BTPA
British Transport Police
Authority

Minutes
Performance and Delivery Committee

Thursday 28 February 2019, at 9.30am-12.30pm
at The Forum, 74-80 Camden Street, London, NW1 0EG

Present:
Dominic Booth (Committee Chair)
Martin Richards
Stella Thomas
Ron Barclay-Smith, BTPA Chair (observer)

Apologies:
Shrin Honap
Jeremy Mayhew

In attendance:
Paul Crowther, Chief Constable BTP
Adrian Hanstock, Deputy Chief Constable BTP
Robin Smith, ACC Network Policing BTP
Simon Downey OBE, Director of Strategy & Change BTP
Rachael Etebar, Director of People & Culture
Tracey Martin, Director of Finance & Commercial Services BTP
Sarah Winmill, Chief Information Officer BTP
Gill Murray, Detective Superintendent Head of Professional Standards BTP
(present for Agenda Item 5.5)
Ian Pigden-Bennett, Chief Executive BTPA
Sam Elvy, Head of Strategy and Stakeholder Engagement BTPA
Sarah McGarel, Chief Finance Officer BTPA
Jon Newton, Analyst BTPA (minutes)

01/2019 Introductions
Agenda Item 1

1. The Chair welcomed attendees to the meeting. Apologies were noted for Mr Mayhew and Mr Honap.

2. The Chair noted that there had not been a Performance and Delivery Committee (Committee) meeting for a number of months and that as a result there had been a loss of sight of the objectives, how we are performing against them and the emerging issues and corrective actions. It was agreed to do a review and reset of Committee reporting.

3. **Agreed**

    3.1 Mr Booth, the Deputy Chief Constable (DCC), and Ms McGarel to organise a meeting to conduct a review of the Committee reporting.

2/2019 Minutes
Agenda Item 2

Feedback summary report from Q1 Performance and Delivery Committee
Agenda Item 2.1

4.   The feedback summary report was approved and decisions noted.

Minutes of extraordinary session: Strategy and Planning Committee and Performance and Delivery Committee
Agenda Item 2.2

5.   The Chief Constable noted that the minutes, at paragraph 8, recorded an efficiency of £130 million across 6 years; the figure referred to in the meeting was £240 million. The £130 million figure referred to the pro-rata of the £30 million scaled across the 6 years. There was also an additional £140 million, which was the equivalent savings from the 2016-17 and 2017-18 efficiency targets rolled forward to the end of the 6 year MTFP. It was agreed to update the minutes to record £240 million, with brackets added to show the differentiation between the two time periods.

6.   The Chair approved an update to Agenda Item 3 of the minutes to reflect that the Chief Constable had made a request for the Authority's help in working together on the approvals process.

7.   There was a discussion about the level of decision approval recorded in the minutes at Agenda Item 4. It was agreed to review the recording of the meeting.

8.   **Agreed**

   8.1   Agenda Item 1 in the minutes of the joint Strategy and Planning Committee and Performance and Delivery Committee meeting to be updated to show £240 million, with brackets showing the difference in the time periods between this and the £130 million figure.

   8.2   Minutes of the joint Strategy and Planning Committee and Performance and Delivery Committee meeting to be updated to reflect the Chief Constable's request for the Authority's help in working together.

   8.3   The recording of the extraordinary Strategy and Planning Committee and Performance and Delivery Committee meeting, on 28 November 2018, to be reviewed to determine the level of the Authority's decision approval given at Agenda Item 4.

   8.4   Following the DCC's meeting with the RDG, BTP to provide an update to BTPA on the industry view with respect to supporting BTP's approach to CT.

3/2019 Matters Arising
Agenda Item 3

9. The Committee received an update on matters arising. Discussions were around the following points;

10. In response to Action 44, for a deep-dive review to take place on complaints and conduct in locations with body worn cameras, Members were informed that body worn video was now a fundamental supporting element in conduct issues. There was however the potential for a concerning precedent for decisions being made based on a small snapshot of footage without considering the end to end context. This could result in a potential risk of officers not wanting to use their body worn video.

11. Further to Action 47 on the update of ControlWorks, that this update had taken place. There will also be an update for Niche in early Spring. A beta version was being trialled, which had resulted in positive feedback. It will lead to time saved for officers and take demand out of the control rooms, and provide increased integration.

12. Actions 2 and 3, which relate to strategic dashboard key metrics and periodic deep-dives respectively, would be included in the action raised under Agenda Item 1, to conduct a review of the Committee's reporting.

