

Minutes

Performance and Delivery Committee

Thursday 16 May 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
Jeremy Mayhew

In attendance:

Adrian Hanstock, Deputy Chief Constable BTP
Charlie Doyle, ACC Crime and Safeguarding BTP
Simon Downey OBE, Director of Strategy & Change BTP
Rachael Etebar, Director of People & Culture
Tracey Martin, Director of Finance & Commercial Services BTP
Gill Murray, Detective Superintendent Head of Professional Standards BTP
(present for Agenda Item 5)
Ian Pigden-Bennett, Chief Executive BTPA
Sarah McGarel, Chief Finance Officer BTPA
Lucy Yasin, Head of Governance and Compliance BTPA
Lynsey Marshall, Finance, Audit and Risk Manager BTPA
Jon Newton, Analyst BTPA (minutes)

8/2019 Introductions

Agenda Item 1

1. The Chair welcomed attendees to the Performance and Delivery Committee (Committee) meeting. There were no apologies.
2. The Chair highlighted a noticeable improvement in the Agenda Item 5 performance report. There was scope for further improvement going forward, however significant progress had been made.

9/2019 Minutes

Agenda Item 2

3. The minutes were approved as an accurate record of discussions.
4. It was requested that the name of the Director of People & Culture be amended.
5. **Agreed**

- 5.1 Name of the Director of People & Culture to be updated in the quarter 3 Performance and Delivery Committee minutes.

10/2019 Matters Arising

Agenda Item 3

6. For action 13, to explore the use of additional questions or data from the National Rail Passenger Survey, progress had been made and data was available for the Force to use. A meeting with Transport Focus has been arranged to explore this data.
7. For Action 14, for the Committee to be consulted on the final suite of measures included in the 2019/20 Policing Plans, the measures had been developed. They will be circulated prior to the next meeting. A brief overview of the measures will be provided to the next Committee meeting.
8. All other actions were noted as complete.
9. **Agreed**
 - 9.1 Suite of 2019/20 Policing Plan measures to be circulated to Committee Members. Brief overview of the measures to then be provided to the September Committee meeting.

3.1 ISP Post-implementation Review

Agenda Item 3.1

10. Despite the challenges, the Force had delivered 9 of the 12 listed business benefits in full, with 3 delivered in part. The programme had been the springboard to deliver the integrated command and control, and crime and information systems, which will enable further future digital benefits.
11. Lessons had been learned around the need to deliver the business change that goes with any new technology programmes. There was evidence that this was not done as well as it could have been for the ISP programme. The Force has made progress in addressing this issue, and as a result of revisiting the training and business processes, it is now in a position where officers are able to use the system to its fullest extent, including from a mobile perspective, leading to a reduction in demand on the Control Room.
12. BTP was working with the Minerva group, their feedback had been positive. The Force was planning to invite Minerva back later this year to conduct an assessment. The feedback so far had indicated that BTP is on a par with, or leading, in comparison to other Forces. For example, BTP is the lead Force for the stop and search area of work for Minerva. The Force was able to take advantage of 75% of the system's functionality; the remaining 25% was reliant on the purchase and implementation of optional models.

13. A Member noted that the commentary provided to the Committee had been encouraging, but highlighted that for BTP the end to end process does not end with the criminal justice element, and also includes the allocation of charges to PSA holders. It was highlighted that the encouraging discipline that had so far been shown with respect to ISP also needed to be applied to this area.
14. The Authority Chair and Chief Executive commended the Force's efforts and the progress made. The Chair encouraged the use of an ongoing user group to continue to build on this progress.

10/2019 Strategy update

Agenda Item 4

Delivery Plan

Agenda Item 4.1

15. There was a discussion around the presentation and commentary for the Item 4 report. It was noted that there had been more focus on the performance report for the current meeting. For the next meeting, there would be more of a focus on the Strategy report.
16. Performance against the Strategy Delivery Plan and the BTP2021 Change Programme was broadly on track. The key activities for the next quarter were around the control room and the estates strategy.

