

Minutes

Performance and Delivery Committee

Wednesday 6 November 2019, at 9.30am-12.30pm
at The Forum, 74-80 Camden Street, London, NW1 OEG

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Present:

Dominic Booth (Committee Chair)
Martin Richards
Stella Thomas
Shrin Honap
Craig Mackey

Apologies:

Andy Cooper
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
Hugh Ind, Chief Executive, BTPA
Sarah McGarel, Chief Finance Officer, BTPA
Sam Elvy, Head of Strategy, Planning and Engagement, BTPA
Jon Newton, Analyst, BTPA (minutes)

20/2019 Introductions

Agenda Item 1

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

21/2019 Minutes

Agenda Item 2

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

22/2019 Matters Arising

Agenda Item 3

3. Action 13, to explore the use of additional questions or data from the National Rail Passenger Survey (NRPS), was in progress. Further contact with Transport Focus had been attempted. The BTPA Chief Executive has a meeting organised with the Transport Focus Chief Executive and this subject can be raised. The Deputy Chief Constable (DCC) will also re-contact Transport Focus.

4. The Chair suggested that the Force conducts a one-off snapshot of its survey activity and identify what data is currently held, whether it is statistically significant, whether there were any performance issues and if there are any gaps that needed filling. A Member highlighted the need to also do this from a passenger viewpoint.
5. Action 21, for the Authority to produce communications to the industry, was in progress. The first of a new quarterly newsletter will go out in the next two weeks and will provide a follow-up to the Birmingham stakeholder event. The Executive also reports to Rail Delivery Group (RDG) meetings and is working on relationship management pilots with two stakeholders.
6. Action 1, for BTP and the BTPA Executive to map out how they communicate with PSA holders, was in progress. The Force has a communications map in place covering Chief Officers and, at a local level, Chief Superintendents. This links into a feedback database. The Force's new stakeholder engagement lead was also now in role, enabling the Force to take more emphasis in this area. Divisional communications maps will be rolled out, however there was ongoing regular engagement at a local level.
7. Actions 3 and 4, regarding the under-delivery of efficiencies, were to be covered under Agenda Item 4. All other actions were noted as complete.
8. **Agreed**
 - 8.1 The Force to conduct a one-off snapshot of the survey data it has, to identify what currently exists, whether it is statistically significant, whether there were any performance issues and whether there are any gaps that needed filling.

23/2019 2019/20 Q2 Performance Update

Agenda Item 4

Agenda Item 4.1 People and Culture

9. The Performance and Delivery Committee (the "Committee") was informed that there were 144 officer and 50 PCSO vacancies; 94 of the officer vacancies were in B Division. This had resulted from the slowing down of officer intakes, due to the need to find in-year savings. Now that there was more clarity around funding, officer and PCSO intakes had resumed.
10. For PCSOs, 26 posts had been held for the second year; however, there had been agreement these posts will be filled next year. Next year the Force was planning to recruit one-third more officers than would normally be recruited and the PCSO intake had been doubled, to take into account the changes to enable PCSOs to become BTP officers. It was noted that 50 PCSOs would become BTP officers by the end of the current year.

