BTPA Performance and Delivery Committee - Quarter 2 2019-20

Executive Summary

Performance

- BTP continues to brief industry colleagues on the current CT threat levels. Although the number of briefings provided is below the target for Q2 there is a high level of confidence the end of year target will be achieved.
- Overall violent crime has risen by 5% in 2019-20 although violence with injury offences have reduced by 2%. Although this compares well with Home Office forces, BTP is unlikely to achieve its 10% reduction target.
- The significant volume of proactive activity under Operation Sentinel has continued through Q2.
- Overall police-related disruption has reduced by 0.7% in 2019-20. Primary delay has increased but reactionary delay has reduced by 29%.
- BTP continues to arrive promptly at fatal incidents with an average 19 minute arrival time. Overall handback time is 96 minutes but under the 90 minute benchmark for non-suspicious incidents at 85 minutes.
- Volume crime is being reduced at the majority of agreed locations. All of C and D Division locations have reduced with only South and Central showing increases.

People and Culture

- Turnover for police officers is anticipated to increase from to 11.14% from 8.72% last year. This is being addressed through an enhanced recruitment and retention strategy.
- Police staff numbers continue to be suppressed in order to redeploy displaced staff. Teams that have gone through restructuring are able to proceed with recruitment.

People & Culture - Headlines

Recruitment & Retention
- Small increases in turnover of police officers & PCSOs noted, but falling trend in leavers to join other police forces particularly in B Division, Current projection is 11.14% annual turnover for officers
- Significant increase in internal transfers: 50 PCSOs scheduled on to police officer training, following removal of assessment centre requirement.
- Three additional intakes planned for 2019/20 (2 x officer and 1 x PCSO), with significant increase planned for intakes in 20/21 plus HO funding for County Lines work will require additional dedicated headcount.
- Police staff numbers kept down in order to redeploy displaced staff. Teams who have gone through restructuring now given green light to recruit to vacancies.

Risks
- Vetting delays of up to 12 weeks causing some drop out of recruitment for police staff vacancies (uniformed roles being given priority)
- Noticeable drop in number of applicants for PCSO roles, due to HO forces opening up recruitment for officer roles
- Existing training school premises at optimal usage. Any increased new recruit training will need additional premises. Discussions on-going with landlord.

Diversity
- Staff diversity numbers have fallen fractionally, as staff continue to leave under redundancy/restructuring measures.
- First Roma Holocaust Memorial Day hosted by BTP
- National LGBT Police Conference in Wales
- Staff Associations Network event held in Birmingham
- British Association of Women in Policing awards: Katherine Chowdry runner up in coaching category
- Launched 'Mental Health and Trauma Support: A Guide for You and Your Family' on World Mental Health Day

Volunteering
17 Special Constables commenced training this quarter
BTP awarded silver 'Armed Forces Covenant' status for our work on supporting armed forces reservists.

Headcount Vs Establishment

Role	Establishment FTE	Actuals FTE	Difference FTE	Vacancy Factor	Commentary
Police Officers	3140	2969	-171	-5.45%	Vacancies disproportionally in B Division, due to decision earlier this year to cancel 4 intakes
PCSOs	335	274	-61	-18.21%	Includes 14 who commenced Police Officer training
Staff	1498	1275	-223	-14.89%	74 posts at risk in Support Services restructure.

Police Officers

Police Officer Leavers	Q1	Q2
Resign - other HO Force	14	20
Resign - non return career break	0	2
Resign - other	44	38
Normal retirement	22	19
Ill Health Dismissal	0	4
Dismissal - discipline	2	1
Death	1	1
Total	83	85

Top 3 Leaver Reason	2018/19	2019/20
Join another force	24.81%	20.24%
Retire	26.32%	24.40%
Resign - other	39.85%	48.81%

- Based on Q1 and Q2 projected annual turnover of officers is 11.14% against turnover of 8.72% in 2018/19.
- Q2 has shown a slight increase in turnover against Q1 at 2.79% against 2.12%. 85 Officers left in Q2, compared to 83 in Q1, with an additional 6 leaving to go to another police force.
- Looking at the top 3 leaver reasons to date compared with last year, 'resignation- other' shows the highest increase with leaving to join another force actually falling.
- The highest turnover is in B Division, which compounds the vacancies arising from a decision to cancel intakes earlier this year.
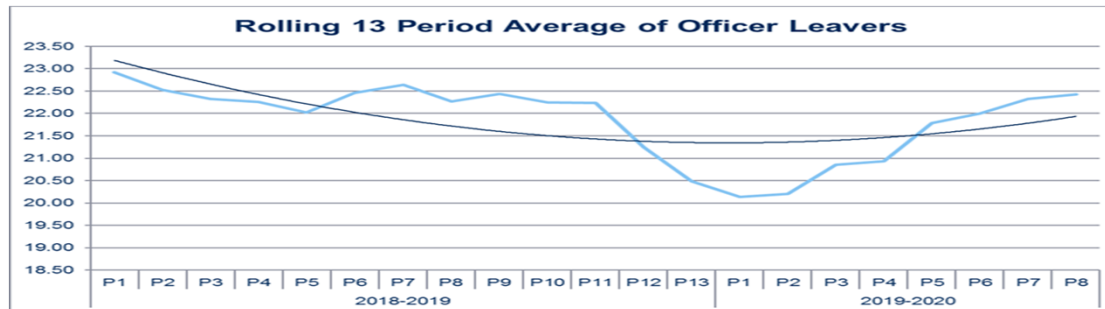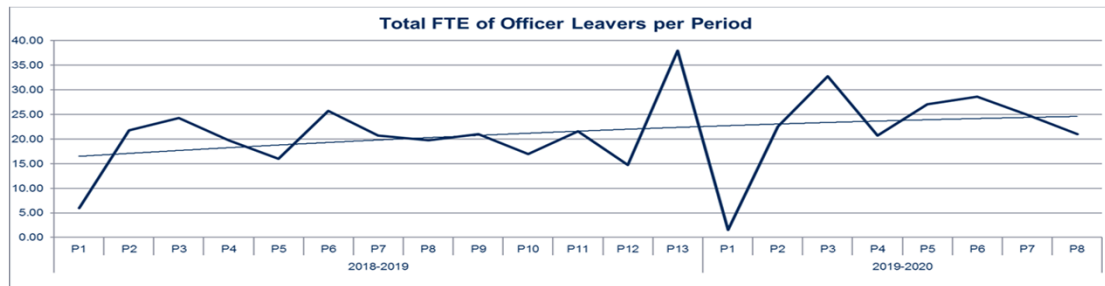
PCSOs

19/20 Q2 PCSO	
Headcount - 01.07.19	295
Headcount - 30.09.19	269
Avg Headcount	282
Leavers	25
Turnover Rate	8.87%
19/20 Projection	35.46%

PCSO's - Q2 - 19/20				
Leaving Reason	Jul	Aug	Sep	Grand Total
Dismissal Disciplinary Reasons	1			1
Normal Retirement	1			1
Resign Other	4	10	5	19
Transfer to Other HO Force	2	1	1	4
Grand Total	8	11	6	25

- Vacancy gap of 61 PCSOs. We predict turnover this year of 117 PCSOs.
- Normally a steady churn of c 20 PCSOs a quarter, however 25 PCSO's left Q2 compared to 20 in Q1.
- We have removed the restrictions on PCSOs applying to become Officers & in the last quarter 14 PCSOs commenced training and another 36 are booked on to planned intakes.
- We have refreshed our PCSO to officer training course to take account of prior learning of PCSOs (16 rather than 20 weeks). The intakes of PCSOs scheduled for 4/11/19 and 4/1/20 will go through this new course.
- Based on predicted turnover we anticipate needing to recruit to establishment for 160 PCSOs in 20/21.
- Attracting PCSOs will be harder; many PCSOs aspire to be police officers and with the HO forces opening up officer recruitment, we anticipate that many will apply for those roles as their first choice. Our current PCSO recruitment campaign has seen a significant fall (more than half) in applicants against our last campaign.

