

Minutes

Performance and Delivery Committee

Wednesday 12 February 2020, at 10am-1.30pm
at BTP, 25 Camden Road, London, NW1 9LN

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Present:

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

Apologies:

Craig Mackey
Simon Downey OBE, Director of Strategy & Change, BTP

In attendance:

Adrian Hanstock, Deputy Chief Constable, BTP
Rachael Etebar, Director of People & Culture, BTP
Tracey Martin, Director of Finance & Commercial Services, BTP
Benjamin Kelso, Head of Transformation, Strategy & Change, BTP
Hugh Ind, Chief Executive, BTPA
Stephanie Calvert, Head of Governance and Compliance, BTPA
Sarah McGarel, Chief Finance Officer, BTPA
Sam Elvy, Head of Strategy, Planning and Engagement, BTPA
Jon Newton, Analyst, BTPA (minutes)

01/2020 Introductions

Agenda Item 1

1. The Chair welcomed attendees. Apologies were noted for Mr Mackey and Mr Downey.

02/2020 Minutes

Agenda Item 2

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

03/2020 Matters Arising

Agenda Item 3

3. Further to Action 2018/19:13, to explore whether there was any scope to reintroduce BTP questions into the National Rail Passenger Survey (NRPS), Transport Focus was happy to commission further research if funded. It was agreed that the BTPA Executive in collaboration with BTP would produce for Members a synopsis of the currently available data from Transport Focus and link this to the Force's external surveys.

4. For 2018/19: 21, for the authority to consider comms to the rail industry, Members will be included in the distribution list for future letters.
5. For action 7, to provide a snapshot of the Force's survey data, Members received an overview of BTP's external consultation surveys, including the rail staff survey, which has been paused following reducing response rates, the annual public consultation survey, and the monthly victim satisfaction survey. Mr Cooper offered assistance on how to improve the feedback rate if the Force was to restart its rail staff survey.
6. Members were informed for action 10, with respect to an update on the revenue impact of the IFRS16 standard, that a paper has been drafted for the Audit and Risk Assurance Committee (ARAC), which will also come to this Committee. The costs have not been included in the financial forecasts for 2019-20, as the figures were still to be finalised. The Force is waiting for an agreement by NAO and KPMG as to what is in scope for IFRS16.
7. Further to Action 11, with respect to County Lines funding, it was highlighted that the Home Office have awarded a further £3.3million to the Force, to create a dedicated taskforce now comprising 35 people. The Committee requested that the Authority have oversight of how this funding is going to be used in terms of operational delivery, and how the resources will be structured to deliver that requirement. It was agreed that a supplementary update on County Lines, in addition to the Policing Plan paper, should be come to the full Authority meeting in March.
8. For action 12, for the estates strategy to come to this Committee following the Strategy and Planning Committee (SPC); Members were informed that a new Head of Estates had recently started and was in the process of conducting due diligence on the programme of work. There was a discussion about whether there would be any opportunity to consider making BTP locations in railway stations more prominent and to consider the technical infrastructure requirements.
9. **Agreed**
 - 9.1 BTPA Executive, with assistance from the Force to produce, for Committee Members and then the full Authority, a synopsis of the currently available NRPS data available from Transport Focus and the Force's survey data from its Rail Staff Survey, annual public consultation survey, and victim satisfaction survey.
 - 9.2 Executive to include Members in the circulation of the Authority's quarterly letter to industry.
 - 9.3 BTP to provide a report to the full Authority meeting on 24 March, as a supplementary to the Policing Plan report, on how the County Lines funding is going to be used in terms of operational delivery and how the resources will be structured to deliver that requirement.

9.4 BTP to share the Force's CCTV strategy with Mr Honap.

04/2020 2019/20 Q3 Performance Update

Agenda Item 4

People and Culture

10. The Committee received an update on progress with respect to the recruitment plans for police officers. This work had resulted in pressure on the training department; however, the Force has brought in everyone with training experience and is recruiting new trainers to deal with the demand.
11. Following a previous increase, officer turnover has recently reduced. Officer numbers were at a low at P10; however, they have since been tracking as expected and the Force was confident that it will be at full establishment by June. It will however take up to a further 18 weeks for some to be deployable.
12. The Committee was informed that in some places 50% of the establishment was working to complete a shift based on 100% of resources being in post. The new recruits would relieve this pressure and allow more flexibility to respond to emerging issues in specific locations, and to provide problem solving and design out crime responses. Increased staffing levels were predicted to have an effect on the Force's sickness levels.
13. Members praised the People and Culture Team for its work in the recruitment of officers. The Force was encouraged not to lose that momentum once these plans have been achieved. Recruiting to establishment will continue to be a requirement going forward.
14. The Chair requested that for the next Committee meeting, in addition to actual and establishment figures, the report includes a view into deployable resources, taking into account factors such as trainees, duty restrictions and extractions for other reasons, such as sickness. A Member suggested that it would be useful in future to see a comparison of current overtime and incident attendance levels compared to that in six months. There was a discussion around fast-track career development routes for officers. The Force participates in the College of Policing Fast Track Scheme.
15. A Member queried whether new Specialist Operations transferees were receiving the cultural knowledge with respect to policing the railways. Members were informed that there is training, including a conversion course; however, the greater challenge with all firearms transferees is the increased level of interaction with the public at BTP.
16. There was a discussion around firearms policing across police forces in England and Wales, the impact of BTP's pension arrangements and possible retention arrangements.

