

[10 May 2022] Agenda Pack - Performance and Delivery Committee

MEETING
10 May 2022 10:30

PUBLISHED
6 May 2022

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Microsoft Teams	10/05/22		10:30
1. Apologies		Chair	10:30
2. Declarations of Interest		All	
3. Minutes		Chair	
4. Actions		Chair	10:35
4.1. [Background Paper] Action 15/2021 - External Scrutiny Visual			
4.2. [Background Paper] Action 2/2022 - P12 Finance Reporting			
4.3. [Background Paper] Action 3/2022 - Briefing on Planned ControlWorks Integration with 61016			
4.4. [Background Paper] Action 4/2022 - Briefing on Non-Emergency Calls from Industry			
5. Risk Profile		Chief Executive	10:45
6. Legitimacy			
6.1. Thematic: Custody Oversight		Head of Governance and Compliance	10:50
6.2. Legitimacy Performance Q4 2021/22		Deputy Chief Constable	11:10
7. Policing Plan Performance Q1-Q4 2021/22		Deputy Chief Constable	11:25
8. Proposed Policing Plan KPIs for 2022/23		Chair	11:40
8.1. [Background Pack] Policing Plan 2022/25			

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
Microsoft Teams	10/05/22		10:30
9. Finance and Commercial Performance Q1-Q4 2021/22		Director of Finance and Commercial Services	11:55
10. Workplan 2022/23		Chair	12:10
11. Any Other Business		All	
12. Meeting Evaluation		PDC Member	12:15

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Minutes

Performance and Delivery Committee

Wednesday 16 February 2022 at 10.30am via Microsoft Teams

Present:

Craig Mackey (Chair)
 Andy Cooper
 Martin Richards

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
 Sarah McGarel (Chief Financial Officer and Deputy Chief Executive)
 Stephanie Calvert (Head of Governance and Compliance)
 Sam Elvy (Head of Strategy, Planning and Engagement)
 Lynsey Marshall (Finance, Audit and Risk Manager)
 Jon Newton (Analyst)
 Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Alistair Sutherland (Deputy Chief Constable)
 Allan Gregory (T/Assistant Chief Constable)
 Tracey Martin (Director of Finance and Commercial Services)
 Mike Furness (Head of Deputy Chief Constable Portfolio)
 Paddy Kidwell (Business Operations Manager)
 Vanita Patel (Head of Analytics)

Observing

Mike Gallop (BTPA Member)
 Stewart Jackson (BTPA Member)

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 2021 be approved.

Actions

Agenda Item 4

4. Members considered a report of the Board Secretary regarding actions arising from previous meetings and the following points were made.
 - a. **Action 15/2021 (Oversight Map of External Scrutiny)**. The T/Assistant Chief Constable noted the oversight map was still under development and therefore the action remained open. The Chief Executive noted he was keen to provide Members with a visual summary of all external scrutiny the Force was subject to.
5. **RESOLVED**, that the report be noted and the following actions closed: 12/2021, 18/2021 and 19/2021.
6. **RESOLVED**, that the paper in support of Action 20/2021 [Industry Slides] in the Background Pack be noted and the action closed.
7. **RESOLVED**, that the paper in support of Action 21/2021 [Stop and Search Disparity] in the Background Pack be noted and the action closed.

Risk Profile

Agenda Item 5

8. Members considered the British Transport Police Authority Risk Profile and the following points were made.
 - a. The Chief Executive noted that the risk regarding Legitimacy was of particular relevance to the Committee, hence the inclusion of Legitimacy performance as a standing item.
 - b. The Finance, Audit and Risk Manager noted that a risk deep dive on Legitimacy had been included on the Committee workplan for June 2022.
 - c. A Member suggested a column be added to the risk profile to clarify which risk was owned by which Committee (Action 1/2022).
 - d. Members were mindful that the risk profile had been updated in January 2022 and did not reflect issues arising from recent controversies affecting national policing.

9. **RESOLVED**, that the risk profile be noted.

Finance and Commercial Performance Q3 2021/22

Agenda Item 6

10. Members considered a report of the Director of Finance and Commercial Services regarding Financial and Commercial Performance Q3 2021/22 and the following points were made,

- a. The Director of Finance and Commercial Services introduced the report, noting that financial performance at Q3 was within the margin of tolerance albeit with some movement in areas such as headcount, with not all of the headcount underspend mitigated at present. The Force had established an emergency Gold group for recruitment.

Financial Performance by Funding Streams

- b. The Director continued, highlighting to Members the net expenditure by quarter and impact of £3.7m pressures still to fall within 2021/22. Timing of expenditure in-year was a key learning point for the Force in this area.
- c. The Director highlighted the £1.3m pressure associated with overtime and noted Force Executive Board had conducted a deep dive of issues associated with the pressure, with a view to ensuring the Force's Finance function could facilitate a Force culture that encouraged appropriate application of overtime.

Projects Portfolio

- d. In response to a question, the Director of Finance and Commercial Services agreed to confirm which projects – mainly cyclical – sat outside of the £12m budgeted investment in projects (Action 2/2022).
- e. A Member commented that it was key to get projects under contract as soon as was practicable to avoid long lead-in times.
- f. Members welcomed confirmation that the budgeted £3.6m for Estates Condition Survey would be spent, and noted that the Committee, supported by BTPA Executive, would need to track that spend closely.

Workforce and Pay Analysis

- g. In response to a question, the Director of Finance and Commercial Services reminded Members that the Force typically held a vacancy rate of 4%. That said, current recruitment efforts were undermined by an unusually high

vetting failure rate of 17% (compared to a standard 5% failure rate). Moreover, as referenced within the report the Force was experiencing capacity issues across Occupational Health and Recruitment functions.

- h. In response to a question, the Director of Finance and Commercial Services confirmed that the Force was reviewing options that included an in-house occupational health function.
- i. The Deputy Chief Constable noted that a GIAA internal audit report on Strategic Workforce Planning was due for circulation shortly and would have a significant action plan designed to mitigate issues such as those described to Members.

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

Legitimacy

Agenda Item 7

12. **RESOLVED**, that the slide summarising BTPA Committee / Full Authority oversight of legitimacy be noted. Members also noted the colour coding that highlighted the Committee's means of oversight (and conversely which areas of legitimacy were not routine reported to Committee).

Thematic: Disproportionality – The Victim Experience

Agenda Item 7.1

13. Members considered a report of the Deputy Chief Constable regarding Force performance against the six areas covered by a recent HMICFRS victim service assessment, pending release of the formal HMICFRS report. The following points were made.
- a. The Deputy Chief Constable introduced the report, highlighting instances of criminal damage, drugs, and calls to vulnerability. Members were also asked to note the increase in the number of crimes 'screened out'.
 - b. In response to a question regarding the integration of 61016 with the ControlWorks Command and Control System, the Deputy Chief Constable agreed to brief Members outside of the meeting with regards to how the proposal would improve service delivery (Action 3/2022). A Member cautioned that 61016 was a recognisable 'brand' and planned integration should not detract from its efficacy.
 - c. In response to a question regarding the number of crimes screened out due to loss of evidence due to the crime recording backlog, the Deputy Chief Constable reassured Members that the factors underpinning the backlog had been mitigated.

- d. In response to a question, the Deputy Chief Constable confirmed that the focus applied to the victim experience in the context of call handling would be applied to other areas of the Force e.g. website.
- e. In response to a question, the Deputy Chief Constable agreed to brief Members outside of the meeting with regards to what proportion of non-emergency calls were made by industry, and what effort was made to encourage industry reporting (Action 4/2022).

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

Legitimacy Performance Q3 2021/22

Agenda Item 7.2

15. Members considered a report of the Deputy Chief Constable regarding Q3 2021/22 updates on Custody, Stop & Search and Use of Force and the following points were made.

- a. The T/Assistant Chief Constable noted that future reporting would provide Members with greater granularity on ethnicity in Stop & Search statistics. Similarly the Force was reviewing how to improve the reporting of data on Use of Force.
- b. The T/Assistant Chief Constable continued, noting that the reduction in Stop & Searches was due to the absence of the Notting Hill Carnival due to COVID.
- c. In response to a question, the T/Assistant Chief Constable confirmed that he liaised with counterparts in the Rail Delivery Group regarding industry data during COVID.
- d. A Member requested that Members be given the opportunity to attend and observe taser and/or regional firearms training (Action 5/2022).
- e. In response to a question, the T/Assistant Chief Constable confirmed that rollout of personal mobile devices to officers had been extensive and agreed to share specific figures with the Head of Strategy, Planning and Engagement outside of the meeting (Action 6/2022).
- f. In response to a question, the Chief Executive confirmed that feedback from Member Visits (e.g. custody visits) was fed back to the Force.

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

The meeting was adjourned from 12.00pm – 12.05pm.

Policing Plan Performance Q3 2021/22

Agenda Item 8

17. Members considered a report of the Deputy Chief Constable regarding Policing Plan Performance Q3 2021/22 and the following points were made.

- a. Members debated the usefulness of ‘tackling’ crime as a descriptor in performance reporting. Members noted it was a common debate each time the Policing Plan was refreshed, and the importance of ensuring descriptors were tied to Plan objectives and measures.
- b. The Chair suggested the inclusion of an indicator that captured confidence in reporting crime in future reporting.
- c. The Chief Executive noted that anti-social behaviour in Scotland had been presented as part of a Great Britain-wide trend whereas the report before Members seemingly highlighted it was a D Division-specific issue.
- d. In response to a question, the Deputy Chief Constable confirmed that robbery was an increasing issue for B Division albeit it remained Green-rated for the time being.
- e. A Member commented that performance reporting could be improved through breaking down the numbers of on-train vs off-train crimes.
- f. In response to a comment, the Deputy Chief Constable confirmed the Force remained focused on the effective policing of football, as evidenced by a recent meeting with the Premier League and increasing the number of Specials allocated to football policing.
- g. The T/Assistant Chief Constable noted that all stakeholders at the five Policing and Security Project Pilot stations were addressing both disruption and vulnerability, as well as crime.

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

Committee Workplan 2022/23

Agenda Item 9

19. Members considered a report of the Chief Financial Officer regarding the Committee Workplan 2022/23 and the following points were made.

- a. Members welcomed the addition of an extraordinary joint meeting with the People and Culture Committee to undertake a risk deep dive on Legitimacy.

- b. A Member suggested consideration be given to including football policing as a thematic at a future meeting (Action 7/2022).

Any Other Business**Agenda Item 10**

20. There was no other business.

Meeting Evaluation**Agenda Item 11**

21. Members delivered an evaluation of the meeting and the following points were made.

- a. The quality of reports was high.
- b. The issues the Force was experiencing in convening hybrid meetings using technical equipment in G1/G2 and throughout FHQ was noted.

The meeting ended at 12.34pm.

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ITEM 4 – ACTIONS

OFFICIAL

PERFORMANCE AND DELIVERY COMMITTEE

No.	Date	Topic	Action/Paper	Owner	Due Date	Outcome
15/2021	7 September 2021 / Updated 5 November 2021	Legitimacy	One-page summary of external scrutiny of Force to be provided.	T/ACC Allan Gregory	NLT mid-March 2022	Recommended for Closure Visual provided in Background Papers
1/2022	16 February 2022	Risk Profile	Column to be added to highlight which Committee owns each strategic risk.	Finance, Audit and Risk Manager	10 May 2022	Recommended for Closure Implemented from Full Authority 30 March 2022 onwards.
2/2022	16 February 2022	Finance and Commercial Performance Q3 21/22	Members to be provided confirmation of which projects sit outside £12m budget.	Director of Finance and Commercial Services	10 May 2022	Recommended for Closure Slides have been included in the background reading pack which show the updated financial position as at P12 (as compared to P9 presented at the last PDC), and further detail as requested by Members regarding the confidence in the forecast (members were particularly interested in the capital, but this also

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ITEM 4 – ACTIONS

OFFICIAL

PERFORMANCE AND DELIVERY COMMITTEE

						shows the revenue). The core capital showed a high level of confidence of delivering against the budget, achieved through over-programming and factoring in slippage. Similarly, significant work has gone into managing spend against the £10m grant-in-aid from DfT, particularly in respect of the £4m estates remediation spend against this late grant. Comparison of these latest forecasts will be made against the actual outturn to be presented in the committee meeting.
3/2022	16 February 2022	Thematic – The Victim Service Experience	Members to be provided written briefing on proposals to integrate 61016 with ControlWorks and what steps there were to ensure integration did not negatively impact service delivery.	Deputy Chief Constable	10 May 2022	Recommended for Closure Provided in Background Papers

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ITEM 4 – ACTIONS

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PERFORMANCE AND DELIVERY COMMITTEE

4/2022	16 February 2022	Thematic – The Victim Service Experience	Members to be provided written briefing on what proportion of non-emergency calls are made by industry and what steps there are to encourage increased industry reporting.	Deputy Chief Constable	10 May 2022	Recommended for Closure Provided in Background Papers
5/2022	16 February 2022	Legitimacy Performance Q3 21/22	Members to be invited to regional firearms/taser training session.	Deputy Chief Constable in liaison with Member Engagement Manager	10 May 2022	Recommended for Closure Convened for 4 May 2022 – three Members are scheduled to attend.
6/2022	16 February 2022	Legitimacy Performance Q3 21/22	Head of Strategy, Planning and Engagement to be briefed outside of meeting on rollout of personal devices to front line officers.	T/ACC Allan Gregory	10 May 2022	Recommended for Closure Head of Strategy Planning and Engagement has been in touch with T/ACC and is satisfied this action can be closed.
7/2022	16 February 2022	Committee Workplan 22/23	Consideration to be given to including football policing as a thematic during 22/23.	Chief Financial Officer	10 May 2022	Recommended for Closure Reflected in Committee Workplan 22/23

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ITEM 4 – ACTIONS

OFFICIAL

PERFORMANCE AND DELIVERY COMMITTEE

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RISK PROFILE UPDATE – May/June 2022

The below strategic risks were discussed at the March 2022 ARAC and have since been updated by risk owners.