An update was provided around the Digital Delivery plan, Office365 would be delivered this year, resulting in a number of business benefits. Members were informed that it may be useful to have a deep-dive on Office365 at the following meeting.

17. Work was underway to evaluate the findings of the Neighbourhood Policing Pilot. Early results indicated that it worked well where the Force and stakeholders worked closely together, but less so where this did not happen as well. Once the findings have been evaluated there will be a roll-out across the Force. A Member requested that for the following Committee meeting, this update be linked to the Strategy and Policing Plans.
18. A Member suggested that the positive outcomes from this work and how they link through to the Policing Plan and Strategy should be clearly communicated to stakeholders. It was also agreed that there could be a message communicated from the Authority around how it has scrutinised the Force's performance and what it is doing that provides assurance.

Efficiencies

Agenda Item 4.2

19. The 2018/19 efficiency target was achieved in full. The review and collation of the evidence to meet the GIAA standards had been completed. For the £9 million target for 2019/20, £5.7 million had been centralised to date. There were a range of other measures to deliver the remainder of efficiencies.
20. The £4 million efficiencies achieved in 2018/19 had been recorded in line with the guidance that was agreed between BTP, the Authority and the GIAA. This was still to be validated by the GIAA, however, no issues were expected. It was noted that the achievement of just over £4 million efficiencies was a success for the Force.
21. The Force is broadly on track, there was however an area of risk as the efficiency programme this year depends on officer reductions. It therefore depends on other wider efficiency discussions and the politics around delivering officer numbers in the current context.
22. The backstop measures may need to be considered. It was however highlighted that consultants have been working with the Force; they have started to do another review to see if the plans still stand together and if there were any other simple efficiencies that could be identified.
23. Ideally there will be £4.8 million of recurring savings this year, however a combination of measures may be required. Some of these will involve holding vacancies, which will put pressure on the other change programmes. The Chair encouraged the Force to make structural changes that progress to future years and lock in sustainable efficiencies, and to minimise shorter term tactics, such as holding vacancies.
24. **Agreed**
 - 24.1 Action for S&PC. The CT report to the June meeting of the S&PC to be shared with all Authority Members.
 - 24.2 Update on the Neighbourhood Policing Pilot to the September Committee meeting to link to performance against the Policing Plan priorities and Strategic Objectives.
 - 24.3 BTP and BTPA to work together to refine and update the Strategy and Efficiencies report.
 - 24.4 The Authority considers comms to the rail industry around how it has scrutinised the Force's performance and what it is doing that provides assurance.

11/2019 Quarterly Performance Update

Agenda Item 5

Policing Plan performance

25. The Committee received an update on performance against the 2018/19 Policing Plans, as outlined in the Agenda Item 5 report. Discussions were focused around the following points.
26. In B Division, there had been 240 stop searches as part of five days of operations at Brixton and Stockwell linked to Operation Sentinel. Many at Brixton were linked to drugs, and there had been a 23% outcome rate. At Stockwell, 73% of searches were for offensive weapons. There was a discussion around the proportionality of the searches; it was highlighted that this was a national debate and in city areas, where the rates are shifting significantly, a person is 40% more likely to be stopped from a Section 60 stop and search if they are black compared to white. The Force was aware of this issue; BTP has community advisors reviewing stop and searches and there is also a strategic stop and search forum.
27. There had been a reduction in the number of repeat victims of sexual offences; this was the result of targeted activity around repeat or serial offenders, there were also proactive patrols looking for stalking and harassment where people have reported those crimes. The Chair noted that the Secretary of State had highlighted the issue of sexual offences on the overground railway.
28. There was a discussion around the extent to which the crime increase was an actual increase or linked to improved reporting. Improved reporting was a factor; however, the crime increase was also linked to a rise in intolerance and conflict. BTP's text messaging service received around 100k texts per year, with around 4k becoming a recordable crime. Much of the violence reported to BTP is in the anti-social behaviour and common assault categories. These are mainly random multiple discourteous incidents. There were few repeat offenders and, although there continues to be visible policing, it is difficult to target these offences.
29. It was queried whether enough was being done to explain this issue to stakeholders who are being encouraged to report crime, which then feed into the PSA charges. This was something that should be picked up with the Strategy.
30. It was noted that there was not always a policing solution for all offences. One in three assaults is on rail staff; however, 25% of victims do not want to support a prosecution. There are a range of options being considered to improve this and the Force is liaising with the RDG. The Force is also working with the industry around identifying property that has been lost rather than stolen and there were opportunities for communications with retail outlets to prevent shoplifting.
31. The majority of police related disruption was linked to trespass and fatalities. BTP was contributing to the national fatality reduction work. BTP was arriving at fatal incidents quickly; however they were looking at contributing factors to delay such as getting undertakers, Mobile