13. All other actions were noted.

Workplace Violence Strategic Group

14. The DCC provided an overview of the paper included for Action 39, for a note to be circulated on BTP's work with the rail industry on staff assaults.

15. It was highlighted there were compelling arguments, including commercial and judicial benefits, for rail staff using body worn video. There was however an issue around the reluctance of staff to follow-up cases where there are opportunities to prosecute. Feedback indicated that this was driven by a lack of time being allowed by their employer, staff members accepting this behaviour as part of their job, and where staff felt that the incidents had been resolved at the time and did not wish to follow-up. The Force was looking at the potential for victimless prosecutions where there was video evidence and tactical options, as well as preventative work.

16. BTP was working with the RDG; there will be a discussion about this work at the next meeting, where they will be asked for endorsement and how the industry can work with the Force to improve the follow-up rates.

17. The Chair suggested that it would be useful to explore to what extent rail staff at the top 20 locations have body-worn video and to ensure that the Authority's Committees were talking to each other and aware of good work and that they are engaged and feeding through to the RDG.

4/2019 Strategy update
Agenda Item 4

Progress against strategic objectives and change programme, including BTP2021 and ongoing projects (including NNS)
Agenda Item 4.1

18. The Committee was informed that the Force was on track with the Delivery Plan. Against objective 1 the Neighbourhood Plus pilot has been completed and there is an evaluation ongoing; the business case and implementation were due to report in the summer. The custody proposal has been delivered and was resulting in efficiencies. There had also been a significant amount of work in rolling out the disruption strategy.

19. In the middle and support office areas there have been a set of important deliverables around transforming justice, public protection and the scientific support unit that have gone through and are being implemented; and there has been a reset of police station administration and the Strategic Centre has been delivered in full.

20. It was noted that the more challenging programmes were still ahead. Principle areas of work were around the control rooms, Axis House, and the command and control apparatus. The other significant piece of work was around the future support model.

21. Members were informed that lessons had been learned from the staff survey. Co-design was at the heart of delivery and another round of staff engagement was underway. This had meant that some of the programmes were taking longer. The approach had been broadly, although not universally, successful and was an improvement on how the Force had previously delivered change. The Force was also engaging with the RDG.

22. The Delivery Partner has come on task, but was not yet being paid for. They are currently engaging with the Chief Officer Group and implementation leads and will, in the next two weeks, produce the first three month statement of work. They will deliver in three month stages with clear outcomes, goals and costs, which the Force will sign off and audit. The early priority is likely to be the support services.

23. There were further discussions around the following three areas:

   NNS

24. Members received an update around the ongoing issues with the telephony supplier.

   CT

25. There was a discussion about the cost of training firearms officers.

EPSA

26. The ongoing discussion around EPSAs was highlighted. Members were informed that a high level Member briefing will be distributed shortly after this Committee meeting.

Efficiencies
Agenda Item 4.2

27. The Committee was informed that the Force had banked £3.9 million out of the £4 million efficiencies targeted for this year and it was clear where the remaining £100k will come from.

28. Next year's target was £9 million; there was an element of risk of around £1.5 million of the efficiencies identified for this target. There was a set of contingencies; however the Force was confident of achieving this target.

29. The efficiency challenges were principally in years three and four, where there will be significant targets, particularly in the Finance and People and Development functions.

30. The Delivery Partner will in the first three months be undertaking a desktop review of the plan; within that there will be an opportunity to see if there are any further quick wins or other areas that could yield opportunities.

5/2019 Quarterly Performance Update
Agenda Item 5

Strategic Objective 1 – Protecting People

31. Members were informed that there had, at the end of quarter 3, been a 12% year to date increase in crime, compared to the previous year. This however was down from the 24% rise previously reported.

32. There had been a spike in crime recorded in December. This was linked to a one-off housekeeping exercise to review recorded crimes and drive through positive outcomes. The exercise was a result of a backlog of incident records which had been recorded but were waiting to be transferred into crimes on the system. This was largely low level non-detectable offences and was now being tracked on a monthly basis. It had resulted in the Force being in a stronger position around outcomes; there had been 11 thousand detections and the solved crime rate increased by circa 50%. It was hoped that there would be a 20% solve rate by year-end.

33. There had been a 100% increase in the number of texts received compared to last year. This increased demand takes up around 30% of incoming traffic and was being managed with existing control room resources. The Force was using new systems to allow frontline officers to do more

themselves, thereby reducing the pressure on the control rooms and freeing up resources to work across different streams.