Member feedback to include sponsoring committees and strategic risk owners (in brackets, next to the risk title) have been included below.

		Residual Risk Score (inherent risk score) *	Residual Risk Score Direction of Travel (6m)
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	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
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*Residual risk is the remaining risk with existing controls in place. It is calculated as the likelihood x impact. This is subjective, calculated following discussions with BTP COG and BTPA.
In brackets is the inherent risk score, i.e. the score of likelihood x impact before any controls or mitigations are put in place.

BTPA Committee / Full Authority oversight of legitimacy: PDC 2022/23 coverage

Performance and Delivery Committee

- Stop and search
- Use of force
- Arrests
- Criminal justice outcomes, including out of court disposals
- Custody
- The Victim/offender/public interactions/experience, including:
 - Victim confidence
 - Passenger confidence
 - Rail staff confidence
 - Hate crimes
- Stakeholder relationships with rail industry and the public/rail users
- Professionalism – civil / public liability / motor claims

People and Culture Committee

- Employee representation
- Employee progression
- Representation at senior ranks
- Progress against employee equality, diversity and inclusion strategies/plans
- Equality and inclusion with regard to protected characteristics
- Training and policies reflective of equality and inclusion
- Professionalism, including
 - Complaints and conduct
 - Complaint appeals
- Complaints referred to IOPC
- Grievances
- Employment tribunals and proposed settlements
- Have strategies and business plans that come to the Authority been equality impact assessed

Scottish Railways Policing Committee

- *Same as PDC*

Appointments, Remuneration and Appraisal Committee

- Representation at senior ranks

Pensions Working Group

- Have proposals been equality impact assessed

Policing Plan Working Group

- Stakeholder relationships with rail industry and the public/rail users
- Have proposals been equality impact assessed

Audit and Risk Assurance Committee

- Professionalism – fraud / bribery / corruption
- Legitimacy related risks
- HMICFRS inspections on legitimacy related topics

Full Authority

- Overall discharge of Authority functions
- Have new strategies and business plans that come to the Authority been equality impact assessed

Strategy and Planning Committee

- Have new strategies and business plans that come to the Authority been equality impact assessed
- Stakeholder relationships with rail industry and the public/rail users

Report to: Performance and Delivery Committee

Date: 10 May 2022

Subject: Custody Oversight

Author: Governance Manager

Sponsor: Head of Governance and Compliance

For: Information and Decision

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1. Purpose of the paper

- 1.1 This paper summarises the latest position in respect of our oversight of BTP custody. It provides updates on the various strands of custody oversight. The oversight of custody is a small but important element of BTPA's work in assuring the legitimacy of BTP as a police force - operating with the confidence and support of the public.

2. Recommendations

- 2.1 Members are asked to note the latest position set out at section four of this paper in relation to the different strands of custody oversight.
- 2.2 Members are invited to consider and determine whether:
- the current approach towards custody oversight provides sufficient assurance; and
 - annual reporting through the Performance and Delivery Committee remains the appropriate forum and frequency.

3. Background

- 3.1 There is a clear duty on BTPA to ensure adequate oversight of BTP's use of custody. Subjecting an individual to detention deprives them of their liberty, is intrusive and risk laden and, as such, is highly regulated and an area of national interest. It is therefore essential that the use of custody is legitimate and seen as such by the public. BTPA's role in providing this assurance is key, not only as the legal entity and employer but as the oversight body.
- 3.2 In February 2020, the Authority was reminded of its duties in respect of custody oversight. It was recognised at this time that further work was required to strengthen this area, particularly at committee level and that future reporting from BTP would be required to help the Authority ensure that oversight duties in this area are properly discharged. A report was tabled at this Committee in May 2021 as part of this duty and it was agreed that an annual report alongside a quarterly dashboard would be provided.

- 3.3 The key messages from the discussion in 2021 were that there was a strong advocacy for retaining the Force's custody capability in London from the Deputy Chief Constable, who advised that 30% of individuals taken into custody by BTP were processed at Brewery Road. It would be cost prohibitive to maintain dedicated BTP custody nationally and the arrangements in place to use Home Office force facilities were working with only a marginal impact on those forces. The Deputy stated that the costs of those forces providing custody to BTP were arguably offset through other collaborative work such as access to BTP's CCTV capabilities and joint proactive operations amongst others.
- 3.4 There was also a discussion about juvenile detention, which was an outstanding action from the HMICFRS inspection in January 2020 and related to a lack of secure accommodation for juveniles. Responsibility for supervised/secure accommodation for juveniles sits with local authorities, as police custody is clearly not the right place for juveniles to spend extended time but inevitably juveniles end up in police custody on occasion. BTP has a policy in place to keep juveniles out of custody but has adapted two cells at Brewery Road specifically for juveniles where there is no more suitable alternative secure accommodation.
- 3.5 BTP operates one custody suite in London. Responsibility for assuring the safe operation of that suite rests solely with BTP and BTPA. For other detentions in London and all BTP detention elsewhere, BTP uses the custody facilities of the local police force. In those cases, responsibility for assurance on the safety of detention rests on the Force operating that facility and on BTP in respect of the legitimate use of detention.
- 3.6 BTPA's assurance work in respect of custody is currently monitored through the following routes:
- Operational level – BTP hold monthly custody meetings chaired by Chief Inspector Melissa Cunningham and attended by the BTPA Governance Manager. These are mainly focused on BTP owned custody facilities but consider joint working with HO forces as required.
 - Governance/Strategic level - Custody is tabled quarterly at BTP's Audit, Risk, Inspection and Compliance Board, which is chaired by the Deputy Chief Constable and attended by the BTPA Finance, Audit and Risk Manager.
- Complaints also provide a form of assurance here too providing an insight into the detainee's experience and perception of legitimacy.
- Authority level – The Head of Governance and Compliance, in coordination with the Governance Manager and Finance, Audit and Risk Manager, prepares annual updates for the Performance and Delivery Committee. Data in custody use is routinely shared at each quarterly meeting of the performance and Delivery Committee.

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- Independent level – **HMICFRS** conduct unannounced custody inspections for every force at least once every six years, the outcome of which is reported to the BTPA Audit, Risk and Assurance Committee. BTP was last inspected in January 2020. Recommended actions from that inspection have been monitored at BTP and also by the Audit and Risk Assurance Committee.

HMICFRS inspection activity focused on public treatment taking place in May is expected to touch on custody. Any significant outputs will be reported on thereafter.

The BTP/A also participates in the **Independent Custody Visiting (ICV)** Scheme through a collaboration agreement with the Mayor's Office for Policing and Crime (MOPAC), where MOPAC's custody visitors conduct unannounced visits to BTP custody facilities in London. BTP no longer has custody facilities outside of London. Custody visitors are community volunteers who provide an independent assessment of the treatment and welfare of detained individuals.

4. Current Position

Independent Custody Visiting

4.1 During the last performance year, independent custody visits to BTP's primary custody premises have continued, mainly with in-person visits as Covid-19 restrictions have eased. Visits have tended to be on a fortnightly footing as opposed to weekly given the shortages of volunteers due to Covid and a need to increase the strength of the Islington Panel. Visits should become more frequent as the current year progresses. The intention is for additional visits to also be carried out at the BTP's contingency suite in Wembley.

4.2 The BTPA Executive meets with MOPAC on a quarterly basis to discuss the operation of these independent visits and also has an open invite to the Chairs and Panel meetings (as does BTP), through which minutes are captured and circulated. The feedback received has generally been favorable with most matters raised relating to estates, technology and staffing issues. These same issues have also been identified through Member visits within the reporting year.

Estates

4.3 The reduction in available cells due to defective heating was an issue for a considerable time in 2021/22 despite repeated reporting to Mitie, the facilities management contractors. This issue has now been addressed. A member of the BTP Estates team attends the monthly meeting where custody staff collate any issues for them to progress.

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Technology

- 4.4 ICV reports and Members had reported custody staffs concerns in relation to technological difficulties on their shifts throughout the year. The access to technology has now seen an improvement with the deployment of the End User Compute equipment.

Staffing

- 4.5 There has been some turnover in BTP custody staff over the last 12 months which was identified as an issue both by ICVs and Members. This has been addressed through recruitment campaigns and it is expected that the custody team will be fully resourced in the next quarter. It is noted that the time taken to reach this point has been considerable. An uplift to Dedicated Detention Officer (DDO) salaries has now been approved as BTP was losing DDOs to the MPS who paid higher rates.

- 4.6 The BTPA has received favourable feedback from custody visitors on a regular basis. Within the feedback received, BTP custody staff have been commended for their hard work and commitment to detainees in custody and made a point of highlighting that the MPS could adopt best practice from BTP.

- 4.7 BTPA is working with MOPAC to look at potential areas for dip sampling following a pilot that MOPAC are running where ICVs conduct in depth reviews of a small sample of custody records. Despite the small number of records reviewed, MOPAC have identified some interesting trends but the current approach is labour intensive. The BTPA Executive will work with BTP to determine how a similar process could add most value.

- 4.8 Members have visited BTP custody premises in the last quarter and commented that custody seemed to be well run, with staff showing a genuine concern for the welfare of detainees and for the transparent application of the law. Services for the assessment of both mental and physical health risks are provided by dedicated individuals.

Complaints relating to detention

- 4.9 All complaints received against management and treatment of detainees whilst in custody are captured by the Professional Standards Department (PSD). It is reassuring to note that the number of such complaints is low.

- 4.10 Over the last 12 months, BTP has received 58 allegations in this category, the service provided by BTP was deemed as unacceptable in relation to three allegations and this was addressed through reflective practice. No themes can be identified given the small number but of the three complaints where the service was found to be unacceptable these related to unlawful detention, search or interview. The 58 allegations in the detention category is against a total of 1147 allegations in total covering all categories in this period. Complaints about detention therefore equate to 6% of overall complaints for the period.

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- 4.11 Of note, custody has not featured within any of the cases which have been subject to the Complaint Review process. It is understood that custody is not a prominent theme within complaints, but the BTPA Executive is continuing to monitor cases to ensure that the BTPA is aware of trends and any cases which have required referral to the Independent Office for Police Conduct (IOPC).

Other relevant data

- 4.12 Use of force within custody is regularly reviewed and there have not been any incidents to date which have required escalation.
- 4.13 The majority of PACE reviews are conducted in person. Those reviewed remotely are reviewed by the Chief Inspector with responsibility for custody to ensure that the reasons provided are acceptable. There is the option for the BTPA Executive to have greater exposure to this process if deemed appropriate.