11. Based on the MTFP being approved by the Authority, next year's officer establishment figure would remain the same as this year. The Q2 forecast had projected that, even with the increased recruitment, the Force would not be at full establishment by the current year-end. It was being modelled that BTP would be at full establishment by September 2020.
12. There had been a good response to BTP's recruitment activity. The Force was recruiting as many officers as possible in order to take into account ongoing natural turnover. It was predicted that officer turnover for 2019/20 would be 11%, compared to 8.5% for last year. This turnover figure, and the differences between Divisions, had been factored into recruitment plans.
13. There was a range of ongoing work around officer retention, including refreshed training programmes and allowing officers the opportunity to experience more high profile operational activity. BTP was also extending the re-joining period for ex-officers from 2 years to 5 years and working to attract re-joiners to do part-time night-tube work.
14. The Force had allocated additional funding for next year to increase its training capability. The lease at the Spring House training facility was due to expire in November but had been extended for 6 months. As a result, BTP was able to run dual training facilities. The number of officers per training intake had also been increased from 20 to 24. The Force was able to cope with the increased training intakes at this time.
15. BTP, with respect to PCSO recruitment, was allowing those who apply to be an officer, but who do not reach the required assessment centre score, to become a PCSO, providing they reach a certain score. The Force was also distinguishing the role of PCSOs from that of officers in its recruitment communications in order to attract different types of people to the role.
16. There was a discussion around the risks that could impact on the Force's efforts to recruit to full officer establishment by September 2020. It was highlighted that if Home Office Forces were to change their starting pay rates for officers, this would present a risk of increased costs or officer attrition. Different options were being modelled and the Authority Chair had requested a paper to the Appointments and Remuneration Committee (ARAC). The current position was to keep the current starting pay rate until the Home Office Force position is known.
17. A Member queried whether the rosters were an issue. The rosters, which took into account that more officers were required at weekends and evenings, were still not popular. It had been communicated that these hours required working, but with the caveat that three months notice would be given, rather than last minute requests. The Force has been progressing as best as possible, however there continued to be anecdotes of cancelled rest days being used; this was considered to be partly as a result of the vacancy gap.

18. There was a discussion about whether the employee establishment was set at the correct level given the increased demands on the Force. The DCC suggested that, in the short term, the establishment was not at the right level, given the increases in demand against recruitment during the last three years. A paper on this had been circulated to the September Authority meeting.
19. Members suggested communicating with train operating companies (TOCs) and BTP employees about the current number of employees and the plans to recruit to establishment by September 2020, with an emphasis on this being a good news story. The Force had been in discussions with the rail industry over these elements. Internally, there had been engagement and communication with employees via the BTP2021 reforms.
20. A Member queried whether the funding for county lines had led to extra officers to deal with this issue. It was highlighted that 27 detective posts had been released as part of the reform of the crime function; these will now move over to the county lines response. The challenge will be around the sustainability of the funding.
21. For police staff vacancies, Members were informed that most of the staff restructures, apart from support services, had been completed. The current issues were around filling vacancies in CCTV and IT. For the CCTV role, 6 people were due to start in the week following this meeting; and for IT, people had been brought in on fixed-term contracts. The Force was also considering other options around the IT function. There had been a number of control room vacancies, but these had now been filled.
22. Members were informed that vetting had been taken into account in the recruitment plans. The small vetting team, and the prioritisation of police officers, had led to some delays in the recruitment of police staff. There was however a significant reform programme for vetting, as it was recognised that recruitment for certain roles needed to be quicker.
23. The procedure to offer at risk would allow new joiners to complete a self-declaration before joining, with the answers being used as a basis to decide whether the application can be continued. This procedure was consistent with the vetting code of practice and the Force will still do PNC and PND checks. This will also be followed by an accelerated full vetting process. The process can be used where someone is coming from a police force or civil service and had already been through vetting; in the contract it will outline that if the person fails vetting they will not then be taken on. It was noted that there was a low risk around this due to the checks and balances that had been put in place.
24. The Committee received an overview of ongoing tribunal and civil claims. It was highlighted that five tribunals for an organisation of circa 5k was around the average, but was a low number.

Agenda Item 4.2 Policing Plan Performance

Counter Terrorism (CT)

25. The Force was now confident that the target number of awareness sessions would be delivered. There were also other ongoing engagement and preparation activities, and the Specialist Operations department had been conducting patrols and contributing towards BTP's core policing. The Force will be reviewing its Strategic Threat and Risk Assessment (STRA).
26. A Member noted that the number of attendees at the ACT Operational Industry sessions seemed low and queried whether it should be higher. Members were informed that the numbers should not necessarily be higher as these courses were targeted to critical industry security leads. A query had however been raised in the Force around the quality of the attendees.
27. There was a discussion about officer turnover and training availability for new officers. There were discussions around collaborating with another Force with respect to training provision.
28. A Member requested that, for future meetings, the presentation slide on Specialist Operations patrols includes an emphasis on outcomes, as well as activity, such as arrests per officer, charge and outcome rates.
29. It was agreed that the refresh of the STRA would be an opportunity to engage with the industry around this area of work and get them to understand the decision making around this.