The Reality of Police Officer Attrition – Force level

Total FTE of Officer Leavers per Period (2018-2019 / 2019-2020)

Rolling 13 Period Average of Officer Leavers (2018-2019 / 2019-2020)

Total FTE of Officer Leavers per Period (2014-2015 to 2019-2020)

Small increase in turnover. Vacancies disproportionally fall in B Division due to the decision to cancel 4 intakes – 80 officers – earlier this year

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In addition to new student officer vacancies, we have skilled officer vacancies of 18 in B Division, 7 in C Division and 2 in D Division. These roles are open to internal competition or external transferees.

In terms of turnover, if we look at leavers since April 2018 (top chart), we can see that overall turnover is gently trending upwards and that the trend line has been higher for this financial year to date compared to last year. This year's P4 and P6 saw the most amount of leavers for those periods in the past 5 years (i.e. since the force restructure). Please bear in mind the extreme peak and trough you see in P13 and P1 respectively is due to financial accounting – P13 is around 7 weeks long, whilst P1 is circa one week.

Our current projection is 11.14% turnover for officers. It remains to be seen if the average continues to increase. The trendline (middle chart - dark blue line) suggests an upward swing, but a longer-term view (bottom chart) looking at the past 5 years' data actually shows a gradual decrease over time.

The Reality of Police Officer Attrition – Divisional level
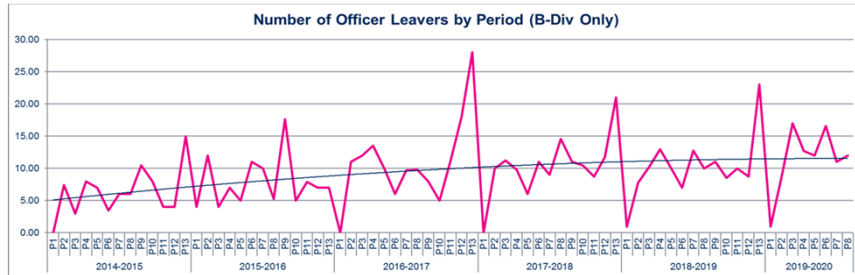
B Div: Turnover increased between April 2014 and April 2017, due to external forces recruiting and the Demand Review (April 2017). In 19/20 we are seeing a higher level of leavers for the average of 10 per month in the previous year. However forecast to fall
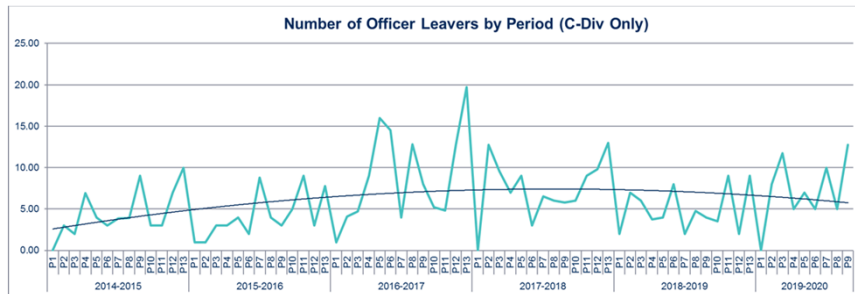
C Div: 19-20 demonstrates a rising trend in leavers against the previous year. In 18-19 C-Div lost 65 FTE and for 19-20 YTD they have lost 64.5 FTE. We see the significant spike back at the end of 16-17, aligned with Demand Review and external forces recruiting that year.
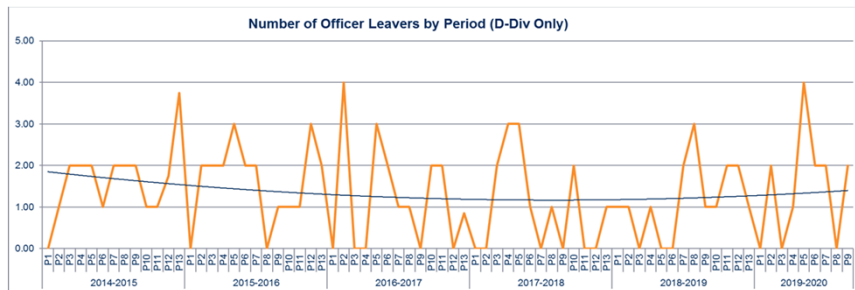
D-Div: tends to have spikes rather than consistent turnover owing to the small size of the division. The trendline was showing a bottoming-out of leavers but more recently is showing an increase. in 18-19 D-div lost 15 FTE of officers, whereas already for 19-20 13 have left, approx. half due to retirement.

Planned Recruitment Activity

- We have added 3 extra intakes (2 x officers & 1 x PCSOs) to get headcount back towards establishment in 2019/20.

- We have provisionally increased planned recruitment for police officers for next year by a third and doubled PCSO planned intakes. This will require additional accommodation as our existing training accommodation is full.
- We have increased Special Constable intakes from 5 to 8 in anticipation of a number of Specials taking up the opportunity to retrain as officers and our ambition to increase the number of Specials over the next 3 years.

We're recruiting Police Officers #WeAreBTP

Date	Intake No	Role	Internal/external	numbers booked
30/09/2019	76	Student Officer	external	19
20/10/2019		Special Constables	external	17
21/10/2019	77	Student Officer	external	20
04/11/2019	PCSO 45	PCSO to PC conversion course	external	11
11/11/2019	78	Student Officer	external	20
18/11/2019	PCSO to PC	PCSO to PC conversion course	internal	20
16/12/2019	Scotland 16	Student Officer	external	8
06/01/2020	additional	Student Officer	external/internal	20
06/01/2020	PCSO 46	PCSO	External	15
06/01/2020	79	Student Officer	external/internal	24
20/01/2020	80	Student Officer	external/internal	20
10/02/2020	81	Student Officer	external/internal	20
17/02/2020	additional	Student Officer	external/internal	24
09/03/2020	PCSO 47	PCSO	External	15
09/03/2020	82	Student Officer	external/internal	24
30/03/2020	83	Student Officer	external/internal	24
				301

