

[16 February 2023] Agenda Pack -Performance and Delivery Committee

MEETING 16 February 2023 10:30

> PUBLISHED 14 February 2023

Agenda

| Location | Date | Owner | Time |
|--|----------------------------|---|-------|
| Hybrid Meeting / Microsoft Teams & BTPA Meeting Room, 2nd Floor, 25 Camden Road, London, NW1 9LN | 16/02/23 | | 10:30 |
| 1. Apologies | | Chair | 10:30 |
| 2. Declarations of Interest | | All | |
| 3. Minutes | | Chair | |
| 4. Actions | | Chair | |
| 5. Risk Profile | | Chief Executive | |
| 5.1. Risk Deep Dive: Income | | Joint Force/Executiv e | 10:45 |
| 6. Legitimacy | | | |
| 6.1. [WITHDRAWN] Thematic: Civil/ Claims | Public Liability and Motor | Chief Financial Officer | |
| 6.2. Legitimacy Data Q3 2022/23 (Sto Force / Arrests / Custody) | op and Search / Use of | Assistant Chief Constable | 11:00 |
| 7. Policing Plan Performance Q3 2022 | /23 | Assistant Chief Constable | 11:05 |
| 7.1. Crime Recording | | Assistant Chief Constable | 11:20 |
| 8. Finance and Commercial Performan | ace Q3 2022/23 | Deputy Director Finance and Commercial Services | 11:30 |
| 9. Workplan 2022/23 | | Chair | 11:45 |
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Agenda

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|--|----------|-------|-------|
| Hybrid Meeting / Microsoft Teams & BTPA Meeting Room, 2nd Floor, 25 Camden Road, London, NW1 9LN | 16/02/23 | | 10:30 |

11. Meeting Evaluation

BTPA Member 11:50

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Performance and Delivery Committee

Monday 7 November 2022 at 10.30am via Microsoft Teams

Present:

Minutes

Craig Mackey (Chair) Graham Evans Willie Gallagher Mike Gallop Bev Shears

Apologies: None

In attendance:

British Transport Police Authority Executive Hugh Ind (Chief Executive) Rubeela Qayyum (Chief Financial Officer & Deputy Chief Executive) Stephanie Calvert (Co-Head of Governance and Compliance) Kate Carr (Project Director – Policing and Security) Sam Elvy (Head of Strategy, Planning and Engagement) Jon Newton (Analyst) Alistair MacLellan (Board Secretary / Minutes)

British Transport Police Allan Gregory (Assistant Chief Constable) Tracey Martin (Director of Finance and Commercial Services) Chris Casey (Superintendent) Joanna Cash (T/Superintendent) Vanita Patel (Head of Analytics)

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Apologies

Agenda Item 1

1. There were no apologies.

Declarations of Interest

Agenda Item 2

2. There were no declarations of interest.

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Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 7 September 2022 be approved.

Actions

Agenda Item 4

- 4. Members considered a report of the Board Secretary regarding actions arising from previous meetings.
 - a. Action 11/2022: Power BI Access for Members. The Head of Analytics noted that a demonstration would be provided for interested Members ahead of the next meeting of the Committee in February 2023.
- 5. **RESOLVED**, that the report be noted.

Risk Profile

Agenda Item 5

6. Members considered the Risk Profile and associated cover report and the following points were made.

Legitimacy

- a. Both Members and the Chief Executive acknowledged the scale and breadth of Force activity to mitigate the Legitimacy risk, albeit Members did not yet feel confident in reducing the risk score given Legitimacy was such a core issue across the whole of UK policing at present.
- b. The Head of Audit and Assurance noted that initial feedback from HMICFRS in this space was positive, which represented a degree of independent assurance of Force activity.
- c. The Chief Executive noted that the Deputy Chief Constable was of the view that the level of disproportionality was an accurate reflection of necessary Force activity. A session was therefore necessary where the Authority and Force could have that debate in greater detail prior to the risk score being reduced (Action 12/2022).

Technology

d. A Member requested that clarification on the scale out IT outages be provided to the sponsoring committee, Audit and Risk Assurance (Action 13/2022).

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Health, Safety and Wellbeing

- e. A Member expressed concern at the status of this risk, particularly around occupational health staffing. Members noted the risk would be subject to a deep dive at People and Culture Committee on 16 November 2022.
- 7. **RESOLVED**, that Members recommend to the Audit and Risk Assurance Committee that the Legitimacy Risk Score be retained at 16 pending further evidence of assurance.

Note of Joint Risk Deep Dive [Legitimacy / People] – 12 September 2022 Agenda Item 5.1

8. **RESOLVED**, that the note of the joint risk deep dive into Legitimacy and People held on 12 September 2022 be noted.

Finance and Commercial Performance Q2 2022/23 Agenda Item 6

- 9. Members considered a report of the Director of Finance and Commercial Services regarding Finance and Commercial Performance Q2 2022/23 and the following points were made.
 - a. The Director of Finance and Commercial Services introduced the report and noted the risk adjusted forecast was now £5.1 (down from £8.1m in the previous quarter) and therefore moving in the right direction.
 - b. The Director noted the effort being made by the Force on the Accelerated Recruitment Plan and offered to circulate further detail outside of the meeting (Action 14/2022). 100 officer vacancies were expected to reduce to 20 vacancies by year-end. In contrast, 70 PCSO vacancies were not forecast to reduce and therefore the Force's Strategic Workforce Planning Group was reviewing whether to convert PCSO spend to officer spend. Vacancies remained in IT whilst IT cadres were being trained.
 - c. Members noted the importance of the Accelerated Recruitment Plan to Force overall activity and requested that performance against that plan be reported to the Committee going forward (Action 15/2022).
 - d. In response to a question, the Director noted that Capital spend stood at £13m and was currently back-ended towards end 2022/23.
 - e. In response to a comment, the Director agreed that greater consideration and challenge could be given to productivity of officers and staff as opposed to overall headcount. The Capability Review was relevant in this context. The Assistant Chief Constable cautioned that an emphasis on productivity risked skewing sensitive activity e.g. stop and search.