Reducing violent crime on the railway

30. Violent crime remained a concern for the Force. Violence with injury offences were down by 2% compared to the same period last year, however, this was less than the 10% reduction target. Reducing these offences further was a challenge due to the low number of offences, which were less predictable in nature. The Force was however confident about the level of Operation Sentinel activity, which had led to officers patrolling at the right place and time to intervene in offences, leading to a number of arrests being made. There had also been an effect on detections for workplace violence and significant results in responding to challenging behaviour and finding weapons and drugs.
31. There had been about 400 robberies, most of which were in London. These usually involved a weapon being intimidated or threatened, with about 4% involving a weapon being used. Offences were sporadic in nature but the Force was targeting where offences could happen and was confident that officers were focussed on the right things at the right time. It was noted that additional officers would not mean that the Force would be able to better profile when robbery offences would occur; however, it could increase detections and visibility, which would have an impact.

32. It was queried whether the 35% increase in robbery was a concern. Members were informed that the large percentage increase was a worrying trend, however the absolute volume of the increase was low. BTP was responding to robbery along with violence and workplace violence, and efforts were being made to be at the best locations at the right times to intervene.
33. Football related violence was a common theme raised at the Policing Plan stakeholder consultation meetings. BTP has a good focus on this issue, much of which involves ASB rather than serious injury. A Member suggested including a slide on this issue for the next meeting, outlining BTP's response. The Chair requested a short report to the next Committee meeting on whether it is getting worse and the Force's response.

Reduce volume crime

34. The use of joint problem solving plans to reduce volume crime at hotspot locations was largely going very well. The notable exceptions to this were in Central, where there was a gap in the number of PCSOs, who would usually be central to these plans; and at London Bridge, where there had been a significant number of new retail units, resulting in increased footfall. The Subdivision Commander had put a plan in place around this issue.

Reduce disruption and delay on the network

35. BTP are arriving to fatal incidents in an average of under 20 minutes and the handback time for non-suspicious fatalities is currently 85 minutes, rising to an average of 96 minutes when including unexplained fatalities, which was down from 138 minutes in Q1. BTP will be presenting to the Rail Delivery Group (RDG) in December outlining what the Force is doing and to ask the industry what more it could do.
36. For trespass, there had been a reduction in the number of incidents; however, despite the Force's efforts to drive down incidents at well known hotspots, this had resulted in a limited impact on primary delay. There had, however, been a more significant reduction in secondary delay, which represents positive news for the industry.

Agenda Item 4.3 Budget / MTFP

37. The Q2 forecast was projecting a £7.4m overall reduction in gross expenditure against the revised plan. The Q2 position had fallen away by £1.9m from the previous quarter largely as a result of vacancies in police staff where numbers have been kept in order to redeploy displaced staff, and roles have not yet been filled following green light to recruit.
38. This reduction will impact on reserves drawdown; at the start of the year, the Force was seeking £6.76m from reserves, this has now reduced to a forecast £3.68m drawdown against reserves.