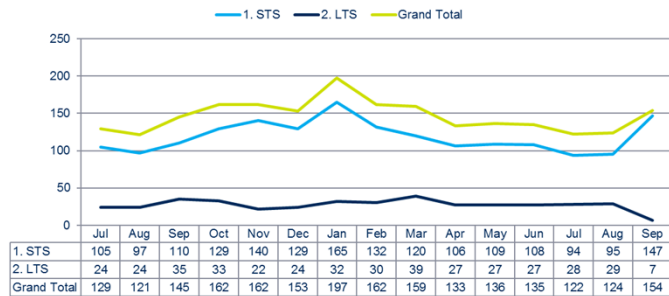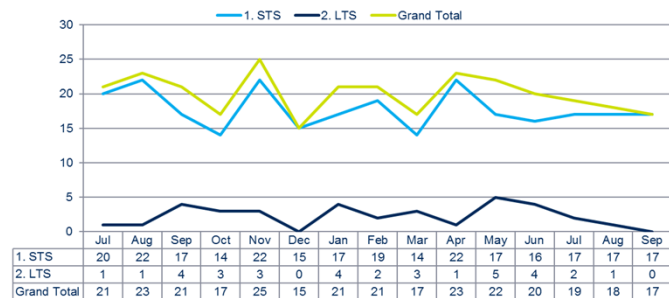| Plan for 2020/21	Intakes
320 student officers	16 intakes
160 PCSO's	8 intakes
60-80 Transferees	5 intakes
160 Specials	8 intakes

Excerpts from Retention Plan

- Allow PCSOs to transfer straight on to PC course without going through assessment centre – implemented – 50 booked on to courses.
- Allow Specials to transfer straight on to PC course without going through assessment centre if have completed 2 years, required hours and reached single patrol status – implemented
- Intakes increased from 20 to 24 (College of Policing maximum) – implemented at Spring House where classrooms & gym will facilitate
- As a result of Recruits' feedback that they are bored working at hub stations, removed restriction that recruits must stay at their location until probation completed. Decision as to posting now sitting with Superintendent - implemented
- Additional training facilities: Spring House lease option to extend for 12 months @ £636k per annum – Commercial leading negotiations.
- Northwick Park accommodation extra 20 bedrooms @£96.8k 19/20. 20/21 £387k.
- Additional new recruit medicals: Optima draw down contract £115.64 + VAT. Each 100 additional medicals = £13,877.
- Refresh recruitment material and sell BTP brand as different from other police forces. 4 quotes from creative agencies- 2 progressed to final decision. C £50K
- Vetting - offering at risk procedure - implemented
- Cost of starting recruits on spine point 1 rather than 0 in line with Operation Uplift - £418,177 for 19/20. For every 200 officers in 20/21 £106,136 – proposal to be taken to ARC for consideration
- Cost of increasing London Weighting/SE allowance in fringe locations – being modelled for ARC
- Free train travel for warrant card holders – in discussion with RDG.
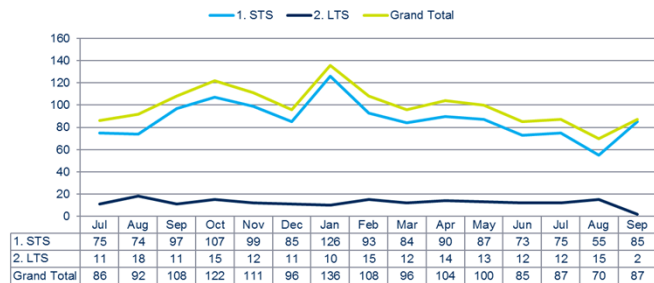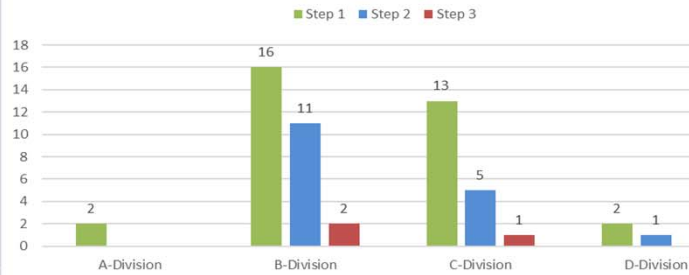
Ill-Health Management

Officers

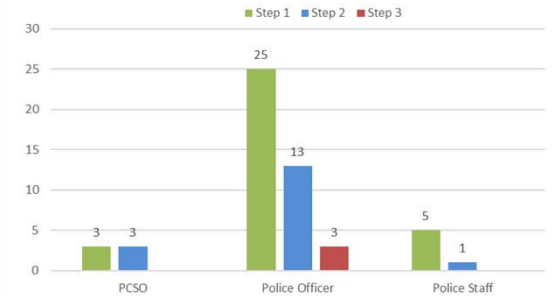|	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1. STS	105	97	110	129	140	129	165	132	120	106	109	108	94	95	147
2. LTS	24	24	35	33	22	24	32	30	39	27	27	27	28	29	7
Grand Total	129	121	145	162	162	153	197	162	159	133	136	135	122	124	154

PCSO

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1. STS	20	22	17	14	22	15	17	19	14	22	17	16	17	17	17
2. LTS	1	1	4	3	3	0	4	2	3	1	5	4	2	1	0
Grand Total	21	23	21	17	25	15	21	21	17	23	22	20	19	18	17

Staff

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
1. STS	75	74	97	107	99	85	126	93	84	90	87	73	75	55	85
2. LTS	11	18	11	15	12	11	10	15	12	14	13	12	12	15	2
Grand Total	86	92	108	122	111	96	136	108	96	104	100	85	87	70	87

Q2 19/20 Divisional IHP Cases

Q2 19/20 Employe Type IHP Cases

- Long Term Sickness remains fairly static.

- IHP (charts above) – is the ill-health process to manage those no longer capable of fulfilling their substantive role due to ill-health. Outcome of the process can result in return, redeployment, reasonable adjustments, or dismissal.

- 5 YTD ill-health dismissals, with 3 taking place in Q2 and 1 officer re-engaged as a member of staff. This is a significant reduction YTD 18/19, which at this point was 18 dismissals, 4 of which were re-engaged as a member of staff. However 5 people resigned or opted to retire whilst in IHP and 5 died in service, so the figures would have been 10 higher if these cases had continued to conclusion.

- We believe that the last 18 months has also seen a cultural shift from the "big stick" sanction / dismiss approach to a more welfare focused approach to support and retain employees if possible, using reasonable adjustments.

- We paid tribute to World Mental Health Day on 10.10.19 with events across the force aimed at discussing mental health openly. We also launched 'Mental Health and Trauma Support: A Guide for You and Your Family'.

Inclusion and Diversity

Mandatory Training

Role	Male	Female	Change from last Q	White	BME	Not Stated	Change from last Q
Police Officers	78.72%	21.28%	0.20%	87.91%	9.32%	2.78%	0.10%
PCSOs	69.89%	30.11%	0.10%	83.27%	15.99%	0.74%	1.49%
Staff	46.56%	53.44%	0.20%	73.74%	23.74%	2.53%	0.30%

Division	Track Safety	PST	First Aid
A Division	99.08%	89.38%	93.10%
B Division	99.43%	94.03%	96.45%
C Division	99.68%	90.86%	99.34%
D Division	98.97%	97.89%	98.94%
Force	**99.42%**	**92.48%**	**96.91%**

2018 -2019 Comparison

Year on year comparisons show an increase in female representation in all employee groups. However, we have a long way to go to reach 31%, which is the average female officer representation in other police forces. Although an improvement against last year, female police staff representation fell slightly against the previous quarter, as reductions in police staff numbers start to bite.

