



BTPA Performance and Delivery Committee

May 2019
Quarter 4

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Summary



Planned Activity Q1

Crime

- Op Sentinel has reduced the level of increase in violent crime and also improved solved rates
- Serious crime rates remain very low
- Solved rate high compared to HO forces
- Maintained good response times to incidents

- Rise in recorded crime particularly volume categories
- Smaller increase in serious violence and knife-enabled crime
- Increase in verbal assaults against rail staff

- Internal performance campaign focused on the National and Divisional Policing Plan objectives
- Continued deployments and activity coordinated through Op Sentinel
- National public communications campaign launch
- Exploration of joint working to reduce serious violence with MPS and CoLP
- Introduction of new BTP staff and Rail Staff Assault Pledge
- Initiatives under WPVRG, e.g. body worn video, conflict management training

Disruption

- Reduction of delay and incidents at hotspot locations
- Increase in life-saving interventions
- Response times to fatal incidents
- Under 90 minute handback time for non-suspicious fatal incidents
- Joint industry strategies and initiatives

- Increase in total lost minutes, particularly reactionary
- Small increase in fatal incidents

- 'You vs Train' communications campaign launch
- Multi-agency trespass prevention conference
- Delivery of Disruption Strategy workstreams
- Problem Solving Plans for identified hotspots

People

- Reduction in overall sickness absence rates
- High establishment levels for regular officers
- Successful leadership training initiatives
- Refresh of officer assault pledge
- High levels of mandatory training compliance

- increase in police staff absence rates
- Relatively low levels of female police officer representation
- AFO recruitment campaign

Refreshed AFO recruitment strategy
Positive action initiatives

2018-19 Policing Plan Commitments

To identify the most likely impact of terrorism and ensure that the Force has the most effective tactical options and plans in place.

- 2163 Act Awareness Sessions completed throughout the year
- 35% average where a stop and search results in a positive outcome (Higher than the force average of 29%)

To work in partnership with industry and other partners to keep the railway running efficiently and on time.

To respond quickly and take command of incidents that cause delay and promptly reinstate services.

- 84 minutes handback time for non suspicious fatalities. (2017/18 this was 90mins)
- 18 minute arrival time to a fatality incident (nationally).
- 357 more police related disruption incidents (1.4% increase).
- 17.1% increase in total delay (266,140 mins). The increase in delay is largely due to trespass and fatalities.
- A large proportion of the increase is due to reactionary delay which increased by 23.8% (226, 654 mins).
- Primary delay has increased by 6.6% (39, 522).

To prevent crime and detect offenders that impact the most on the public's confidence to travel or use the railways.

- There has been a 12% increase in crime which equates to 7,444 more crimes compared to last year.
- 63% of the increase includes Theft of passenger property, graffiti, public order and drugs.
- Crimes that cause harm such as sex offences saw 188 extra crimes recorded (8% increase).
- There was an increase in robbery offences (176 more offences – 33%).
- 83% increase in texts (47,936 more texts than this time last year).
- This resulted in 2,961 more deployments made by BTP compared to 2017/18.

To protect, support and safeguard vulnerable people at risk and in crisis.

- 106 more lifesaving interventions.
- Only 2 more suicides in 18/19 then compared with the previous year.
- 17 less suicides recorded when comparing to 2014/15.
- Timeliness of CYP referrals remained stable throughout 2018/19 and the challenges seen during 2017/18 did not occur this performance year.
- 10 fewer repeat vulnerable victims of sexual offences.

To ensure that our officers and staff feel valued and supported in what they do and are well trained and equipped to deliver specialist railway policing services.

- The levels of our staff who are trained in the most important skills:
 - Track safety – 99%
 - Personal safety – 92%
- First Aid – 97%
- 100% of Occupational health referrals were contacted within 48 hours
- 100% satisfaction with

To put victims and witnesses at the heart of what we do and inspire high standards of service, professionalism and personal integrity.

- 1,394 more crimes solved this year than last year.
- 29 appeals were received to the Force and IOPC and of those 7 were upheld.
- 78% of victims were updated within 28 days of the investigation (as per victim code of compliance)
- Emergency call abandonment rate was 2.3%

To ensure our staff and officers are in the right place at the right time to deliver our priorities.

To use our resources effectively and deliver good value for our stakeholders.

- 80% Response time within 20 mins (nationally)
- 95% Response time within 60 mins (nationally)
- Lower average sickness day per officer in 2018/19 - 8.66 compared to 9.33 last year
- 3,378 deployable officers and PCSOs in 2018/19 compared to 3,355

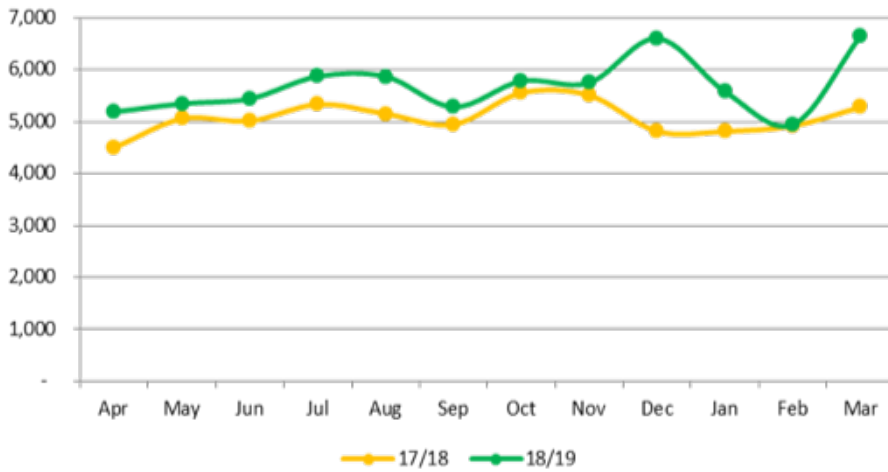
1 Reducing Crime and Protecting People

Summary

- The railway remains a very safe environment with less than 20 crimes per million passenger journeys.
- Serious crime is much rarer with only 0.9 serious violence and 0.8 sexual crimes recorded per million passenger journeys.
- Overall crime levels have increased against the same period last year predominantly in volume crime categories.
- A renewed focus on violent crime has brought the YTD increase down from 25% in July to 13% at year end.
- The overall solved rate has improved throughout the year and is substantially higher than the Home Office force average.

Preventing Crime

Notifiable Crime



There has been an overall increase in crime of 12% (7,444) against the same period last year

The peaks in December and March are due to focused administrative efforts within the Contact Centre.

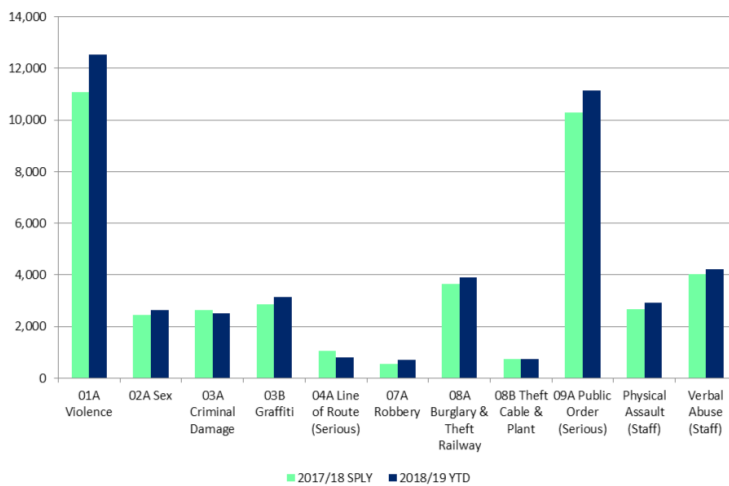
The increase in VAP is largely attributable to common assault.

Solved rates remain similar to last year at 18.4% – this is against an increase in demand and has improved throughout the year.

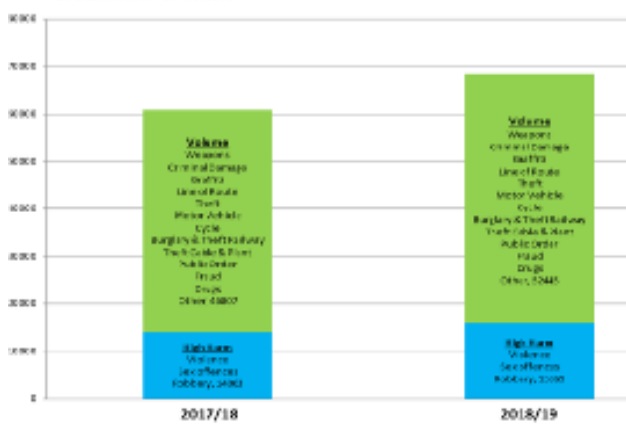
12,556 crimes were solved in 2018-19 compared to 11,162 in 2017-18 - an increase of **1,394**.

The average Home Office solved rate is **13%**.

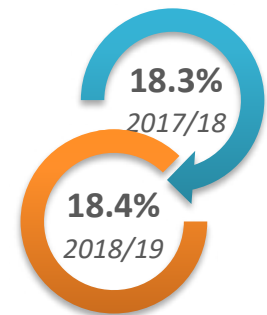
Force Crime Group comparison



Breakdown of Crime



The proportion of volume crime and high harm crimes has remained the same but volume crime has seen the highest increase (+5638)



Immediate
20 Mins

80%

Priority
60 Mins

95%

Response times - BTP continues to arrive at incidents promptly

**FOCUSED ON
YOUR SAFETY**



**BRITISH
TRANSPORT
POLICE**

- **2290** Patrols & Deployments
- **247** Arrests
- **1495** Stop & Accounts
- **366** More Crimes Solved
- **25%** Solved Rate

**FOCUSED ON
YOUR SAFETY**



**BRITISH
TRANSPORT
POLICE**

**WE'RE
LOOKING
OUT FOR
YOU**

... whether you see us or not.