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- f. The Chief Executive highlighted that (a) Members had seen an Executive briefing on HMICFRS vetting and the interim findings of the Casey Review into the Metropolitan Police (Serial B153 on *Board Intelligence*), (b) encouraged greater clarity on the definition of budget 'strain' (c) cautioned against the ongoing risk of optimism bias and (d) reminded Members regarding the process of deciding use of Reserves.
- g. The Assistant Chief Constable concluded discussion by noting that Members, when undertaking engagement within the Force, would do well to ask relevant Heads of Department to open their local PowerBI pages and provide a briefing on local issues.
- 10. **RESOLVED**, that the report be noted.

Legitimacy

Agenda Item 7

Thematic: Use of Force and Taser

Agenda Item 7.1

11. Members considered a thematic report of a T/Superintendent regarding use of force and taser and the following points were made.

Use of Force

- a. The T/Superintendent noted that pre-January 2021 any use of force was recorded using Chronicle, albeit compliance of reporting was unacceptably low. The adoption of the use of force app earlier in 2022 was designed to improve compliance.
- b. The Superintendent acknowledged that 23% of use of force was used against black persons whereas black persons represented 3% of the UK population. This underlined the importance of the Force's Use of Powers Board to monitor such activity.
- c. In response to a query the T/Superintendent confirmed that the Force was reviewing the risk of adultification bias and inserting more context around the importance of safeguarding.

Taser

d. In response to a comment, the T/Superintendent sought to reassure Members that, in the case of a use of taser against a child under the age of 11, in that instance the individual was perceived to be older than they were. Moreover the taser was deployed rather than discharged. Finally, all taser usage was reviewed within 48hrs. ç

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- e. In response to a question, the T/Superintendent replied that the six incidents of use of force considered by external scrutiny panels were dip sampled at random. The Chief Executive noted these two panels were among those reported as external scrutiny to the Full Authority in September 2022.
- f. The Head of Analytics noted that the Force presented its use of force data in a consistent format for internal use, and this could be reflected in the Member PowerBI offer (Action 11/2022).
- g. The Head of Analytics offered to share examples of how the Force's Equality, Diversity and Inclusion Board reviewed outcomes for victims outside of the meeting (Action 16/2022).
- h. In response to a question, the T/Superintendent replied that the report focused on taser training for B and C Divisions as D Division officer numbers were comparatively smaller, and E Division officers were obliged to be taser trained. There was no expectation that a certain number of officers per division should be trained in taser. Rather, officers were welcome to volunteer to be trained. A recent backlog of 200 officers had been cleared and the Force anticipated having 1,800 taser trained officers by March 2023.

Thematic: Football Policing

Agenda Item 7.2

- 12. Members considered a thematic report of the Assistant Chief Constable regarding Football Policing and the following points were made.
 - a. The Assistant Chief Constable introduced the report, recognising that there was an issue of under-reporting of football-related disorder as well as instances of rail staff absences on football days. Against this Gold and Silver Commanders were seeking to strike an appropriate balance of resources across a range of issues on match days e.g. robbery. Finally, he hoped to see 300 Special Constables recruited to assist in football policing albeit it would be a challenge to achieve that number given normal rates of attrition in trained Specials.
 - b. In response to a question, the Assistant Chief Constable confirmed the Force's football posture would be revised in response to *A Force on the Move* and the integrated security and policing pilot (ISPP).
 - c. The Chief Executive noted (a) anecdotal evidence that football policing pressures were as bad as they had ever been and (b) the ringfencing of certain teams across the Force left a limited pool available for football policing. The Assistant Chief Constable responded that Gold and Silver

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Commanders would understandably make a case for their resourcing needs albeit these should be judged against available intelligence.

- d. In response to a question, the Assistant Chief Constable confirmed the Force was liaising with clubs regarding bans for problem fans albeit engagement was more effective with some clubs than with others.
- 13. **RESOLVED**, that the report be noted.

Legitimacy Data Q2 2022/23 (Stop and Search, Custody) Agenda Item 7.3

- 14. Members considered Legitimacy Data for Q2 2022/23 (Stop and Search, Custody) and the following points were made.
 - a. The Assistant Chief Constable noted acknowledgement from officers responsible for Custody that strip search data needed to be recorded more effectively. The Superintendent added that the Force was engaging with the Metropolitan Police on this issue in light of lessons learned from Child Q. Moreover the Chief Constable was the lead officer on the use of powers workstream of the Race Action Plan.
- 15. **RESOLVED**, that the report be noted.

Policing Plan Performance Q2 2022/23

Agenda Item 8

- 16. Members considered the Policing Plan Performance Q2 2022/23 report and the following points were made.
 - a. Members noted the prevalence of red ratings against policing plan objectives albeit acknowledged the impact of comparison with COVID-era data.
- 17. **RESOLVED**, that the report be noted.

Committee Workplan 2022/23

Agenda Item 10

- 18. Members considered the Committee Workplan 2022/23 and the following points were made.
 - The Chair noted that disproportionality should be considered at the February 2023 meeting in light of discussions held at Item 5 (Risk Profile) (Action 12/2022).
- 19. **RESOLVED**, that the report be noted.