17. The Committee received an update on the shortfall in applicants for PCSO roles. The recent recruitment of police officers across the country had resulted in a significant reduction in the number of PCSO applicants. The Force was doing what it could to recruit PCSOs, however, it was estimated that they would not reach establishment over the next year. It was suggested that an additional column be added to the Enhanced Police Service Agreement (EPSA) monitoring form, which goes to the Audit and Risk Assurance Committee (ARAC), to outline whether we are able to deliver PCSOs based on the current forecast.
18. Members were informed that there was a potential discussion to be had around whether to recruit more officers and fewer PCSOs. This debate had started within the Force, however, there were concerns as officers and PCSOs have different skillsets and roles. More data was still required to inform this debate. This debate was worth flagging as a risk with respect to agreement being reached with key stakeholders. The Chair highlighted that a sustainable answer needs to be found and that the Authority would consider the Force's deliberations to address it.
19. There was a discussion about apprenticeship schemes being available to officers and PCSOs.
20. The Committee was informed with respect to police staff that 69 Support Services posts were being removed and that the police staff establishment would be set at 1,388 from April. The Force was starting to recruit to that position and was confident it would reach establishment by period 5 or 6 in 2020/21. This was because the Force was recruiting fewer, more professional and experienced roles, which were easier to fill.
21. The Force will be using new advertising branding for its officer and PCSO roles from 1 April. Discussions had taken place in the Force about doing a second stage of work with Penna to focus on police staff, but they were waiting for the results from the first round of this work.
22. The Committee was informed that the Force had good a representation rate for its Black, Asian and minority ethnic (BAME) officers; however, it had the worst female officer representation rate when compared to other Forces across England and Wales. The Force was looking to trial a project to attract returnee female officers to work on a part-time basis covering the night tube; this trial will be running in the summer. Flexibility and part-time shifts were noted as being key in increasing female representation. A Member suggested including breakdowns of BTP's representation figures by Division or location. The Chair requested an update for the next meeting with respect to what could be done about shift patterns and hours of duty that might start to attract more female recruits.
23. Members congratulated the Force on winning an award for a joint project with the Metropolitan Police Service and City of London Police for their approach to autism and helping people to deal with customers with autism.

24. The Committee received an update on professionalism, including around civil claims and legal cases. It was noted that updated policing Regulations were being worked through with respect to the impact on BTP and when they will be implemented. It was predicted that this would lead to a reduction in the number of formal complaints and more of an emphasis on managers developing performance improvement plans. The Chair requested the Force work with the Chief Executive about how oversight of this topic should be approached for future Committees.
25. It was noted that the subject of 'Legitimacy' had been raised in the previous full Authority meeting and there was a discussion to be had around whether this was the correct Committee to include this subject.

Budget / MTFP

26. The Committee was informed that the forecast was for a £7 million underspend against budget in 2019/20. This was largely linked to underspends on pay and resulting non-pay savings, such as for uniforms.
27. The forecast has departed from the budget as agreed per the medium term financial plan (MTFP). The reasons for this variance were known about and agreed. It was forecast that there could be a circa £4.5m drawdown from reserves at the end of the year based on the current known income profile; however, decisions with respect to income and reserves would be subject to further discussion between the Authority during and after the year-end.
28. The Committee requested a report outlining the facts with respect to the reduction in planned PSA income from TfL, including details on PSA vs EPSA income for TfL, resource deployment particularly with respect to the core, and lessons learned. It was agreed that the Executive would liaise with the Force around whether this paper should go to the full Authority or wait until the next Committee meeting.
29. The cash forecast position, based on quarter 2 data, was healthy. The Force was developing a Treasury policy, which was to go to ARAC in June. A Member noted that the Force was in a cash rich position and may need to produce a briefing on how this will be affected by the Force's return to full establishment. It was noted in response that the Authority has recently approved its reserves policy and has changed its approach from previous years, which had previously involved a concerted effort to draw down cash.
30. An overview was provided on the contract pipeline and capital expenditure. It was highlighted with respect to contracts that shared proposals were being considered for three systems that crossover for the People and Culture and the Finance and Commercial departments, rather than having fragmented systems. It was also noted that an alternative uniform supplier was coming in July, which will improve turnaround times for new uniforms. A Member suggested that for a future meeting, it would be good to know what efficiencies have been obtained at the end of contract periods.