Our network of uniformed police, plain-clothed officers and 55,000 CCTV cameras is watching the rail network 24/7.

**Because everyone has
the right to a safe journey.**



**FOCUSED ON
YOUR SAFETY**



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Because everyone has the right to a safe journey.

Operational Activity

Solving Serious Crime

Shooting of a 16 year-old boy on board a Hammersmith & City Line train on Wednesday 20th February at approximately 23:00hrs.

- *Male initially stabbed the suspect with a large knife. He was then shot by the suspect. He then decamped leaving the victim with life threatening injuries.*
- *Suspect was arrested three days after the incident following investigations*
- *The suspect was a known gang nominal from the Wood Green Mob.*
- *He was charged with Attempted Murder, Possession of a firearm when prohibited for life, and possession of a firearm to cause fear of violence.*

He was remanded in custody and due to appear on the 23 March.

B Division – Operation Sentinel at Brixton & Stockwell

Intelligent led operations to conduct reassurance patrols, high visibility, deterrence of knife crime, violent offences and ASB and drugs. Joined up working with MPS Violent task force (Brixton/Oval/Vauxhall and Tulse Hill).

- *Results of five days of activity:*
- *24 arrests (2 for wanted on warrant for serious assault and drug possession)*
- *240 stop searches*
- *64 stop and accounts*
- *5 reported for process*

Working Together in C Division - Operations with TOCs

BTP's Birmingham OSU worked for a period of 5 weeks with industry partner revenue teams at locations deemed to pose a high risk of aggression and violence towards staff

The initiatives included a focus at station barrier lines and supporting revenue teams and train managers on board services with both WM Trains and Cross Country Trains.

- *14 deployments*
- *Deployment of a knife arch*

Results

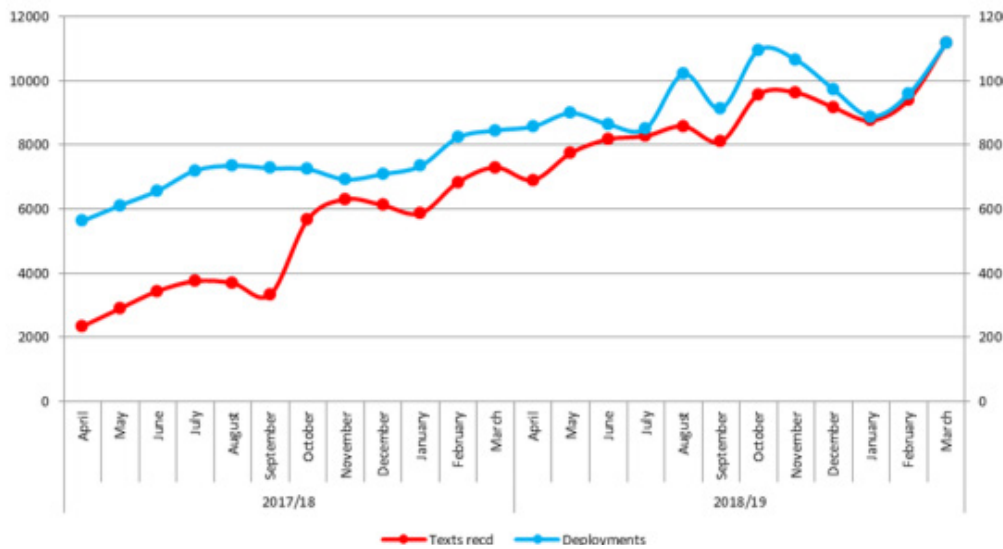
- *262 fixed penalty notices with approximately £5000 being taken in revenue – WM Trains*
- *Retrieval of £350 in revenue for one deployment – Cross Country Trains*
- *6 people arrested*
- *7 people ejected under railway byelaw offences*

D Division - Proactive Patrolling

Through proactive patrols at key hotspot locations D Division only saw an increase of 14 violent offences in 2018/19. Over 50% of staff assaults were solved in Scotland and very few robberies occurred (8 in the last year).

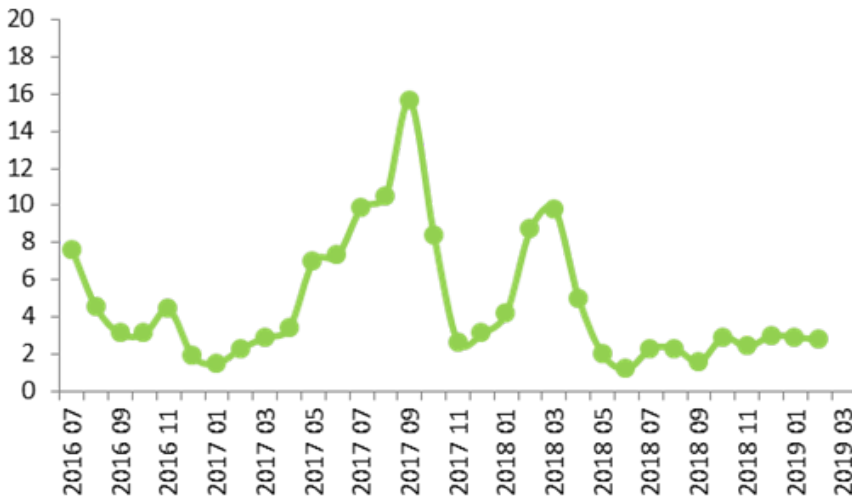
Protecting People

Texts received



There has been an 83% (47,936) increase in the number of texts received via BTP's 61016 text service and 35% more deployments (2,961) have been made as a result of a text being received.

Average Number of Working Days Taken to Submit CYP Form and then to Final CYP Decision / Referral



BTP continues to ensure the timely referral of children and young persons to ensure information is actively shared with Home Office agencies.

The increases in referral times that we experienced in 2017 did not re-emerge as a risk during 2018-19.

92%

THRIVE assessments conducted by FCC upon first contact

2961

More deployments made from a text received via 61016

20

Fewer repeat vulnerable victims of sexual offences (20 vs. 30 last year)

Protecting People

County lines involves the exploitation of children and vulnerable young people to courier drugs to the counties. This criminality is wide-reaching and generates considerable harm.

During the 21st-27th January 2019 BTP participated in the National Crime Agency County Lines Intensification Week.

BTP ran 49 operations covering 43 locations and partnership activity in all 9 Regional Organised Crime Unit (ROCU), MPS and Police Scotland's areas.

The previous Intensification Week in October 2018 saw Class A drugs valued at £820, a small amount of Cannabis and £400 cash seized.

For the most recent Intensification Week, BTP seized significantly more Class A and B drugs, as well as over £2000 more in cash.

There were also two more weapons seized this time as well as an increase in 15 arrests and an additional 13 safeguarding interventions for vulnerable people identified as linked to County Lines.

25

Arrests made

15

Vulnerable people safeguarded

6

Weapons seized

£2566

In cash seized

£2300

In drugs and 90 wraps of heroin and crack seized



2018-19 Commitments (B Division)

B Division

Protect vulnerable people and maximise support to victims

- 90% compliance rate for crimes to include an investigation plan
- 89% for incident response; 80% for immediate (20mins) and 97% for priority (60mins)
- 14.7% increase in notifiable crime
- 14.2% increase in the volume of solved crimes resulting in a solved crime rate of 14.4%
- Challenges in relation to knife crime, robbery and violence with injury

Work closely with partners to prevent cycle crime

- Cycle crime has reduced this performance year by 1.4%, this is 73 fewer than the previous performance year. There has been an increase in solved crimes by 48 (+8.4%) and an overall solved rate of 11.7%.
- From the level 1 taskings there have been 288 patrols. This performance year's recorded crimes have resulted in 175 arrested persons

Work closely with industry partners to prevent and investigate staff assaults

- Crime has increased by 11.2% (313 more crimes this year). The majority of this increase relates to common assault (+255) but there are also more threats of violence and ABH than previously recorded.
- There is an increase of 96 solved crimes from last year to date, resulting in a solved crime rate of 26.5%.
- Approximately 1 in 4 crimes result in a positive outcome
- More work is required by Industry to ensure victims of staff assaults support the BTP in investigations

Partnership working with industry to tackle disruption & graffiti

- Graffiti crime has increased by 10.9%.
- 2% increase in police related disruption and a 21% increase in delay minutes
- 148 fatality incidents with an average attendance time of 15 mins and an average clearance time of 93 mins
-

Maintain late night patrols and visibility/engagement

- 990 night patrols completed
- 163 arrests have been documented with 84 solved crimes
- Crime on the Night Overground is low with 15 crimes being recorded and 2 arrests have been made
- Patrols have averaged 89 officers against an objective of 96

Problem solving through partnership, police activity and data sharing

- 5,594 patrols have been conducted providing a visible policing presence across the Division. These have resulted in approximately 150 arrests, 55 reported for process, 342 intel reports, 759 stop & accounts and 163 stop & searches
- 22 PSPs have been created during 2018/2019, 9 are still active and 13 have been closed
- The challenge for the future is to ensure the stakeholders have access to the relevant information

2018-19 Commitments (C & D Division)

C Division

To reduce staff assaults and abuse against staff

- 0% increase in staff assaults compared to 2017/18
- 95% compliance against victim code (88% in 2017/18)

Focus on reducing and deterring incidents of Anti social behaviour

- 12% increase in public order offences
- Improved solved rate with 84 more crimes solved compared to last year

Focus on Late night patrols to address confidence and act as a deterrence

- 6% more crime recorded in the late evenings (between 20:00 hours and 00:00 hours – this could be as a result of more police presence)

Work in partnership to identify and mitigate high risk, high frequency trespass locations

