

Minutes

Performance and Delivery Committee

Wednesday 4 September 2019, at 9.30am-12.30pm
at The Forum, 74-80 Camden Street, London, NW1 0EG

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Present:

Dominic Booth (Committee Chair)
Martin Richards
Stella Thomas
Shrin Honap
Andy Cooper

Apologies:

Craig Mackey

In attendance:

Adrian Hanstock, Deputy Chief Constable BTP
Robin Smith, ACC Territorial Policing BTP
Simon Downey OBE, Director of Strategy & Change BTP
Rachael Etebar, Director of People & Culture
Tracey Martin, Director of Finance & Commercial Services BTP
Hugh Ind, Chief Executive BTPA
Sarah McGarel, Chief Finance Officer BTPA
Sam Elvy, Head of Strategy, Planning and Engagement BTPA
Stephanie Calvert, Head of Governance and Compliance BTPA
Lynsey Marshall, Finance, Audit and Risk Manager BTPA
Jon Newton, Analyst BTPA (minutes)

13/2019 Introductions

Agenda Item 1

1. The Chair welcomed attendees to the Performance and Delivery Committee (Committee) meeting. Apologies were noted for Mr Mackey.

14/2019 Minutes

Agenda Item 2

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

15/2019 Matters Arising

Agenda Item 3

3. Actions 13 and 21, to explore the reintroduction of BTP questions in to the National Rail Passenger Survey (NRPS) and for the Authority to consider communications to the rail industry respectively, were in progress.

4. Further to action 21, the Chair agreed that it would be useful to provide some narrative around how the Authority was holding the Force to account. Members were informed that the Executive had been considering a regular newsletter from the Chief Executive and that it was piloting a relationship management agreement with a PSA holder. There were also sessions on stakeholder relations planned for the September stakeholder engagement event. It was suggested that combined BTP and BTPA reports to meetings may be useful.
5. It was agreed that it would be useful to map out on a page the ways in which both the Force and Authority communicate with PSA holders. This could then be used to identify possible hotspots, gaps, and areas that need strengthening. A Member suggested that this should include details of how the effectiveness of the communications method could be measured.
6. All other actions were noted as complete.
7. **Agreed**
 - 7.1 BTP and BTPA Executive to map out on a page how they communicate with PSA holders, outlining hotspots and gaps and any areas that need strengthening, along with how the effectiveness of any communications methods could be measured.

16/2019 2019/20 Performance Update

Agenda Item 4

Agenda Item 4.1 Budget / MTFP

8. The Committee was informed with respect to income and expenditure that the Force was forecasting to spend circa £3.1 million less than the approved core budget, not including the approved £6.7 million of reserves. There was a forecast £10.6 million underspend with respect to core operations; forecast spend for the year was £285 million against a budget of £295 million.
9. On projects expenditure, the forecast spend was at £9.5 million, rather than the £9.1 million planned. Included within this was £4.4 million of project revenue, supporting investment in BTP2021; spend against that was fairly light and there will likely be opportunity for a further £600K-£800k of savings.
10. In projects activity, the operational expenditure is forecasting on budget, at £4.4 million. Members were informed that there will be a formal reforecast at quarter 2; this will take into account the significant underspends on staff, and it should question whether there is capacity to deliver those projects.
11. The Chair queried whether the shortage of police staff was impacting on the delivery of capital expenditure. Members were informed that this was

not the case; however, across the broader efficiency programme there were some elements that were a risk due to a shortage of police staff. There was for example a risk around not having the correct people in place to deliver the IT projects. Fleet was less of an issue, and there were options to add more spend into that budget line.