	Female		
	Q2 18/19	Q2 19/20	% Change
Police Officer	20.96%	21.28%	0.32%
Police Staff	52.79%	53.44%	0.65%
PCSO	28.93%	30.11%	1.18%

	BME		
	Q2 18/19	Q2 19/20	% Change
Police Officer	9.40%	9.32%	-0.08%
Police Staff	23.31%	23.74%	0.43%
PCSO	16.49%	15.99%	-0.50%

Compared to Q2 in 2018/19 we have seen increase in BME Police Staff, but a very slight reduction in Officer and PCSO's. The numbers are so small that it cannot be put down to any particular reason.

- We hosted the first Gypsy Roma Traveller Police Association ceremony to mark **Roma Holocaust Memorial Day**, in remembrance of the 2,000 Romani and Sinai people killed in Auschwitz during the Second World War. Rabbi Herschel Gluck OBE, Chair of the Stamford Hill Shomrim, was invited to honour those murdered. Police colleagues from a number of MPS staff networks attended the event including the Jewish Police Association, Black Police Association, Hindu Police Association and Association of Muslim Police as well as representatives from the Stamford Hill Shomrim, St Mungo's Charity and Ealing Council.
- The DCC joined colleagues from all 43 Home Office forces at the **National LGBT Police Conference in Wales** on 23rd August; hosted by the four Welsh forces in Cardiff. The conference was an opportunity to discuss key developments in lesbian, gay, bisexual and transgender legislation and best practice.
- We held our second annual **Employee Support Association Training Confer**ence on 1st & 2nd October. The conference was attended by 70% of our Employee Support Association Representatives from across England, Scotland and Wales, with a number of inspirational external speakers challenging those in attendance to think about whether we truly are supporting *all* of our employees, no matter their individual differences or identities. Each of the networks were later challenged at the end of the day to come up with two key commitments to address any gaps in service, along with outlining the initial steps to achieving these aims. This work will form part of the force's activity under the Inclusion & Diversity Strategy 2019-22.
- Katherine Chowdry runner up in coaching category at **British Association for Women in Policing awards**
- **Armed Forces Covenant** Silver status awarded in recognition of our encouragement of armed force reservists.

As at the end of Q2 mandatory training figures have shown minor changes from Q1, with an increase of Track Safety officers in ticket, a decrease in PST from 94.91% to 92.48% and a decrease from 97.26% to 96.94% for First Aid.
Within the next month A, B & C division are forecast to see an increase in Officers trained in PST with 96.46% trained force wide.

ROMA HOLOCAUST MEMORIAL DAY

BAWP
British Association for Women in Policing

ARMED FORCES COVENANT
LLUOEDD ARFOG CYFAMOD
EMPLOYER RECOGNITION SCHEME
CYNLLUN CYDNABOD CYFLOGWYR
SILVER AWARD
GWOBR ARIAN

Professionalism - KPIs

BRITISH TRANSPORT POLICE

3 | Local Investigations - Completed under 40 Days

July	August	September
37	19	20
11	6	4
26	13	16
70%	68%	80%

	Current Performance Year
Total Cases Completed	129
Over 40 days	35
KPI - YTD	73%
Target KPI	75%
Average case days	35

3 | Conduct & Complaint Cases – Finalised within 120 Days

	April	May	June	July	August	September	YTD
Total	8	9	17	8	4	9	55
Over 120 Days	1	1	3	0	1	2	8
91-120 Days	2	5	7	3	0	2	19
61 - 90 Days	3	1	3	2	2	1	12
Within 60 Days	2	2	4	3	1	4	16
Total Within 120 Days	7	8	14	8	3	7	47
% Within 120 Days	88%	89%	82%	100%	75%	78%	85%

- Target KPI: 85%

2 | Vetting Compliance – 28 Days

	April	May	June	July	August	September	YTD
Total	111	96	105	134	92	103	641
Over 28 Days	22	21	40	2	23	28	136
15 - 28 Days	54	22	31	89	38	35	269
Within 14 Days	35	53	34	43	31	40	236
KPI Met	89	75	65	132	69	75	505
KPI %	80%	78%	62%	99%	75%	73%	79%

- Target KPI: 28 Case Days as an average

Professionalism – Threats and Opportunities

British Transport Police

Threats	Opportunities
• Implementation of the Police and Crime Act and new Regs in Feb 2019. The changes and cultural shift will need to be promulgated to all BTP staff, Federations, Staff Associations, HR departments and PSD Champions as well as to PSD staff	• The threshold for misconduct cases being investigated by PSD will rise so the number of allegations being screened in with fall. This will present opportunities to reduce the number of PSD reactive investigators, or retain the numbers and increase the speed in which cases as concluded Opportunity to introduce a focus desk approach so that low level complaints are acted upon expeditiously, with the complainant being spoken to on the same day as they make their complaint and their complaints being dealt with by way of PRI
• Significant pressure on the Vetting team	• A vetting workshop chaired by the Head of PSD has identified a number of ways of improving current procedures which could make the vetting process become more effective and efficient and consequently reduce demand on the team. A vetting project manager is currently being recruited to take the project forward
• 2021 PSD staff reductions, IOPC corruption investigation, resilience and turnover	• Once new people have been identified for the Head of Department role, Proactive DCI role, Reactive DI role, and Panels Officer they will have the opportunity of introduce the "step changes" required by the Police and Crime Act.

National Policing Plan Objectives

Data has been extracted up to 30/09/2019
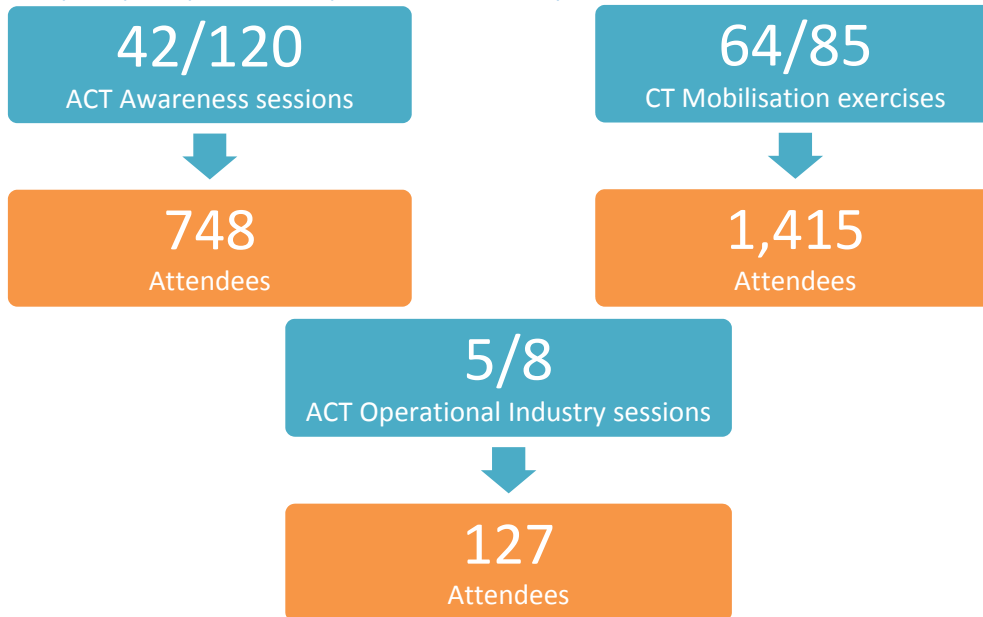
BTP National Policing Plan Objectives