- 1% increase in the number of police related trespass incidents (71 more incidents)
- Investigation Plan Template compliance averaged 97% for cable theft
- Supervisory Review Template averaged 98% for cable theft

D Division

Commitment to Protecting Vulnerable People

- 83% of children and young persons forms submitted to Safeguarding unit within 3 days
- 78% of domestic violence forms submitted to Safeguarding unit within 3 days
- 48 more uses of S297 Mental Health powers (128 in 18/19)
- 98 life saving interventions in 18/19 (10 more than 17/18)

Continue to work with industry partners to address verbal and physical assaults on staff

- 68% solved rate for physical staff assaults (increase from 61.7% last year)
- 38% solved rate for verbal abuse (increase from 31% last year)
- 98% compliance against the Victim code providing updates within 28 days
- 52 partnership meetings held to discuss and plan activity relating to violence and aggression to staff

Continued focus on trespass, particularly higher harm incidents involving vulnerable people and children

- 92% attendance for trespass events
- 120 school visits by BTP or joint events with partners
- A range of engagements throughout the year, including Street Pastors, retailers groups, multi-agency groups tackling begging, homelessness and vulnerability, regular partnerships with groups including Breathing Space tackling persons at risk

Football and Events Policing

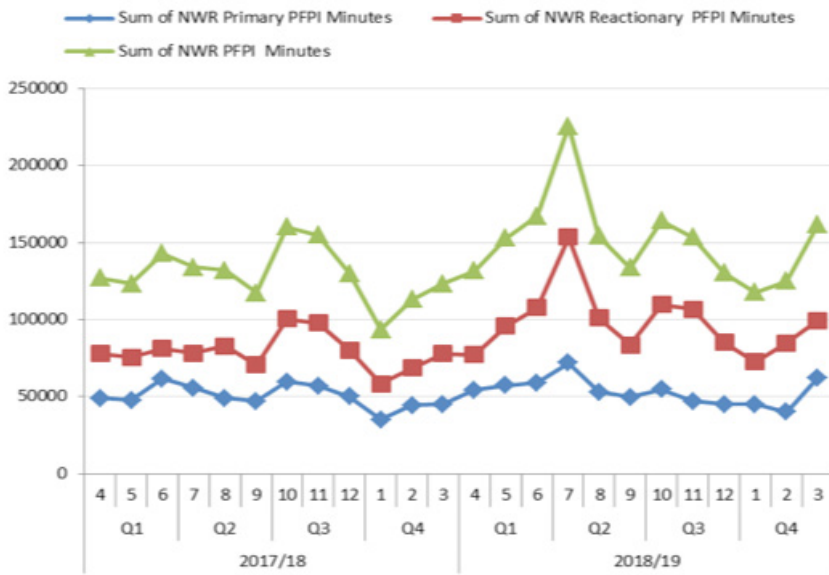
- Bi-monthly planning meetings with ScotRail, quarterly engagement meetings with range of Stakeholders, in addition to event-specific planning meetings including 6 Nations, Scottish Cup etc.
- Regular engagement with Police Scotland and football clubs 1% increase in the number of police related trespass incidents (71 more incidents)
- 24% reduction in football related crime with an increase in positive outcome rate from 40% to 53%, although notifiable offences up from 7 to 12
- FBO applied for in all relevant cases, only 2 confirmed however a number still to go through the judicial system

2 Supporting the Railway

Summary

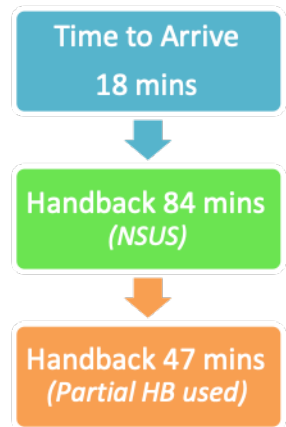
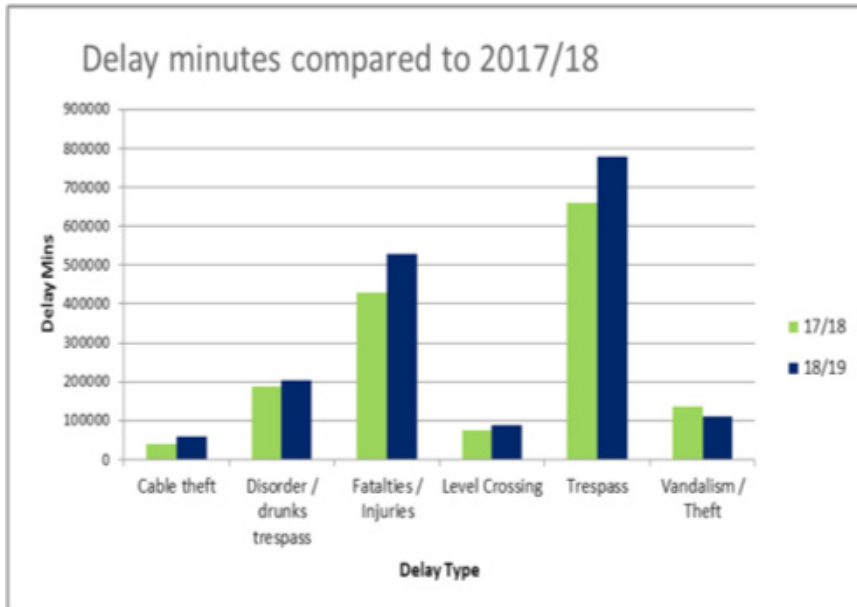
- **The number of fatalities across the railway has remained stable.**
- **There has been a 16% (106) increase in the number of life saving interventions this year.**
- **1,998 Suicide Prevention Plans are currently in place.**
- **Less than 0.7% of individuals on Suicide Prevention Plans go on to take their own lives.**
- **BTP continues to arrive at fatal incidents promptly, on average within 18 minutes.**

Supporting the Railway



There has been a 1% increase in police related disruption incidents in 2018-19 (357 more incidents).

Delay attributed to fatalities has increased slightly over the last year. Delay as a result of vandalism or theft has seen a reduction (24,072 fewer minutes). Delay attributed to trespass has increased by 19% (127,054 minutes).



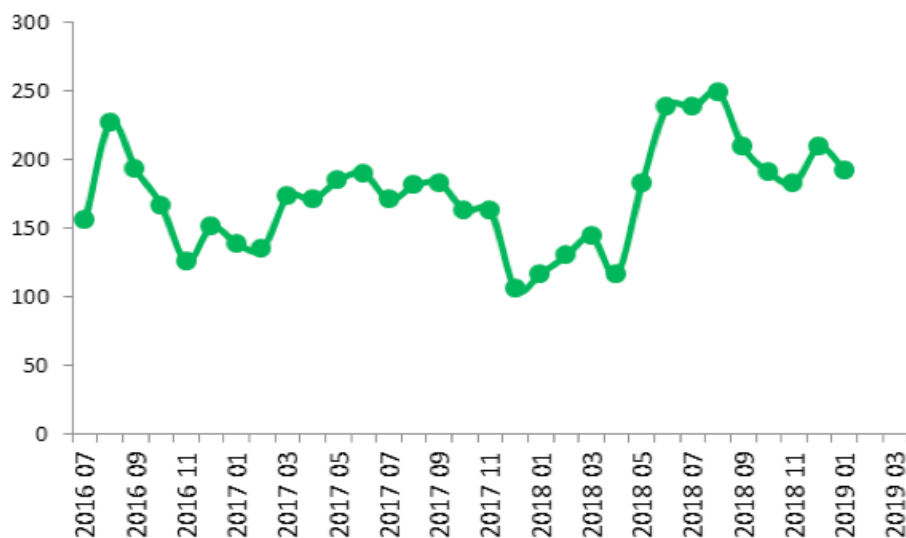
BTP remain quick to respond to a fatality incident. Handback time for non suspicious fatalities is 84 minutes (under the 90 minutes benchmark). The handback time when including unexplained incidents is 104 minutes.

Just wanted to highlight some excellent work today by your officers, especially the FIM and SDO who managed an item deemed and declared suspicious by the Met police. Had they bowed to pressure and stopped the railway it would have ceased movement in the rush hour of all 6 lines and potentially cost us upwards of a million pounds.

Stakeholder Feedback

Supporting the Railway

Number of BTP Life Saving Interventions



There have been more life saving interventions made this year compared to 2018/19 (16% increase). The number of suspected suicides remains at similar levels to 2018/19.

BTP's disruption strategy contains a number of workstreams which will underpin joint activity in 2019-20. These include:

Prediction - using our data streams to best effect to identify risk individuals and victims in order to prioritise our activity, maximise our resources, reduce duplication and inefficient activity.

