

Minutes

Performance and Delivery Committee

Tuesday 16 February 2021 at 10.30am via Microsoft Teams

Present:

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

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
Sarah McGarel (Chief Financial Officer / Deputy Chief Executive)
Sam Elvy (Head of Strategy, Planning and Engagement)
Pam Christie (Stakeholder Engagement and Communications Manager)
Lysey Marshall (Finance, Audit and Risk Manager)
Jon Newton (Analyst)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police Force

Adrian Hanstock (T/Chief Constable)
Rachael Etebar (Director of People and Culture)
Tracey Martin (Director of Finance, Commercial & Estates Services)
Peter Fulton (Head of Professional Standards)
Dennis Murray (Chief Superintendent)
Vanita Patel (Head of Analytics)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations of interest.

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 5 November 2020 be approved as a correct record.

Actions

Agenda Item 4

4. Members considered a report of the Board Secretary and the following points were made.
 - a. **Action 6 (Amendment of Minutes)**. Members agreed this action could be closed.
 - b. **Action 7 (Statement of Principles / Summary Narrative)** Members agreed this action could be closed pending provision of the summary narrative.
 - c. **Action 8 (Additional Legitimacy Reporting)** Members agreed this action could be closed.
 - d. **Action 9 (Thematic Workstream / Culture & Reputation)** Members noted that this action was in progress.
 - e. **Action 10 (COVID Finance Reporting)** Members agreed that this action could be closed.
5. **RESOLVED**, that the report be noted.

Risk Profile

Agenda Item 5

6. Members considered a report of the Chief Executive regarding the risk profile and the following points were made.
 - a. Members noted that the overall risk profile remained stable with a residual risk increase of +1 at Risk A3 – Security & Business Continuity given recent cyber attacks affecting the rail industry.
 - b. In response to a comment from a Member the Chief Executive acknowledged that whereas the Manchester Arena Inquiry belonged within Risk A1, it was included in Risk A7 to encourage a more holistic view of security across other sites. Both risks would remain red until the Executive and the Force had satisfaction they had been further mitigated.
 - c. In response to a comment from a Member, the Chief Financial Officer noted that the slide was designed to ensure only that risk was factored into Committee decision-making, and that Committees would have the opportunity to deep dive individual risks at future meetings.

- d. Members noted the risk profile was BRAG-rated and that none of the risks were graded Black. A Member commented that the Red ratings across the profile reflected the complex policing environment.
- e. The Chair requested that consideration be given to potential devolution to Scotland / London and any cost pressures arising; and that the Audit and Risk Assurance Committee be asked to ensure it was content with mitigating actions to degrade the risks within the profile (**Action 1/2021**).

7. **RESOLVED**, that the report be noted.

Legitimacy

Agenda Item 6

Use of Powers – Governance and Accountability

Agenda Item 6.1

- 8. Members considered a report of the T/Chief Constable regarding Use of Powers – Governance and Accountability and the following points were made.
 - a. The Chief Superintendent noted that disproportionality measures tended to be based on 2011 Census data, which was increasingly out of date. To address this, the Force sought to use a governance and accountability structure that underpinned narratives that could be clearly explained to and understood by local communities. Additional scrutiny was proposed through the provision of skilled scrutiny groups focusing on areas such as stop and search.
 - b. A Member cautioned against being too officer-centric and noted the Force should ensure whole-service provision. Better use could be made of College of Policing data, and Train Operating Companies (TOCs) could be engaged to gain insights into typical footfall and local communities. The Chief Superintendent was heard in reply, providing reassurance that this level of engagement was being undertaken and both TOCs and other stakeholders such as the Metropolitan Police and the Rail Delivery Group had offered the Force access to their own scrutiny panels.
 - c. The Head of Analytics noted that the Force was using Transport for London (TfL) data as a proof of concept – so far it had reduced disproportionality in some areas and justified it in others. A similar approach with national TOCs would be promising.
- 9. **RESOLVED**, that the report be noted.