Protect the railway environment from the impact of terrorist attacks

42/120
ACT Awareness Sessions completed

5/8
ACT Operational industry engagement sessions

748
attendees

127
attendees

- ACT Awareness sessions are currently below average required to achieve the objective, but Spec Ops are confident they will achieve this since recent recruitment has taken place
- ARGUS sessions are within target levels which Industry requires

Reduce violent crime on the railway

+5%
+98 crimes for Sentinel offences

5%
(96) of Sentinel crimes are knife enabled

-2%
-29 crimes for violence with injury

+35%
(+118) Robbery offences

22%
Solved Rate (421 Sentinel offences solved)

- Overall Sentinel Crimes are slightly higher than the same period last year, due to robbery offences which are up 30%, mainly in B-Div
- Solved rates remain high compared to overall notifiable crime levels (16%) with C-Div at 37%

Reduce disruption and delay on the network

19
Mins arrival time at fatalities

85
Mins handback (NSUS)

38%
Increased in incidents at top 10 trespass locations (152/210)

96
Mins handback for all fatalities

- Higher number of incidents on SMIS & TRUST for top 10 trespass hotspots during the lates t period, with only two locations decreasing
- Higher overall handback time with non sus fatalities still below 90 min target
- Where partial handback was not used, there may have been legitimate reasons to do so

Reduce volume crime at identified hotspot locations - through a joint problem solving approach

Midlands -18% - *79 fewer crimes (BNS, Coventry & Nottingham)*
Pennine -29% - *195 fewer crimes (Leeds, Manchester & Liverpool Lime St)*
Wales -1% - *2 fewer crimes (Cardiff, Newport, Shrewsbury, Swansea Pontypridd, Rhyl)*
Western -32% - *58 fewer crimes (Reading, Slough & Bristol Temple Meads)*

North -25% - *157 fewer crimes (St Pancras / Kings Cross, Liverpool Street, Bedford / St Albans)*
South +5% - *14 more crimes (Victoria & London Bridge)*
Central +95% - *594 more crimes (various lines of route across LU)*

D Division -18% - *21 fewer crimes (Edinburgh Waverly & Glasgow Central)*

- Active action plans at all C Div locations
- B Division focus on cycle crime, Shoplifting and public order. With Central focus on theft of passenger property

Protect the railway environment from the impact of terrorist attacks

Our Commitments:

- To host 120 ACTS Awareness industry engagement sessions
- To host 8 ACT Operational industry engagement sessions
- To host 85 CT mobilisation exercises with stakeholders to assess our preparedness
- An increase in our visible presence and Servator patrol activity at Category A stations within London whilst implementing the full roll-out of our outer-London counter-terrorist hubs
- A prompt response to suspicious incidents to prevent unnecessary disruption

Quarter 2 RAG rating:	

42/120
ACT Awareness sessions

64/85
CT Mobilisation exercises

748
Attendees

1,415
Attendees

5/8
ACT Operational Industry sessions

127
Attendees

Challenges for Quarter 3

- BTP is currently working with DfT to develop a more risk-based approach to delivering ACT Awareness presentations. This will enable BTP is to maximise the impact of the programme by targeting those locations where intelligence suggests there will be most benefit.

Links to page 1-2 of the Policing Plan Paper

OFFICIAL

Protect the railway environment from the impact of terrorist attacks

Behavioural Detection Officers conduct more arrests then other Specialist Officers. This is also true for intelligence submissions and safeguarding interventions

28 Arrests – *7 drugs, 2 weapons, 5 non notifiable offences*

6 Safeguarding Interventions

186 Stop / Accounts

113 stop searches
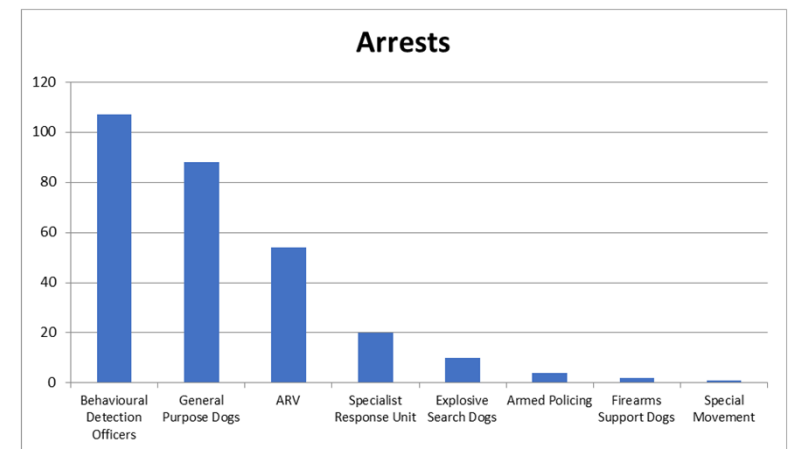
18 Arrests *– 2 immigrations, 1 sexual offences, 1 drug related, 2 violence*

0 Safeguarding Interventions

103 Stop / Accounts

19 stop searches

Arrests

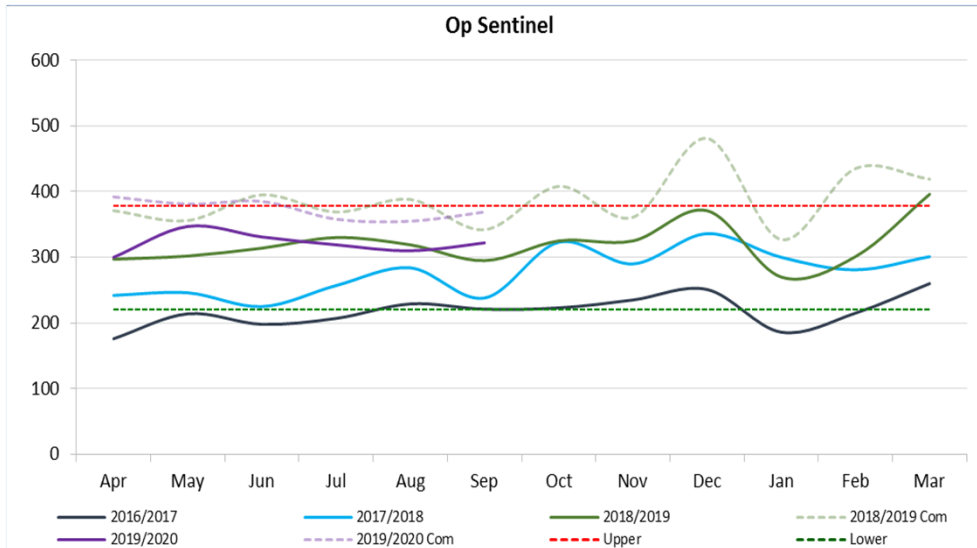|	
Behavioural Detection Officers	107
General Purpose Dogs	88
ARV	54
Specialist Response Unit	20
Explosive Search Dogs	10
Armed Policing	4
Firearms Support Dogs	2
Special Movement	1