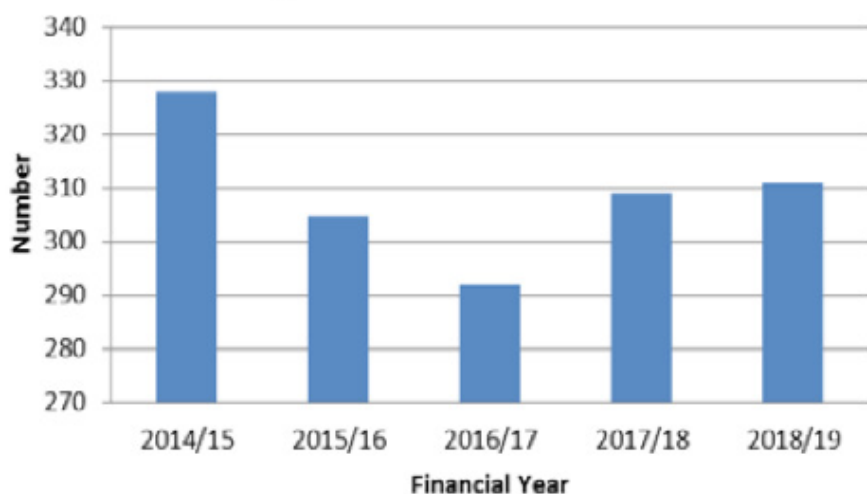
Prevention - working together to stop incidents occurring which cause disruption
Recovery - working together to recover the network as quickly and effectively as possible

Public Protection - working together to protect vulnerable people
Enforcement - dealing robustly with repeat offenders and using enforcement as part of a crime reduction strategy, working together to ensure the public are aware of the personal consequences should they commit offences

Education - working together to educate the public, particularly young and vulnerable people, regarding the dangers and impact of disruption incidents

Behavioural Change - working together to change behaviours

Suspected Suicides All Divisions

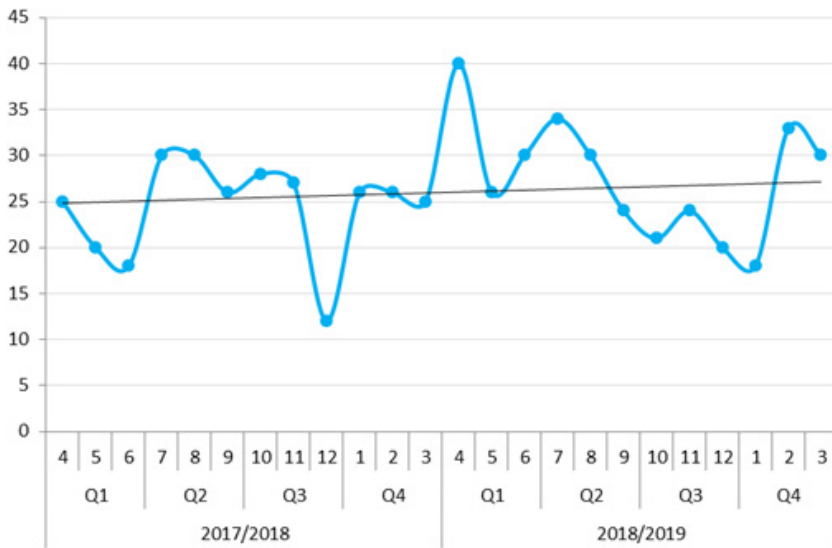


I was at MK station this afternoon as a female apparently attempted self harm. From the CCIL timings and what I saw (and experienced as a passenger) the situation was handled very effectively indeed. BTP arrived in an unmarked car c3 mins after the first request and had the person in safe care just 3 mins later.

Stakeholder Feedback

Supporting the Railway

Staff Assaults - Violence with Injury

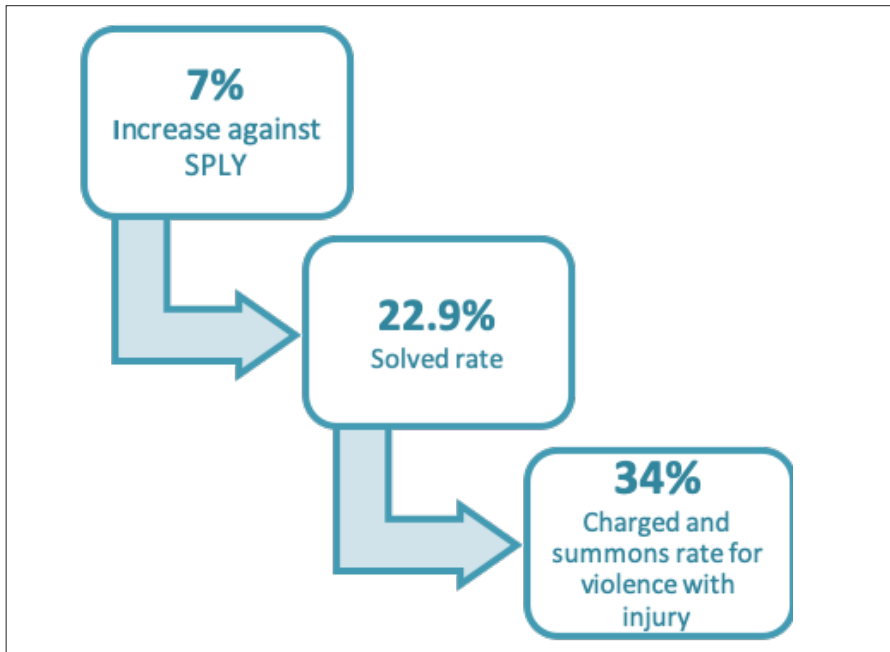


Violence against staff remains low but it is increasing slowly over time. This remains a key focus for BTP and Op Sentinel in particular for 2019/20.

The majority of the increase is for violence without injury offences. There are relatively high solved rates and positive outcomes for staff that suffer physical violence.

Reducing violence against staff will be a major area of focus in 2019-20. Partnership work is coordinated through the Workplace Violence Reduction Strategy. Ongoing work includes:

- The introduction of Body Worn Video for rail staff
- A national media strategy aligned to Op Sentinel - a number of TOCs, Network Rail and TfL have provided advertising space
- Working with RSSB, standardising the delivery of conflict management training for rail staff
- The implementation of a Rail Staff Assault Pledge, aligned to BTP's Pledge to its staff
- The publication of national trauma guidance for the support and wellbeing of rail staff



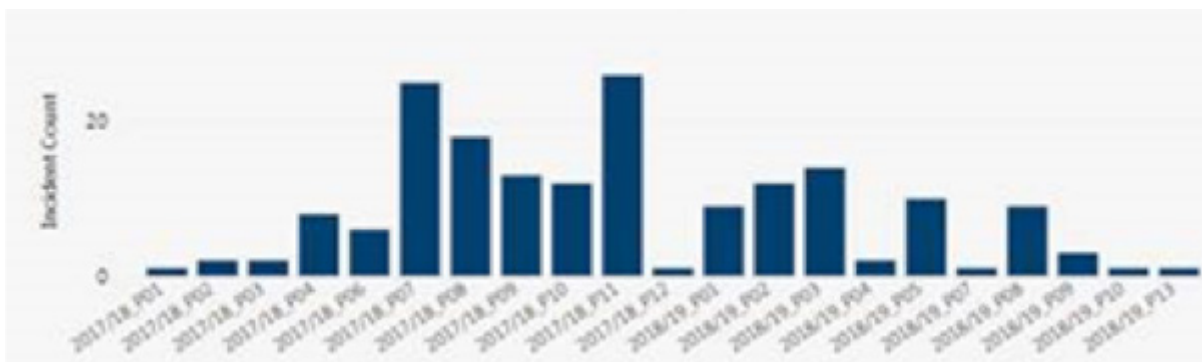
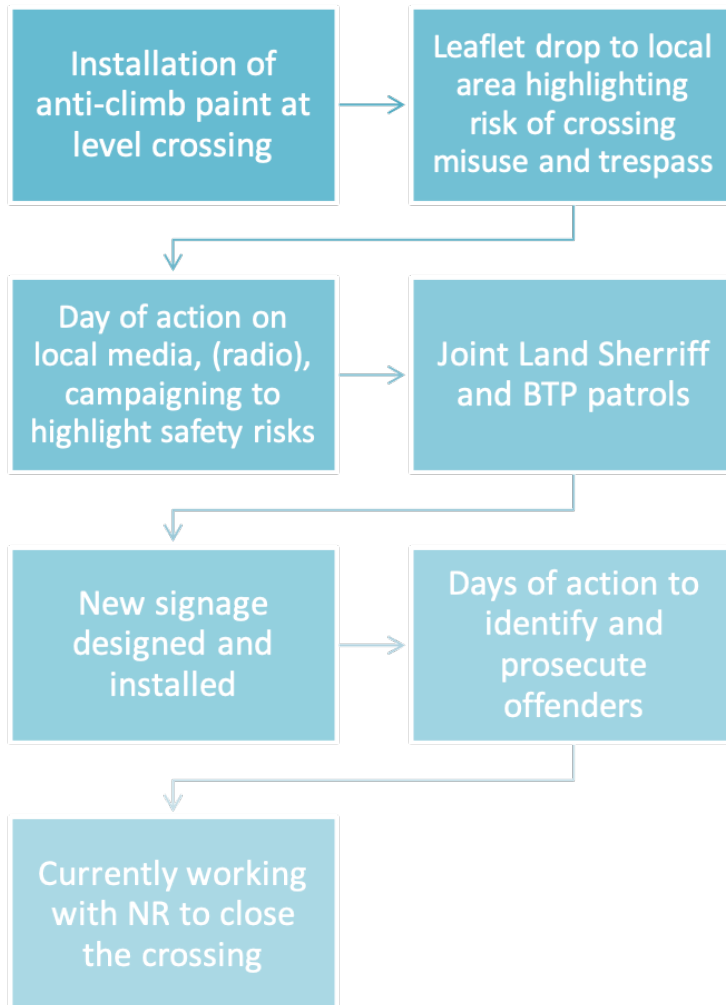
Supporting the Railway

An example of joint problem solving work at Grays Station

Hotspot crime location for trespass and level crossing misuse, with a high number of children involved.