39. The Force has tested its financial forecast in terms of revenue expenditure. This had revealed that the underlying cost base with respect to budgeted pay averages was reliable; the budgeted versus actual were within a tolerance of £30 per FTE. Furthermore, some sensitivity analysis had been carried out over the Q2 forecast with respect to headcount and pay; the first assumed a continuation of the current headcount, which would result in a further £3.4m reduction from the Q2 forecast; the second assumed that recruitment is smoothed to the year-end, this would result in a £2m reduction from the Q2 forecast. It was predicted that the year-end forecast would be within 1%-2% of the Q2 forecast, with variations being driven by changes to the headcount.
40. A Member suggested that there was a communications piece to stakeholders around the costs being incurred this year which would not deliver the benefits, in terms of operational officers, until next year.
41. Further to a Member query, the Committee was informed that the Q2 forecast did not include the £1m revenue impact of adopting the IFRS16 accounting standard for leases. It was agreed that this would be discussed with the Member following the meeting.
42. Non-pay costs were back-end loaded by circa £4m. There was a significant non-pay impact around the additional recruitment, which included training costs. There was also a provision for a stock write-off in the second half of the year, linked to a backlog of uniforms. A full assessment had been conducted on this and before any formal write-off, a paper will go to the ARAC and, because of the size of it, also to HM Treasury. There was circa £700k for that provision and a further £400k for rent reviews.
43. A Member queried whether there was a charity option for the write-off of uniforms. It was noted that this option was being explored; all of the items that are shredded are used for recycling purposes, providing a green credential. The Force has sold around around £25k of kit, however, the effort to sell it outweighed the income received. It was highlighted that there were some lessons to be learned from this exercise; the paper to the ARAC about the write-offs will outline the controls that have been put in place just that this issue does not arise again.
44. There was a forecast £700k overspend for capital expenditure. Spend had been quite low in the first half of the year (£1.7m), which indicates a further £11.4m spend for the remainder of the financial year; of this £2.9m relates to projects awaiting business cases to be approved. There was an element of risk against that, but the Force was putting pressure on teams and projects to get that back on track, and extra approvals boards had been put in place. Most were low threshold investments and approvable within the Force.
45. There was a discussion about the £400k risk of payment to P11D benefits in kind. It was highlighted that there had been an issue around the interpretation of how the Force applies tax to travel benefits, for officers

who get free travel for themselves and their family. HM Revenue and Customs (HMRC) had advised that a different National Insurance category should be used to that being applied by BTP. The Force had taken legal advice and was in the process of negotiating with HMRC. This issue had been brought to the attention of the Authority and there are discussions ongoing around any further reviews needed. A Member suggested speaking to a named contact at the Metropolitan Police Service who had taken legal advice around P11Ds.

46. The Force had identified £7.1m of efficiencies, which was £1.9m short of the £9m efficiency target. There was a non-recurring saving against CT, which was an adjustment linked to recruitment and a reduction in pay costs. As such, it would be possible to absorb this year's required efficiencies. These factors however would compound on next year's efficiency target. This position has been factored into the Medium Term Financial Plan (MTFP), which would be presented to the Strategy and Planning Committee (SPC).
47. There was a discussion around how efficiencies are treated from year to year and how they are communicated to stakeholders. The Committee was informed that the budget was rebased each year and that, rather than being outright savings, they were about reforming the organisation to absorb increased costs rather than passing them onto the industry. It was highlighted that there needed to be a clear narrative for stakeholders. It was also noted that, when communicating to PSA holders that there will be a large recruitment drive, there needed to be an awareness of the industry response with respect to the PSA charges, and an ability to explain what the money was being spent on.
48. It was queried whether the 27 detective posts that will be funded by the County Lines funding would impact on the outcome of the investigations transformation. Members were informed that the investigative transformation work was still ongoing, and the resolution centre would still not be going ahead, but that the detective posts displaced from the transformation would help the Force to do the County Lines work. The DCC would provide clarity over the resourcing of the County Lines funding after the meeting.
49. There was a discussion around driving efficiencies through expiring contracts. PA Consulting had looked at all of the current contracts. Part of their assessment was a shadow capability assessment, which gave some thoughts around how to design the new service delivery contracts and the approach to contract management. Centralising some of the Force's contracts would assist with that. Also, since the current approach had been adopted around the trajectory and pipeline for managing contracts, the Force has been in a much more assured position.
50. There was a discussion around BTP's estates. The bulk of the estate is on peppercorn rates, with few in a position to be highly negotiable in order to find further commercial value. It was highlighted that this was an area of

discussion in the SPC. The Chair requested that the estates strategy come to this Committee once it had been through the SPC.