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Any Other Business

Agenda Item 11

20. There was no other business.

Meeting Evaluation

Agenda Item 12

- 21. Mike Gallop delivered the meeting evaluation and the following points were made.
 - a. A range of substantive issues had been covered, with legitimacy being a thread throughout.
 - b. The perennial challenge of ensuring data was converted to information that facilitated Member insight remained and should form part of ongoing board effectiveness activity.

The meeting ended at 12.39pm.

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Performance and Delivery Committee – Actions

| Serial | Date | Action | Owner | Update |
|---------|----------|--|-------------------|---|
| 11/2022 | 10 May | Executive to liaise with Force to develop Member self- | Head of Analytics | In Progress |
| | 2022 | service offer for PowerBI. The Head of Analytics noted | / Analyst | BTPA Executive met with Force colleagues on 1 |
| | | that the Force presented its use of force data in a | | February to review proposed Member product. |
| | | consistent format for internal use, and this could be | | Proposed next step is for Members to be invited |
| | | reflected in the Member PowerBI offer. | | to a self-service trial following the 16 February |
| | | | | 2023 meeting. |
| 12/2022 | 7 | A session and/or piece of work to define conflicting Force | Chief Executive | In Progress |
| | November | / Executive rationale for disproportionality to be | | This action remains open pending delivery of |
| | 2022 | delivered. To be factored into Committee workplan for | | the proposed session. As at 9 February 2023, it |
| | | February 2023. | | has been incorporated into Performance |
| | | | | Committee and/or Full Authority work planning |
| | | | | for delivery during 2023. |
| 13/2022 | 7 | A Member requested that clarification on the scale out IT | Board Secretary | Recommended for Closure |
| | November | outages be provided to the sponsoring committee, Audit | | Action referred to ARAC. For completeness, |
| | 2022 | and Risk Assurance | | outages reduced by more than half on-year for |
| | | | | period May-November 2022. May-November |
| | | | | 2021 (82) December 2021-April 2022 (59) and |
| | | | | May-November 2022 (34). |
| 14/2022 | 7 | The Director noted the effort being made by the Force on | Director of | Recommended for Closure |
| | November | the Accelerated Recruitment Plan and offered to | Finance and | Action allocated to People and Culture |
| | 2022 | circulate further detail outside of the meeting. | Commercial | Committee and incorporated into People Data |
| | | | Services | reporting. |
| 15/2022 | 7 | Performance of Accelerated Recruitment Plan to be | Analyst | Recommended for Closure |
| | November | factored into Committee reporting. | | Action allocated to People and Culture |
| | 2022 | | | Committee and incorporated into People Data |
| | | | | reporting. |
| 16/2022 | 7 | The Head of Analytics offered to share examples of how | Head of Analytics | Recommended for Closure |
| | November | the Force's Equality, Diversity and Inclusion Board | | Provided as a Background Paper to 16 February |
| | 2022 | reviewed outcomes for victims outside of the meeting | | 2023 meeting. |

Data period covers Apr-Dec '22

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|----------|---------------------|-----------------------------|-------------------------------|
| | 44.6% | 3,684 | 8,263 |
| <u>ب</u> | Found Rate 41.0% | Object Found Count | 21/22 Searches Count |
| • | Found Rate | 3,477 Object Found Count | 8,477 20/21 Searches Count |
| | 39.9% | 3,935 | 9,869 |
| ÷ | Found Rate | Object Found Count | 19/20 Searches Count |
| | 32.1% | 2,448 | 7,625 |

| SDE Calegory | 20/21 | 21/22 | 22/23 | 22/23 vs 20/21 | 22/23 vs 20/21 % | 22/23 vs 21/22 | 22/23 vs 21/22 % |
|--------------|-------|-------|-------|-------------------|---------------------|-------------------|---------------------|
| White | 4,490 | 3,915 | 3,682 | -806 | -18.0% | -238 | -6.0% |
| Not Stated | 2,633 | 2,527 | 2,337 | -296 | -11.2% | -190 | -7/5% |
| Black | 1,520 | 1,105 | 1,129 | -391 | -25.7% | 24 | 2.2% |
| 🗄 Asian | 570 | 456 | 545 | -25 | -4,4% | 89 | 19.5% |
| 8 Mixed | 425 | 291 | 378 | -47 | -11.1% | 87 | 29.9% |
| Other | 97 | 97 | 136 | 39 | 40.2% | 39 | 40.2% |
| (Blank) | 134 | 86 | 56 | -78 | -58.2% | -30 | -34.9% |

| | | ferences |
|--------------------------------|------------------|---------------------|
| 22/23 vs 21/22 | -214 | -2.5% |
| 22/23 vs ¹ 20/21 | -1,606 | •16.3% |
| 22/23 vs 19/20 | Count Difference | % Ofference 8.4% |

| (D) Reason of S | earch |
|-----------------------|-------|
| Drugs - other contr | 5,726 |
| Stolen goods | 756 |
| Bladed article | 585 |
| Offensive weapons | 412 |
| Articles for use in t | 208 |
| Evidence of offenc | 156 |
| Anything to threate | 131 |
| Going equipped | 65 |
| Other | 65 |
| Articles for use in | 50 |
| Firearms | 35 |
| Psychoactive subs | 16 |

| (E) Legal Powe | r | |
|-------------------|----|-------|
| | | |
| Misuse of Drugs | | 5,770 |
| PACE 1984 (s1) | | 2,394 |
| Criminal Justice | 18 | |
| Firearms Act 196 | 17 | |
| Scot - Crim Law (| 17 | |
| Scot - Civic Govt | 15 | |
| Terrorism Act 20 | 9 | |
| Psychoactive Su | 7 | |
| (Blank) | 4 | |
| Criminal Justice | 4 | |
| Scot - Crim Law (| 4 | |
| PACE 1984 (s4) | 2 | |
| | | |

| Principle Outcome | # | % |
|---------------------------------|-------|--------|
| No Further Action | 5,886 | 71.23% |
| Arrest | 690 | 8.35% |
| Police Discretionary Resolution | 508 | 6.15% |
| Community Resolution | 427 | 5.17% |
| Voluntary Attendance | 334 | 4.04% |
| Summons / Charged By Post | 321 | 3.88% |
| Drugs Warning | 40 | 0.48% |
| Caution (Simple Or Conditional) | 21 | 0.25% |
| Alcohol / Tobacco Seized | 17 | 0.21% |
| Penalty Notice for Disorder | 14 | 0.17% |