Links to pages 1-2 of the Policing Plan Paper

Reduce Violence Crime on the railway

Our Commitments:
- Our commitments and key indicators outlined in Operation Sentinel, our overarching strategy to protect the public, rail staff and our staff (including the Workplace Violence Reduction Strategy)
- A 10% reduction in serious violence offences*
- A 10% reduction in the number of knife-enabled offences
- An increase in the number of solved crimes for serious violence offences

Links to pages 5-6 of the Policing Plan Paper

Figures within 10% of PYTD	

Op Sentinel

Legend: 2016/2017, 2017/2018, 2018/2019, 2018/2019 Com, 2019/2020, 2019/2020 Com, Upper, Lower

Sentinel related crime is currently trending along similar levels to last year and represents below last years figures and is 5.3% higher then the SPLY (+98 more offences)

The number of victims that are staff has reduced by 22% (43 fewer victims)
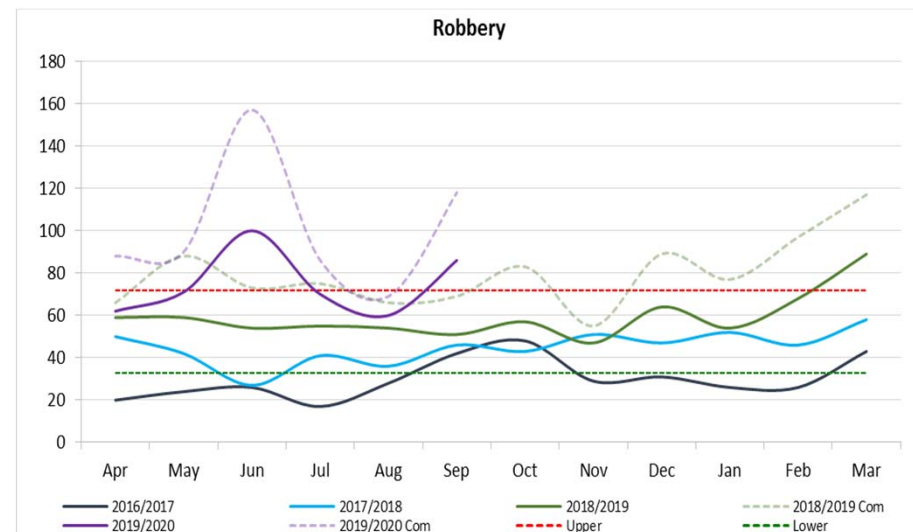
There is currently a 23.8% solved rate for violence with injury.

- B Division is experiencing an increase in violence with injury +3% (32 crimes)
- C Division is experiencing a decrease of 14% (59 fewer crimes)

The force is experiencing a 35% (117 more crimes) increase in robbery crimes (mainly impacting in London).

86% of all robberies occur on B Division with a solved rate of 13.4%.

Violence with injury

Division	YTD	PYTD	% Change	Solved Rate	Arrests
B Division	1067	1099	3%	18%	379
C Division	371	430	-14%	37.5%	230
D Division	11	9		72%	-
Forcewide	**1489**	**1509**	**-1.3%**	**23.3%**	**609**

Robbery

Division	YTD	PYTD	% Change	Solved Rate	Arrests
B Division	386	273	41%	13%	137
C Division	55	50	10%	26%	41
D Division	5	6	-17%	33%	-
Forcewide	**447**	**330**		**15%**	**178**

Robbery

Legend: 2016/2017, 2017/2018, 2018/2019, 2018/2019 Com, 2019/2020, 2019/2020 Com, Upper, Lower

Reduce volume crime – particularly in hotspot locations – through a joint problem-solving approach

Our Commitments:

- *Problem solving plans at each hotspot location that deliver outcomes jointly agreed with industry stakeholders. Progress of plans will be reviewed at the Neighbourhood board chaired by ACC and shared with industry at the local Railway Coordination Tasking Group meeting*
- *Work with industry stakeholders to deliver Secure Station accredited status at 400 locations under the new refreshed scheme*

C DIVISION		PYTD (Full Year)	PYTD	YTD	YTD Diff
PENNINE	LEEDS	487	232	125	-46%
	MANCHESTER PICCADILLY	454	206	144	-30%
	LIVERPOOL LIME STREET	179	72	57	-30%
		1,120	510	326	-36%
MIDLANDS	BIRMINGHAM NEW STREET (BNS)	548	208	166	-20%
	COVENTRY	116	39	24	-38%
	NOTTINGHAM	114	47	35	-26%
		778	294	225	-23%
WESTERN	READING	198	78	45	-42%
	SLOUGH	124	37	34	-8%
	BRISTOL TEMPLE MEADS	108	36	30	-17%
		430	151	109	-28%

Decrease in figures compared to PYTD

B DIVISION
-5%
(371 down to 350)

C DIVISION
-29%
(1054 down to 744)

D DIVISION
-11%
(82 down to 73)

Challenges for Quarter 3

- B-Division will require support from People and Culture to ensure that resource levels are maintained so that both business as usual and proactive activity can be carried out.
- Although some stations do have hotspots for violence offences, there are generally no specific offending patterns with very low numbers when split out to times/premises/days. This makes it difficult for officers to carry out targeted preventative activity. To mitigate this, patrols are conducted based on long terms trends and intelligence.
- Ongoing issues IT issues has made if challenging it challenging to report promptly and accurately on the success or otherwise of weeks of action. It is envisaged that the technical fix will be in place towards mid-November to allow for accurate reporting.

Links to pages 8-9 of the Policing Plan Paper

Reduce volume crime – particularly in hotspot locations – through a joint problem-solving approach

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	Reduce volume crime – particularly in hotspot locations – through a joint problem-solving approach	PYTD (Full Year)	PYTD	YTD	YTD change
WALES	CARDIFF	178	64	47	-27%
	NEWPORT	35	9	7	-22%
	SHREWSBURY	32	11	9	-18%
	SWANSEA	27	9	7	-22%
	PONTYPRIDD	21	5	9	80%
	RHYL	12	1	5	400%
		305	99	84	-15%
SCOTLAND	EDINBURGH WAVERLEY	85	41	37	-10%
	GLASGOW CENTRAL	111	41	36	-12%
		196	82	73	-11%

C Division Response - Examples

- **Leeds**: station redevelopment has made crime reduction and prevention more challenging. Leeds has previously been subject to large amounts of retail crime, theft and violence. The local officers have introduced the suspicious shopper program which involves a plain clothes BTP officer 'shoplifting' from the stores using a variety of tactics. The program helps to provide valuable feedback for both staff and BTP of good practice and areas for improvement, as well as an opportunity to glean intelligence and support efforts around counter terrorism (CT). A full debrief will be completed with the store representatives to discuss the findings from the officer.