Appendix: Custody Performance Q4 2021/22

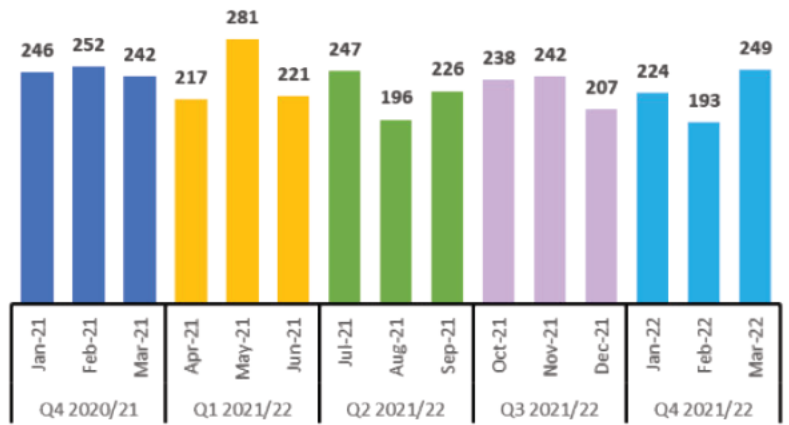
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Custody Q4 Update

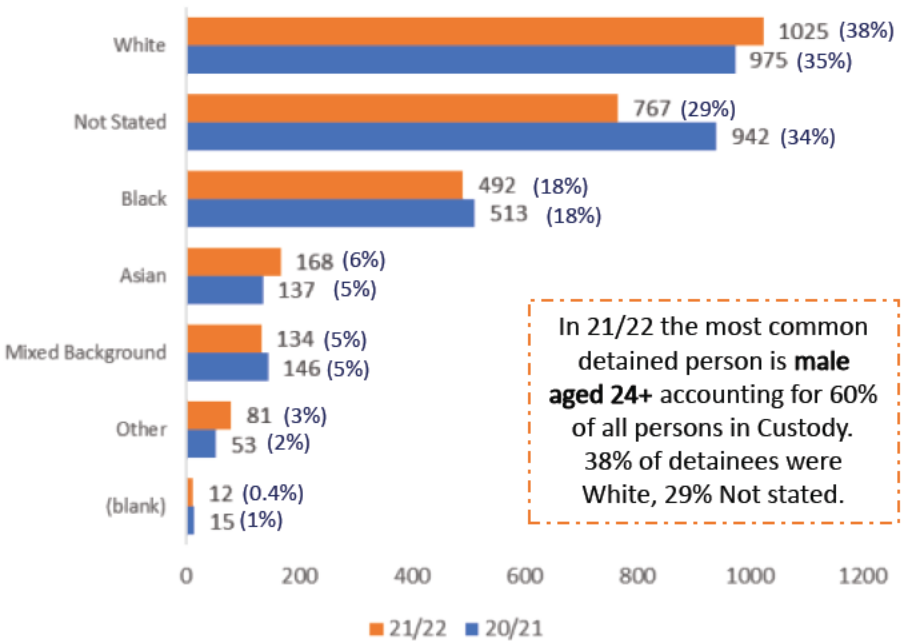


There has been **2,741** detentions in 2021/22
(-3%, 88 decrease from 20/21)

Submissions from Q4 20/21 to Q4 21/22 by Month



Detentions by Ethnicity



In 21/22 the most common detained person is **male aged 24+** accounting for 60% of all persons in Custody. 38% of detainees were White, 29% Not stated.

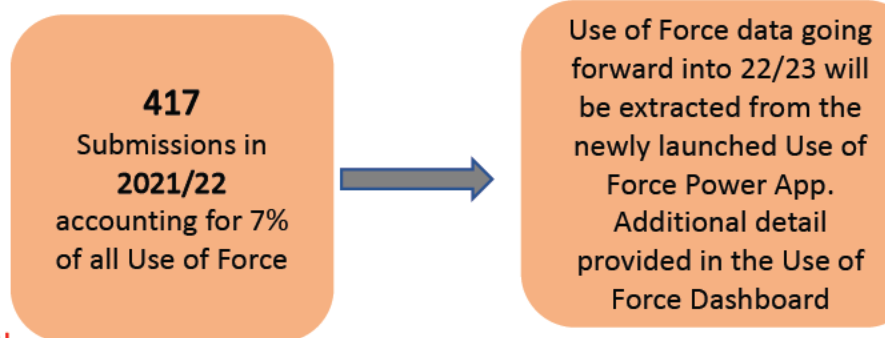
Vulnerable Adults	Number	Proportion of all Adults
2020/21	405	15%
2021/22	381	14%

The proportion of vulnerable adults in custody has remained at a similar proportion

Vulnerable Children	Number	Proportion of all Children
2020/21	56	18%
2021/22	52	21%

There has been a slight increase in the proportion of vulnerable children in custody

Use of Force in Custody



Stop & Search Q4 Update

In order to best reflect these areas being monitored within the Force and avoid duplication of effort, an edited version of an existing Use of Powers Dashboard has been used that was created to monitor stop and search internally, rather than creating an additional one just for the PDC).



21/22 Searches Count	Object Found Count	Found Rate
10,681	4,429	41.5%
20/21 Searches Count	Object Found Count	Found Rate
12,829	5,073	39.5%
19/20 Searches Count	Object Found Count	Found Rate
9,670	3,173	32.8%

Total S&S Year Differences

	Difference	% Difference
21/22 vs 19/20	1,011	10.5%
21/22 vs 20/21	-2,148	-16.7%

(C) Self-Defined Ethnicity

Self-Defined Ethnicity	19/20	20/21	21/22	21/22 vs 19/20	21/22 vs 19/20 %	21/22 vs 20/21	21/22 vs 20/21 %
White	4,182	5,769	4,943	761	18.2%	-826	-14.3%
Not Stated	2,669	3,411	3,187	518	19.4%	-224	-6.6%
Black	1,679	2,029	1,362	-317	-18.9%	-667	-32.9%
Asian	527	743	571	44	8.3%	-172	-23.1%
Mixed	377	560	364	-13	-3.4%	-196	-35.0%
Other	95	139	132	37	38.9%	-7	-5.0%
(Blank)	141	178	122	-19	-13.5%	-56	-31.5%

Reason of Search

Drugs – other controlled ...	22,853
Stolen goods	2,598
Bladed article	2,308
Offensive weapons	1,967
Anything to threaten or h...	1,095
Articles for use in theft	737
Evidence of offences un...	624
Other	403
Going equipped	231
Articles for use in crimina...	226
Firearms	109
Terrorism – Any evidenc...	50
(Blank)	46
Goods - duty not paid, etc.	39

Legal Power

Misuse of Drugs Act 1971	23,023
Police and Criminal Evi...	8,760
Criminal Justice and P...	1,118
Scot - Criminal Law (C...	126
Scot - Civic Governme...	71
Firearms Act 1968	59
Terrorism Act 2000	51
(Blank)	42
Other	32
Criminal Justice Act 1988	4

Principal Outcome

No Further Action	24,084
Arrest	2,667
Summons / Charged B...	1,736
Community Resolution	1,480
Police Discretionary Re...	1,416
Voluntary Attendance	1,210
Drugs Warning	451
Caution (Simple Or Co...	87
(Blank)	61
Alcohol / Tobacco Seized	49
Penalty Notice for Diso...	45

Use of Force Q4 – Overview

Please note data irregularities within Chronicle have been identified therefore the figures should be interpreted with some caution. Q4 21/22 BTP launched the Use of Force Power App, submissions used for this update are lower on Chronicle as the app was rolled out during the same period. Going forward the App will be used to monitor Use of Force Data.

11,074 Use of Force forms were submitted in the 2021/22 year. Averaging 3,126 per quarter or 1,042 per month. 1,431 submissions (61%) have been made via the new Power App since it's official introduction in February 2022. Q4 – 1,944 submissions were made via Chronicle. Apart from the below bar chart the rest of the data on this Dashboard does not include the Power App Submissions.

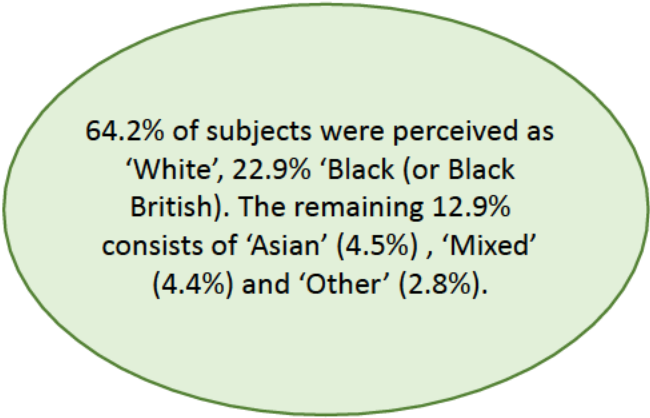
UoF Submissions 21/22



Subject Profile

The most common subject profile is **male** between the age of **18-34** accounting for close to half of the use of force (44.1%) *

* The number of Transgender cases were very low (19), therefore removed from this age-gender analysis



Reason for Force

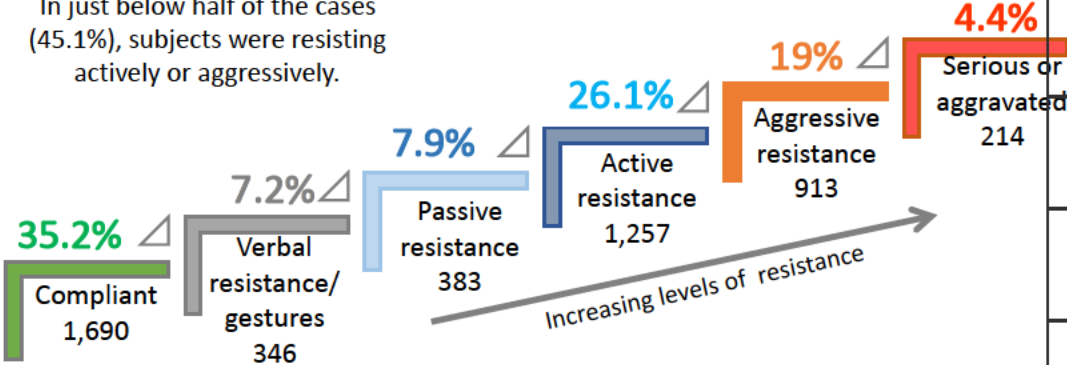
Majority of the time Officers used force to protect themselves (95.6%) and/or to protect the subject (90.7%).

Protect self	95.6%	4,618
Protect subject	90.7%	4,397
Protect Other Officers	50.1%	1,731
Protect public	36.8%	1,016

Multiple answers can be selected, hence percentage totals not equalling 100%

Primary Conduct of Subject

In just below half of the cases (45.1%), subjects were resisting actively or aggressively.



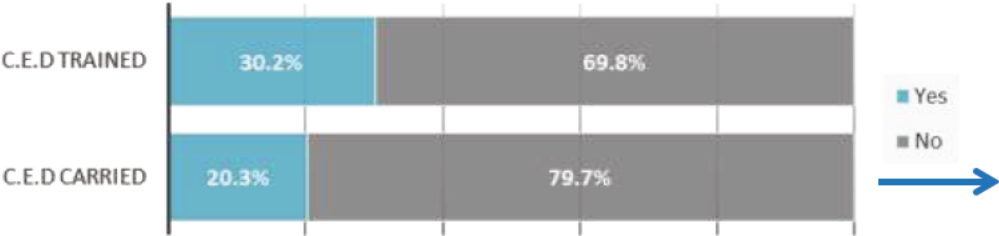
Key Impact Factors

Alcohol 2,392

Size/Build/Gender 1,925

Drugs 1,605

Officer C.E.D* / TASER trained and carried



Tactical Communication was the most common tactic used (96.8%) followed by Compliant Handcuffing (45.7%) and Unarmed Skills (45.7%).

Despite C.E.D. / TASER devices being carried in 20.3% of Use of Force incidents, they were only used in 29 cases in Q4 (1.5%). Of those drawn, none were fired.

Use of Force Tactic	Tactic Used		Was the used Tactic effective?	
	Total	%	Yes	%**
Tactical communications	4,622	96.8	3,374	70.4
Handcuffing (compliant)	2,240	45.7	1,971	40.7
Unarmed skills	2,167	45.7	1,053	21.9
Handcuffing (non-compliant)	1,413	29.6	740	16.5
Ground Restraint	1,249	25.2	613	13.3
Limb / Body restraints	379	6.8	181	3.4
Other / improvised	212	5.1	80	2.4
Baton drawn	152	4.2	61	1.6
Spit guard	162	2.5	69	1.2
Irritant spray - PAVA drawn	105	2.1	43	0.8
C.E.D.	72	1.5	41	0.9
Irritant spray - CS drawn	56	1.2	26	0.7
Irritant spray - PAVA used	56	1.2	33	0.7
Baton used	35	1.1	17	0.3
Irritant spray - CS used	14	0.3	9	0.3
Dog deployed	11	0.3	6	0.2
Dog biting	1	0.1	1	0.1
Shield	4	0.1	3	0.1

When C.E.D / TASER device used



Drawn	66
Aimed	31
Red dotted	28
Fired	2
Arced	0

A number of tactics can be utilised per subject therefore percentage totals will no equal 100% or the Total indicated in the table.