Use of Force – Q3



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Arrested Individuals



Strip Searches



Appropriate Adult requested



Interpreter

Mental health & Vulnerability



BTP Forcewide Policing Plan Objectives – Q3

| | [| | | | | _ | | | | | | | - |
|---|--------------|--------------------------------|------------------------------------|-------------------|-------------------------|--|-----------------|---------------------------|-------------------------|----------------|-----------------------------------|---|----------------------------|
| Ensure passengers and | Against | 2,385 (+11%) S.R.* 23% (+6% | | | (+18%) .% (+1%) | | S. | 721 (-7%) R. 39% (+1%) |) | | 7,501 (+16%) 5.R. 14% (-1%) | Serious Violence remains above levels we saw in 2021/22 Finan Year largely due to the increase demand the travel network has | icial e in seen |
| staff can work and travel free | passengers | Serious violenc offences | e | Robbery | y offences | | We | apon-enable offences | d | | Public order | in 2022/23. Even through the la remains above 2021/22, there been an overall downward trend | has _{பூ} d for |
| from the | | | 1, | 906 (+4%) |) | | | 1,906 (- | 3%) | | | - the Year. On average 275 offen occur each month with October | and |
| threat of | Against rail | | S.R. | . 29% (+4% | %) | | | S.R. 18% | (-2%) | | | November '22 both seeing abov Month average with Decemb seeing 205 offences possibly du | e7 |
| violence | staff | | Violence a | | | | Publi | c order agair | | f | | reduced services as a result of i number of Strike Days | |
| | | 4204 (+4 | | | | 0 (00 | | | | 221 (· | -3%) | The key locations to see the big | rest |
| Tackle those crim | nes and | S.R. 15% (| | | | 0 (-9% | | | c | | (+14%) | proportion increase in 2022/2 against 2021/22 have been. | |
| incidents that mo | | | | | ASB Ir Immediate and | | | ents | | | | Kings Cross St Pancras (Shopliftin 188 (+89 offences) | ng) - |
| on the confidence who work and tra | | Volume crime at k | ey locations | · | | only) | | | Foot | oall relat | ed offences | Birmingham New Street – 329 (offences) | +77 |
| who work and the | | | | | | | | | | | | Padding (TPP) - 174 (+74 offen | ces) o |
| | | 3,998 (+11%) | | 1,402 | : (+75%) | | | 1,706 (-1%) | | | 2,285 (-2%) | | |
| Tackle violence a | • | S.R. 22% (+3% |) | Crimes involving | | | S.R. 13% (+2%) | | 5) | S.R. 18% (+4%) | | | |
| women, and girls harassment and I | | Violent crimes aga | | sexual harassment | | | Sexual offences | | | Hate crimes | | | • |
| | | women and gir | | | | | | | | | | | |
| | | | | | | | | | | | | | .∞ |
| | | Adults at risk | | 2,846 (+3 | 3%) | (| Charges | | | 70 (| (-54%) | | |
| | | Children and youn | g persons | 7,463 (-4 | 4%) | tions | 0, | pons/cash | Drugs | | 74,488g | | |
| | | Lifesaving interver | ations | 1,735 (10() | | Drug/weapons/cash seizures Safeguarding Interventions & referrals | | Weapons | (+924%) 93 (-18%) | | | 9. | |
| Protect, support a | | Lifesaving interventions | | 1,736 (-1%) | | ines 🛛 | | Cash | | | £283,021 | | |
| safeguard vulnera | | Crisis intervention | Crisis interventions: 6,439 (-38%) | | 8%) | hunty | Safeguard | | (+37%) CYP 99 (-15%) | | | | |
| and those at risk of exploitation and h | | Missing persons: | | 681 (-34 | 1%) | 3 | Interventi | ons & referrals | AAR | | 23 (-15%) | | 10. |
| | | | | | | | | | NRM Refe | rrals | 15 (-32%) | | |
| | | | | | | | | | | | | | 11. |
| | | 349 | 463,602 (+ | +6%) | 193,137 | | | 128,164 | (+25%) | | 93 mins (-5%) | | |
| | | Disruption incidents at | Primar disruption | | – Trespass disruptio | | - | Fatalities/ Primary d | | | Average fatality handback time | | |
| Reduce disruptio network through | | key locations | usiuption | 111113 | usiupilo | | 15 | mi | | | (<90 mins) | | 39 |
| | | | | | | | | | | | | *S.R.: Solved Ra | |