- **Birmingham New Street:** retail theft has a dedicated tasking team which has made positive impact. This team works in partnership with the local Business Improvement District Team sharing information to jointly identify and arrest offenders. The teams presence on the station has assisted in detecting a variety of additional crimes.

- **D-DIVISION:** Glasgow and Edinburgh benefit from dedicated Neighbourhood Policing Teams (NPT) at the stations. These teams adopt a problem-solving approach, which involves all partner agencies at both locations to jointly tackle any issues that arise. A good example of this is the work being carried out in Glasgow City Centre to tackle begging, homelessness and anti-social behaviour where BTP staff work with Police Scotland, Glasgow City Council and others to ensure a holistic approach to the issues.

Reduce volume crime – particularly in hotspot locations – through a joint problem-solving approach

Our Commitments:
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B DIV		CYCLE CRIME				PUBLIC ORDER				SHOPLIFTING			
		PTYD (Full Year)	PYTD	YTD	YTD change	PTYD (Full Year)	PYTD	YTD	YTD change	PTYD (Full Year)	PYTD	YTD	YTD change
NORTH	KINGS CROSS/ ST. PANCRAS									414	122	104	-15%
	BEDFORD	87	36	10	-72%								
	ST. ALBANS CITY	94	9	29	222%								
SOUTH	LONDON LIVERPOOL STREET					122	45	23	-47%	113	33	22	-33%
	LONDON BRIDGE					82	17	28	65%	120	16	44	169%
	VICTORIA					156	46	44	-4%	159	47	46	-2%

B Division Response Examples:

- **Kings Cross/St Pancras:** Focussed attention on crime prevention advice given to specific businesses to improve current ways of working. Engagement has improved between St Pancras Head of Retail around common feedback and findings from officers investigating retail thefts. Operation Sweep; joint Patrols with Camden Council & MPS focus on enforcement and support for homeless people who commit the majority of offences. Also ongoing Community Protection Notice pilot to provide a further means to prevent offending at the locations.

- **Bedford / St Albans:** SPOC identified to monitor crime levels & activity towards prolific offenders. Best practice sharing has also taken place with Thames Valley and Dutch Police to see how they manage offending in locations such as Oxford & Amsterdam. Bike register apps are being used by Officers' to allow speedy identification of stolen cycles. Also a standing agreement between BTP/Beds/Herts/Cambs police around joint working on stations has been implemented.

- **London Bridge:** Increase in retail crime (+28 crimes recorded up to quarter 2) driven by the introduction of the 70 retail outlets that are now available at the location. Public order has also increased (+11 recorded crimes). Since the start of the year 190 patrols have been completed at London Bridge resulting in 9 arrests.

Links to pages 8-9 of the Policing Plan Paper

Reduce disruption and delay on the network

Our Commitments:

- *The delivery of our commitments under the National Trespass Reduction Strategy*
- *Joint problem solving plans at route crime hotspots to prevent trespass and other police related disruption*
- *A reduction in the impact of trespass at the top ten hotspot locations on the network*

TRUST and SMIS Top Locations	Incidents (Last 13 Periods)	2018/19 P01-P05	2019/20 P01-P05	Difference
Pitsea*	174	13	46	33
Grays*	89	47	27	-20
Leeds	53	21	27	6
Doncaster	52	18	27	9
Stalybridge	43	12	8	-4
Liverpool Street	31	4	22	18
Hounslow	31	12	18	6
Barnsley	31	9	13	4
Southall	28	6	9	3
Ashford International	27	10	13	3

Activity at the top 10 trespass hotspots continue and joint problem solving plans are reviewed each month at the Disruption Steering Group where NWR, BTP and other industry partners review current performance, activity and recommendations to improve the safety at these locations

Rochdale has been removed from the list due to significant reductions at the location 34 fewer incidents then the same period last year

8 out of 10 top locations were noted during the previous FPM. Hounslow and Reading West are now in the top 10 Trespass Hotspot Locations for P04.

Examples of actions at hotspot locations:

- Pitsea - Incidents at this location often involve offenders taking shortcuts between the station & level crossing to avoid paying a fare. To mitigate against trespass several activities have been underway. A meeting has taken place between NWR, BTP and c2c where work agreed at the location will involve better fencing at platform ends, new warning signs and anti-climb paint on crossing and fencing.
- Grays - similar issues to Pitsea with people trespassing to fare evade. days of action with BTP and industry, new signage and increased Land Sherriff patrols have all been implemented. A recent measure that has been especially successful is the application of anti-climb paint; this is currently being considered as a tactical option at Pitsea.
- Liverpool Street - Multi-language anti-trespass signs installed at platform ends, on-going work with NWR to install barriers to prevent further incidents of people falling behind the buffer stops on the end of the platforms

Links to pages 3-4 of the Policing Plan Paper

Performance and Delivery Committee

Finance - Quarter 2 2019/20 update

6th November 2019

Contents

Quarter 2 2019/20

Supporting Tables

Quarter 2 – Key headline

Revenue
The MTFP agreed a gross total expenditure budget of £318.56m, which included an MTFP Reserve funding of £6.76m. Gross expenditure budget has been revised to £315.87m. The Q2 forecast is projecting a £7.39m overall reduction in expenditure against the revised plan, indicating £3.68m reserve drawdown; a reduction of £3.08m from budget.

Capital
The Q2 forecast shows an overspend of £0.7m to plan and includes £2.9m earmarked for projects in the pipeline awaiting business cases for approval by PCIB. The year to date spend at the end of P7 is £1.7m which indicates a further £11.4m spend in the 6 months to the end of the financial year. This suggests that we face an increased exposure risks around capital forecast delivery and projects slippage into 2020/21

Risk
The force is holding two significant finance risks not included in the forecast position.
•
• Adoption of new accounting standard - IFRS16 (Leases). Non-cash impact of £1.0m (revenue) and £500k (capital) to recognise the present value of new leases. DfT guidance to include in forecast from November 2019. ARAC update Nov 2019.

Efficiency
The forecast embeds £6.9m recurrent efficiencies, against planned target of £9m.

Contracts
A more strategic approach to the replacement of our critical contracts (pipeline) and capture of supplier performance
Channelling 80% of our annual third party spend (£47.6m) capable of influence via frameworks and/or collaborative arrangements
Improving the efficiency of our procurement process with fewer but larger contracts and purchase orders of a higher value

Quarter 2 – Testing the forecast

Finance have undertaken a review of Core Operations budgets and run rates at Q2 to quality assure the forecasts for the full year.

Pay – **Quarter 2 forecast £10.12m underspend**

- A review of budgeted pay averages and actual pay averages in the first half of the year has confirmed that the budgeted averages used in 2019/20 budget setting are within a tolerance of £30 per FTE (less than 0.1%).
- The forecast absorbs cost pressure of £770k from the approval of the pay award, increasing from 2.0% to 2.5%,
- The forecast underspend is driven almost entirely by FTE vacancies. Any further change in forecast FTE numbers will directly impact the outturn position.