*Conducted Energy Device: BTP use a TASER device
** As a proportion of the individual tactic used

BTP Forcwide Policing Plan Objectives – Performance Q4

Data period covers 21/22 (Apr 21-Mar 22). Comparisons have been made to 2019/20 data, unless specified otherwise

Support the railway through the Covid-19 pandemic	53,775 interventions	1,573 Directions to leave	95 face covering Fixed Penalty Notices issued	4E approach applied with enforcement as last resort.																												
Tackle serious violent crime and robbery on the railway	2,819 (- 8.6%) Serious violence offences	1,083 (+4.8%) Robbery offences	383 (+65.8%) Weapon-enabled offences	Robbery offences decreased during Q4, with reductions month on month from Jan - Mar. Weapon offences mainly linked to Robbery																												
Partnership working focused at key locations with volume crime <small>Volume crime is defined as: "Notifiable offences excluding drugs, offensive weapons and non-Op Sentinel violence (VAP with injury & Robbery as these are being monitored separately)" The data has also been collated for offences committed at the station only (excluding on train and trackside)</small>	B Division: Volume crime at agreed key locations 2,198 (-47.2%)	C Division: Volume crime at agreed key locations 1,639 (-20.5%)	Scotland: Volume crime at agreed key locations 227 (+13.5%)	B Division & C Division have seen reductions in Volume Crime compared to 19/20. D Division has seen a small increase (+27) across a number of crime groups																												
Problem solving approach to ASB & violence <small>Includes all violence offences in 01A category</small>	10,844 Violence offences (all Violence) (-16%) compared to 2019-20	35,694 ASB Incidents (-9.1%) compared to 2019-20		ASB incidents on C Division & D Division have increased above 19/20 levels.																												
Tackle sexual offences and incidents involving unwanted sexual behaviour	2,239 (-7.4%) Sex offences	1,020 (+177%)* Incidents involving unwanted sexual behaviour (*PYTD figure is 20-21 as recording of unwanted sexual behaviour started in late 2019)		Media campaigns and increased patrols around USB are driving the increase in reporting across all Divisions.																												
Protect, support and safeguard vulnerable people and those at risk of harm on the railway	<table><tr><td rowspan="5">Vulnerability reports</td><td>Adults at risk</td><td>3,696 (+14%)</td></tr><tr><td>Children and young persons</td><td>10,038 (+15%)</td></tr><tr><td>Lifesaving interventions</td><td>2,403 (+7%)</td></tr><tr><td>Crisis interventions:</td><td>13,740 (+44%)</td></tr><tr><td>Missing persons:</td><td>53 (-31%)</td></tr></table> <small>Vulnerability Reports subject to change due to capturing late inputs</small>	Vulnerability reports	Adults at risk	3,696 (+14%)	Children and young persons	10,038 (+15%)	Lifesaving interventions	2,403 (+7%)	Crisis interventions:	13,740 (+44%)	Missing persons:	53 (-31%)	<table><tr><td rowspan="6">County Lines Disruptions</td><td>Outcomes</td><td colspan="2">199</td></tr><tr><td rowspan="3">Drug/weapons/cash seizures</td><td>Drugs</td><td>12,760 kg</td></tr><tr><td>Weapons</td><td>165</td></tr><tr><td>Cash</td><td>£518,989</td></tr><tr><td rowspan="3">Safeguarding Interventions & referrals</td><td>CYP</td><td>153</td></tr><tr><td>AAR</td><td>35</td></tr><tr><td>NRM Referrals</td><td>33</td></tr></table> <small>County Lines Disruptions no comparison for previous years</small>	County Lines Disruptions	Outcomes	199		Drug/weapons/cash seizures	Drugs	12,760 kg	Weapons	165	Cash	£518,989	Safeguarding Interventions & referrals	CYP	153	AAR	35	NRM Referrals	33	AAR and CYP forms continue to increase compared to previous year YTD there has been a significant increase in Crisis saving interventions compared to 19/20
Vulnerability reports	Adults at risk		3,696 (+14%)																													
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		AAR	35																													
NRM Referrals		33																														
Reduce disruption through problem solving activity at high impact locations	322 (+120/+60%) Primary disruption incidents at key locations	285,050 (-33,952 / -11%) Primary disruption minutes: Trespass	138,353 (-63,156 / -31%) Primary disruption minutes: Fatalities/injuries involving a train	97 mins Average fatality handback time (non-suspicious) (<90 mins KPI)	Handback times YTD have been higher as some incidents have more than one delay factor e.g. long/complex body recovery incident occurring after dark																											

BTP Forcwide Policing Plan Objectives – Performance Q4

B Division	Prevent serious violent crime by keeping knives & weapons off the network		Work with industry to prevent physical assaults and threats against rail staff & deliver successful prosecutions		Increase staff and passenger confidence by tackling the issues, times and locations of most concern		Improve reliability through faster incident response, fatality handback times and preventative action.	
	967 (+9%) Robbery offences	6,889 (-24%) Violence offences	174 (-25%) Violence w/injury against rail staff	1,730 (-30%) Public order against rail staff	1,202 Joint exercises fare evasion & other issues	160 Joint graffiti prevention initiatives	Incident Response & Fatality Handback	Ave. response time – immediate incidents 15:16 (at prior qtr: 15:30 mins)
	Tackle theft of passenger property (TPP) through a multi-agency problem-solving approach		Improve awareness and response to sexual offences and incidents involving unwanted sexual behaviour		Tackle hate crime and support those that feel vulnerable to victimisation			Ave. response time – priority incidents 22:07 (at prior qtr: 22:29 mins)
	7,299 (-58%) TPP offences		1,583 (-15%) Sexual offences	729 (+145%) Sexual Harassment* <i>*compared to 20/21</i>	2,068 (-21%) Hate crimes			Ave. fatality handback (non-suspicious) 94 (at prior qtr: 94 mins)

C Division	Prevent physical & verbal assaults on staff members & increase positive outcomes	Reduce violence, serious public order offences and anti-social behaviour			Reduce disruption related incidents through a joint problem solving approach with industry		Maintain an average handback time of under 90 minutes for non suspicious incidents.	Improve awareness and response to sexual offences and incidents involving unwanted sexual behaviour	
	1,650 (-15%) Verbal and physical assaults against rail staff	3,445 (+6%) Violent Crime	2,878 (-7%) Public Order offences	13,202 (+10%) ASB incidents	14,443 (+17%) Disruption incidents	328,263 (-1%) Primary Lost Minutes	100 minutes Average fatality handback time (non-suspicious) (<90 mins KPI)	578 (+25%) Sexual offences	271 (+287%) Sexual Harassment* <i>*compared to 20/21</i>

D Division	Prevent physical & verbal assaults on staff members & increase positive outcomes	Reduce disruption related incidents through a joint problem solving approach with industry at key red route locations		Increase passenger and rail staff confidence by joint problems solving with Police Scotland to tackle anti-social behaviour		Maintain an average handback time of under 90 minutes for non suspicious incidents	Improve awareness and response to sexual offences and incidents involving unwanted sexual behaviour	
	95 (+7%) Staff Assaults 227 (0%) Verbal	All Disruption Inc: 2,633 (+25%) Min: 81,109 (+12%)	Red Routes Inc: 77 (0%) Min: 5,385 (+29)	Crime: 1,432 (+21%) Inc: 3,660 (+53%)	30 (-48%) Football related offences	99 mins Average fatality handback time (non-suspicious) (<90 mins KPI)	78 (+34%) Sexual offences	20 (+19) Sexual Harassment* <i>*compared to 20/21</i>

Q4 Summary

- Passenger footfall has gradually increased over Q4 despite footfall still being less than 43% of normal demand although tube travel is now at 78% compared to 2019-20
- With over 190,000 incidents recorded in 2021-22, **this is only 2% less than 2019-20**. The majority of this is vulnerability related (concerns for welfare, missing persons)
- **Notifiable crime ended the year on 29% reduction** (-21,799) (51,345 compared to 73,144 crimes in 2019/20) with average weekly crime levels continuing to rise in Q4.
- **BTP's current solved rate is 15%** (7,878 crimes) compared to 14% (10,502 crimes in 2019/20) –Slight increase in % however a reduction in volume.
- **All crime categories continue to see reductions except Criminal Damage (+3%), Robbery (+4.8%) & Drugs (+8%).** As noted previously drugs has seen an increase due to various proactive operations relating to County Lines/pre-planned operations across the country resulting in arrests, drugs and weapons seizures & victim safeguarding reports.

Vulnerability

- **Crisis interventions** figures have remained high YTD (13,740, +45% +4,256 compared to 2019/20), although they have been on a downward trend since the start of 2022. (Please note Crisis Interventions figures are subject to change due to late reporting)
- **Fatalities* have remained fairly steady YTD** (decreased by 15%; 337 compared to 397 in 2019-20). Mental health issues and historical risk factors recorded are in line with what has previously been seen and noted. (*Total Fatalities includes Suspected Suicides, sudden death, fatal accidents and homicides)

Forcewide Challenges

Covid-19 and possible future resilience issues remain an issue of focus. Government policy on the relaxation of **Covid restrictions** over the past quarter has seen enhanced infection rates which has an effect on Officer numbers. As leave periods increase combined with new shift patterns this could leave significant resource loss at key points this summer. Forward scanning is being undertaken to identify this risk. The has also lead to **greater public confidence** in open spaces and increased leisure time from home working practices is seeing an **increase in acquisitive crime trends**

It will be a year in July 22 since relaxation of Covid restrictions were lifted in England, this has lead to greater public confidence and we have started to see an increase in sporting events, festivals, concerts and other group activities being planned; leading to an increase in **Volume crime** returning to pre Covid levels.

Football policing remains a significant challenge, with a clear deterioration in behaviour of some fans compared to pre-Covid levels. This is likely to continue especially as football timetables this summer are effected by the world cup later in the year.

As the **cost of living continues to rise** in many areas, we can expect to see a big increase in shop thefts, cable/metal and Theft of Passenger Property.

Q1 22/23 Division Challenges

D Division – New tracks are being laid for the creation of new stations and de-vegetation work beginning this increases such opportunities for cable theft and vandalism. Plans are in place through a BTP dedicated resource that provides support to the industry to share best practice in security and planning to minimise the impact of criminality on project delivery.

C Division – Continued increase in youth related ASB across Wales, work is already on-going with NPT to link in with local Forces as well as key stakeholders to ensure a wider approach to preventing these incidents occurring in the first instance. Football is a continued risk for C Division, however the Football and Rail Partnership has been established which includes all the TOC's across the country and the Rail Delivery Group. This partnership aims to move forward with a greater collaboration of partners to tackle the rise in crime and disorder relating to travelling football fans.

B Division – Robbery offences are still a priority for the area and ongoing work between CID and frontline officers remains with Op Wax (CID) and Op Regency (Frontline) being the main focus for this area of crime.

Preparing and protecting the railway from the impact of terrorist attacks



13,125 armed patrols carried out at Cat A stations for at least 30 minutes

8 multi-agency Op Largo (MTA) exercises at Category A Stations

3,867 intelligence-led taskings completed to tackle crime and safeguarding issues

32 ACT Awareness and operational input sessions completed at Cat A stations

The support provided by **Special Operations** through intelligence-led taskings highlighted above make up a quarter of all Force activity. Joint working relationship continue between BTP and Staffordshire counterparts to ensure a combined approach and clear and constructive dialogue with ongoing protests around **HS2**. Planning for the Civil enforcement at BBW continues and the Force Intelligence Bureau continue to provide tactical assessments to understand where the protestors will go next.

Special Operations have ongoing joint work for the planning and Policing of **Manchester Arena** and the effects on BTP jurisdiction. This joint approach is working very well and provides the support that is required in line with the recommendation from Enquiry. There is also continual work with the Ministry Of Defence to provide joint operational planning for a number of special movements across the Force.

BTP are responsible for policing of the **Eurostar**, Kings Cross & St Pancras officers work closely with the MPS SO15, Border Force, French Police and Mitre security. BTP police within the restricted zone and **provide counter terrorism** in terms of armed officers and other specialist teams such as Disruption Effects Officers. BTP mainly deal with breaches of the **Restricted Zones** or issues of false ID documents. UKBF operates at Eurostar and BTP actively assists their officers who often have limited powers of enforcement. UKBF regularly communicate to the Kings Cross & St Pancras sergeants of persons of interests or **wanted people arriving/returning to the country** or weapons that have been brought into the UK.

Tackling serious violent crime and robbery on the railway for passengers and rail staff

Glasgow sector launched "**Operation Haplont**" a joint policing response to the youth related gang violence. Two rival gangs caused a significant amount of violence and sadly, resulting in the death of a 14-year-old male. BTP and Police Scotland have worked extremely well together, ensuring intelligence was shared and joint patrols were implemented, which has proven to be a success and limited the number of youths in the area, and created a significant reduction in violent acts. **Midland** have seen a recent success in tackling gang violence. A group of youths presented in conflict on the Chase Line brandishing a machete and hand gun. Fast time enquires supported by Staffordshire Police colleagues resulted in a raid on a house by BTP Officers arresting the offender who had brandished the handgun.

Op Regency is a multiagency operation aimed at combatting the increase in robbery offences along the routes in the Croydon Area. This involves working with the MPS to deal with robbery and violence offences both on and off BTP jurisdiction. Officers conducting additional patrol were able to arrest a suspect for a robbery that had just occurred due to this new patrol strategy and a further five arrest where made for a number of wanted gang members involved in a string of robberies. MPS and BTP have noted a reduction in robbery offences since the start of the operation and local counsellors in Croydon have noted the good work and provided additional funding for the teams.

OSU have obtained funding for additional proactive operations targeting football fans in an effort to gather evidence of the connection of drugs and serious violence amongst fans, to take to government to change football legislation. The first operation was a success with clear evidence of drug usage there are 2 more operations planned over the easter weekend that will target specific matches.

