

# Minutes

## Performance and Delivery Committee

Thursday 8 September 2020, at 10am -12.30pm

Via: Videoconference

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**Present:**

Dominic Booth (Committee Chair)  
Andy Cooper  
Craig Mackey  
Martin Richards  
Stella Thomas

**Apologies:****In attendance:**

Adrian Hanstock, Deputy Chief Constable, BTP  
Rachael Etebar, Director of People & Culture, BTP  
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  
Lynsey Marshall, Finance, Audit and Risk Manager  
Jon Newton, Analyst, BTPA (minutes)

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**17/2020 Introductions**

Agenda Item 1

1. The Chair welcomed attendees. There were no apologies.
2. The Chair requested that more attention be focused on ensuring shorter papers with clear recommendations for future Performance and Delivery Committee ('Committee') meetings, with appendices used if necessary, and that future meetings have times outlined on the meeting agenda.
3. **Agreed**
  - 3.1 Future Committee meeting Agenda to show times for each item.

**18/2020 Minutes**

Agenda Item 2

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

**19/2020 Matters Arising**

Agenda Item 3

5. It was agreed that action 21, for an update on the Legitimacy Agenda to be provided for the BTPA Chief Executive, should remain 'In Progress' rather

than 'Closed'. Legitimacy would be discussed at the BTPA Board Away Day. There was a need to develop a consistent approach to BTPA oversight of the legitimacy agenda, including a template or dashboard.

6. Members were informed that further to action 27, for BTP to share the outcome of the brand work with Penna, a presentation was attached for information. This work had resulted in the Force being awarded the Public Sector People Management Award for the best social media recruitment campaign. Members praised the recruitment branding. It was noted that for the brand to be valid, it needs to flow through the organisation, feeding into learning and development, culture change and service delivery.
7. It was highlighted in response to Member queries that the current pictures were from stock and would be updated once it is safe to do so and will include representative pictures. It was also noted that the branding was being road tested on social media.
8. All other actions were recorded as in progress, closed or complete.
9. **Agreed**
  - 9.1 Action 21 to remain 'In Progress' rather than 'Closed'.

## **20/2020 2020/21 Q1 Performance Update**

### Agenda Item 4

10. Members noted their thanks to BTP for their very good response to the major incident at Stonehaven in Scotland and the derailment of the freight train at Llangennech in Wales.

### **People and Culture**

11. The Director of People and Culture provided an overview of the key points from the People presentation shown at Agenda Item 4.1a. Discussions were focussed around the following points;
12. The Chair applauded the efforts of the Special Constabulary during the Covid-19 period. Members were informed that BTP's 266 Special Officers contributed significantly higher than usual hours during the Covid-19 lockdown period. An average of 30.7 hours was worked per Special Officer in May.
13. The Chair noted the sad loss of DC John Coker and praised the Force's efforts formally to recognise and remember him in the form of a memorial. A memorial had been placed at Euston Station in memory of DC Coker, who was a well respected and well liked officer.
14. There was a discussion about the forecast reduction in the officer headcount later this year, predicted to drop below gross establishment to balance out the very successful recruitment in the first half of the year and

the lower than expected leavers owing to Covid. The Force was managing the profile of officers and PCSOs to balance operational needs and budget. Decisions had to be made based on intakes coming into the Force in 6 months time and forecast leavers. If there is no further recruitment, the numbers of officers was predicted to fall below establishment. This will be monitored and interventions will be carried out if needed. The Chair encouraged the Force to look at other options to manage budget pressures prior to the option of reducing headcount.

15. The Chair noted a concern about the PCSO headcount being 30% below establishment. Members were informed that C Division was at PCSO establishment; however, the Force was having difficulty in attracting successful applicants in B Division. The need to balance officer and PCSO numbers and budget was highlighted; the Force has established a workforce planning board to get clear forecasting.
16. The Committee was informed that the historic low female officer representation rate was partly linked to new recruits having to travel to London to do their initial training for 18 weeks. The Force was aiming to conduct more training in different locations. There was also an increase in the amount of training taking place online, with around 50% of training able to be conducted this way. The Force had, prior to the Covid-19 lockdown, been planning a trial of part time officers on night-tube to encourage return female officers; this had been paused and will progress once night-tube is running again. The Penna recruitment branding also features targeted advertisements. It was noted, however, that the drop in turnover will limit opportunities to improve the gender representation rate.
17. The Chair noted that it would be useful to include in the quarterly update, the inclusion and diversity figures at a local level, to show whether the Force is representative of the local population. The Director of People and Culture commented that the data available is the 2011 census data.
18. It was highlighted with respect to Covid-19 related sickness that those who have tested positive were being referred to Occupational Health and contact has been maintained with them following their return to work to monitor for any follow-up health issues.