Operations Managers (MOMs) and staff in remote locations to the scene quickly, and working with the industry on alert systems.

32. There has been a significant amount of work around trespass prevention, and reductions at hotspot locations, however there was still an increasing trend in trespass related disruption.
33. Much of the trespass related focus last year was around reducing juvenile trespass. Approaches included work with a sports body to create diversion programmes and with Network Rail around the 'You vs Train' campaign, which has been relaunched in advance of the summer holidays. There has been a 25% decline in juvenile trespass.
34. The Trespass Improvement Group, involving BTP and the rail industry, was currently looking at how to reduce adult trespass through a change in culture. There will be a pilot to explore offenders could attend a trespass reduction course rather than going to court and getting a fine. This approach will be piloted in some of the high risk areas. BTP's embedded Inspectors were also developing local trespass prevention measures.

People and Culture

35. The Committee was informed that the number of police staff forecast for 2021 and beyond was down to 1,200 employees. The vacant posts being held, along with staff movements, were positioning the Force at the right number of people; however, they were not yet in the right places. As the new departments come together people will be moved into those roles.
36. Of the employees that were put at risk, 171 have been deployed into other posts. There have been 51 redundancies, with 3 being compulsory. One of these redundancies was for a police officer post.
37. The Force was undertaking a range of positive action work. It was highlighted that 33% of new constables in training were female and 18% were BAME. For D Division, however, there were 0 BAME officers in the new training intake. It was noted that it will take time for the improved rates to feed through to the more senior ranks. The Chair acknowledged the progress that had been made.
38. BTP's sickness rate had reduced to 8.47 days per person. This reduction was the result of interventions that had been put in place. The number of assaults and RIDDOR¹ reports had increased. There has also been an increase in the number of people diagnosed with PTSD, from 23 last year to 56 in 2018/19.

¹ RIDDOR: Reporting of Injuries Diseases and Dangerous Occurrences; used "to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses)" (Source: www.hse.gov.uk/riddor)

39. There had been an increase in assaults on BTP staff, from 349 in 2016 to 639 this year. The Force was doing work to identify if this was the result of the Force's focus on violence through Operation Sentinel. The increase was, however, also contributed to by improved reporting rates. It was also noted that the less experienced workforce which may be a factor. The Force was refreshing its officer protection training and tactics used, and reviewing the equipment issued.
40. The Committee received an update on the Force's performance with respect to professionalism. At the end of Quarter 3, the Force had received 93 complaints per 1000 employees. Use of Force complaints against BTP officers remained a concern. However, the volume of complaints in this category was small, with only 25 this year. These complaints were frequently around lower level issues, such as handcuffing.
41. The Force's timeliness for investigations was improving and the number of appeals was very low. Also, out of 12 cases referred to the Independent Office for Police Conduct (IOPC), 9 were not upheld. There was, however, currently an emerging trend of people being reinstated following appeals.
42. A Member highlighted that there had been encouraging performance in this area and that the efficiencies being made as part of BTP2021 were not having a negative impact.
43. There was a discussion around the ethics training that had been rolled out and whether there should be annual refresher sessions. The training had resulted in a number of low lying issues, which had been expected in the short-term. The Force had now introduced a training session for new recruits and material in induction packs on expected behaviours. Going forward there will be targeted activity, for example for smaller and specialist teams. There was also an emphasis on leaders of these teams who will need to provide a lead on this work.