Op Viking / Engulf Patrols – Across Q4 the **OSU** utilised train patrols to cover multiple of Viking / Engulf locations in the same shift; targeting specific lines of routes where there are multiple stations that come under these operations. Pending other operational needs, the OSU prioritises a minimum of one team assigned to these patrols every late shift. These are additional to static Op Viking / Engulf deployments. Select Viking patrols are followed up with a Police Search the following day to detect weapons hidden/discarded on sight of police activity. Numerous weapons are found and seized which are removed from the railway.

Partnership working focused at key locations with volume crime

An E-PSP was created after a spate of cycle crime at **Edinburgh Waverley and Haymarket Station**. Network Rail assisted by implementing a number of target hardening recommendations. Cycle crime is now down -20% overall. **Cycle crime** has increased across **Reading** during Q4, there has been a recent week of action with several covert initiatives to identify suspects along with bike marking with TVP. Work is ongoing at **St Albans** around cycle crime to reduce offending ahead of the summer. A POCA bid has been submitted around bike theft prevention for 100 bike locks per police post on B-North and 150 bike marking kits per post.

Cable and metal theft has begun to increase quite dramatically across the **Leeds District** in some of the old traditional hot spot locations. South Yorkshire and the North East are the particular problem locations at the moment. Partnership working with Network Rail and the proactive and initiative teams has led to scrap metal dealer checks to try and disrupt the outlet for stolen cable.

The Designing out crime unit and HS1 retail have worked in collaboration to complete a retail guide in relation to Crime Prevention advice for Network Rail specific to **St Pancras**. This will assist with crime recording and making the process more streamlined. Another process being worked on is ensuring that all retailers are signed up for BTP's Digital Evidence Management system to ensure that CCTV can be easily transferred to BTP for shoplifting and theft investigations. PCSO's have been allocated specific retailers at St Pancras to engage with and visit during shifts with the aim to increase confidence with retailers and reduce retail theft at St Pancras.

Op Toyota (South Western route) is an ongoing operation that has seen additional funding secured from SWR which has allowed the South West posts (Richmond PNT, Guildford and Bournemouth) to provide additional officers to carry out proactive line of route patrols to target volume route crime. This includes offences against staff, cycle theft and other volume crime. Hotspot identified as Surbiton (revenue related) and Winchester (cycle crime) and joint working with SWR RCO's and revenue teams along with the BTP South West PNT to combat these rises in crime trends. Tactics include plain clothes patrols to detect as well as prevent crime.

Adopting problem-solving approach to policing Anti-Social Behaviour (ASB) and violence

D Division take part in the East Renfrewshire Tasking Group, a joint working group to assist in tackling youth related ASB. BTP have assigned mobile units which has led to a positive impact on reducing incidents of ASB in and around stations; further deployments are planned particularly during the summer months. There are two Problem solving plans focused on ASB **Op Brevis** and **Op Odium**. Youth access to alcohol has also been identified as a risk during the PSP process. Engagement with CAP (Community Alcohol Partnerships) has taken place to look at educational and enforcement opportunities. **BTP Edinburgh** continue to work with partner agencies in relation to ASB and Violence, associated with Major Events. This included the Six Nations Rugby fixtures at Murrayfield. BTP is engaged with partners for Summer City 2022.

During the last Quarter **Wales** has seen a significant rise in youth related ASB, which has also resulted in an increase in trespass incidents. Partnership working was developed to address a problem. Gwent Police were routinely implementing Sec 35 dispersals without notifying BTP and youths were congregating at Rhymney Valley Station. A smarter process was called for and led to a joint operation with the Local Authority, Youth Offending Teams, Gwent Police and BTP with our NPT taking the lead role. This has resulted in a reduction in incidents, a lot of positive praise from the public and TOC alike, and the Team receiving an award at the recent NPT awards.

Signiant focus on **Ellesmere Port (Liverpool)** over the last quarter due to increased ASB and gang related activity. Multi Agency partnership meetings have been in place and a problem-solving plan to target the location. Numerous legislative options have been used such as dispersal orders and other mechanisms involving social services, local schools and working in conjunction with the local police force. There has been a significant reduction in ASB incidents, however, officers continue to patrol the area and work in partnership with Merseyrail to give reassurance to staff and train crew. BTP have successfully secured more funding from Merseyrail for a EPSA to continue this support.

A recent success was seen at **Birmingham International** which was seeing a rise in levels of youth disorder, violence and damage following the opening of new entertainment complex on an adjacent site. A joint operation to tackle the issue. Dispersal notices were initiated at key times to cover all jurisdictional areas matched to patrol patterns. Intelligence and CCTV enquiries identified key suspects and a two phased approach were adopted of active targeted patrol and offence investigation. The operation has led to prosecutions and the restoration of public and industry confidence.

A suspension of the **Midland Metro** network due to technical faults in the last quarter has seen large areas of metro line all but abandoned from use, which in turn leads to a increase in ASB and assaults. Working in conjunction with our Safer Travel counterparts set up a working group with the metro security manager to co-ordinate their limited security presence with our patrol strategy. The Metro is an important economic structure for the West Midlands and so locally we are aiming to ensure a safe well-kept infrastructure is in place for when services resume.

Protect, support and safeguard vulnerable people and those at risk of harm on the railway

During Q4 D Division a number of meetings took place, chaired by the industry known as ‘locations of concern’. A recent development with the industry has been, at the suggestion of BTP, a drone survey conducted by NWR of each location post fatality. This provides a more up to date aerial view of the locus and has assisted in identifying vulnerabilities or access points that otherwise may have been missed. BTP Edinburgh officers continued to work alongside the County Lines Taskforce and Police Scotland during coordinated days of action. Targeting County Lines activity is now very much business as usual and has led to an increase in drug detections.		1.
Wales recently introduced “ Safe Space ” programme at Cardiff Central, the designated place has been introduced by BTP and Transport for Wales for anyone who feels vulnerable or needs help, the facility offers a safe place for NPT team to speak to anyone with safeguarding or welfare concerns, allowing officers to conduct enquiries with relatives or partner agencies, without having to take people to a police station. Early indications are very positive, it has been very well received by the Welsh Government and Support networks, future plans to extend the options across Wales, with Swansea being next.		2.
Manchester District have carried out a number of operations with a specific focus on County Lines, following on from the intensification week in early Feb which included joint deployments with Derbyshire police and DEOs in a large operation involving a mix of tactics between Piccadilly and Macclesfield. This has included encouraging stakeholders to be ‘professionally curious’ and having conversations with people who may be in a vulnerable state.		3.
The homeless project with Shelter continues to provide officers with additional tools to assist with providing care and vagrancy alternatives to a large homeless community in Manchester Piccadilly . PCSOs have continued to receive praise from Shelter and NWR and there is now a drop-in office on the station for Shelter to work from.		4.
An example of collaborative work with charities during the last quarter at Birmingham New Street saw a minor PCSO interaction with a homeless male develop into the Officer assisting the male at the Council Offices to seek accommodation, attending a bank to arrange regular benefits and the male feeling supported enough to attend hospital for medical treatment.		5.
In Wolverhampton a recent issue of serious concern arose from a 16 year old girl who was under Social Services care. She presented numerous times on the railway threatening self-harm. This culminated in forty impending prosecutions, twenty of which were for assaulting Police Officers. The girl was dangerously vulnerable and the Courts made a clear statement they would not remand her to custody. This resulted in an intense period of multi-agency discussions were BTP through the HaRT Unit and local Midland Command presented a strong case for a S25 Children’s Act detention to protect her and allow services to engage with her. Despite the rarity of such a detention this was achieved and prevented serious harm to the girl.		6.
Special Operations have been responsible for coordinating Operation Overbridge relating to the protection and safe guarding of displaced persons from Ukraine by developing an operation that covers major ports that directly link to BTP and working with partner agencies to ensure support and safe guarding is in place were required.		7.
In February officers were on scene at a controlled incident involving a male climbing onto a Eurostar train which caused huge disruption at St Pancras as the power lines had to be switched off for the male’s safety. Officers successfully worked collaboratively with specialist assets such as the Working at Heights Team, London Ambulance Service, London Fire Brigade, Network Rail, Eurostar and other TOCs affected to help the man down and brought the incident to a relatively quick conclusion and no casualties. The male was arrested for malicious obstruction of the railway and immediately remanded to custody for his own safety.		8.
Southampton & Bournemouth Officers engaged with a high risk presenter and over time arranged for the BTP cadets to continue to support her. This has opened new lines of communication and given her stability. This has improved her MH with less presentations and less concerns and has given her a renewed focus which she is using to work towards a Duke of Edinburgh award. It has been recognised that through this additional work they have kept the female safe and may well have saved her life.		9.
		10.
		11.
		12.

Reducing disruption through problem-solving activity at high impact locations

TRUST and SMIS Top Locations	Incidents (Last 13 Periods)	2019/20 P01 - P13	2020/21 P01 - P13 Covid19	2021/22 P01 - P13	Difference
York	45	37	22	45	23
Bellgrove*	36	14	23	36	13
Leeds	34	43	33	34	1
Clapham Junction Station	33	24	14	33	19
Priesthill & Darnley**	31	4	42	31	-11
St Pancras	30	19	7	30	23
Birmingham New Street	30	14	5	30	25
Slough	28	5	13	28	15
Ashford International	28	25	12	28	16
Stapleton Road	27	17	16	27	11

Activity at top 10 trespass hotspots continues and joint problem solving plans are reviewed each month at Disruption Steering Group where NWR, BTP & other Industry partners review current performance, activity & recommendations to improve safety.

A route crime hotspot is defined as a location with 12 or more route crime events in the previous 12 months/13 railway periods (NR/L3/OPS/045/4.11). The locations in the above table (sorted high to low on incidents for the last 13 periods) are the top 10 trespass route crime hotspots nationally.

8 of the top 10 locations were also noted during period 12.

* Technical Asset
** Monitored CCTV

Locations with technical assets in place have high incident count because of camera activations (this includes Bellgrove and Priesthill & Darnley)

St Pancras – Trespass caused by people dropping items on the tracks and then going trackside to retrieve their property; further issue with people trespassing between platforms to evade REOs/ticket blockades.

Slough – Males and Females presenting at location in acute distress/pre-suicidal behaviour – given the history of this location (8-month pregnant mother fatality in 2018 and murder/suicide of mother and child in 2014), this is of particular concern. This has been raised with BTP Safeguarding and Vulnerability teams as an ongoing risk location, BTP Imbedded Inspector for Western Route as well as the Network Rail Western Route Crime leads. Maidenhead has also been noted as this is the next stop from Slough.

Birmingham New Street – Ongoing issues with station layout and people taking shortcuts between platforms to avoid walking up the stairs and across the walkway to access other platforms; individuals also walking off platform ends into the tunnels. Further issues with youth ASB and pre-suicidal behaviour.

Clapham Junction – A combination of pre-suicidal activity, intoxicated adult males trespassing and youth ASB (train surfing)

Ashford International – Trespass causalational factors varied; it’s noteworthy that there are multiple reports of juvenile females trespassing at the location

York – causalational factors include individuals taking shortcuts, retrieving items from the tracks, pre-suicidal behaviour and intoxicated individuals. There are currently **no ticket barriers installed** at the station due to the building having a listed status; a footbridge through the station is also regularly used as a shortcut from the town centre to a residential area. These factors mean that members of the public are entering the station with no intent to travel or without holding a valid ticket.

Stapleton Road – CYP activity and males/females presenting in acute distress

Supporting the railway through the Covid-19 pandemic and working together to implement relevant controls, protecting the public, essential workers and rail staff as the industry adapts and returns to new levels of service.

The pandemic demonstrated the bravery of Police Officers who operated initially without the appropriate PPE and stepped forward to protect and that duty is still being demonstrated today by our Officers as we learn to live with Covid. Examples still exist of Officers being coughed on during arrests and with newer more infectious strains Officers are still putting themselves at risk to protect the public and Industry staff . Although COVID-19 measures are all but removed Officers are still supporting staff in conflicts over mask wearing where industry staff feel aggrieved at others not wearing masks.

Since the easing of measures there has been a steady increase in the number of passengers using both the main line and Underground services across London which has led to increase in crime. To combat the rise in crime, BTP have deployed both covert and overt assets on the mainline and Underground services to carry out patrols with a view to providing high visibility/public reassurance and to observe/detect offences. Additional patrols have been carried out to support the barrier/revenue staff at the point of boarding trains particularly due to a rise in the number of passengers attempting to travel without tickets. In addition officers have been undertaking a series of staff assault meetings with the industry to look at how we can further improve our policing service to rail staff, some of whom have been away from the ‘front line’ for some time due to Covid. Plans include extra training for officers in dealing with staff victims of violence, extra joint patrols and targeted analysis of the root causes of repeat victims.