Professionalism Q3 2020/21**Agenda Item 6.2**

10. Members considered a report of the Head of Professional Standards and the following points were made.
- a. The Head of Professional Standards noted the shift in cultural approach towards learning, aided by the new Integrity Regulations. This included cultural improvement from complaints being managed centrally, and successful adoption of reflective practices. Activity to educate the wider Force on the role of the Professional Standards Directorate (PSD) was being conducted, informed by a baseline survey with a 5% return rate. This activity included internal communications via refreshed webpages and Q&A videos.
 - b. In response to a question, the Head of Professional Standards confirmed that performance data from the new regulations would be reported to Members in due course.
 - c. In response to a question, the Head of Professional Standards confirmed the PSD were undertaking virtual station visits, and virtual rehabilitation and re-engagement meetings with officers who had been through the regulations process. The PSD had also engaged with the union and Federation.
 - d. The Chief Superintendent noted that the PSD was working with him on the delivery of the Moving the Needle Race Action Plan in areas including recruitment of BAME officers and handling of complaints from minority groups.
 - e. The T/Chief Constable noted that 80% of officers who went through the regulations process remained with the Force, and the Force overall had low levels of misconduct.

11. **RESOLVED**, that the report be noted.

Trust, Legitimacy and Community Policing – Moving the Needle Action Plan**Agenda Item 6.3**

12. Members considered a report of the Chief Superintendent and the following points were made.
- a. The Chief Superintendent's approach was informed by the NPCC's race and inclusion plan, and a staff survey of over 700 BAME officers and staff and resulting 1:1 meetings that demonstrated emerging positive change was being seen throughout the Force. It was also linked into initiatives including a national consortium of 30 Forces, and a national Chief Inspectors' Group.

Other measures included a BAME development course, which was awaiting sign-off by the incoming Chief Constable; and a focus on black history by the BTP History Group.

- b. The Chief Superintendent continued, noting that he hoped to see year-on-year improvement against measures, and achieving a 35% BAME and female target on each recruitment intake. Common barriers thus far were vetting and fitness testing. Successful candidates would be supported by mentoring teams.
- c. Both Members and the Chief Executive noted that the Authority and its Executive were keen to support the delivery of the Plan.
- d. In response to a question, the Head of Analytics replied that the Force was renewing its annual survey, involving a move towards a public attitudes survey in collaboration with the Open University and the Metropolitan Police. This would give the Force the opportunity to test if its work on the Plan was evident to passengers.
- e. The Director of People and Culture noted that the Force had a number of positive action programmes in place aimed at different ranks within the Force, including coaching/mentoring network for BAME and for LGBT+ officers and staff; and the inclusion of BAME officers on promotion panels. 5 BAME officers had been successful on the most recent Inspector promotion panel.

13. **RESOLVED**, that the report be noted.

Quarterly Performance Updates

Agenda Item 7

Policing Plan Performance Q3

Agenda Item 7.1

14. Members considered a report of the T/Chief Constable and the following points were made.

- a. The T/Chief Constable noted that criminals were targeting a quiet network, but detection rates were strong with one-third of robberies being solved. Incident demand was at 80% of pre-COVID levels, and more COVID Fixed Penalty Notices (FPNs) were being issued on average during Lockdown #3 due to the Force's enhanced enforcement posture.
- b. The T/Chief Constable continued, noting that Force capability was kept under review by Op RED CEDAR GOLD, with sickness absences at low levels with some outliers [REDACTED] Vaccine priority for officers and staff was also being reviewed. Finally, Members

were asked to note that levels of vulnerability on the railways remained high, tracking at last year's levels.

- c. In response to comment, the T/Chief Constable agreed to review an instance of minors being able to travel via rail between Anglesey and Bridgend without being identified by rail staff, to determine if this was a potentially prevalent issue. A Member recommended that the Force and/or Executive to check with the rail union(s) to establish whether rail staff were walking through trains to identify minors during lockdown (**Action 2/2021**).
- d. The Chair requested that the T/Chief Constable pass on the thanks of the Committee to Force line managers for their efforts and the efforts of their officers and staff during the ongoing lockdown restrictions.

15. **RESOLVED**, that the report be noted.

