service satisfaction. During the next period, the Force will undertake a 'Customer Satisfaction Survey' to assess the current expectation and delivery of IT services. This will be used as a baseline to assess the efficacy of the Digital Transformation.

People and Development

- 3.18 The Force's Police Officer establishment increased from the start of 2018/19 to include the Counter Terrorism (CT) uplift. At the end of June, BTP was 147 officers below the establishment 3,210 officers. Further details are outlined in paragraph 3.10, however, work to fill CT hub posts continues alongside work on estates and training.
- 3.19 PCSOs were 26.8 below the establishment of 310.7. This was largely linked to vacancies that are being held in B Division. Police staff were 141.5 below the establishment of 1,619. Police staff vacancies were high, however whilst some recruitment is continuing, some vacancies have been kept open in support of future BTP 2021 work.
- 3.20 The BTP sickness rate was at 8.91 days per person. This was an improvement compared to last year's figure of 8.96 days, but above the Fore's internal measure of 7.30 days. Work to benchmark BTP's

sickness rates against other forces is ongoing, however data is not yet available.

Professionalism

- 3.21 The Authority lead for professional standards provided committee members with a summary of the elements of business which was explored in depth with the head of the Professional Standards Department (PSD). From these discussions and a review additional documentation, including the performance dashboard, the correct level of insight and assurance was received from a governance perspective. No specific observations were made the committee.
- 3.22 It has been identified that as professionalism extends beyond the work PSD is responsible for, there is a need for the Executive to explore the best mechanism to provide committee members with a broader understanding of other aspects which may fall under this area.

4. Determination of 2017/18 wash-up charges

- 4.1 Following the financial year-end, an exercise is undertaken to compare the final outturn position versus the budget to ensure all under or over spends are captured and charged or credited back to TfL and the TOCs through the charging model.
- 4.2 Members recommended the total wash up figures and the manual adjustments made to the BTPA final 2017/18 outturn for full Authority approval. Once approved, the amount relating to the TOCs will be input into the BTPA cost allocation model to calculate the impact on individual operators.

5. Recommendations

- 5.1 Members note the content of sections 1 to 3 of this report for information and discussion.
- 5.2 Members note that further to section 4 of this report, full Authority approval for the TFL/TOC allocation with respect to the 17/18 wash up calculation, and the manual adjustments made to the BTPA final 2017/18 outturn has been requested at Agenda Item 3.1 of this Authority meeting.