During Q4 **D Division** have continued to enforce face mask compliance as restriction across Scotland differed to that across England and Wales. As restrictions have eased and levels of service return to near normal, there has been fewer calls for service regarding face mask compliance. Returns are recorded via the power app on our mobile devices, which evidences our proactive approach in maintaining high compliance.

Tackle sexual offences and incidents involving unwanted sexual behaviour

The violence against women and girls funding across the force has provided extra visibility within stations and on board trains, **Senior Officers** are also participating in 2 operational deployments per month. There is a clear link to these offences /unwanted sexual behaviour to football and our teams are briefed to be alive to this while carrying out football escorts. All officers are continuously reminded to submit their activity through the tasking app when a patrol has been conducted, so that the evidence is being captured accordingly. The **Priority Crime Taskforce** (PCTF) which came into effect last quarter is regularly detecting and dealing with VAWG related offences. The PCTF is a plain clothes unit who specialises in detecting offences on board trains and stations. Their skills in spotting this behaviour and characteristic is being used to increase detections for VAWG related offenders.

Through continued encouragement and patrols through Operation Cerium **D Division** have seen a rise in reports including behaviours not previously been reported, indicating a positive response to the campaign. To assist in promoting this D Division arranged a press day in February with interviews and film crews following officers on board train journeys. The message was clear that no one should have to change their behaviour due to the unacceptable behaviour of others and everyone should challenge and report it. Crimestoppers were also invited to launch their Sexual Harassment Campaign at Glasgow Central Station.

A positive arrest was made for a male posing as military police; he is known for stalking women and on this occasion has approached a lone female and falsely claimed to be a police officer. There was also a reported rape and serious sexual assault on a juvenile at **Manchester Piccadilly** which was reported to us several days later. Due to diligent work from CID, this has resulted in a suspect being arrested on suspicion and bailed whilst enquiries are ongoing. Sexual harassment is a key focus for all at the station and have added nominals and intelligence to the weekly briefing to ensure officers are fully aware of any suspects. Further successes have seen the arrest, charge and remand at **Birmingham** of an offender who committed a series of sexual offence acts over three days but following quick time CCTV actions, diligent enquiries and public assistance was apprehended and committed to Court preventing further victims. In **Stafford** Officers were alerted to a distressed female victim who had locked herself in a train toilet for safety. On realising she was safe with attending Officers she disclosed a sexual assault onboard the service leading to an immediate arrest of the suspect.

Whilst on patrol officers discovered a male who had airdropped a sexual image to a 15-year-old girl on the **Thameslink**. Officers dialled the number provided with the image sent where the suspect’s phone rang. He was arrested for Outraging Public Decency and bailed with conditions not to use the rail network under any circumstances except for medical or legal purposes.

Protecting and safeguarding people	4.2% (-1.5pp) Emergency calls abandonment rate vs. total calls answered (<5% KPI)			62.1% contact centre satisfaction rate (>75% KPI)		86%** (-1pp) of vulnerability concern reports submitted within the required 24hrs (>95% KPI) *** is up until February 22 as KPI's are updated one month in arrears due to processing backlogs		The number of vulnerability forms submitted over the festive period declined across all categories, however concern reports were still behind due to previous backlogs. YTD emergency call numbers continue to rise with abandonment rates still remaining fairly low	
	26.3% (-11.4pp)* Non-emergency calls abandonment rate vs. total calls answered		60,849* +12,929 (+27%) emergency calls received		147,238* -42,554 (-22%) non-emergency calls received				
	*Included for information, not a Policing Plan objective / measure								
Reducing delays and disruption	599,964 (-79,761/-12%) Primary disruption minutes		693,251 (-449,455/-39%) Reactionary minutes		1,293,172 (-529,198/-29%) Total lost minutes		97 mins Average fatality handback time (non-suspicious) (<90 mins KPI)	Please refer back to Policing plan Dashboard for Specific measures	Handback times remain high YTD due to a number of complex incidents having more than one delay factor e.g. long/complex body recovery, incident occurring after dark & delays to arrival at scene
Providing value for money	£2.913m forecast cashable efficiencies for 2021/22 (£3.318m annual efficiency target as set out in the Mid-Term Financial Plan)							There has been no change since the previous update	

Report to: Performance and Delivery Committee

Date: 10 May 2022

Subject: Proposed Policing Plan KPIs for 2022/23

Sponsor: Chair

For: Information and review

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1. Purpose of paper

- 1.1 To provide for information and review a set of Policing Plan KPIs for the quarterly Policing Plan dashboards to focus on in the 2022/23 business year.

2. Background

- 2.1 The 2022-25 Policing Plan was circulated and endorsed at the Full Authority meeting on 30 March 2022, but *'noting that the Force had yet to conclude work to identify commitments for A Division'*. The endorsed Policing Plan has been included in the background papers for this meeting.
- 2.2 The PDC 2022-23 workplan includes a standing item to provide a quarterly update on Policing Plan performance. For 2021-22, this update is composed of performance dashboards supported by a narrative commentary.

3. Policing Plan objectives and KPIs for 2022-23

- 3.1 The proposed dashboard format that has been used to set out the KPIs is based on the format used for the PDC in 2021/22. It is noted, however, that the Force is undertaking a review of its performance reporting, and as such this is something to consider once it has been completed.
- 3.2 In drawing up the proposed dashboards the focus has been to strike a balance between keeping the dashboards high level while including sufficient detail that they are illustrative of performance against the overarching objective.
- 3.3 The A Division KPIs that are to be included in the published version of the Policing Plan are still to be confirmed at the time of writing. As such, the KPIs proposed for the A Division dashboard are largely for illustrative purposes and will be finalised prior to the 2022-23 quarter 1 meeting.
- 3.4 It is proposed that the dashboards be subject to further review prior to the quarter 1 PDC meeting, which takes place on 7 September 2022.

4 Recommendations

- 4.1 The Committee note the proposals for information and review.

BTP Forcewide Policing Plan Objectives – Q1

Data period covers Apr-Jun '22 compared to same period 21/22

Ensure passengers and staff can work and travel free from the threat of violence	Against passengers	<div><div>xxxx (-xx%)</div><div>S.R. xx% (-x%)</div><div>Serious violence offences</div></div>	<div><div>xxx (-x%)</div><div>S.R. xx% (-x%)</div><div>Robbery offences</div></div>	<div><div>xxx (+xx%)</div><div>S.R. xx% (+x%)</div><div>Weapon-enabled offences</div></div>	<div><div>xxxx (-xx%)</div><div>S.R. xx% (-x%)</div><div>Public order</div></div>																												
	Against rail staff		<div><div>xxxx (-xx%)</div><div>S.R. xx% (-x%)</div><div>Violence against the person</div></div>	<div><div>xxxx (-xx%)</div><div>S.R. xx% (-x%)</div><div>Public order against rail staff</div></div>																													
Tackle those crimes and incidents that most impact on the confidence of those who work and travel		<div><div>xxxx (-x%)</div><div>S.R. xx% (+xx%)</div><div>Volume crime at key locations</div></div>	<div><div>xxxxx (-xx%)</div><div>ASB Incidents</div></div>	<div><div>xxx (-xx%)</div><div>S.R. xx% (+x%)</div><div>Football related offences</div></div>																													
Tackle violence against women, and girls, sexual harassment and hate crime		<div><div>xxxx (-xx%)</div><div>S.R. xx% (-x%)</div><div>Violence crimes against women and girls</div></div>	<div><div>xxxx (-xx%)</div><div>S.R. xx% (-x%)</div><div>Incidents involving sexual harassment</div></div>	<div><div>xxxx (-xx%)</div><div>S.R. xx% (-x%)</div><div>Sexual offences</div></div>	<div><div>xxxx (-xx%)</div><div>S.R. xx% (-x%)</div><div>Hate crimes</div></div>																												
Protect, support and safeguard vulnerable people and those at risk of exploitation and harm		<div><div>Vulnerability reports</div><table><tr><td>Adults at risk</td><td>xxxx (+xx%)</td></tr><tr><td>Children and young persons</td><td>xxxx (+xx%)</td></tr><tr><td>Lifesaving interventions</td><td>xxxx (-xx%/)</td></tr><tr><td>Crisis interventions:</td><td>xxxx (+xx%)</td></tr><tr><td>Missing persons:</td><td>xx (-xx%)</td></tr></table></div>	Adults at risk	xxxx (+xx%)	Children and young persons	xxxx (+xx%)	Lifesaving interventions	xxxx (-xx%/)	Crisis interventions:	xxxx (+xx%)	Missing persons:	xx (-xx%)	<div><div>County Lines Disruptions</div><table><tr><td>Outcomes</td><td colspan="2">xxx</td></tr><tr><td rowspan="3">Drug/weapons/cash seizures</td><td>Drugs</td><td>xx</td></tr><tr><td>Weapons</td><td>xxx</td></tr><tr><td>Cash</td><td>xxxx</td></tr><tr><td rowspan="3">Safeguarding Interventions & referrals</td><td>CYP</td><td>xxx</td></tr><tr><td>AAR</td><td>xx</td></tr><tr><td>NRM Referrals</td><td>xx</td></tr></table></div>	Outcomes	xxx		Drug/weapons/cash seizures	Drugs	xx	Weapons	xxx	Cash	xxxx	Safeguarding Interventions & referrals	CYP	xxx	AAR	xx	NRM Referrals	xx			
Adults at risk	xxxx (+xx%)																																
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Drug/weapons/cash seizures	Drugs	xx																															
	Weapons	xxx																															
	Cash	xxxx																															
Safeguarding Interventions & referrals	CYP	xxx																															
	AAR	xx																															
	NRM Referrals	xx																															
Reduce disruption on the network through collaboration		<div><div>xxxxx (-xx%)</div><div>Disruption incidents at key locations</div></div>	<div><div>xxxxx (-xx%)</div><div>Primary disruption mins at key locations</div></div>	<div><div>xxxxx (-xx%)</div><div>Trespass – Primary disruption mins at key locations</div></div>	<div><div>xxxxx (-xx%)</div><div>Fatalities/injuries – Primary disruption mins at key locations</div></div>	<div><div>xxxxx (-xx%)</div><div>Average fatality handback time (<90 mins)</div></div>																											

BTP Divisional Policing Plan Objectives – Q1

B Division	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel		Tackle violence against women, and girls, sexual harassment and hate crime			Protect, support and safeguard vulnerable people and those at risk of exploitation and harm		Reduce disruption on the network through collaboration
	Passengers		Rail staff							
	xxxx (-xx%) Serious violence offences	xxxx (-xx%) Robbery offences	xxxx (-xx%) Violence & public order against rail staff	xxxx (-xx%) Volume crime at key B Division locations	xxxx (-xx%) ASB incidents	xxx (-xx%) Violence against women & girls	xxx (-xx%) Sexual offences	xxx (-xx%) Hate crimes	xxxx (-xx%) Lifesaving interventions	xxxx (-xx%) Crisis interventions
C Division	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel		Tackle violence against women, and girls, sexual harassment and hate crime			Protect, support and safeguard vulnerable people and those at risk of exploitation and harm		Reduce disruption on the network through collaboration
	Passengers		Rail staff							
	xxxx (-xx%) Serious violence offences	xxxx (-xx%) Robbery offences	xxxx (-xx%) Violence & public order against rail staff	xxxx (-xx%) Volume crime at key C Division locations	xxxx (-xx%) ASB incidents	xxx (-xx%) Violence against women & girls	xxx (-xx%) Sexual offences	xxx (-xx%) Hate crimes	xxxx (-xx%) Lifesaving interventions	xxxx (-xx%) Crisis interventions
D Division	Ensure passengers and staff can work and travel free from the threat of violence		Tackle those crimes and incidents that most impact on the confidence of those who work and travel		Tackle violence against women, and girls, sexual harassment and hate crime			Protect, support and safeguard vulnerable people and those at risk of exploitation and harm		Reduce disruption on the network through collaboration
	Passengers		Rail staff							
	xxxx (-xx%) Serious violence offences	xxxx (-xx%) Robbery offences	xxxx (-xx%) Violence & public order against rail staff	xxxx (-xx%) Volume crime at key D Division locations	xxxx (-xx%) ASB incidents	xxx (-xx%) Violence against women & girls	xxx (-xx%) Sexual offences	xxx (-xx%) Hate crimes	xxxx (-xx%) Lifesaving interventions	xxxx (-xx%) Crisis interventions

BTP A Division Policing Plan Objectives – Q1

					1
					2
Stop and search	xx% Supervisor Reviews - % of stop and search forms to have had a Supervisor review completed	xx% iPatrol compliance - % of Officers form to be completed using the iPatrol app to record their searches	xx% Object Found - % of Stop Search forms with object found		3
					4
Contact Management	xx% Recording Standards - Priority Crimes (Sex, Robbery, Hate, Staff Assault) to be recorded within 24 hours	xx% Service Delivery - 85% of crime is reported through Non-Telephony channels	xx% Emergency calls – achievement of at least 95% answer rate	xx%* Non-emergency calls answer rate at least xx%	5
					6
					7
CCTV and Justice	xx% Priority Crimes - 75% of validated CCTV priority crime requests managed services within 24 hours	xx% Pre-Charge Team - to review and respond to 80% of priority cases within 3 working days			8
					9
Finance	Xx% Fleet Availability - 95% of vehicle fleet to be available during course of each month	Xx% Uniform & Equipment Supply - Standard items held in stock to be issued within 7 days			10
					11
					12

**For information, not a Policing Plan target*

Performance and Delivery Committee

2021/22 Full Year - Finance Report (interim outturn)



Section	Slide	Slide No.
Main Report	Executive Summary	2
	Financial Performance by Funding Streams	3
Appendices	Appendix 1 Workforce and Pay Analysis	4
	Appendix 2 Projects Portfolio	5
	Appendix 3 Cashflow	6
	Appendix 4 Major Contracts Pipeline	7

Subject to revision for P14 final outturn – impact expected to be minimal.