34. Staff assaults, sexual offences, and robbery were seeing the highest solve rates the Force has had and there was strong compliance with the victim code of practice. There were, however, challenges around robbery in London and knife enabled crime.

35. The Force had launched Sentinal, which was an initiative to bring all of the Force's violence against the person efforts into an overarching plan. It focused on BTP officers, rail staff, members of the public, and knife enabled crime. This was underpinned by proactive comms activity. Since its launch in July 2018, there had been a 7% reduction in violence with injury.

36. It was highlighted that responding to crime composed about 15-20% of the BTP's activities. There has been a significant increase in vulnerability and mental health incidents. It was agreed that it would be useful to reproduce a previous comms piece showing 'a day in the life of BTP', which gave an illustration of BTP's total policing activity in the course of a day.

37. There was a discussion around how safeguarding incidents are reflected in the Cost Allocation Model. There were questions around whether there is a specific activity code for dealing with mental health activity, whether the activity codes are updated, and around the level of training for officers to ensure they are logging their time correctly and specifically enough. The Chair requested an update on this to be circulated for the next meeting.

38. It was suggested that there should be a wider debate in the Strategy and Planning Committee about the requirements and role of the Force, and how it is organised and funded to meet these demands. There were also longer term debates around why BTP is picking up certain roles and how the RDG could use its influence. It was agreed that it would be useful to produce a comms piece for industry showing the proportion of BTP's activity that is focussed on its wider statutory activities and those that are more railway focussed.

Strategic objective 2 – Reducing Delay and Disruption

39. The average fatality handback time for non-suspicious fatalities was within the 90 minutes target. There had been an increase incidents categorised as suspicious and unexplained; this was partly because of an increase in cautiousness from the Force; work was ongoing around this. It was noted, however, that only 37% of delay was primary disruption; therefore, much of the disruption was the residual delay that was not in BTP's control.

40. There had been 314 fewer police related disruption incidents and 520 fewer reports of children trespassing as a result of the trespass improvement programme. Trespass campaigns will be energised for the Easter and summer holidays. There had been good industry buy-in at key locations;

disruption was down at all of the top 12 critical locations and there had been a 50% reduction in trespass at these sites.

41. It was highlighted that drunk and disorder, and vandalism and graffiti related delay were also down as a result of the problem solving efforts.

42. Members were informed of the Operation Peel initiative, which was a Network Rail led ambition to tackle disruption, involving joined up problem solving, enforcement activities, tasking teams, and level crossing and other breach enforcements. Funding for this was being discussed within Network Rail. A further year's funding for the intelligence team had been agreed.

Strategic Objective 3 – Effectiveness and Efficiency

Finance

43. At the end of quarter 3, the force was forecasting a year-end overspend of £3.7 million, as noted in the Agenda Item 5 presentation. The latest forecast, however, was indicating that this could potentially become a £1 million overspend at year-end.

44. This was primarily due to underspends on total pay, offset by an overspend of £3 million on non-pay. It was anticipated that next year the budget would be more realistic and tighter managed.

45. With respect to the BAU budget on the core operations, the Force was generating a surplus 1% variance on the underlying position. The Chair congratulated the Director of Finance and Commercial Services and her team for coming within this variance.

46. For the non-BAU projects, Members were informed that the Force had been overoptimistic in what it sought to achieve this year in terms of business cases and funding. As such there was around £5 million underspend against budget for capital and revenue expenditure. There was also a further £1 million underspend against the non-BAU lines relating to the partner to support the BTP2021 programme.

47. Members were informed that if the final outturn is a £1 million deficit, then of the £8 million of remaining reserves approved as a drawdown, possibly £3.5-4 million will need to be re-profiled into future years; the residual is a genuine cost saving. This re-profiling causes a slight issue for next year and the following year. There was not yet a firm figure on the impact for next year. The plan was to put the £4-5 million genuine saving back into reserves.

48. The capital forecast, of £13.8 million, shown for P10 was due to fall by £2 million in the latest forecast. The Force's spend was back loaded; the majority of programmes will come in, but there will be a further £1 million slippage. There was now a tighter grip, with spend being front-end loaded for next year.

49.   The PCSO vacancy gap was linked to 26 PCSO vacancies being held. The PCSO numbers were otherwise around establishment. For police staff, the headcount was being held as part of the efficiencies work. The Force was also holding posts where it may be possible to redeploy staff in order to limit redundancies.