61

Fewer incidents reported



3 Supporting our People

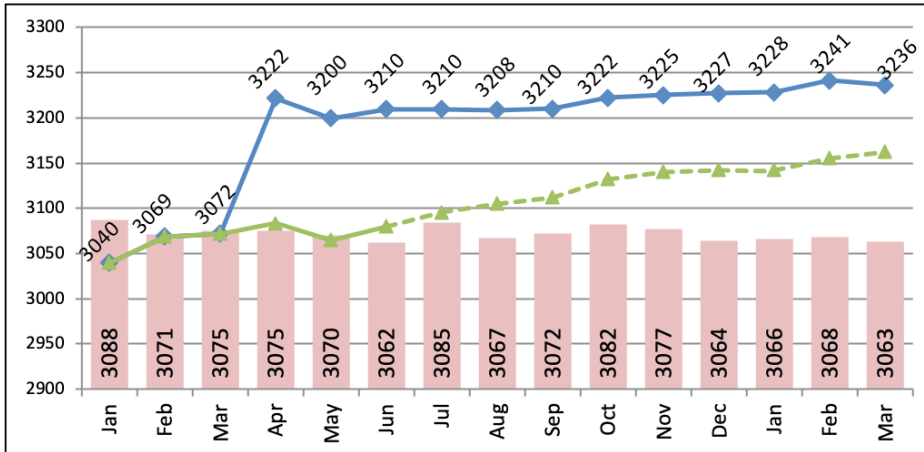
Summary

- **BTP's police staff vacancy gap remains high in an effort to redeploy displaced staff and bank efficiency savings.**
- **Regular officer numbers are close to full establishment levels.**
- **There has been a small reduction in the gender pay gap.**
- **Attendance management has been positive with staff being supported to return or exit the organisation.**
- **Sickness rates have improved on 2018-19 levels.**
- **Considerable investment has been made in leadership development and improving representation.**

Establishment and Attrition

BTP's police staff vacancy gap remains high in an effort to maximise redeployment opportunities for staff displaced by BTP 2021 changes and also bank savings. There is not a blanket recruitment freeze; the filling of specialist and critical roles continues. BTP are currently not at full strength in CT hubs but have training courses booked for the remainder of the year for internal candidates and transferees. In line with many forces the retention of these officers is challenging. We are reviewing alternative attraction techniques but know that much of our specialist external appointments come from word of mouth.

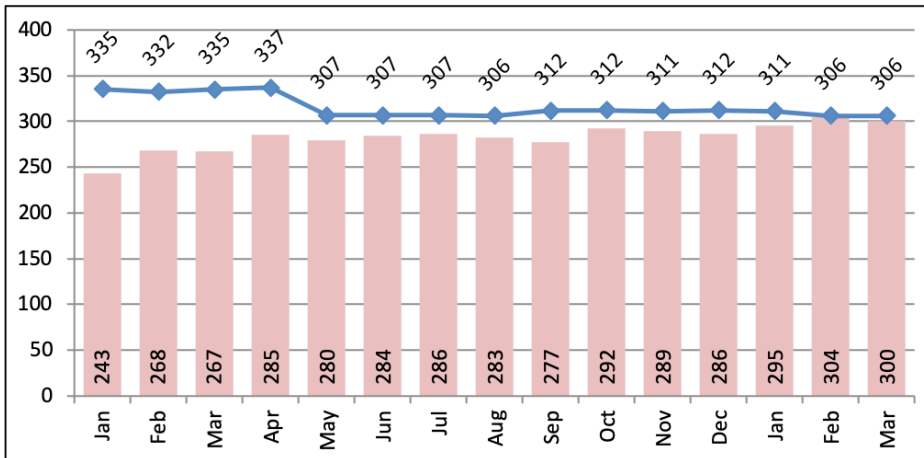
Police Officers



The BTPA is pushing to resolve the bi-lateral pensions position which affects many existing officers and potential transferees. In addition the force is examining Firearms shift patterns, retention payments, and continues to review other sources of external appointments other than Home Office forces.

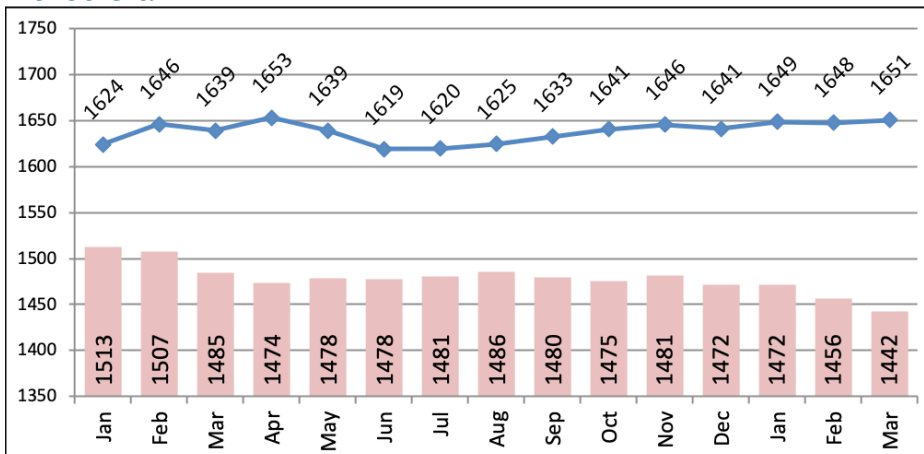
BTP's PCSO establishment was adjusted for May 2018 onwards

PCSOs



Overall attrition is lower than last year. Turnover for all staff groups is 11.52% compared to 14.64% in 2017/18.

Police Staff

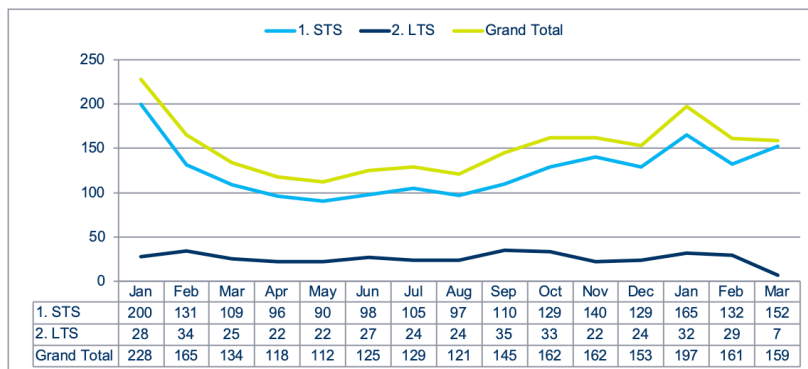


III Health Management

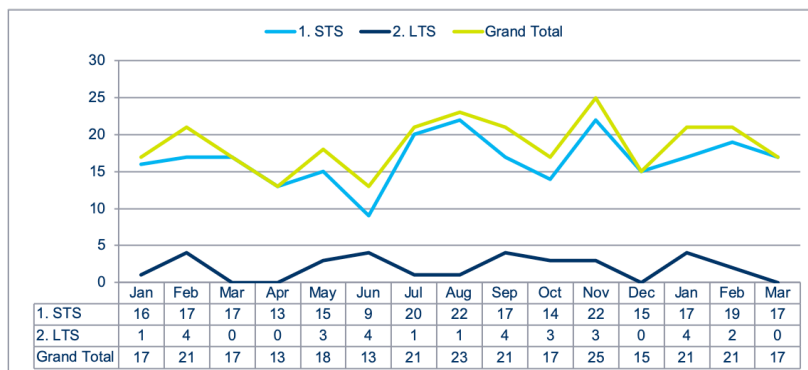
BTP's sickness for 2018/19 saw an overall improvement on absence rates with 8.47 days which is less than the 2017/18 year end of 8.91 days per person. Only police staff absence saw a slight rise from 8.13 days in 2017/18 to 8.36 days in 2018/19, which is to be expected during a period of redundancy consultation for a significant number of staff. Officers and PCSOs were both improved.

Poor attendance continues to be managed through the Sickness Absence SOP, with regular local reviews and examination of reported data at the Force Performance Board. BTP takes a balanced approach between supporting people through times of illness and encouraging them to return to work. It has been noted that 22.1% of referrals to OHS and 4.7% of sickness absence is for back injury, which is a significant increase. A review of manual handling training has commenced, including a review of body recovery trolley deployment, as many injuries are related to body recoveries from tracks.

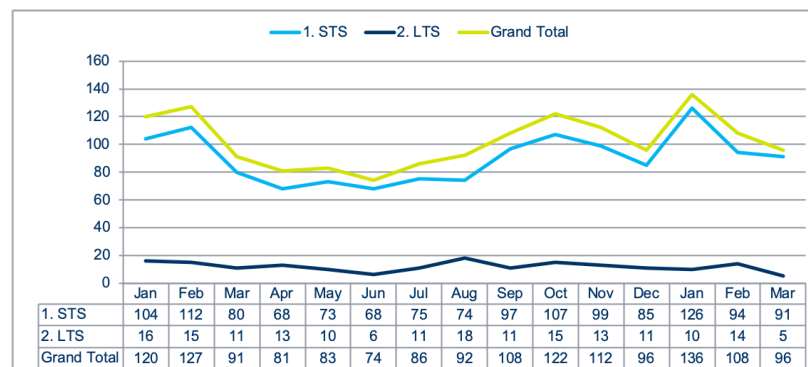
Police Officers - Long and Short Term Sickness



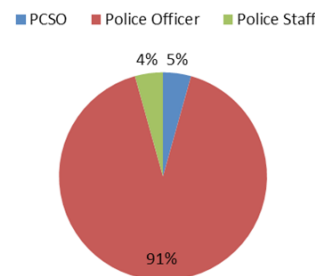
PCSOs



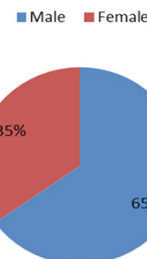
Police Staff



Number of Concluded IHD's



Number of Concluded IHD's



BTP concluded 23 ill health dismissals in 2018/19, compared to 20 in 2017/18 and 24 in 2016/17 so the rate remains fairly static. 21 of the 23 were for Police Officers.

Due to our obligations under the Equality Act any dismissal must be based on factual medical evidence and any options to retain or redeploy into an adjusted or alternative role must be undertaken to minimise the risk to the organisation.