Budget / MTFP

44. The Committee was presented a full year financial performance report. The Committee was informed that across the year the outturn forecast had become less accurate and the extent of this variance was an issue. In 2018/19 it had been planned to use £9 million reserves, however the year-end position was a surplus of circa £1 million; this equated to a £10 million net change. When broken down into categories, there was a £3.4 million (1%) variance with respect to core operations; however, for non-core operations, there was an outturn of £8.6 million, against a £13.7 million budget, which was a difference of around 5 million (37%).
45. The Force has since strengthened its forecasting. It has moved from 4-weekly to quarterly forecasting, which is a less labour intensive process and has enabled the finance partners to add more value to the business. This will enable the Force to recoup and redirect internal spending during the year.

46. The Force will continue to use monthly forecast reviews, with respect to projects and portfolio spend, however there will be more rigour to strengthen how they are reported through the Portfolio Change and Investment Board (PCIB), which is the Force's internal governance process. There will also be PDR objectives for budget holders, around managing their budgets, and a there have been training courses. These put the onus on the budget holders and outlining their responsibilities. These measures should result in a more accurate forecast.
47. There was a discussion around the larger full-year outturn variances. Members were informed that there were a range of variances and that cost pressures had been absorbed through underspends in pay. There was an underspend of £6.7 million for total pay, which was a variance of 3%. This was largely linked to vacancies, but was also because the rates at which the budget was set had been overzealous.
48. There was, however, a 34% overspend in overtime. Members were informed that the forecast had underestimated this figure. Some of the overspend was around offsetting staff vacancies being held for BTP2021 delivery, but it had also been driven by operational reasons, such as sickness levels and officer activities.
49. Non-pay pressures absorbed throughout the year included issues such as rent reviews, vehicle claims, and Microsoft licences; much of which should have been included in the budgeting phase but were omitted. These were costs that could not be avoided during the year. Lessons have been learned for next year's Medium Term Financial Plan (MTFP) and budget.
50. Projects portfolio underspends were mostly due to a large level of optimism in the project timescales and delays to the National Network Service (NNS) project. Going forward, there will be increased focus and challenge at PCIB, with the Force's PMO, and in the monthly forecasts. There are also a set of standby projects as a plan B, which will be approved and ready in case of slips to the main programme.
51. Members were informed that at the end of each year there is a reconciliation exercise between outturn and the presentation of the accounts in the annual report. It was noted that there may need to be a further P14 adjustment.
52. The cash balance was £10 million higher than planned. This was driven by the underspend. A Member noted that this cash balance was defensible but there needed to be a clear narrative to explain this for PSA holders.
53. It was proposed that, subject to Member agreement, there would for each Committee meeting be a quarterly deep dive into three contracts, to review contract performance and management. A Member suggested more of a focus on contracts with deteriorating performance; and including single tender actions and contract expiry dates in the table.

54. Members were informed that there were plans in place around the contract with Interserve. This, however, is a DfT contract. It was noted that this issue had been discussed with the DfT.
55. Members suggested making updates to the Finance and MTFP report. It was suggested that the report should start with the commentary, which is then supported by the tables, and that the narrative include details of any significant variances. It was also suggested that a line be inserted onto the cashflow MTFP to indicate the minimum requirement, and that it would be useful to include a prioritised list of capital expenditure spend for next year.
56. **Agreed**
- 56.1 BTP to identify the BAME representation figure for the workforce in Scotland.
- 56.2 Finance and MTFP report to be updated taking into account Member suggestions:
- Report to start with the narrative, including details of significant variances, which is then supported by the tables.
 - A line to be inserted onto the cashflow MTFP chart to indicate the minimum cash requirement.
 - A prioritised list of capital expenditure spend to be included

12/2019 Any other business

Agenda Item 7

57. It was highlighted that the Q3 Committee minutes outlined a request by the Chief Constable to review and update the meeting minutes of the November Extraordinary meeting of the Strategy and Planning Committee and Planning and Delivery Committee. The recording of the meeting had been reviewed and the minutes updated.

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

Agenda Item 7.1

58. The ARAC to receive an update on the Interserve contract.