People and Culture Performance Q3

Agenda Item 7.2

16. Members considered a report of the Director of People and Culture and the following points were made.

- a. The Director of People and Culture noted that the Force's rate of COVID absence was lower than peer Forces, [REDACTED]
[REDACTED]
Recruitment had continued during the COVID period in line with guidance, and turnover had reduced. Finally, injuries and assaults had increased and therefore this area was being closely monitored.
- b. In response to a question, the Director of People and Culture noted that the Force was exempt from the Equality Act with respect to pensions, and pension commenced at 60. [REDACTED]
[REDACTED]
The Director agreed to review whether retirement should be included in overall turnover figures (**Action 3/2021**).
- c. In response to a question, the Director of People and Culture replied that requests to wear non-binary uniforms centred on the uses of cravats and head-dress – the issue was easily managed.
- d. In response to a question, the Director of People and Culture confirmed the [REDACTED] was being maintained in 20/21 in order to balance the Medium-Term Financial Plan.
- e. In response to a question, the Director of People and Culture replied t [REDACTED]
[REDACTED]

- [REDACTED]
- f. In response to a question, the Director of People and Culture confirmed that Force stocks of Personal Protective Equipment (PPE) and available issued kit were reviewed regularly to ensure officers and staff were properly equipped.

- g. In response to a question, the Director of People and Culture confirmed that the Force was allowing officers and staff to follow guidance to carry forward 20 days of annual leave to use during the following two years.
- [REDACTED]

17. RESOLVED, that the report be noted.

Finance Report Q3 (Period 11) 2020/21

Agenda Item 7.3

18. Members considered a report of the Director of Finance, Commercial and Estates Services and the following points were made.

- a. The Director of Finance, Commercial and Estates Services noted that since the report had been prepared the Force had received confirmation that the [REDACTED] overspend due to COVID would be funded. Appendix 1 (Workforce Analysis) detailed positive outcome of centralisation of Pay and Human Resources. Appendix 2 (Efficiency) detailed 94% of efficiencies being achieved, with any shortfall carried forward into 2021/22. At Appendix 3 (Projects Portfolio) whilst spend had been slow, the Director was confident the Force would break even on capital and revenue. At Appendix 4 (COVID Summary) [REDACTED]
[REDACTED] The potential increase in passenger numbers in Spring would likely impact 2021/22 funding. The COVID forecast had increased from [REDACTED] due to cleaning costs.
- b. In response to a question, the Director confirmed that the figures regarding Airwave were for both works and goods.
- c. In response to a comment, the Director confirmed that the Force had begun consideration of phasing of spend during 2021/22 to avoid backloading spend towards the end of the financial year. The T/Chief Constable added that a change in approach towards cyclical/capital spending could go towards addressing this issue. The Director was confident in the forecasting put before Members.
- [REDACTED]
- [REDACTED]

- d. In response to a question, the Director confirmed there would be run rate into future years due to items such as cleaning – there was provision in the Medium-Term Financial Plan for this.
- e. **RESOLVED**, that the report be noted.

Summary of Messaging

Agenda Item 8

- 19. The Chair noted that the reports on the agenda that day demonstrated cross-linkages between resourcing of recruitment, and how that was understood in wider budgeting.
- 20. The Chief Financial Officer noted that the issue of annual leave accrual during COVID would be considered by the Audit and Risk Assurance Committee (**Action 4/2021**).

Review of Meeting Effectiveness

Agenda Item 9

- 21. Martin Richards led a review of meeting effectiveness and the following points were made.
 - a. The tone of the meeting was set by the Member agenda briefing, although its inclusion within the Member agenda pack had led to a disjoint in page numbers compared to the Force agenda pack.
 - b. Agenda item number headers/footers could be clearer.
 - c. There had been constructive discussion on items 5, 6 and 7 aided by high-quality reporting.
 - d. The meeting had included good focus on risk and professionalism.
 - e. The ratio between Force/Executive input had been effectively managed by the Chair.
 - f. Including finance towards the end of the agenda worked well in terms of agenda structure.
 - g. The reports on Legitimacy were well drafted and provided Members with a comprehensive update – officers would work to establish effective routine reporting to Members in this area (**Action 5/2021**).

Any Other Business

Agenda Item 10

- 22. There was no other business.

The meeting ended at 1.00pm.