50.   The Chair noted that there were positive messages to communicate to the rail industry that, although there were ongoing projects, there was a healthy position around the Force's operational presence.

Technology

51.   It was highlighted that overall performance levels were holding well. There had been a reduction in the number of critical incidents, from 10 in the previous period to 2 in quarter 3. This was a result of focussing on the root-cause of incidents and resolving these issues rather than providing a temporary fix. The overall number of incidents was holding steady and the availability levels for key systems were within the Force's KPIs.

52.   The Force, prior to Christmas, had been issued a PSMP accreditation certificate; this was the national accreditor confirming that the Force was in a fit state to access PNC and PND.

53.   Members were updated around ongoing technology projects and digital benefits being delivered. A new combined service desk went live in January, covering Technology, Human Resources and the ISP teams. This was a success, being largely unnoticed by the organisation. The Chair noted that Committee was interested to see the feedback loop from end users along with the business processes behind the technology being right.

Strategic Objective 4 – A Specialist and Skilled Workforce
People and Development

54.   The Committee was informed of the Force's work around positive action to encourage applications and, for those in post, to provide coaching and motivation to progress. There had also been a change in the process at the Chief Inspector promotions board, to focus more on leadership skills, rather than technical skills, with a view that applicants should already have passed through the College of Policing requirements.

55.   This work was showing initial signs of success; at a recent Chief Inspector promotion board 40% of applicants were female and at an Inspector promotion board there was a 17% increase in BAME applicants and a significant increase in female applicants. It was agreed to find out for Committee Members the percentage of the CT team that were female.

56.   It was highlighted that the team had been shortlisted at the recent Public Services People Managers Association (PPMA) Excellence in People Management Awards for their work on positive action and post-trauma

support. The Chair congratulated the Director of People & Culture and her team for their successful work; Members endorsed the positive comments.

Professionalism

57. Members received an update on complaints and conduct. It was highlighted that complaints remained low, BTP remained in the top quartile of forces in the Independent Office for Police Conduct's (IOPC) performance figures, and there continued to be good performance with regards to the timeliness of complaint investigations.

58. Complaint cases for use of force had increased in quarter 1, but had returned to base line levels for quarter 3. Further work was being undertaken to understand these figures. Most cases were around the lower levels of force, such as the use of handcuffs.

59. There was an emerging risk with respect to appeals. There was anticipated to be a spike in the next quarter. This was because there had been 6 locally resolved cases, with only 1 having been upheld.

60. There had been a number of high impact cases where the individual had resigned. It was noted that the Police Federation had been supportive in those cases.

61. Members were informed that sexual harassment and abuse of authority for sexual gain remained a threat; and that there had been good work going on around delivering ethical workshops, which had been delivered across the Force, with 800 officers seen to date.

62. Members were updated around some recent cases and the proactive work that the Force was doing to intervene where it was felt that there was a risk of a future case being brought against an officer.

63. **Agreed**

   63.1 An update, to be circulated to Members for the next meeting, on the Force's activity codes, including details on whether there is a code for dealing with mental health incidents, whether the codes are updated, and around training for officers around logging their time.

   63.2 The percentage of female officers in the CT team to be communicated to Committee Members.

6/2019 ISP Post-implementation Review
Agenda Item 6

64. The Chair noted that the Item 6 report was not what the Members had envisaged. It was agreed to produce a report that outlines the actual spend and benefits realisation for the Integrated Systems Programme (ISP) and

how these compared with the original planned expenditure and business case.

65. The Chief Constable noted that there was a desire to move on from this discussion. There were some wider learning issues, but it was hoped that the Force was heading in the right direction; there was now the confidence in the Force to flag an issue, talk to the BTPA Executive and work through a solution and modify a programme to get the right result.

66. **Agreed**

66.1 BTP to produce an updated report, which outlines the actual spend and benefits realisation for ISP, and how these compared with the original planned expenditure and business case.

Any other business
Agenda Item 7

67. There was a discussion about whether it would be possible to get more detailed passenger confidence data from the National Rail Passenger Survey (NRPS). The NRPS had previously included a number of supplementary BTP related questions, however these had been removed.

68. **Agreed**

68.1 DCC and Ms Elvy to explore whether there was any scope for the reintroduction of additional BTP related questions in the NRPS, or if there was further existing survey data that could be useful.

Any risks to be communicated to the Audit and Risk Assurance Committee
Agenda Item 7.1

69. The EPSA related discussions at Agenda Item 4 to be highlighted to the Audit and Risk Assurance Committee.