51. **Agreed**

- 51.1 CT slide of Policing Plan update to include more of an emphasis on outcomes, as well as activity, including figures on charges, arrests per officer, outcomes and court rates.
- 51.2 Short report on football related violence and ASB to be produced for the next Committee meeting, outlining whether it is getting worse and what the Force is doing about it.
- 51.3 BTP to communicate with Mr Honap out of Committee with respect to the revenue impact of the IFRS16 accounting standard for leases on the forecast underspend.
- 51.4 DCC to confirm the resourcing related to the County Lines funding.
- 51.5 Estates strategy to come to the Performance and Delivery Committee once it has been through the SPC.

24/2019 Strategy Update

Agenda Item 5

- 52. The Committee received an update against a number of projects in the Strategy Delivery Plan, some of which had been covered at Agenda Item 4.
- 53. It was highlighted that the Place Based Policing project was being reviewed. The ambition had previously been to work with partners with a view to reducing PCSOs and officers; however, this was no longer the aim. The project was being refreshed with a view to working with partners with the aim being around co-operation rather than cost reductions.
- 54. There was a discussion around the National Network Services (NNS) project, which had experienced issues with respect to the negotiation of wayleaves and where BTP was creating an ongoing relationship with the supplier on 3 month blocks rather than year-long contracts. A Member suggested exploring the possibility of having a contingency option to extend the contract with the existing supplier for another 6 months. The DCC agreed to check this detail.
- 55. There was a discussion around how the presentation of the delivery plan could be structured to show how the Force is on track with the planned efficiencies and the achieved savings. It was noted that the aim of this Committee was to monitor whether the Force is on track with the efficiencies in-year and achieving the expectations. A way of presenting this information in a more compelling way had been discussed and was being developed.

25/2019 Reflection on effectiveness of meeting

Agenda Item 6

56. Members highlighted that the updated Committee papers were in good shape, and included a good dashboard and narrative, but requested that the narrative be condensed further, to draw out the key things this Committee should be aware of; and that papers outline the dependencies, where one area impacts on another, along with any new challenges.

26/2019 Any risks to be communicated to the Audit and Risk Assurance Committee

Agenda Item 7

57. Members highlighted the need to monitor recruitment, which was currently on the risk register, and ensure that it is properly reflected on the register.
58. A Member highlighted the need to do the payroll and benefits audits before the year-end. The payroll audit was in progress, however, the benefits audit had not yet been started, as the right people to conduct the audit were still to be identified; the Chair of ARAC was aware of this.
59. There was a discussion about the BTP staff survey. There had been a 29% response rate which was lower than hoped for. This was believed to be linked to the intranet going down during the consultation period. There was a reluctance to extend the BTP staff survey as other Forces were also being surveyed. Members noted that this was a disappointing response rate and the Force should look at how to increase it in future. It was suggested that there may be survey fatigue linked to other surveys and the consultation activity around BTP2021. In addition to the staff survey, there has been an internal survey on Post-Traumatic Stress Disorder and TRiM support, and BTP will be included in the NPCC well-being and inclusion survey.
60. **Agreed**
- 60.1 The ARAC to ensure that recruitment is properly reflected on the risk register and is being monitored.
- 60.2 The need for the payroll and benefits audits to be conducted before the year-end to be raised with the ARAC.

27/2019 Any other business

Agenda Item 8

61. Members received an update on the Force's public consultation survey, which was still ongoing. There had so far been around 1k responses. Key headlines included, around half were worried about crime and disorder, there was widespread awareness of the 61016 service, a high level of confidence around police presence, with 71% feeling safer seeing firearms officers, and a high level of confidence in BTP. The key concerns included

ASB, drunkenness and the prevalence of knife crime. Respondents included rail staff, other rail industry workers, and commuters and travelers. The findings from this survey would be combined with feedback from other sources. It was highlighted that key themes from the policing plan consultation sessions included football, staff assaults, and ASB.