### **Professionalism**

19. The Committee received an overview of the headlines from Agenda 4.1b.
20. A Member highlighted that, further to the discussion at Agenda Item 3, about the professionalism update, it was important to ensure that Authority oversight reflects the breadth, depth and consistency of this work.
21. It was queried whether Covid-19 had affected the IOPC's handling of BTP complaint cases. Members were informed that the Force maintained all its regular discussions with the IOPC, and that there were no issues with respect to BTP officers who were subject to complaints.

22. The low grievance figures were noted; it was suggested that in future it might be useful to do some benchmarking against other Forces or include a question in a staff survey, to identify if this represented a good picture or potential under-reporting due to a lack of confidence. The Deputy Chief Constable (DCC) noted that the Force has a confidential reporting system, which is used, but agreed that this further research could be commissioned subject to the relevant benchmarking data being available for comparison.
23. It was noted in response to a Member query that planned 'random drug testing' took place for key high-risk roles, for example firearms officers. Most drug tests, however, were on a 'with cause' approach, in response to intelligence received and were rare in practice.
24. There was a discussion about the Force's financial exposure to civil compensation claims. The majority were around motor vehicle, public liability and employee liability claims.

#### **Budget / MTFP**

25. The Committee was informed that the Force was keeping the direct Covid-19 costs separate from the business as usual financial forecasts. The Chair queried whether there was a risk around losing track of these costs. It was confirmed that this was a presentational issue, aimed to provide clarity about these costs and that the full position is reflected in the ledger.
26. "Surge" costs of Covid-19 up to £3million will be funded by the Department for Transport (DfT). This is for costs of providing extra frontline policing at key points in the pandemic. There were around £6million further Covid related costs, largely due to technology purchased to facilitate agile working and around health and safety, such as personal protective equipment (PPE), office reconfigurations, etc.
27. Direct Covid costs aside, the Force was managing pay and non-pay pressures and opportunities to balance the overall position within the allocated MTFP funding that was approved in December.
28. The Force noted that it would be a question for the Authority around how the £6m as yet unfunded Covid-19 related costs will be funded. To date, there had been a submission to the DfT for around £900k spend on PPE. The further costs relate to overtime, mileage, security and cleaning etc.
29. It was confirmed that the forecast against plan was secure apart from Covid-19 related spend. Recruitment had been slightly too successful, which was positive, but had created a cost pressure. The Force was content that the approved budget was sufficient to fund the profile of the Force as outlined in the forecast. The numbers of leavers were slowing, which may add some cost pressures, but the Force was starting to slow down the number of new staff joiners. There was a careful balance to maintain, but

this was being actively managed and care was being taken not to be too far under-establishment.

30. It was highlighted with respect to the non-pay budget, that there were opportunities to make efficiencies. These were largely around supplies and services, and accommodation and travel, as well as police staff training. The Force was working through these to identify if they were genuine savings or if the costs would be deferred to another year. The Force's transformation programmes were also looking at IT and estates related efficiencies, however these would be longer term.
31. Overall, this year, the Force will be able to meet the budget allocation.
32. The Committee was informed that the Force would fall short on around £300k of the £3.6m planned efficiencies for this year. This has been partly driven by the Force not being able to reduce the number of vehicles in the fleet, to facilitate single crewing, and some of it has been Covid-19 related. These will be added to next year's efficiencies target.
33. A question was asked about the reported income risk of £1.5million. It was confirmed that risk had largely gone away.
34. A Member requested that, for future meetings, the 'Contracts Pipeline' slide includes more narrative, including around those upcoming contracts which appear to be more material.

### **Operational Performance**

35. Members received an overview of the operational performance headlines for quarter 1. Discussions were focused around the following points;
36. The DCC highlighted the significant national role BTP played during the Covid-19 period, noting that resources were flexed with the regional adaptations to the various lockdown stages and the joined up working with other forces in response to the major incident at Stonehaven in Scotland and the derailment of the freight train at Llangennech in Wales.
37. BTP are working with the Football League, DfT and the Rail Delivery Group (RDG) to prepare for policing the railways when football fans return. This would need to consider the increased sense of confidence passengers will need as the railways return to normality. There would also be a need to continue the work with the rail industry and in particular around sending messages to passengers to mitigate some of this perception of risk.
38. While the level of demand has significantly reduced, incidents of trespass had increased. This was driven by a combination of trespass involving young people, people milling about and staff being more vigilant. There

had also been nuisance behaviour type incidents, where people are not following the new Covid-19 rules; these may not translate into a crime, but a call for service may generate a nuisance incident.