12. It was queried what the impact was from the £10m underspend and there being around 160 fewer officers and 140 police staff than budgeted for. Members were informed that the impact would not just be on the headline performance figures and key performance indicators (KPIs), which presented a partial picture of demand. A shortfall in staffing also affected the ability of employees and supporting teams to sustain performance. There was a need to better understand the impact on performance. It was noted that Territorial Policing was under-resourced against establishment, as a result policing demands were being responded to, however feedback was being received around reduced visibility and other services.
13. Members were informed that a paper will go to the September full Authority meeting requesting a decision around how the 2018/19 underspend and reserves are split and how much of the underspend should go back to the PSA holders. There should not be an assumption that a significant underspend will spare the use of reserves.
14. There was a discussion around the achievement of in-year efficiencies. For the 2019/20 efficiency target of £9 million, £5.9 million of recurring efficiencies had been achieved and a further £660k was to be banked. There were a total of £2.5 million of non-recurring efficiencies identified. These would be pressures for next year. The efficiency target for 2020/21 is for £13 million efficiencies; the £2.5 million non-recurring efficiencies would effectively take this up to £15.5 million new recurring efficiencies to be found.
15. The Chair queried whether some of this year's trade-offs would be possible again next year. Members were informed that there were a number of issues. These included the ability to continue to recruit, and a number of risks around pensions.
16. A review was underway in the Force to ensure that the correct choices were being made around what the efficiencies were funding and whether some of the trades originally proposed are no longer valid. The view of the Force was that they could not see a complete line of sight between the transformation benefits and the ability to reduce physical presence in all areas. A report will go to the next Authority Strategy and Planning Committee (SPC) meeting. The Chair noted that if there is a fundamental change of view on the desirability or deliverability of previously required efficiencies, a report would also need to go to the full Authority.
17. The SPC was also due to agree the assumptions used for the Medium Term Financial Plan (MTFP), which will be fundamental in shaping those

discussions. A Member noted that there needs to be an understanding of what the recruitment and retention strategy is going to be.

18. The Chair highlighted that the £3 million under-delivery of in-year efficiencies was a concern for the Committee. The officer vacancy gap meant that it was sensible to balance the income and expenditure with the savings coming through, however the non-delivery of efficiencies and the trade-off with the other cost savings were risks for future years.
19. An action was raised to explore the reasons for the under-delivery of £3 million of in-year efficiencies and the potential impacts on next year's efficiency target, which is to be reported to the Audit and Risk Assurance Committee (ARAC), and then flagged to the Transformation Working Group and SPC.
20. The Committee was informed that numbers included in the report to the meeting did not take into account the 0.5% pay rise. This would result in a pressure of £770k this year and an impact for next year.

Agenda Item 4.2 Policing Plan Performance

21. The Committee was informed that there had been an increase in demand, which along with the vacancy rates had impacted on the levels of visibility, with officers spending an increasing proportion of their time responding to threats and undertaking fewer patrols. This is where there is pressure from stakeholders who want that visible presence. BTP's visibility strategy maintained enough resources to respond to incidents and sustain its visible approach, however, that gap was narrowing.
22. An overview of the Force's Neighbourhood Policing Plus strategy was provided. This is focussed around visibility, accessibility and engagement. The strategy had been brought in to relaunch neighbourhood policing for the 15 hubs, and then extend out from these. Digital policing is assisting officers to remain on the frontline and is able to show where patrolling is taking place. The Force was also developing an abstraction policy, which involved getting a better assessment of why people are being abstracted from the frontline.
23. Members were informed that industry was feeding back that visibility provides confidence, but also prevents incidents from occurring. They had highlighted the benefits of working together more closely with them to provide that visibility. There was a balance around providing frontline visibility and officers to respond to incidents.
24. A Member highlighted feedback from officers who had reported some difficulties when using digital technology. Members were informed that this was linked to the stop and search app, which was enabling officers to spend more time on the frontline. The app was being implemented in two stages; stage one had been implemented but the second part, which will add more automation, will take place toward the end of the year.

Counter Terrorism (CT)

25. The Committee was informed that there were two areas of focus for the CT Policing Plan priority. These were protecting people and preparing the industry. Specialist Operations officers were delivering value by providing visibility, stopping and searching people, and providing interventions and arrests.
26. The Force was working with industry around preparedness, to make them aware of their roles and responsibilities. The number of courses delivered was below target, however the correct invitees were being targeted and were attending. Performance was expected to move back in line with the target.

Reducing Violent Crime

27. In quarter one, there had been a 6% increase in serious violence against the person offences; this was in comparison the Force's 10% reduction target. This, however, was an improvement on the 24% increase at the same point last year. Violence was mostly either football related, or at barrier lines and other points of confrontation.
28. Around 1k serious violence offences had been recorded in three months, which equated to around 10 offences per day. Of these offences, 47 involved a knife being seen, which represented a very low risk across the railway network. There had been an increase in offences, but the railway was not being impacted as significantly as elsewhere.
29. There had been around 200 robberies during quarter one. The majority of these offences were in London and often involved youths, with a knife being intimidated rather than seen. This was, however, a low number and the risk of becoming a victim of robbery was very low.
30. It was noted that more could be done if there were more officers, as the Force could conduct more activity and provide more of a visible presence. However, it would not affect the red performance rating for robbery. These offences were very low in number, and more sporadic. The positive outcome rate for violence offences was good, with around 25% being detected. However, there were 16 vacancies in the CCTV hub, which are currently being filled. It was suggested that an increase in resources would impact the detection rate.
31. It was highlighted that passenger confidence historically tended to be around the mid to high 70s percent. The Force was working with stakeholders around providing a visible presence on the railway to give passengers reassurance.