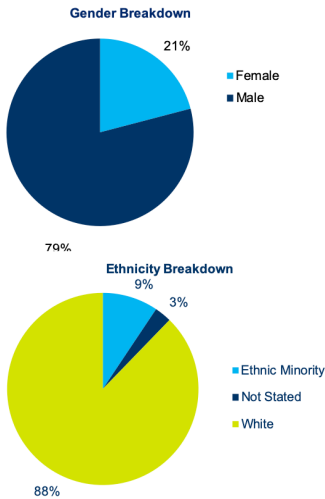
The disproportionate number of female employees subject to ill-health dismissals has been noted and is being assessed by the Force.

Inclusion and Diversity

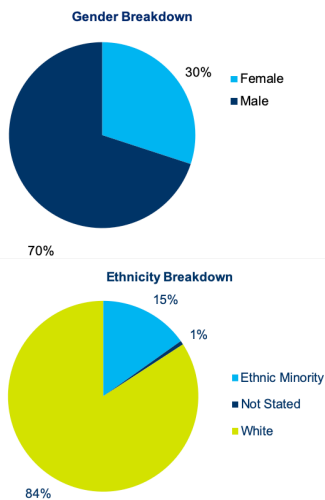
BTP is running positive action programmes in order to reach out to and attract people from diverse communities who may not have considered policing previously.

33% of new constables in training are women and 18% are BME. BTP's new Aspire programme launched in April (10 candidates; 6 staff, 4 officers; 5 females).

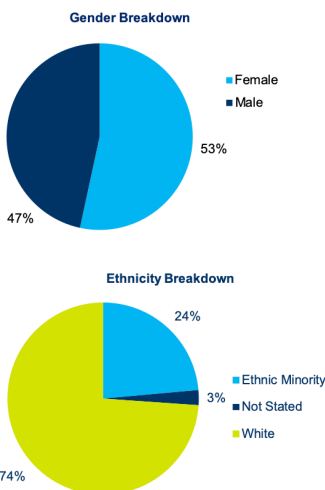
Police Officers



PCSOs



Police Staff



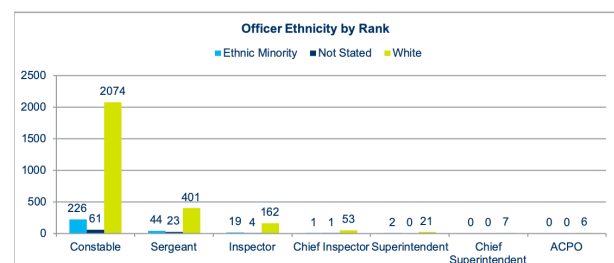
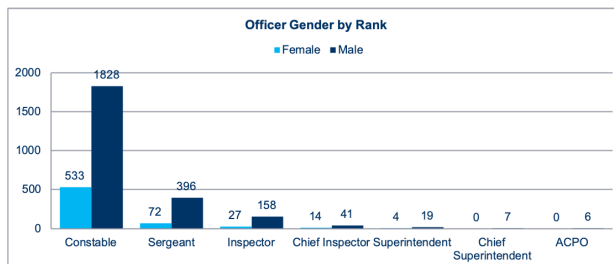
2018-19 Promotion Boards

- Chief Inspector – 40% of officers promoted were female; 6% BME (majority of successful candidates from minority groups when LGBT officers included: 60%)
- Inspector – 18% of officers promoted were female; 8% BME (roughly proportionate in relation to workforce demographics)
- Sergeant – 18% of officers promoted were female; 14% BME (disproportionate in favour of BME in relation to workforce demographics)

The Career Development and Talent Management (CDTM) Team continue to design and develop programmes to identify and nurture talented individuals at all ranks and grades. Individuals who aspire to the next rank or grade will be provided with an opportunity to build on their strengths and address their development areas, increase their leadership capability and achieve their potential. Planned 2019 programmes include:

- April 2019 BTP's Aspire
- Sept 2019 Promoting Difference
- Sept 2019 SPNAC/SCC
- Oct 2019 Fast Track 2020

Positive action initiatives relate to access to development initiatives (rather than selection for posts) and offer a range of interventions such as Aspire; career development workshops; CVF workshops; access to coaching and mentoring, 360° feedback and 16pf personality tests.



There are also interventions aimed at under-represented groups (e.g. Promoting Difference; individual coaching and mentoring; career development in partnership with Employee Networks etc).

Professionalism

Professionalism is a core element of maturing and modernising our culture and working environment.

Performance

Complaint allegations remain very low, at 93 allegations per 1,000 employees, a reduction on the 110 allegations recorded for the same period (Q1-Q3) last year; BTP remains a top performing force (3rd nationally) in this regard.

94% of all public complaint cases were recorded within 10 days in accordance with statutory requirements, compared to the national average of 89%.

12 appeals were submitted to IOPC (Q1-Q3) of which 9 were not upheld. Quarterly oversight meetings are held with the IOPC and BTP Professional Standards, which recently reported high performance in complaint recording, timeliness and quality of investigations.

Presentations by Divisional leads have been delivered, which have focused on emerging trends and threats. They have referenced the refreshed countering corruption tool kit, professional boundaries, identifying inappropriate behaviour and challenging such behaviour when witnessed.

The PSDIU have also worked closely with BTP's finance department. This work has resulted in the identification of a small number of process weaknesses and areas of fraud risk across the force. These weaknesses have been swiftly rectified and remedial actions have included the introduction of a new expenses form and changes to the recording of technology assets.

Hearings

There have been 6 meetings and 4 hearings in Q4, including 2 Dismissals without notice:

Staff- Discreditable Conduct – Dismissed without notice (appeal underway)

PC- Discreditable conduct – Dismissed without notice (appeal underway)

Trends

Use of Force allegations are still the second highest reported allegation type in Q4 – we are still above the national average in terms of the % of our complaint allegations being recorded against this category (15% for BTP complaints against the national average of 7%). This is largely due to the transient population that the BTP deals with; allegations are often a result of officers using powers under byelaws to remove people from railway stations.

The highest reported allegation type for Q4 has been 'Other neglect or Failure in duty'. This is in effect a 'catch-all' category that encompasses a number of different complaint types.

This category has recorded the highest number of complaints in Q4 as well as for the last two performance years. When compared with other similar forces, we see a very similar pattern whereby this is also the largest complaint generator for the same time period. This suggests that rather than being a specific problem area for the BTP, the high figures are likely the result of how complaints are categorised and not a direct cause for concern.

This appeal was not upheld, we agree with the Appropriate Authority determination, this was a job well done. I will bring to the attention of the force oversight team as an example of good practice.

IOPC Feedback

Professionalism

Risks

Abuse of position for sexual gain/sexual predatory/abuse of authority remains a risk as per previous quarters.

52 of 112 CARS reports in 2018/2019 relate to abuse of authority.

This was anticipated and is likely to continue as a result of some individuals feeling dissatisfied as BTP 2021 is implemented.

Disclosure of Information – dissemination of protected information and misuse of force systems.

3 x PSDIU live cases (police officer showing restricted material on mobile phone to others, 2 x misuse of force mobile phones).

Opportunities

2 x pro-active operations to target abuse of authority/abuse of authority for sexual gain .

Ethical dilemma workshops (900 attended so far), educational videos sent through the Head of PSD's blog and the NCALT Corruption Briefing tool (currently at 83%).

Recruitment of PSD/Intelligence Analyst.


PSDIU and BTP Information Security have a comprehensive range of measures in place to manage the risk by these categories.

Category is one of the PSDIU / CCU Control Strategy risk areas.

A more intrusive audit of vetting systems and processes has been commissioned

Streamlining of vetting technology.

New tiered approach with researchers and vetting officers, allowing for a more efficient process
Reporting back to DCC by July 2019.



Strategic Objective 3 – Effectiveness and Efficiency: Full Year Performance & Changes in the Quarter (by Division)