39. There had been a significant reduction in notifiable crime and an increase in the detection rate, partly linked to officers having the capability to respond quicker; this was due to the reduction in demand. It was also driven by activity to arrest wanted people. This however had led to a justice backlog; as such the next challenge would be to keep those cases live and relevant. The Force was working with the Crown Prosecution Service (CPS) on this.
40. It was noted that there was a typo on the '2020-21 Quarter 1 Crime Overview' slide; this should state that there has been a 78.1% reduction in sexual offences, not an increase.
41. Members were informed of a joint operation with Camden Council and the Metropolitan Police Service to deal with homeless people around Kings Cross station, and other similar operations. There has also been a continued focus on the Force's high level activity, such as around robbery and county lines, and a significant number of patrols on vulnerable routes. The Chair noted that this focus was important, as previously busy locations generally used to feel safer, but at the current time there was a risk to passenger confidence in security.
42. A Member highlighted a media report in South Wales, involving unruly behaviour on a Valleys train. The Committee was informed that BTP was alert to incidents where people were not wearing masks every day; there had been around 30,000 interventions, with around 250 Fixed Penalty Notices (FPNs) issued. This showed that at the point of challenge, people will generally put masks on; however, continued observance of the Coronavirus Regulations may not necessarily follow. The rail industry was being briefed on a weekly basis with respect to the Force's actions in this area.
43. A Member highlighted positive media feedback with respect to the Force's county lines operations in the South West of England; these also picked up on BTP's wider operational activity.
44. There was a discussion around safeguarding. It was highlighted that this was an emerging threat as unemployment levels increased.
45. **Agreed**
  - 45.1 Future People and Culture quarterly updates to include employee inclusion and diversity figures at a local level, to show whether the Force is representative of the local population.
  - 45.2 Future Finance quarterly updates to include additional narrative, including around the risks and timescales, for the Contracts Pipeline.

## **21/2020 Equality, Diversity and Inclusion Update**

### Agenda Item 5

46. The BTPA Chief Executive highlighted that there were two strands to the oversight of equality, diversity and inclusion. The first was the Force and Authority responsibilities as an employer; the second was with respect to the Force's use of operational powers. Members were informed that:
  - 46.1 The presentation included much material on the employer side. The Authority needs to understand that and the Executive would work with the Force to identify some key indicators to monitor this.
  - 46.2 Members could also consider the suggestions included on slide 16 of the presentation, around how they can get further involved.
  - 46.3 For the operational side, there was an ongoing discussion between the Executive and the Force around presenting a range of key measures. At the current time there was a struggle to produce something clear and impactful for Members.
47. These above points would be returned to at the Authority workshop on 23 September.
48. Members were informed that in addition to inclusion, diversity and equality, it was important to consider 'disparity'. Even where activity may appear disproportionate, there may be a proper explanation for that. There was a complicated narrative for the Force in this area, as it does not have a settled resident community. Because of this, some of the raw data conclusions could be challenged.
49. There was a discussion around how to properly measure the impact on the community. This presented an opportunity to identify BTP's community and establish the narrative in this area.
50. A discussion on stop & search took place including an outline of the complex factors that can influence the impact of disparity. The Committee emphasised the need for the force to be able to provide a narrative on the fairness, effectiveness and legitimacy of stop and search, amongst other use of force considerations.
51. A Member highlighted that the Independent Advisory Groups (IAGs) were a useful reference point for getting feedback from the community. It was also suggested that Transport Focus may be able to do some work around the representation of passengers. This area of work should feed into future Policing Plans and the Strategy refresh.
52. It was highlighted that this area of oversight was also around understanding the Force's victim and offender profile and whether there

was any disproportionality in outcomes or service delivery for either of those groups. It was noted that there was a lot of data and that the Executive could work with the Force in developing this area of oversight.

53. A Member noted that the internal issues were well reflected. The issue of disparity and granularity of data for policing powers is where further understanding was needed. This was an opportunity to build that understanding of the data and develop a narrative going forward.
54. The Chair outlined that it was good to see the breadth and depth of this work. It was important to put this into a way that progress can be tracked. This was the starting point for this complex and crucial piece of work that will now be a part of the way that the Authority does its business and the Authority was supportive of it.

### **22/2020 Reflection on effectiveness of meeting**

Agenda Item 6

55. Mr Mackey praised the Chair for ensuring that the meeting ran for the correct length of time. The length of the papers, however, was a challenge. The key points for Members to note or make decisions on needed to be clearer. There was a collective need to improve this.
56. For future meetings, the comments made about the professionalism report at Agenda Item 3 and the need to be able to explain the context regarding the finances were noted.
57. **Agreed**
  - 57.1 The BTPA Executive to work with the Force to refine the papers, including to highlight what is for information, guidance or decision.

### **23/2020 Any risks to be communicated to the Audit and Risk Assurance Committee**

Agenda Item 7

58. A risk was raised with respect to not developing a narrative around the Force's use of police powers with respect to equality, diversity and inclusion, which could mitigate any misleading conclusions.

### **24/2020 Any other business**

Agenda Item 8

59. There was no other business.