| | | | | | | | | | | | | ;2 | | | | |
|---------------|---|--|--|--|--|--|--|---|--|--|---|---------------------------------------|--|--|--|---|
| | travel free | nsure passengers and staff ca travel free from the threat o Passengers | | Tackle those crimes and incidents that most impact on the confidence of those who work and travel | | incidents that most impact on the confidence of those who | | Tackle violence against women, and girls, sexual harassment and hate crime | | | cidents that most impact on be confidence of those whoTackle violence against women, and girls, sexual harassment and hate crimesafeguard vulnerable people and those at risk of | | safeguard vulnerable people and those at risk of | | Reduce disruption o the networl through collaboratio | к |
| B Division | 1,631 (+21%) Serious violence offences | 815 (+26%) Robbery offences | 2,772 (+12%) Violence & public order against rail staff | 1,489 (+60%) Volume crime at key B Division locations | 4,053 (-5%) ASB incidents | 2,664 (+19%) Violence against women & girls | 1,276 (+8%) Sexual offences | 1,721 (+6%) Hate crimes | 694 (-22%) Lifesaving interventions | 2,820 (-51%) Crisis interventions | 87 mins (-7% Average fatali handback tim (<90 mins) | ty ie | | | | |
| C | | engers and staf from the threa ngers | | incidents that r the confidence | Tackle those crimes and incidents that most impact on the confidence of those who work and travel | | | Protect, s safeguard people and t exploitatio | Reduce disruption o the networ through collaboratio | ¢ | | | | | | |
| Division | 628 (+4%) Serious violence offences | 112 (+53%) Robbery offences | 1227 (-5%) Violence & public order against rail staff | 1562 (+26%) Volume crime at key C Division locations | 8541 (-10%) ASB incidents | 1909 (+11%) Violence against women & girls | 446 (+2%) Sexual offences | 692 (+5%) Hate crimes | 905 (+15%) Lifesaving interventions | 3184 (- 28%) Crisis interventions | 99 mins (-4% Average fatali handback tim (<90 mins) | , ty | | | | |
| | travel free | sengers and star e from the threa engers | ff can work and at of violence Rail staff | incidents that the confidenc | e crimes and most impact on e of those who nd travel | t impact on Tackle violence against women, and girls, those who sexual harassment and hate crime | | | Protect, support and safeguard vulnerable people and those at risk of exploitation and harm | | Reduce disruption o the networ through collaboratio | k 10 | | | | |
| D Division | 92 (+360%) Serious violence offences | 2 (-350%) Robbery offences | 221 (-3%) Violence & public order against rail staff | 134 (-20%) Volume crime at key D Division locations | 532 (-33%) ASB incidents | 143 (-3%) Violence against women & girls | 45 (-27%) Sexual offences | 24 (-8%) Hate crimes | 103 (-11%) Lifesaving interventions | 274 (-41%) Crisis interventions | 97 mins (-39 Average fatal handback tir (<90 mins) | 6) ity ^{11.} ne | | | | |

Ensure Staff can work and travel free from the threat of violence

In the last Quarter the South Sub-Division has introduced collaboration agreements with GTR and also South Western Railway. The aim is to deliver a safer working environment for staff and passengers and a drive to reduce crime and disruption across the network. Talks have also begun with Network Rail South and Southeas ern-railway to introduce a collaboration agreement along the same line of what is now in place with GTR and South Western.

During Quarter 3 Op Alert became a default patrol for all from line staff, which meant that during the peak times of travel seen on the Network there was a high level of visible Officers patrolling and engaging with the travelling public and staff. Since the launch of Op Alert, Officers have completed over 11,000 patrols, made just under 300 arrests, conducted over 350 Stop & Searches, submitted over 150 intelligence report and recovered 15 weapons off the Network.

In D-Division Calls for service continue at a similar level year to year leading up to the Christmas period and the cold weather in both sectors. ASB is the main factor with the youth element of the population and causes the most angst with ScotRail station staff. The increase in intolerance has stayed steady since the easing of Covid regulations. A lot of calls for service are staff reassurance with no crimes reported. Staff engagement is key for this sector and the visibility picture is improving. Officers continue to work closely with Police Scotland in the West Dumbarton area and Scotrail Travel Safety Team (TST) where on train policing is key to disrupt fare evasion and ASB which has been a cause for concern around assaults. Displacement of youths through the summer months has not been seen during the autumn and winter days and nights. Partner feedback were complementary around the high visibility of BTP.

Ensure Passengers can work and travel free from the threat of violence

For this quarter the B-Division OSU has utilised train patrols to cover multiple of serious violence focused taskings locations in the same shift; targeting specific lines of routes where there are multiple stations that come under these operations. Pending on other operations/priorities a minimum of one team is being assigned to these patrols every late shift. Select Viking patrols will be followed up with Police Search activity the following day to detect weapons hidden/discarded on sight of police activity.

In the Wales Sub-Division, activity has been in place at key locations such as Cardiff Central, Rhymney Valley line and West Wales, and all the locations feeding the late-n ght economy and retail hotspots along the South and North coasts. These routes and stations have remained busy on non-Industrial Action days, and throughout Decemper, Operation Genesis was implemented again working alongside Transport for Wales Security teams.

During Quarter 3 in the Midland Sub-Division, this time of year has seen increased activity due to the seasonal uplift deployments, which is intrinsically linked to the Birmingham Christmas Market noted as being the biggest outside of Germany. Many months of planning with partners such as West Midlands Police, Birmingham City. Council and the event organisers was undertaken to deliver a safe environment for the millions who passed through Birmingham New St and the feeding Stations during the build up to Christmas. Tactical deployments have included dedicated patrols from BAU, Safer Travel and Operations departments that were planned and resource allocated many months in advance. Joint Police/Security patrol considerations involved late night train patrols and last train monitoring out of BNS supported by District Posts and Milton Keynes providing that journey and end of line presence at key route Stations. High risk services were identified in discussion with rail staff sometimes hour and resource and the embedded policing model adapted to provide reassurance where it tackled the most threat, harm and risk.