| Operational Teams/Divisions | Full Year P13 | | | | Outturn vs P10 Forecast | | | |
|--------------------------------------|----------------|---------------|-----------------|---------------|-------------------------|---------------------|-----------------|---------------|
| | Outturn £'m | Budget £'m | Variance £'m | Variance % | Outturn £'m | P10 Forecast £'m | Variance £'m | Variance % |
| Corporate Finance (Inc Depreciation) | 12.07 | 11.93 | -0.14 | -1% | 12.07 | 12.88 | 0.81 | 6% |
| Strategy & Change | 18.52 | 16.78 | -1.74 | -10% | 18.52 | 18.81 | 0.28 | 2% |
| DCC Office | 8.29 | 7.58 | -0.71 | -9% | 8.29 | 8.39 | 0.11 | 1% |
| Finance & Corporate Services | 15.22 | 14.98 | -0.25 | -2% | 15.22 | 15.52 | 0.29 | 2% |
| People & Culture | 11.63 | 12.61 | 0.98 | 8% | 11.63 | 12.42 | 0.79 | 6% |
| Public Contact & Specialist Crime | 38.44 | 38.61 | 0.16 | n/a | 38.44 | 38.32 | -0.12 | 0% |
| Specialist Ops (Exc CT Hubs) | 16.15 | 18.47 | 2.32 | 13% | 16.15 | 16.97 | 0.82 | 5% |
| B Division | 36.82 | 37.35 | 0.53 | 1% | 36.82 | 37.12 | 0.30 | 1% |
| C Divison | 55.04 | 57.31 | 2.27 | 4% | 55.04 | 55.11 | 0.08 | 0% |
| D Division | 12.41 | 12.49 | 0.08 | 1% | 12.41 | 12.26 | -0.15 | -1% |
| TP FHQ | 1.01 | 0.88 | -0.13 | -15% | 1.01 | 0.98 | -0.03 | -3% |
| TfL Expenditure | 51.95 | 55.61 | 3.66 | 7% | 51.95 | 52.87 | 0.92 | 2% |
| TfL Income | -51.95 | -55.61 | -3.66 | 7% | -51.95 | -52.87 | -0.92 | 2% |
| Total Core Operations | 225.61 | 228.99 | 3.39 | 1% | 225.61 | 228.79 | 3.19 | 1% |
| Non- BAU | | | | | | | | |
| Regional CT Hubs | 2.97 | 5.66 | 2.69 | n/a | 2.97 | 3.01 | 0.04 | 1% |
| Projects Revenue | 1.90 | 4.14 | 2.24 | 54% | 1.90 | 2.81 | 0.91 | 32% |
| Scotland Project | 0.23 | 0.25 | 0.02 | n/a | 0.23 | 0.25 | 0.02 | 6% |
| 2021 Program | | | | | | | | |
| Delivery Partner | 0.03 | 1.15 | 1.12 | 97% | 0.03 | 0.44 | 0.41 | 92% |
| Severance | 1.85 | 0.70 | -1.15 | -164% | 1.85 | 0.87 | -0.98 | -114% |
| Program Resourcing | 1.61 | 1.78 | 0.17 | 10% | 1.61 | 1.55 | -0.06 | -4% |
| Total Non-BAU | 8.59 | 13.68 | 5.09 | 37% | 8.59 | 8.92 | 0.33 | 4% |
| Total BTP | 234.20 | 242.67 | 8.48 | 3% | 234.20 | 237.71 | 3.51 | 1% |
| Total BTPA | 2.28 | 2.54 | 0.26 | 10% | 2.28 | 2.58 | 0.29 | 11% |
| Total Delegated Budget | 236.48 | 245.21 | 8.73 | 4% | 236.48 | 240.28 | 3.80 | 2% |
| PSA Income | -237.59 | -236.18 | 1.41 | -1% | -237.59 | -236.54 | 1.05 | 0% |
| Reserves Drawdown | 0.00 | -9.03 | -9.03 | n/a | 0.00 | -3.74 | -3.74 | n/a |
| Net (Surplus)/Deficit | -1.11 | 0.00 | 1.11 | n/a | -1.11 | 0.00 | 1.11 | n/a |

Table 1



Strategic Objective 3 – Effectiveness and Efficiency:
Full Year Performance & Changes in the Quarter (Core Operations by Cost Type)



| Category | Full Year P13 | | | | Outturn vs P10 forecast | | | |
|------------------------------|----------------|---------------|-----------------|------------|-------------------------|---------------------|-----------------|-----------|
| | Outturn £'m | Budget £'m | Variance £'m | % | Outturn £'m | P10 Forecast £'m | Variance £'m | % |
| Police officer | 155.08 | 159.33 | 4.25 | 3% | 155.08 | 155.99 | 0.91 | 1% |
| PCSOs | 9.10 | 10.94 | 1.84 | 17% | 9.10 | 9.11 | 0.01 | 0% |
| Police Staff | 58.96 | 61.04 | 2.08 | 3% | 58.96 | 59.59 | 0.63 | 1% |
| Overtime | 5.93 | 4.42 | -1.51 | -34% | 5.93 | 5.87 | -0.05 | -1% |
| Total Pay | 229.06 | 235.73 | 6.66 | 3% | 229.06 | 230.56 | 1.50 | 1% |
| Capital charges | 11.37 | 11.39 | 0.02 | 0% | 11.37 | 11.41 | 0.03 | 0% |
| Communications/Computers | 13.56 | 13.35 | -0.21 | -2% | 13.56 | 14.27 | 0.71 | 5% |
| Premises & Office Costs | 17.94 | 17.35 | -0.58 | -3% | 17.94 | 17.87 | -0.07 | 0% |
| Supplies & Services | 14.11 | 13.13 | -0.98 | -7% | 14.11 | 15.13 | 1.01 | 7% |
| Taxation | -0.01 | -0.03 | -0.03 | 78% | -0.01 | -0.01 | -0.01 | 47% |
| Travel & Hotels | 2.06 | 1.88 | -0.17 | -9% | 2.06 | 2.20 | 0.15 | 7% |
| Vehicle Costs | 3.10 | 2.62 | -0.48 | -18% | 3.10 | 3.00 | -0.10 | -3% |
| Corporate risk | 0.00 | 0.00 | 0.00 | n/a | 0.00 | 0.56 | 0.00 | 0% |
| Efficiency/ Contingency | 0.00 | 1.34 | 1.34 | 100% | 0.00 | 0.00 | 0.00 | n/a |
| Total Non-Pay | 62.14 | 61.03 | -1.10 | -2% | 62.14 | 64.42 | 2.28 | 4% |
| TFL core | -42.94 | -46.52 | -3.59 | 8% | -42.94 | -43.80 | -0.87 | 2% |
| EPSA | -19.98 | -20.16 | -0.19 | 1% | -19.98 | -20.15 | -0.17 | 1% |
| Other Income | -2.68 | -1.08 | 1.60 | -148% | -2.68 | -2.24 | 0.44 | -19% |
| Total Core Income | -65.59 | -67.77 | -2.17 | 3% | -65.59 | -66.19 | -0.60 | 1% |
| Total Core Operations | 225.61 | 228.99 | 3.39 | 1% | 225.61 | 228.79 | 3.19 | 1% |

Table 2



Strategic Objective 3 – Effectiveness and Efficiency Projects Portfolio – Capital and Revenue

| Figures in £'000 | | Capital | | | | | Revenue | | | | |
|---|-----------------------------------|--------------|---------------|---------------|--------------|----------------|--------------|--------------|--------------|------------|--------------|
| Programme | Projects | Outturn | FY | FY | Variance | Variance | Outturn | FY | FY | Variance | Variance |
| | | | Forecast | Budget | Outturn | Outturn | | Forecast | Budget | Outturn | Outturn |
| | | P10 | P10 | | to FYF | to FYB | P10 | | | to FYF | to FYB |
| Digital Policing | NNS | 3,681 | 6,785 | 6,785 | 3,104 | 3,104 | 130 | 323 | 323 | 193 | 193 |
| | End-User Computer | 335 | 350 | 350 | 15 | 15 | 0 | 0 | 0 | 0 | 0 |
| | Office 365 | 0 | 0 | 0 | 0 | 0 | 356 | 219 | 713 | (138) | 357 |
| | Other IT Projects | 1,799 | 1,903 | 2,112 | 104 | 313 | 329 | 733 | 738 | 404 | 408 |
| Digital Policing Total | | 5,815 | 9,038 | 9,247 | 3,223 | 3,433 | 816 | 1,275 | 1,774 | 459 | 958 |
| Specialist Operations | Regional CT Hubs | 1,101 | 1,621 | 0 | 519 | (1,101) | 443 | 658 | 648 | 215 | 205 |
| | Replacements / Tasers | 45 | 79 | 51 | 34 | 6 | 264 | 264 | 287 | 0 | 23 |
| Specialist Operations Total | | 1,147 | 1,700 | 51 | 554 | (1,095) | 707 | 922 | 935 | 215 | 227 |
| Strengthening Network Policing | Strengthening Network Policing | 95 | | 83 | (95) | (12) | 36 | 40 | 40 | 4 | 4 |
| Strengthening Network Policing Total | | 95 | 0 | 83 | (95) | (12) | 36 | 40 | 40 | 4 | 4 |
| Crime & Safeguarding | Crime & Safeguarding | 10 | 194 | 10 | 184 | 0 | 0 | 18 | 0 | 18 | 0 |
| Crime & Safeguarding Total | | 10 | 194 | 10 | 184 | 0 | 0 | 18 | 0 | 18 | 0 |
| Organisational Support | Fleet Replacement | 1,896 | 2,000 | 2,000 | 104 | 104 | 0 | 0 | 0 | 0 | 0 |
| | Estate Works | 163 | 379 | 365 | 216 | 201 | 252 | 172 | 248 | (80) | (3) |
| | Other Org Support | 168 | 184 | 184 | 15 | 15 | 80 | 247 | 216 | 167 | 136 |
| Organisational Support Total | | 2,228 | 2,563 | 2,548 | 335 | 321 | 332 | 418 | 464 | 87 | 133 |
| Miscellaneous Projects | Miscellaneous Projects | 190 | 161 | 185 | (29) | (6) | 34 | 22 | 23 | (12) | (11) |
| | Uncommitted funding | 0 | 197 | 1,697 | 197 | 1,697 | 0 | 94 | 903 | 94 | 903 |
| | Other projects - Strategic Centre | 0 | 0 | 0 | 0 | 0 | 0 | 16 | 0 | 16 | 0 |
| Miscellaneous Projects Total | | 190 | 358 | 1,881 | 167 | 1,691 | 34 | 132 | 926 | 99 | 892 |
| Grand Total | | 9,484 | 13,853 | 13,821 | 4,369 | 4,337 | 1,924 | 2,805 | 4,138 | 881 | 2,214 |

Table 3



The MTFP (March 2018) approved BTP's Strategy and Transformation Programme, endorsed investment of £13m, funded from reserves and efficiencies of £9m and £4m respectively. The Force is on track to deliver £4.1m efficiencies and arrangements in hand for GIAA to review. However, the in-year financial performance has progressively seen a reducing requirement to draw down reserves. This was first raised in November 2018's joint SPC/PDC session which revised the requirement to £6m, carrying the residual into future years.

The results presented include both the full year outturn at Q4 (Period 13) and movement from that last reported in Q3. The results are pending final year end technical accounting adjustments and are not expected to be in the order of £60k, therefore are not considered material.

Full Year Performance (Table 1). The full year outturn surplus is £1.1m against planned drawdown of reserves of £9m. The overall movement of £10.1m (4.1%) outlined below demonstrates acceptable tolerances for Core Operations and Income at 1% respectively, with the largest area of volatility being Non-Core at £5.1m (37%) underspend against budget of £13.7m, relating to Project Portfolio activity (revenue), including commissioning a delivery partner.