Non-pay – Quarter 2 forecast £1.28m underspend

- The projection of the run rate up to a full year position would indicate a spend of £60.2m against a forecast of £64.3m; indicating an additional £4.1m of expenditure in the second half of the year. Specifically:
    - Capital Charges - £0.6m linked to capital investment profile
    - Additional recruitment - £1.0m during Q3/Q4
    - Provisions - £700k uniform stock write off and £400k rent reviews.
   - Technology – £400k contract variations, enterprise licences, and licences for new mobile data units.

Summary
The most significant driver of any change from the Quarter 2 forecast to the end of the year will be recruitment activity which will impact on both pay and non-pay forecasts.

Supporting tables - Expenditure

£m	Year to Date (Q2)			Full Year						YTD Average	FY Budget	FY Average	P13 Exit
	Budget	Actuals	Var (adv/fav	Budget	Forecast	Var (adv/fav	Q1 Forecast	Q1 vs Q2 forecast		FTE	FTE	FTE	FTE
Core Operations													
Deputy Chief Constable	2.971	3.180	-0.209	6.227	6.443	-0.216	6.767	0.324		67	77	69	74
Strategy & Change	9.452	8.924	0.528	19.951	18.889	1.062	19.064	0.175		146	160	143	141
People & Culture	5.848	5.563	0.285	12.728	12.562	0.167	12.238	-0.324		164	186	170	180
Finance & Commercial	7.559	7.546	0.014	16.279	16.675	-0.396	15.813	-0.863		101	110	102	102
Corporate Finance	6.370	5.780	0.590	14.711	14.410	0.301	14.771	0.361					
Public Contact & Specialist Crime	18.311	19.534	-1.223	40.593	40.093	0.500	39.407	-0.686		719	769	741	768
Specialist Ops	11.859	10.722	1.137	25.234	22.345	2.889	23.024	0.679		343	387	347	351
Territorial Policing	55.105	54.435	0.670	116.344	115.165	1.180	115.072	-0.093		2,176	2,234	2,148	2,150
Territorial Policing	27.179	23.804	3.375	56.801	50.888	5.913	52.064	1.175		914	1,032	906	931
Core Operations	**144.655**	**139.487**	**5.168**	**308.868**	**297.470**	**11.398**	**298.219**	**0.749**		**4,631**	**4,955**	**4,625**	**4,698**
Project Expenditure													
BTP2021 Resourcing	0.752	0.801	-0.048	1.559	1.607	-0.048	1.798	0.191		30	29	28	27
BTP2021 Finance & HR Resourcing	0.147	0.041	0.106	0.600	0.371	0.229	0.276	-0.095		1	5	4	7
BTP20201 Delivery Partner	0.943	0.686	0.257	1.750	2.000	-0.250	1.750	-0.250					
BTP20201 Severance	0.000	-0.064	0.064	0.700	0.496	0.204	1.155	0.659					
BTP2021 Risk							0.000	0.000					
Projects Revenue	1.357	1.268	0.089	3.385	3.829	-0.444	4.410	0.581					
Scotland Projects	0.063	0.063	0.000	0.075	0.075	-0.000	0.075	0.000		2	1	1	0
Project Expenditure	**3.262**	**2.795**	**0.468**	**8.069**	**8.378**	**-0.309**	**9.464**	**1.086**		**33**	**35**	**33**	**34**
Corporate Items													
Contingency	0.000	0.000	0.000	2.717	0.000	2.717	0.000	0.000					
	0.000	0.000	0.000	-2.861	0.000	-2.861	0.000	0.000					
BTP2021 Efficiency Gap	0.000	0.000	0.000	-3.613	0.000	-3.613	0.000	0.000					
Risk & Cost Pressures													
Corporate Items	**0.000**	**0.000**	**0.000**	**-3.757**	**0.000**	**-3.757**	**0.000**	**0.000**					
Total BTP	**147.917**	**142.282**	**5.636**	**313.181**	**305.848**	**7.333**	**307.683**	**1.836**		**4,664**	**4,990**	**4,658**	**4,732**
BTPA	1.305	1.155	0.150	2.687	2.622	0.066	2.652	0.030		26	28	27	28
Total Delegated Revenue	**149.222**	**143.437**	**5.786**	**315.868**	**308.469**	**7.399**	**310.335**	**1.866**		**4,691**	**5,018**	**4,685**	**4,760**

Supporting tables – Cashflow
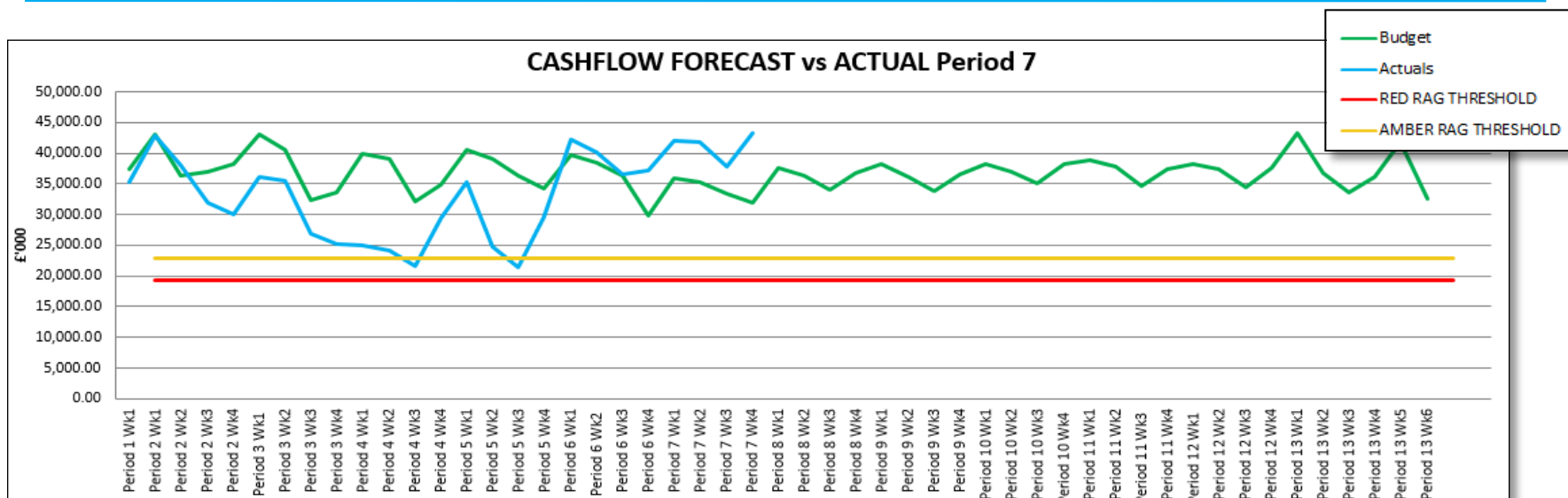
The above graph presents the cashflow forecast on a weekly basis for 2019/20

Key factors to note:

- The 2019/20 forecast figures are based on the agreed budget for the financial year.

- Capital spend factored into 2019/20 forecast is based on costs for inflight projects and cyclical planned spend.

- By the end of period 7 actual cash is higher than forecast at the beginning of the year. This is as a result of an operational underspend against budget – as well as an underspend on capital projects.