Volume Crime

32. Overall crime had, as of 2 September, increased by 15% compared to the same period last year, from 18k to 21k offences. Around 80% of that increase was theft of passenger property. The introduction of a new email crime reporting facility had resulted in a significant increase in reported thefts of passenger property. Operation Farrier had been launched to tackle these offences.
33. The Force's volume crime related focus was mainly on offences at key locations. The most impacted stations had seen double digit percentage reductions in volume offences. The Committee received an overview of the example at Leeds station, where work with partners and retailers had resulted in a notable crime reduction.

Lost Minutes

34. The Committee was informed that there had been a 4% overall increase in police-related lost minutes, the Force was arriving to fatalities in an average of 17 minutes, and that non-suspicious fatalities were being managed in an average of 83 minutes. There had been 10 unexplained fatalities, which were managed within an average of 181 minutes. The Chair highlighted that the industry considered this an area of good work, but noted that they had questions around the process for the declaration of unexplained incidents.
35. The number of PTSD diagnoses were starting to rise. It was reported that there had been 155 cases of officers suffering PTSD in the previous 15 months. These people were offered trauma therapy. There was a lot of work going on in this area. The Force has provided funding to get an expert in to look at wellbeing and what else could be done.
36. There had been a focus on preventing trespass at hotspot locations. However, it was noted that this should not solely be about policing. It was highlighted that there was a need to communicate to TOCs around their expectations of the timeframes for resolving incidents involving people in precarious positions.
37. The Chair summarised by highlighting that against the external context, the Force's performance was good, but noted the messaging that it could be improved with more resources.

Agenda Item 4.3 People and Culture

38. The Committee was informed that at the start of the year the Force was at nearly full establishment for officers; the number of police staff was deliberately being run under establishment in order to make efficiencies and allow for redeployment in order to reduce redundancies. Over 300 employees had been redeployed so far.
39. Around 40% of BTP's existing vacancies were being held pending reorganisation. The Force was looking to fill vacancies in critical areas, such

as control rooms and contact management. In other support areas, however, they were looking to get a 50% reduction in the next 12 months, with the savings from these structural changes being banked.

40. Where the Force is recruiting, they are competing with other organisations and Forces. This was particularly the case with IT workers. The Force is doing what it can around allowances, topping up salaries, and using contractors in certain areas. The use of apprentices was being explored as a longer term strategy. It was reported that the vacancies were not holding back the transformation efforts.
41. It was debated whether deliberately holding resources below establishment was not representative of good performance, what impact this was having on performance and whether it was having an impact on driving through transformation and business change.
42. Members were informed that there was a need to think about the level of resources required and where to reduce and reform the organisation, and to take that to the SPC. There were questions around whether the plan should remain or what should be done differently and how this might affect performance.
43. It was highlighted that there had always been a sequencing challenge between the financial profile and when the restructures come through. The Force had been able to meet financial targets by holding vacancies and then redeploying staff post restructure. There was a debate around whether an injection of people would help drive transformation forward.
44. It was highlighted that the focus had been to keep the operational side of the business going, and therefore most of the cuts had been to police staff, with the Force tracking under establishment; there were however extra transformation resources and delivery partners had been used to move things forward.
45. The Committee Chair noted a concern that there was a link between the £3 million efficiencies not being delivered and a shortage of police staff linked to the vacancy gap. An action was raised for the Executive to explore this in more detail and provide reassurance to itself and the Committee Members that this is not the case and why these two factors are not linked.
46. The Committee was informed that, where vacancies were being held, this was mostly where police staff roles were going to consultation. The Force tried to time vacancies with these consultations, to match displaced employees with the internal vacancies by matching roles based on grades and specialist skills.
47. For police officers, the current challenge was around the retention of London based officers who were being lost to other Forces and the train operating companies (TOCs). It was noted that a Force survey from 18 months ago showed that 30% of officer leavers were going to TOCs.