- Core BAU Operations: £3.4m (1%)
- Non-Core: £5.1m (37%)
- Income: £1.4m (1%)

Movement in the Quarter (Table 1). The total movement in the last quarter however shows more volatility and the level of optimism bias in budget holder forecasts. Coupled with the trend across the year has informed the approach to financial management in 19/20. The key variances are outlined below.

- Core Operations fell away by £3.2m (1%) due to forecasting of Officer recruitment, holding Police Staff vacancies to minimise redundancies, reassessment of provisions, and overstatement of training requirements.
- Non-Core operations increased by £300k (4%) and masks a number of movements. Revenue spend supporting BTP2021 projects fell a further £900k to a final outturn of £1.9m. Severance arising from BTP2021 increase by a further £1m as a result of timing of consultations.
- Income has increased by a further £1m in the last quarter to recognise 17/18 wash up charges and timing of settlements.

Pay (Table 2). Workforce numbers are outlined in the People report. Pay represents 80% of the cost base and shows a significant underspend of £8.2m, £3.3m relates to vacancies (FTE) and £4.8m relates to salary rates. Rate variances have been corrected in recent MTFP costings and greater triangulation between Workforce Planning, Finance and Budget Holders will ensure resource levels are maintained at funded levels.

Non-Pay (Table 2). Includes £3.5m pressures not previously budgeted, including rent reviews, dilapidations, legal claims and Microsoft license "true-up". Headroom within Pay has allowed these to be funded. Liabilities for future years have been assessed and provisioned in the MTFP / 19/20 budget.

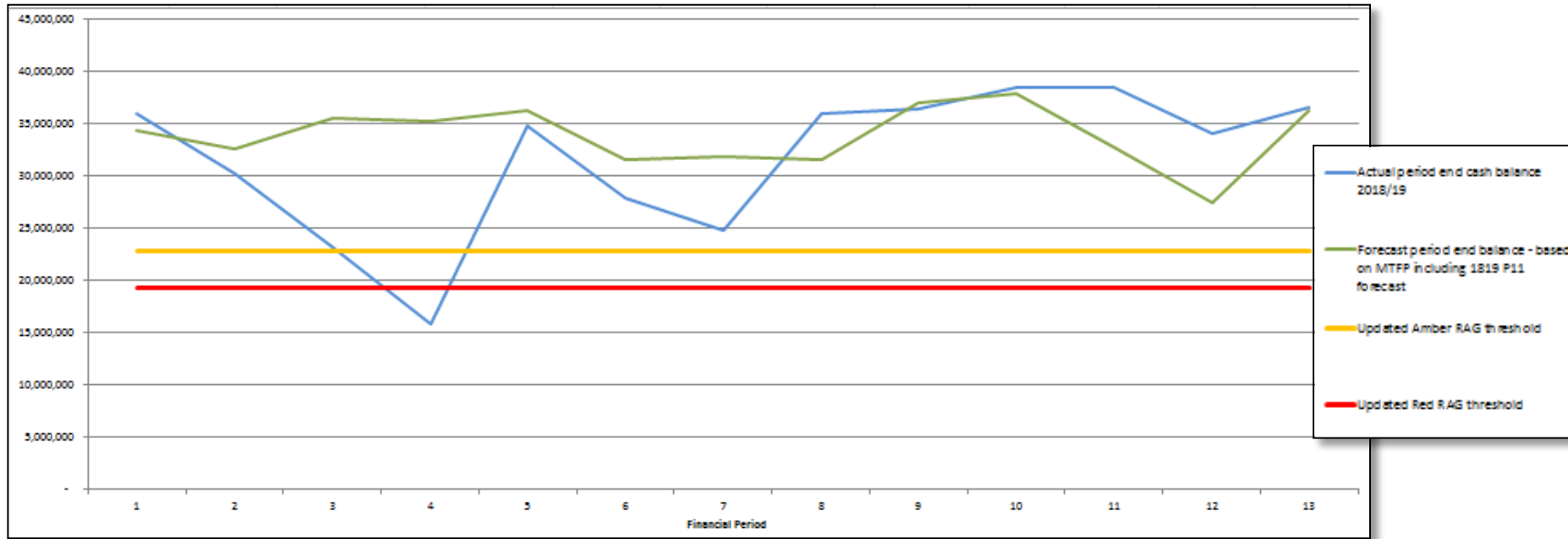
Project Portfolio (Table 3). Shows a significant level of optimism bias of the time required to demonstrate suitably robust business cases in order to commit funding. Significant project delays relate to NNS, Office 365, and estate minor works have resulted in capital and revenue underspends £4.3 (53%) and £2.2 (54%) respectively. Supplier issues relate to NNS, pace of delivery for Office 365, lease and operational issues in standing up Regional Hubs, and performance issues impacted estates minor works.

Work is in hand to assess impact of project delays into 19/20 and will be reported at Q1 19/20. Initial assessment is this can be managed through re-prioritisation and firming up requirements.



The finance section of the PDC dashboard sets out the Force's net outturn of £234.2m, as at the end of P13. The reconciliation of this outturn to the total Income & Expenditure deficit as per the draft financial statements is set out in the table below:

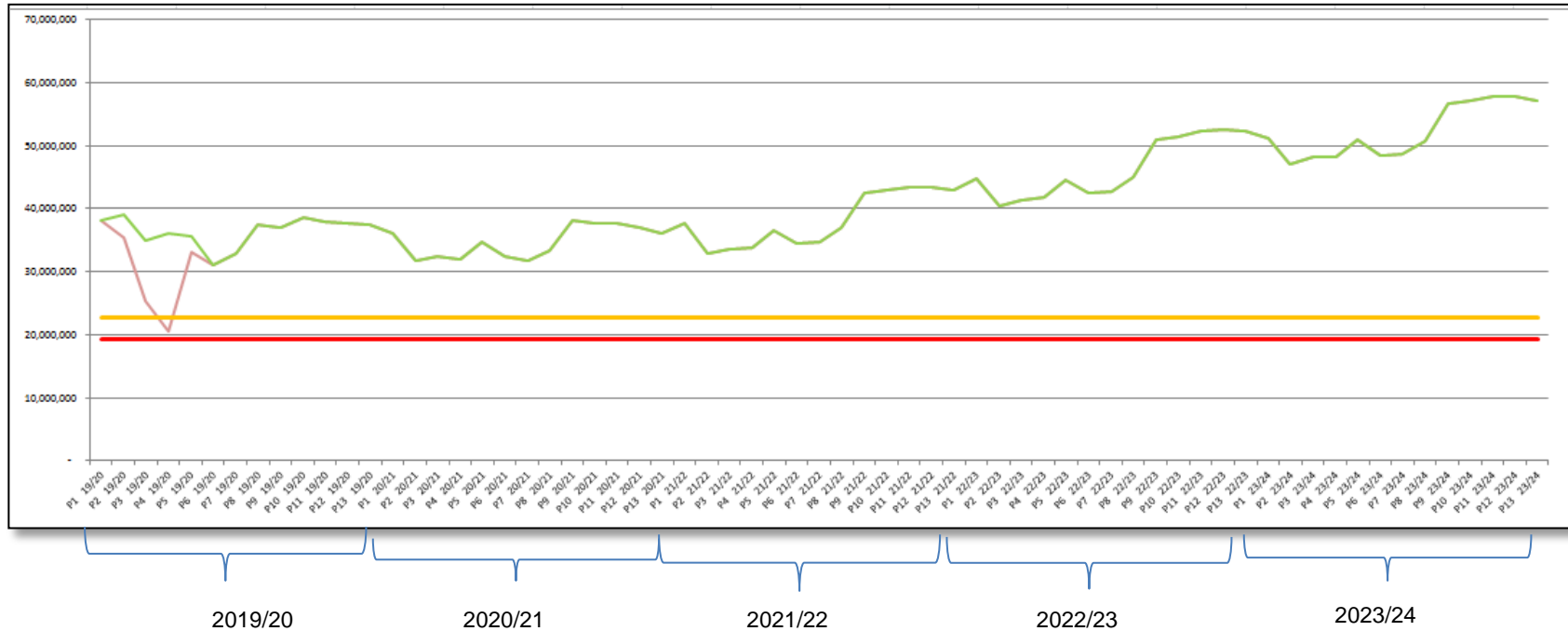
| I&E category | £'000 |
|--|----------------|
| Force Outturn @ P13 as per PDC dashboard | 234,197 |
| Net cost of P14 adjustments | 3 |
| Force Outturn @ P14 | 234,200 |
| BTPA P13 Outturn | 2,283 |
| Net reduction in cost BTPA (P14 adjustments) | - 64 |
| Depreciation on externally funded assets and asset revaluation | 2,803 |
| IAS19 pension contributions paid and interest cost | 71,300 |
| PSA Income | - 237,587 |
| Add back Net utilisation of reserves (inc. POCA and metal theft) | 26 |
| I&E Deficit per Financial Statements | 72,961 |



The graph shows forecast cash balance (green) against actual period end cash balance (blue) for each period in 2018/19. The forecast figure is based on the period 11 18/19 spend forecast.

Key factors to note:

- Significant outflow of cash for capital purposes including fleet purchases were forecast to occur earlier in the year from period 11. This did not occur until later in period 13.



The green line on the graph above presents the cashflow forecast for 2019/20 to 2023/24

Key factors to note:

- The 2019/20 forecast figures are now based on the agreed budget for the financial year.
- Cashflow forecast for future years remain to be based on MTFP figures approved in March 2019.
- Capital spend factored into 2019/20 forecast is based on costs for inflight projects and cyclical planned spend.