Op Defiant is an ongoing operation run at London Bridge to combat a wide range of offences including drugs supply and transport, robberies, weapons and violence offences. The operation is run in conjunction with the Metropolitan Police, railway revenue, immigration and any other agencies that can provide assistance. This is a regular operation and has resulted in a number of significant arrests and intelligence including the detection of modern day slavery offences. Some of the results from Quarter 3 have involved the arrest of 6 males for Robbery where officers met the service, 4 suspect arrested following a GBH, suspect arrested for Drug and weapon offences and was found in possession with 20 inch sword and 2 males for Robbery and GBH

OFFICIAL

Tackling violence against women and girls, hate crime, sexual offences and sexual harassment

BTP Richmond began the Safe Space project which is a simple idea of having Police officers and other support agencies in a location within Richmond where those who feelvulnerable or at risk can go to get support, advice or report issues. The scheme has gathered a significant amount of interest including from both the MPS Commissioner and also the local MP Sarah Olney. The scheme has been widely recognised as a key initiative in improving the visibility and safety of all those in the community but particularly women and girls and is being replicated or being considered across various locations in BTP. This includes key locations such as Waterloo where during the run up to Christmas/NYE 2022 they put in place a safe space initiative to provide support to those using the rail network. With a safe space at Richmond, Waterloo and at Southamp there are currently talks ongoing with the Metropolitan Police at Clapham about doing something at Clapham Junction.

The Central Sub-Division NPT officers continue leading patrols across the London Underground for the 5 sexual offences focused taskings on the Underground. Overt and plain clothes patrols training has been completed whereby officers identify suspicious behaviour whilst in plain clothes and then stop the suspect before any offences can be committed or risk they can be committed, while uniformed officers provide a visible reassurance. During the stop and account robust investigation of their behaviour is undertaken and strong guidance can be given and/or intelligence submitted.

Whilst carrying out patrols at inverness and outlying stations, we regularly engage with lone females or younger small groups, especially those who may be under the influence who are likely to be more vulnerable to crime, ensuring that they have appropriate travel arrangements in place and where necessary have made sure they have a safe means of transport home. This includes contacting parents of younger females, having them wait at the Police office until their arrival, or arranging with local taxi operators to convey them home. Where possible we carry out train patrols and regularly walk through services to ensure any vulnerable person can be identified. In addition we use this as an opportunity to hand out information with regard to the 61016 text service.

During the Hate Crime Awareness Week, North Sub-Division Officers took part in hi-visibility patrols across the sector to spread awareness on how to report hate crime, as well as to support the public and railway staff on the issue. Staff and passengers were assured that BTP take hate crime incredibly seriously and it is of vital importance that we respond to it robustly. They were encouraged to feel empowered to report any incidents of hate crime to BTP.

Tackle those crimes and incidents that most impact on the confidence of those who work and travel

During October officers in the Pennine Sub-Division took part in a three force multi-agency operation with Cheshire and Merseyside Police to target travelling criminals. BTP had 20 officers involved in the operation, BTP had knife arch deployments, onboard train patrols supported by our County Lines teams across Lime Street and Widnes rail way station. BTP worked with railway revenue colleagues to target cross border criminality and fare evaders. No significant results for BTP but no crime recorded due to the visibility at any of these stations. Staff were pleased with the visibility and felt reassured. Over 25 fixed penalty notices for failure to pay train fares.

Their high visibility presence, public order policing skills and tactics protect staff and the travelling public from fear of violence. Some football fans are intent on causing harassment, alarm and distress as well as act violently towards staff and members of the public. The OSU apprehend and investigate offenders utilising body worn video with successful convictions as BTP does not tolerate abhorrent behaviour on the railway. Many of those arrested due to football related disorder are issued football banning orders preventing their attendance to future games which as a tactic has greatly reduced yobbish, violent and intimidating behaviour on the railway.

In D-Division, youth disorder is and continues to be the biggest issue raised by staff and partners throughout the Network. Public and staff tolerance of youths alone on the network is quite negative even without any form of disorder. Locations relatively close to stations also suffer from the same issues as experienced by BTP. On the last Safety DIG meeting with partners both Police Scotland and BTP had seen a decrease in youth disorder. From what have been talked about, has led to plans for joint operations to stop youths moving on the railway system to congregate in local towns and villages, where violence can erupt whether the gatherings are planned or spontaneous.

OFFICIAL

| TRUST and SMIS Top Locations | Incidents (Last 13 Periods) | 2021/22 P10 | 2022/23 P10 | Difference | 9 of the top 1 locations were als |
|---------------------------------|--------------------------------|-------------|-------------|------------|--|
| Birmingham New Street | 44 | 0 | 1 | 1 | noted during period 9 |
| Woking | 37 | 1 | 0 | -1 | * Technical Asset ** Monitored CCTV |
| Gravesend | 37 | 1 | 0 | -1 | |
| York | 35 | 0 | 1 | 1 | |
| Leeds | 35 | 4 | 3 | -1 | |
| Gillingham (Kent) | 33 | 4 | 1 | -3 | |
| East Croydon | 32 | 2 | 0 | -2 | |
| Doncaster | 32 | 2 | 2 | 0 | |
| Erith | 31 | 2 | 0 | -2 | |
| Ashford International | 31 | 2 | 1 | -1 | |

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.

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Challenges for the next financial year in particular Q3 (Oct – Dec 22) for each of the areas above and any plans to mitigate

Robbery at key locations such as Stratford continue to be a focus. Operations with the Met. Police and local partners will be ongoing over the coming months, involving knife arches will resume to deter offending and reassure the public at such locations. Officers will also continue their focus on deterring and detecting such incidents with plain-clothed and uniform patrols across known hotspots.

Increased Rail Strike Activity lends itself to a potential challenge in relation to Graffiti and Trespass across the Network. In the Pennine Sub-Division officers work with all TO@ partners in the lead up to and during Rail Strike Action days to identify any locations of risk for patrols and joint working. Pennine officers have worked jointly with Mersevrail to ensure that they put in place additional patrols, and smart water cameras at those locations of Southport and Kirkdale depot. The Rail Strikes Activity will continue and there has been heightened community tensions at some locations on B-Division identified by B-Ops. The intelligence arm of BTP has increased their monitoring of protest-groups which may seen to attend a picket location and cause a disturbance. Op Notice planning meetings are addressing risks identified and ensuring resources are in place to swiftly respond.