48. The Force also has a young workforce, with an average 2-3 years of service, which was a different profile to Home Office forces, which generally have an older workforce with longer service. Many younger officers did not see policing as a career for life and were more career-mobile.
49. The Force was drafting a recruitment and retention paper, which was to be reported to the SPC. The Chair requested that further details about the recruitment and retention strategy be circulated to Committee Members once it has been through the SPC.
50. It was noted that the national campaign for 20k additional officers was due to commence. The Force had queried whether it could access some of this funding. It was not yet certain what effect this would have on BTP.
51. The Committee was informed with respect to professionalism that there were no significant concerns to note around civil claims. Work was ongoing around avoidable claims, such as payouts for accidental damage and conduct.
52. The broader professionalism figures were fairly static and the Force receives relatively few complaints. Many people resign before they get to hearings.
53. There were no significant risks to highlight with respect to complaints. A high proportion of BTP's complaints were around use of force, when compared to other Forces. However, the numbers of these complaints were low and they tended to be around the use of handcuffs and ejections from premises. There had been a small rise in sexual harassment reports, however this was expected as the Force had run ethical dilemma workshops and a campaign around sexual harassment. The number of ongoing employment tribunals was around the average for the size of the organisation.
54. The lead BTPA Member for Professionalism and a member of the BTPA Executive continued to regularly meet with the Deputy Chief Constable (DCC) and the Head of BTP's Professional Standards Department (PSD). It was noted that the Authority had not previously been as sighted on civil claims from a scrutiny point of view, however these will now be reviewed in more detail. PSD had undergone a restructure which had resulted in a reduction in the department's size; although there had been a slight issue in terms of timeliness, there were no significant issues to note.
55. **Agreed**
 - 55.1 The Force to explore the reasons for the under-delivery of £3 million of in-year efficiencies and the potential impacts on next year's efficiency target, with a report going to the Audit and Risk Assurance Committee (ARAC), and then flagged to the Transformation Working Group and SPC.

- 55.2 The BTPA Executive to assure itself and Committee Members that there is no link between the £3 million under delivery of in-year efficiencies and a shortage of police staff linked to the vacancy gap, and why these two factors are not linked.
- 55.3 The recruitment and retention strategy to be circulated to the Committee Members once it has been to the September SPC meeting.

17/2019 Strategy Update

Agenda Item 5

56. The Strategy related discussions had been covered under Agenda Item 4.

18/2019 Reflection on effectiveness of meeting

Agenda Item 6

57. The Chair outlined the achievement of the desired outcomes raised at the start of the meeting, with respect to reviewing financial performance, delivery of efficiencies, employees with respect to actuals vs establishment and recruitment and retention issues, and the impacts of these issues on operational performance and transformation.
58. There were suggestions around having an independent observer review this part of the meeting, and whether the review should take place at this point in the meeting or whether a follow-up questionnaire should be sent to the Committee Members.
59. It was suggested that a little too much time was spent discussing topics that were fell within the remit of the SPC. This time could be saved by instead recommending these areas as action points for the SPC to discuss.
60. The Chair noted that the themes discussed in this meeting will also generally be the main discussion points for future meetings and suggested that this be reflected in future reporting.
61. There was a discussion about the performance report; it was felt that although informative the Item 4 report was heavy on details. It was suggested that the issues and exceptions needed to be more clearly drawn out, with the detail then being included behind this to refer to. It was suggested that a quad report, showing the trend, what happened in the period and the mitigation, may be a useful method of presentation if the Committee wishes to focus on operational performance. It was agreed that for the next meeting the DCC's key headline notes be drawn out to use as an Executive Summary, and this be referenced on the Agenda.

62. **Agreed**

- 62.1 For the next meeting, the DCC's key headline notes to be drawn out to be used as an Executive Summary, and this be referenced on the Agenda.

19/2019 Any other business

Agenda Item 7

63. A Member requested that, when discussing budgets around the country, consideration is given to meeting special resource requirements when required from stakeholders.

Any risks to be communicated to the Audit and Risk Assurance Committee

Agenda Item 7.1

64. **Agreed**

- 64.1 The following risks were to be communicated for the attention of the Audit and Risk Assurance Committee:
- Delivery of IT Capital spend, linked to having sufficient resources and capability;
 - Recruitment and retention;
 - Inexperienced officer profile;
 - Risk to the current year efficiency programme from the £3 million under-delivery.