Policing Plan Performance

31. The Committee was informed that BTP has seen a slight increase in hate crime aimed at Chinese and east-Asian people, linked to the Coronavirus outbreak. There had been eight incidents recorded in recent weeks, but more cases were likely to have been unreported. The Force was monitoring this to identify any emerging trends. It was also noted that there had been a 41% year to date reduction in cable theft incidents and a 53% reduction in schedule 8 costs linked to cable theft disruption. BTP was working jointly with the rail industry around a number of industry construction initiatives.
32. BTP was putting effort into detecting volume offences. The main volume offences for BTP are theft of passenger property, anti-social behaviour (ASB), shoplifting and cycle offences. When focussing on hotspot locations the numbers of offences were in small volume. At St Albans there had been a 41% increase in crime, however this was an increase of 29 offences. A prolific offender had been arrested and charged, which had halted that increasing trend.
33. London Bridge continued to see a problem with shoplifting, there were 2.3 offences per week at London Bridge; this equated to 35 more crimes per quarter. It was noted that there were lessons to be learned for future retail developments. There was a discussion around whether there should be communications to the industry around increasing the establishment when there are rail industry developments that lead to an increase in the volume of BTP activity. It was noted that there were discussions to be had around current and future infrastructure developments. It was suggested that there is the capability for the Force and Authority, via the Strategy and Planning Committee, to identify whether there is a need for additional policing when there are new rail industry developments.
34. There was a 60% increase in robbery, which was an extra 322 offences, to 853. It affects mostly younger people with their earphones and mobile phones being stolen. The predominant method is intimidation of a weapon, rather than one being shown, and intimidation. The Force has been doing a large amount around robbery and violence and was having some success. In the previous 30 days there had been 78 arrests for robbery, with another 59 identified who were wanted and the Force was trying to bring in, and there were 127 on bail. Robbery detections had increased by 50% compared to last year and the detection rate for robbery was around 15%.
35. It was noted that the BTP was experiencing a larger percentage increase in robbery offences than the Metropolitan Police Service, as there had been some displacement onto the BTP environment, and that there had been around a 1% reduction in violence against the person offences. It was noted that if the Force had more officers, it would be able to increase the number of targeted patrols and activities at the volume crime hotspots.
36. The Committee received an update on BTP's football policing efforts. There had been 73 [34%] more football related violence and ASB incidents in the

current football season, compared to the same period last year. A number of the reports were via social media and '61016' reports. The Force risk assesses the fixtures based on previous intelligence and impact.

37. A Member sought reassurance that there will not be any loss of focus on this area of core business following the loss of an Assistant Chief Constable (ACC) position. The Committee received assurance that there would be no reduction in the Force's commitment to football policing, and that this work was now headed by the Deputy Chief Constable (DCC), who sits on a Strategic Board with the Rail Delivery Group (RDG).

38. **Agreed**

38.1 For the next Committee meeting, in addition to actual and establishment figures, the People and Culture report to include an update on deployable resources by division within the establishment, taking into account training and abstractions, such as for sickness, duty restrictions, and other reasons.

38.2 An update to be provided for the next Committee meeting around what could be done with respect to shift patterns and hours of duty that might start to attract more female recruits.

38.3 An update on the professionalism agenda to be provided for the Authority Chief Executive, to inform how oversight of this topic should be approached for future Committee meetings.

38.4 BTP to produce a report, which shows the impact of the reduction in PSA income from TfL, including details on PSA vs EPSA income, resource deployment (core and EPSA), and lessons learned. The Executive to liaise with the Force around whether this paper should go to the full Authority or wait until the next Committee meeting.

05/2020 Strategy Update

Agenda Item 5

39. The Committee received an update against the Strategy deliverables and the progress being made with respect to the Force's transformation efforts

40. There was a discussion around the change to the investigation model, which may result in some media interest, as the Force shifts from dedicated sexual offences teams to more teams across the country that are omniscient, but trained to a higher level of detective capability. There has been engagement with stakeholders and the team affected.

41. It was noted that the Force's new capacity planning tool will allow the Force to use technology better and do more sophisticated predictions of how they are managing demand, which will help them to predict whether there are the correct number of resources in specific locations. This will

assist the Force with resource planning and delivering efficiencies, and allow them to be more predictive in this work.

06/2020 Reflection on effectiveness of meeting

Agenda Item 6

42. The Chair noted the earlier discussion around the topic of Legitimacy. Framing this subject area will help in deciding where it should be reported.
43. A Member noted that the Committee decision to have more of a focus on specific issues delivered value, as it allows for a better focus on those exceptions. The subjects could be rotated between meetings if necessary.

07/2020 Any risks to be communicated to the Audit and Risk Assurance Committee

Agenda Item 7

44. Agreed

- 44.1 The following risks to be communicated to the Authority's ARAC:
 - The Force's capability to deliver EPSAs, with particular respect to PCSO profiling;
 - The Force's capacity to maintain its current momentum with respect to the recruitment efforts, not just for this year but also for future years.

08/2020 Any other business

Agenda Item 8

45. It was suggested that there should be some proactive communications to the rail industry, potentially via the Chief Executive's newsletter to stakeholders, around the following themes:
 - The Force's recruitment plans and when the new recruits can be expected to be operational,
 - The Neighbourhood Policing Model,
 - PowerBI and ability to report to industry,
 - The Digital Transformation and iPatrol, and
 - The new investigation model.
46. The Director of Finance & Commercial Services offered to distribute to Members the details of the autism customer focus work.