Robbery and violence continues to be one of the highest high harm crime types for the South and remains a focus not only to continue efforts to bring this number down but to also keep on top of the trends and focus our efforts on those locations where we see increases. The current economic climate and cost of living has meant that theft type offences have seen an increase and this is likely to include robberies and TPP incidents, this is challenge that wont just be seen on the South Sub-Division, but across the Force.

The price of copper and precious metals are at an all-time record high against a backdrop of an ever increasing "cost of living". This is fuelling an increase of metal theft and motor vehicle crime, in particular theft of Catalytic Convertors. Catalytic Converters contain varying quantities of precious metals dependant on the make / model of the donor vehicle, which can be reclaimed at Scrap Metal Dealers (SMDs). Home Office Forces have seen a large increase in this type of theft. There are few things that can be done to prevent there type of Offences, Smart Water offer property marking packs which can be used by police to mark people's catalytic converters however this is labout intensive and has had limited documented success in deterring criminals or the stolen Cat Cons being detected by the SMDs or Police during inspection of the same.

In the Wales Sub-Division it is noted that the biggest challenge continues to be the establishment, which can also be possibly seen across the Force with some resourcing gaps caused by long term illness, and then having to backfill through overtime. Wales specifically, but possibly again seen in other areas of the Force, have seen Officers transferring to Home Office Forces who have been on a significant recruitment drive, with a higher wage being offered being an incentive. The staffing levels at Wolverhampton post have been challenging for the last 18 months due to loss of staff through resignations, department moves and officers covering higher grade duty rples long term. The Sergeant promotion boards are due to take place in quarter 4 so starting the new performance year we hope to be able to start recruiting into vacancies, but it will be next Autumn/Winter when we start to achieve normal staffing levels.

Some areas of the Force are seeing an increase in Rail infrastructure within the Rail Network, some examples being Wales with the progress on the Core Valley Lines, and the South Wales Metro and the multi-million-pound Trans Pennine Route Upgrade through Manchester to York. This could lead to an increase in the demand put onto the Units within the areas with the uplift in passenger footfall and the possible rise in crimes and incidents this could bring long term. There could be an increase in the level of acquisitive crime in the lead up to the opening of the new projects with buildings, land and materials possibly not being secured properly.

11.

Ensure passengers and staff can work and travel free from the threat of violence

- <u>Serious Violence</u> Any violence offences defined as high harm from Murder to Assault occasioning Actual Bodily Harm (including Malicious Wounding & Grievous Bodily Harm)
- <u>Robbery</u> Crimes recorded under Force Crime Group 07A Robbery
- <u>Public Order</u> Crimes recorded under Force Crime Group 09A Public Order
- <u>Violence Against the Person</u> Crimes recorded under Force Crime Group 01A Violence Against the Person
- <u>Weapons enabled</u> Crimes recorded where the type of weapon used is listed as 'blade'

Tackle those crimes and incidents that most impact on the confidence of those who work and travel

 <u>Volume crime at key locations</u> – All notifiable crimes recorded at station, excluding Force Crime Groups 11A Drugs & 01B Weapons. Operation Sentinel related offences are also excluded which compromise of Violence with Injury & Force Crime Group 07A Robbery as these are monitored separately.

Key locations are listed below per Division;

- <u>B-Division</u> Baker St, Bank, Bedford, Euston, Finsbury Park, Green Park, Highbury & Islington, Holborn, Kings Cross St Pancras, Leicester Sq, Liverpool St, London Bridge, Londor Victoria, Oxford Circus, Paddington, Piccadilly Circus, Tottenham Court Rd, St Albans City, Stratford, Stratford Intl, Waterloo & Westminster
- <u>C-Division</u> Bangor, Birmingham New St, Bristol Temple Meads, Cardiff Central, Derby, Leeds, Liverpool Lime St, Manchester Piccadilly, Newport High St, Nottingham, Pontypridd, Reading, Rhyl, Shrewsbury & Swansea
- D-Division Edinburgh Waverley & Glasgow Central
- <u>ASB incidents</u> Incidents graded as requiring Immediate or Priority police attendance under the following categories; ASB Environmental, ASB Nuisance & ASB Personal
- Football related All notifiable crimes marked with a flag as football related

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Tackle violence against women, and girls, sexual harassment and hate crime

- <u>Violent crime against women & girls</u> Crimes recorded under Force Crime Group 01A Violence Against the Person where one or more victim(s) has stated their gender as female
- <u>Crimes involving sexual harassment</u> All notifiable crimes with a sexual element attached not covered in Force Crime Group 02A Sexual
- <u>Sexual offences</u> Crimes recorded under Force Crime Group 02A Sexual
- Hate crimes All notifiable crimes marked with a flag as hate crime (disability, transphobic, religion, racial & homophobic)

Protect, support and safeguard vulnerable people and those at risk of exploitation and harm

- <u>Vulnerability reports</u> Any submissions made on the railway under the following categories; Missing Persons, Child & Young Persons, Adults at Risk, Life-saving Interventions & Crisis Interventions
- <u>County Lines disruptions</u> Any items seized as part of County Line Operations & Activity under the following categories; Drug seizures, Weapon seizures & Cash seizures. Any submissions made as part of County Line Operations & Activity under the following categories; Child & Young Persons, Adults at Risk & National Referral Mechanism Referrals (potential victims of Modern Slavery and or Human Trafficking)