Executive Summary Full Year 2021/22

Provisional Outturn 2021/22:

The Provisional Outturn is a net overspend of £1.284m. The Force spent £333.366m and recovered income of £332.082m. The outturn represents a variance of 0.4%. The under recovery is after absorbing £9.888m of unbudgeted strain.

Categorisations:

Pay: Under budget by £6.340m mainly due to the in-year average being 96% of the affordable establishment (Officers 98%, PCSO 90% and Staff 94%). The BTP Establishment model achieved a price accuracy of 100.3% compared to outturn (Slide 4). Pay cost includes unbudgeted Agency & Secondment cost of £0.822m and Staff Capitalisation (credit) of £0.430m.

Discretionary (Overtime) : Above budget by £2.493m due to increasing demand to cover officer shortfall due to Covid and the Force running below establishment.

Non-Pay: Under budget by £2.252m mainly on Supplies & Services £0.886m, Uniform £0.371m, Training £0.316m, Premises £0.500 and BTPA £0.223m.

Projects Capital: Out-turned at 103.4% of allocated funding. (£12.508m of £12.100m). Overspend by £0.408m. The force has proactively managed the capital position bringing forward approved spend from 2022/23 (Slide 5).

Projects Revenue: Out-turned at 84.5% above allocated funding. (£3.505m of £1.900m). Overspend by £1.605m mainly due to absorbing non budgeted spend of Oracle Licencing £0.793m and Baskerville Development £0.792m (Slide 5).

Cashflow Cash includes Covid reimbursement (for 20/21 costs) from DfT. A healthy margin above working capital thresholds (Slide 6).

	Budget	Actual	Variance	Non Budgeted Expenditure	£'m
	£'m	£'m	£'m		
Full Year 2021/22 Expenditure	332.070	333.366	-1.296	Overtime	2.441
Full Year 2021/22 Income	332.070	332.082	0.012	Covid	1.290
BTPA Overspend / Underspend	0.000	-1.284	-1.284	Pension Top-up	1.270
				Agency and Other Contractors	0.822
Capital Investment	12.100	12.508	-0.408	Oracle Licences	0.793
Revenue Investment	1.900	3.505	-1.605	Revenue Baskerville	0.792
				Pension Additional Staff & PCSO	0.700
				Stockwell	0.685
				Compensation Claims	0.580
				IT Contractors	0.515
				Total Non Budgeted Expenditure	9.888

Financial Performance by Funding Streams

	Year to Date				Full Year					
	YTD	YTD			FY	FY	FY	Q2-Q3	Q3	
	Budget £'m	Actuals £'m	Variance £'m	%	Budget £'m	Q2 £'m	Q3 £'m	Variance £'m	Variance £'m	%
PSA Expenditure	236.160	237.435	(1.275)	(1%)	236.160	238.186	236.694	1.492	(0.534)	(1%)
PSA Income	236.160	236.151	(0.009)	0%	236.160	236.472	236.160	0.312	-	(0%)
PSA funded Net Position	-	(1.284)	(1.284)	1%	-	(1.714)	(0.534)	(1.180)	0.534	1%
EPSA Expenditure	14.619	13.276	1.343	9%	14.619	13.231	13.491	(0.260)	1.128	9%
EPSA Income	14.619	13.276	(1.343)	9%	14.619	13.231	13.491	(0.260)	1.128	9%
EPSA Net Position	-	-	-	0%	-	-	-	-	-	0%
TfL Expenditure	72.458	72.458	-	0%	72.458	71.166	72.690	(1.524)	(0.232)	2%
TfL Income	72.458	72.458	-	0%	72.458	72.458	72.690	(0.232)	(0.232)	0%
TfL Net Position	-	-	-	0%	-	1.292	-	1.292	-	-2%
Secondments Expenditure	0.884	0.904	(0.020)	(2%)	0.884	0.845	0.871	(0.026)	0.013	4%
Secondments Income	0.884	0.904	0.020	(2%)	0.884	0.845	0.871	(0.026)	0.013	4%
Secondments Net Position	-	-	-	0%	-	-	-	-	-	0%
Other Income Expenditure	7.949	9.293	(1.344)	(17%)	7.949	7.221	8.408	(1.187)	(0.459)	9%
Other Income Income	7.949	9.293	1.344	(17%)	7.949	7.221	8.408	(1.187)	(0.459)	9%
Other Income Net Position	-	-	-	0%	-	-	-	-	-	0%
Total BTP/A Expenditure	332.070	333.366	(1.296)	(11%)	332.070	330.649	332.154	(1.505)	(0.084)	24%
Total BTP/A Income	332.070	332.082	0.012	(10%)	332.070	330.227	331.620	(1.393)	0.450	23%
Total BTP/A (Overspend) / Underspend + Covid - 19	-	(1.284)	(1.284)	1%	-	(1.817)	(0.534)	0.112	0.534	1%

- PSA: The FY net overspend is £1.284m. This is mainly due to absorbing Non Budgeted expenditure as listed below.
- EPSA: The FY underspend is £1.343m. This mainly due to the actual establishment deployed being 86% of budgeted establishment.
- TfL: The FY spend was recovered line with Budget.
- Secondments: The FY over spend £0.020m is due to additional secondment during the year (fully recovered).
- Other Income: Overspend by £1.344m (fully recovered).
- Full Year Income is £0.012m over budget. Shortfall in EPSA is off-set by increase in Other Income / Grants.

Non Budgeted Expenditure	£'m
Overtime	2.441
Covid	1.290
Pension Top-up	1.270
Agency and Other Contractors	0.822
Oracle Licences	0.793
Revenue Baskerville	0.792
Pension Additional Staff & PCSO	0.700
Stockwell	0.685
Compensation Claims	0.580
IT Contractors	0.515
Total Non Budgeted Expenditure	9.888
Pay Savings	-6.340
BAU Non Pay Savings	-2.252
Total BTP/A (Overspend) / Underspend + Covid - 19	1.296

Pay:

Recruitment delivered 96% of the budgeted establishment resulting in a net underspend of £6.340m:

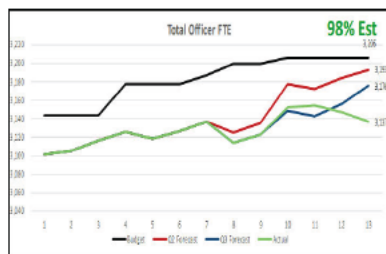
- Officers £3.057m
- PCSO £1.253m
- Staff £3.123m
- Staff Capitalisation pressure against budget of £0.270m.
- Additional pressure of unbudgeted pay cost for Agency and Secondments of £0.822m.

Non-Pay:

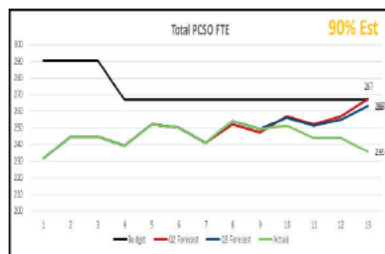
Under budget by £2.252m mainly due to Supplies & Services £0.842m, Uniform £0.371m, Training £0.316m, Premises £0.500m and BTPA £0.223m.

Appendix 1 - Workforce Analysis

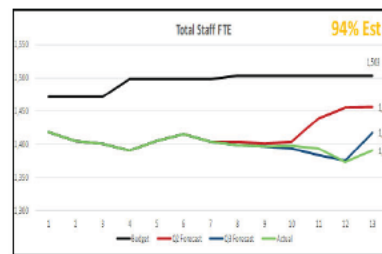
Police Officers



PCSOs



Police Staff



Average FTE and % of funded establishment:

- Officers 3128 (98%)
- PCSO 245 (90%)
- Staff 1,399 (94%).

Full Year £ and % of Budget:

- Officers £3.057m underspend (98%)
- PCSO £1.253m underspend (87%)
- Staff £3.123m underspend (95%)

Pay Group	Average Net Establishment	Average FTE 20/21		Budget 20/21	Actual 20/21	Variance	% Change	Volume Variance	Price Variance	Price as a % of Budget	Average Bud Rate p.a	Average Act Paid Rate p.a	% Decrease
				£'m	£'m	£'m		£'m	£'m		£'	£'	
Officers	3,183	3,128	98%	173.647	170.590	3.057	98%	2.997	0.060	100.0%	54,562	54,543	0.03%
PCSO	272	245	90%	9.683	8.430	1.253	87%	0.978	0.275	97.2%	35,552	34,428	3.16%
Staff	1,494	1,399	94%	66.905	63.782	3.123	95%	4.260	-1.136	101.7%	44,777	45,590	-1.81%
Sub Total	4,949	4,772	96%	250.235	242.802	7.433	97%	8.234	-0.802	100.3%	50,562	50,886	-0.64%
Agency Capitalisation					0.822	-0.822							
Total Direct Pay Cost	4,949	4,772		249.535	243.195	6.340							

Establishment: Recruitment delivered 96% of the budgeted establishment.

Pay Cost: The outturn (excluding agency and capitalisation) was £7.433m underspent with a favourable volume variance of £8.234m and an adverse price variance of £0.802m. Outcome was a price accuracy of 100.3%.

Establishment Model: Achieving a 100.3% of Price Variance has given a high level of confidence in the assumptions (vacancy factor, churn, pay rates, starters spine point) built into the Model. Recruitment are looking at improving diversity and retention going forward.

Agency: Actual spend was £0.822m – we did not budget for agency and minimised use wherever possible.

Capitalisation: Below plan at £0.430m compared to the budget of £0.700m due to reduced FTE working on capital projects. Our policy is to capitalise staff working on average 80% of their time on capital projects.

Appendix 2 - Projects Portfolio

Overview: In year budgeted investment - Capital £12.100m and Revenue £1.900m. In addition, external Capital funding of £6.343m for Baskerville Development, £3.657m for Estates Condition Surveys (both being funded by the DfT) and TfL Fleet £1.069m.

Programme	Capital (£m)			
	Outturn	Funding /Budget	Variance	Outturn as a % Budget
Cyclical Investment	4.822	4.325	-0.496	111%
Smarter Working	0.536	0.613	0.077	87%
Digital Policing	0.365	0.384	0.019	95%
Future Technology	5.657	5.701	0.044	99%
Estates	0.987	0.702	-0.285	141%
Spec Cap Network Policing	0.132	0.192	0.060	69%
Central	0.009	0.118	0.109	8%
Approved Total	12.508	12.035	-0.473	104%
Unapproved Total	0.000	0.065	0.065	0%
Project Portfolio Total	12.508	12.100	-0.408	103%
External funded				
Baskerville	5.934	6.343	0.409	94%
Estates Conditions Survey	4.097	3.657	-0.440	112%
Total	10.031	10.000	-0.031	100%
TfL fleet	0.462	1.069	0.607	43%
Total	10.493	11.069	0.576	95%

Full Year Outturn £12.508m (103% of the Budget)

- £2.800m - Cyclical investment - Fleet replacement. This included 80 vehicles in total, of which included 16 electrical vehicles.
- £1.000m - Cyclical investment - CCTV assets, CCU assets and E- Division assets.
- £0.953m - Cyclical investment - Airwaves devices providing every front line officer with a new ST 21 radio (3,500 in total). The original budget of £0.620m, was topped up with £0.333m opportunity to bring spend forward from next year on 1,200 devices.
- £0.536m - Smarter Working. Major projects in this programme was the successful delivery of the NUMS (uniform ordering) and Video conferencing projects.
- £0.365m - Digital Policing. The delivery of Mobile Control works was the key driver in this programme.
- £5.200m - End User Compute mobile devices (laptops and smartphones). This project enabled the out-of-date tech asset base to be refreshed and reduced the down-time on system related issues.
- £0.987m - Estates, made up of many small projects to improve the BTP estate.
- £0.132m - Specialist Network. Purchase of 2 vehicles and specialist equipment.

Programme	Revenue (£m)			
	Outturn	Funding /Budget	Variance	Outturn as a % Budget
Smarter Working	0.265	0.751	0.487	35%
Digital Policing	0.315	0.195	-0.120	161%
Future Technology	0.928	1.828	0.900	51%
Estates	0.154	0.413	0.259	37%
InfoX	0.112	0.123	0.011	91%
Spec Cap Network Policing	0.001	0.021	0.020	4%
People and Culture	0.090	0.184	0.094	49%
Central	0.827	0.852	0.025	97%
Approved Total	2.692	4.368	1.676	62%
Unapproved Total	0.000	-2.468	-2.468	0%
Project Portfolio Total	2.692	1.900	-0.792	142%
Ext-Baskerville	0.792	0.000	-0.792	0%
Safer Streets	0.022	0.000	-0.022	0%
Total	0.814	0.000	-0.814	0%
Grand Total	3.505	1.900	-1.605	184%

Full Year Outturn £3.505k (184% of the budget)

- £0.265m - Smarter Working. Major projects within this programme were Working flexibly, video conferencing in FHQ and consultants to work on rationalisation of BTP applications.
- £0.315m - Digital Policing. Main projects within the programme were Digital case file, Mobile control works and Airbox application.
- £0.928m - Future Technology. Of which £486k was for consultants under technology capability uplift and cyber security.
- £0.790m - Oracle license. One off cost for perpetual licenses.
- £0.395m - Other smaller programmes, Estate minor works, People & Culture and Info X, were predominantly consultant costs.
- £0.792m - revenue costs of Baskerville project.

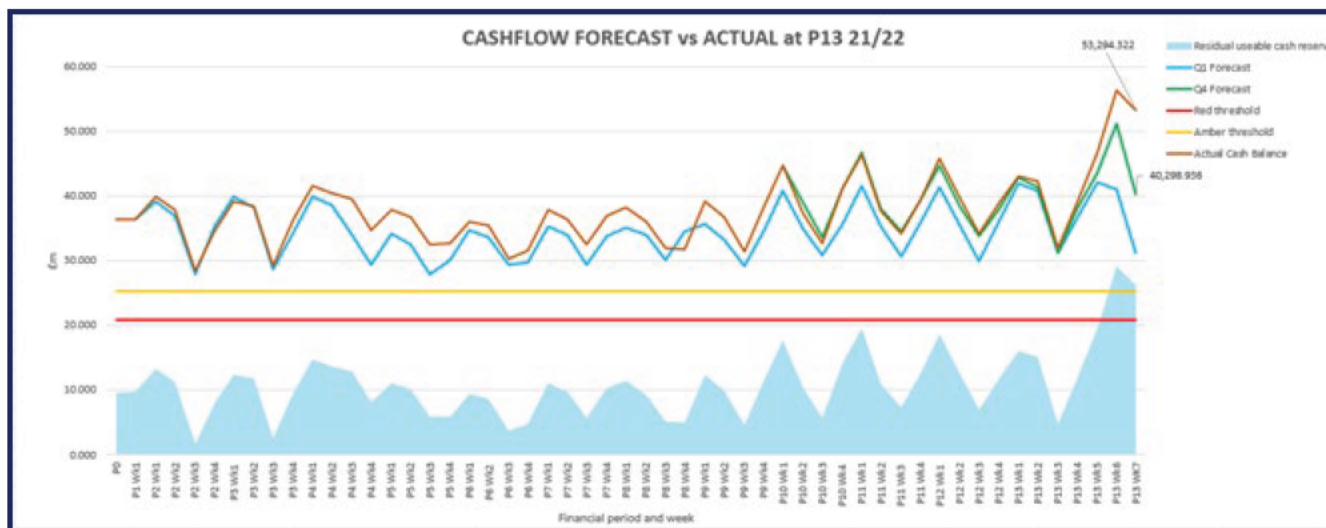
Spend against the £10.000m capital agreed by the DfT Baskerville Project - Capital (£5.934m)

- The project was successfully delivered and is now fully operational.
- The main costs were for the design work, technology infrastructure, the main contractor and capitalised staff costs.

Estates Condition Surveys - Capital (£4.097m)

Overall there was a small (£0.031m) overspend against the DfT funding.

Appendix 3 Cashflow



Year End Result

The cash balance (orange) was £13.0m above the forecast (green) by year end, driven mainly by:

- £11.6m early receipt of TfL P13 charge. Receipt was assumed early April 22/23 in line with invoice due date.
- £0.8m cash underspend in Baskerville – due in part to YTD underspend on project and some cash outflow occurring in April. Project was forecast to be paid 100% pre YE.
- £1.3m cash underspend in Pay costs – due to some costs held as accruals at YE rather than settled.
- Offset by (£0.5m) cash overspends in non-pay expenditure as a result of overspends in areas including Staff Development & Training, Equip Purch (Non-cap), Insurance, IT & Comms.

Significant cash inflows in P13, in line with forecast, included £10.1m DfT grant (Baskerville, Estates condition survey and WPVCU), £1.146m Axis compensation, £0.9m TfL fleet contributions and £1.1m County Line Q3 funding.

21/22 IN-YEAR cash increase £16.7m

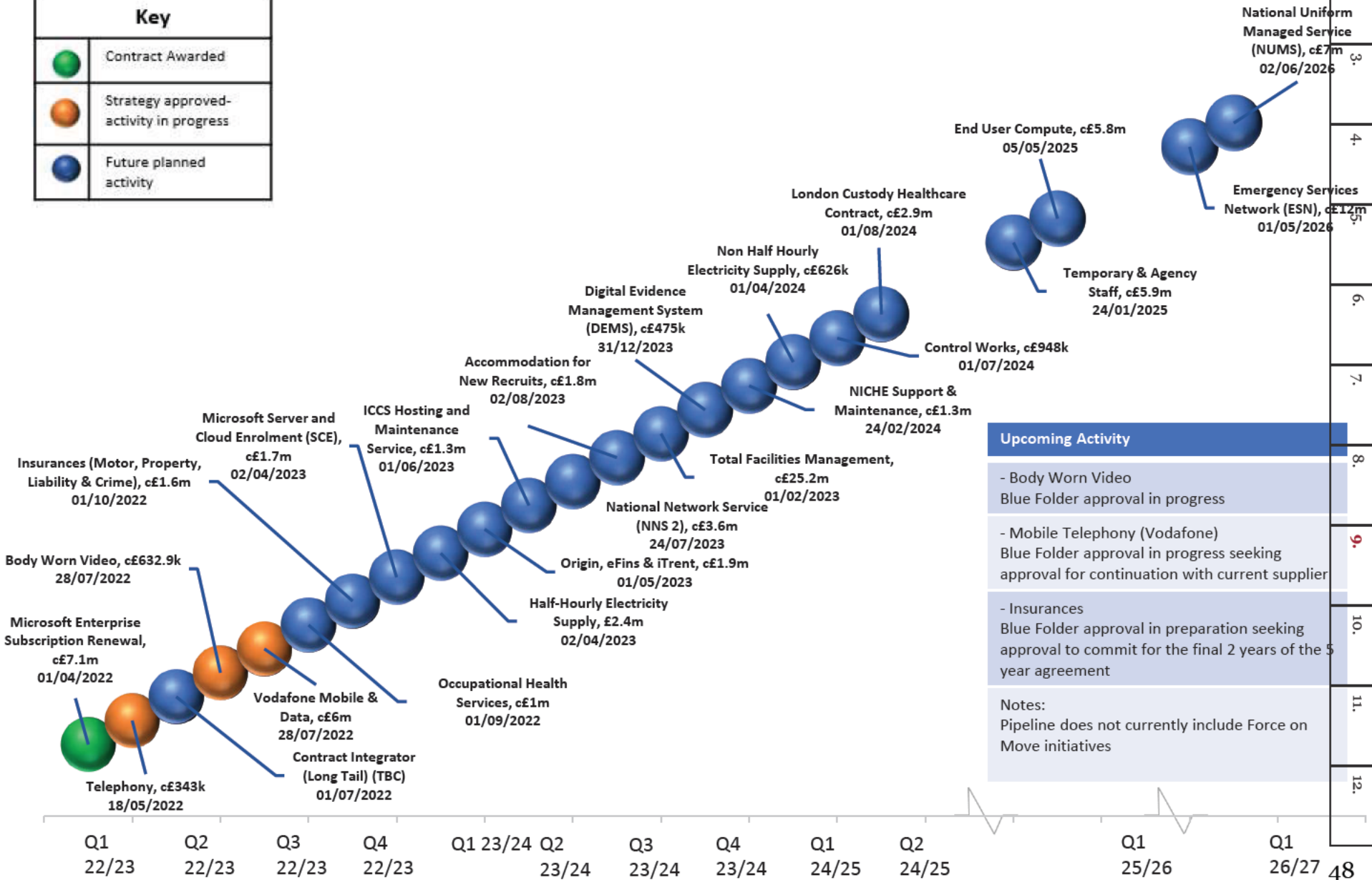
Year end closing cash balance was £16.7m higher than opening cash (£53.1m - £36.4m). The main factors are the receipt of £3m of DfT COVID 20/21 funding, £1.1m Axis House compensation, and the early receipt of £11.6m TfL P13 invoice payment.

Q1 forecast variance to Q4 forecast

The original forecast set did not assume any funding for the Baskerville and Estates condition survey spend, or any receipt of compensation for Axis House departure. This explains the gap in cash levels between the blue and green line.

Major Pipeline Contracts – Delegated Approvals £500k+

Key	
	Contract Awarded
	Strategy approved- activity in progress
	Future planned activity



Performance and Delivery Committee – DRAFT Workplan 2022/23

Meeting	Standing Items	Additional / Special Focus Items
2022/23 Q1 7 September, 10.30am – 1pm	<u>Meeting management</u> <ol style="list-style-type: none"> 1. Declarations of interest 2. Minutes of previous meeting 3. Matters arising/actions outstanding 4. Risk profile – for information <u>Legitimacy Update</u> <ol style="list-style-type: none"> 5. Legitimacy Q1 data update <ol style="list-style-type: none"> 5.1 Stop and search 5.2 Custody <u>Quarterly Performance Update</u> <ol style="list-style-type: none"> 6. Policing Plan – Q1 Performance update 7. Finance and Commercial – Q1 Performance update <u>Other Business</u> <ol style="list-style-type: none"> 8. Review of meeting effectiveness 9. Any other business 	<ol style="list-style-type: none"> 1. PSA Initial Washup Split (annual update) 2. Legitimacy thematic: Stop and search 3. Legitimacy thematic: Arrests (trends/ proportionality)
2022/23 Q2 Date TBC.	<u>Meeting management</u> <ol style="list-style-type: none"> 1. Declarations of interest 2. Minutes of previous meeting 3. Matters arising/actions outstanding 4. Risk profile – for information <u>Legitimacy Update</u> <ol style="list-style-type: none"> 5. Legitimacy Q1-2 data update 	<ol style="list-style-type: none"> 1. Legitimacy thematic: Use of force, including update on Taser use 2. Thematic: Football policing

Meeting	Standing Items	Additional / Special Focus Items
	<p>5.1 Use of force 5.2 Custody</p> <p><u>Quarterly Performance Update</u></p> <p>6. Policing Plan – Q1-2 Performance update 7. Finance and Commercial – Q1-2 Performance update</p> <p><u>Other Business</u></p> <p>8. Review of meeting effectiveness 9. Any other business</p>	
<p>2022/23 Q3</p> <p>Date TBC.</p>	<p><u>Meeting management</u></p> <p>1. Declarations of interest 2. Minutes of previous meeting 3. Matters arising/actions outstanding 4. Risk profile – for information</p> <p><u>Legitimacy Update</u></p> <p>5. Legitimacy Q1-3 data update 5.1 Stop and search 5.2 Use of force 5.3 Custody</p> <p><u>Quarterly Performance Update</u></p> <p>6. Policing Plan – Q1-3 Performance update 7. Finance and Commercial – Q1-3 Performance update</p> <p><u>Other Business</u></p> <p>8. Review of meeting effectiveness</p>	<p>1. Legitimacy thematic: Victim, public and rail staff confidence (BTP survey findings)</p> <p>2. Risk deep-dive: Financial control and planning</p>

Meeting	Standing Items	Additional / Special Focus Items
	9. Any other business	
2022/23 Q4 Date TBC.	<u>Meeting management</u> <ol style="list-style-type: none"> Declarations of interest Minutes of previous meeting Matters arising/actions outstanding Risk profile – for information <u>Legitimacy Update</u> <ol style="list-style-type: none"> Legitimacy Q1-4 data update <ol style="list-style-type: none"> Stop and search Use of force <u>Quarterly Performance Update</u> <ol style="list-style-type: none"> Policing Plan – Q1-4 (Year-end) Performance update Finance and Commercial – Q1-4 (Year-end) Performance update <u>Other Business</u> <ol style="list-style-type: none"> Review of meeting effectiveness Any other business 	<ol style="list-style-type: none"> Deep-dive thematic: Custody (annual update)
Extraordinary meeting of PDC and People and Culture Committee Date TBC		<ol style="list-style-type: none"> Risk deep-dive: Legitimacy