Reduce disruption on the network through collaboration

- <u>Disruption incidents at key locations</u> Network Rail recorded incidents under the following police-related categories; Trespass, Level Crossings, Theft/Vandalism, Fatality/Injury caused by a train & Cable Theft. Key locations vary per railway period and can therefore not be listed. Please see disruption slide for further details
- <u>Primary disruption minutes</u> Network Rail recorded minutes lost attributable to the original incident, under the following police-related categories; Trespass, Level Crossings, Theft/Vandalism, Fatality/Injury caused by a train & Cable Theft
- Fatality handback times Time taken until the railway is handed back to industry on incidents classified as non-suspicious fatalities

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| Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways | 87% answer rate Emergency calls – achievement of at least 95% answer rate | 62% crimes recorded in 24hrs At least 95% of Priority Crimes to be recorded within 24 hours | Priority Crimes include: Sex Offences (79%) Robbery (73%) Hate Related Offences (60%) Staff Assaults (51%) | ्र २ 4 |
|--|--|--|---|----------------|
| Target our efforts to ensure fewer victims of the most serious crime | 16% (+/- 0% against 2021/2022) Outcome Rate for Major Crime Categorised Offences* | 3 (8/9 YTD) Number of Months in the Quarter where Cyber Disruption has taken place | <i>*Figures for this metric have been calculated by filtering crimes that have been assigned to the Major, Serious and Organised Crime Team or CID based on the Crime Tier Code</i> | d 6. |
| Innovate and collaborate with our partners to reduce disruption | 100% (50/50) of disruption hotspots to have Problem Solving Plans in place | 597 Drone flights undertaken 404 Operational Drone flights undertaken | | 8. |
| Build the trust and confidence of passengers and rail staff to defeat criminality together | 90% compliance Victim Code of Practice rating of at least 90% | 92% Achieve at least 90% compliance across all Crime Audits | |), 10, 11, |

* Excludes the Policing Plan objectives 'Generate value for money through the exploitation of technology, adapting to meet the future' and 'Build'amodern and inclusive Force where our people are well-equipped, well-trained, well-led, well-cared for and reflect the best of our communities' 47 SECURITY CLASSIFICATION - OFFICIAL HANDLING INSTRUCTIONS - No restriction on circulation DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes



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Briefing Paper

| Report to: | Performance and Delivery Committee Q3 |
|------------|---------------------------------------|
| Date: | 16/02/2023 |
| Subject: | Crime Recording |
| Sponsor: | ACC Charlie Doyle |
| Author: | Emma Stuart |
| For: | Noting |
| | |

1. PURPOSE OF PAPER

1.1. This paper outlines BTP's current crime recording position, detailing work that has been undertaken to stabilise to business as usual levels, as well as providing details of controls to monitor performance.

2. BACKGROUND

- 2.1. On average, during business as usual conditions, the First Contact Centre receives the following daily contacts:
 - 330 calls 100 e-mails/online crime reports.
 - 500 texts
 50 crime tasks generated from police officer mobile devices
- 2.2. From these contacts presented, there are approximately 220 crimes recorded (Notifiable and Non notifiable).
- 2.3. A backlog of BTP crime reports had been present for nine months, since the start of the 2022/23 performance year, owing partly to ongoing COVID-19 abstractions, but largely due to agreement made during the height of the pandemic to resource to 70% establish and the subsequent speed at which demand outstripped capacity. Additionally, the department has historically not been resourced to meet the increased and more complex demand now offered at the point of first contact. In early 2022, an uplift in resourcing was granted and these additional staff were on-boarded into BTP from July 2022.

3. CURRENT POSITION

3.1. The graphs at 3.2 outline the recovery of the crime recording queues in terms of notifiable crime, iPatrol tasks (crimes input by officers requiring Crime Classification validation) and non-notifiable crime (byelaws, rail regs etc), enabling the department to reach business as usual levels by January 2023. The current daily crime recording rate is 185 crimes.



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- 3.3. The graphs at 3.2 show the increase in FTE as Crime Recorders were onboarded, alongside the position of queues at that time. There is a clear correlation between the increase in FTE and the reduction in the queue backlogs over this period. The only deviation to this was is in October, when the Force took steps to reduce the notifiable and non-notifiable queues concurrently, which slowed progress in reducing the notifiable queue but meant there was a steadier reduction across all areas.
- 3.4. Since July the department has recruited 22.5 FTE dedicated Crime Recorders; this is a new position designed to focus solely on crime reports received via digital channels and staff enabled with Working from Home (WFH) technology capability. The department establishment was uplifted by 15 FTE and 15 Contact Handler roles were functionalised to accommodate the additional resources, as a result the department now has an establishment blend of 60 Contact Handler posts and 30 Crime Recorders.
- 3.5. The crime recording recovery has been accelerated by the use of Divisional/Departmental officers, as well as a number being seconded due to temporary duty restrictions (TDR). This provided a critical level of assistance until the new Crime Recorders were working independently, this support is reflected in the reduction of the backlogs but also the increase in the iPatrol tasks queue in December. The department also flexed available resources, utilising similar skill sets and role requirements across different teams. This enabled the Occurrence Management Unit (OMU) and Crime and Justice Unit (CAJU) to assist with iPatrol tasks, which allowed First Contact Centre (FCC) resources to focus on the notifiable crime queue.
- 3.6. The task of addressing the crime recording backlog whilst maintaining call handling performance has been challenging. Control Room resources have been used to support call taking demands where capacity has allowed. It is also worth noting that 80% of crime recorded by FCC is received via non-voice channels and the high abandon rate experienced will also include those callers choosing to hang up and report online as the

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queue messaging suggests. The recent recruitment of dedicated Crime Recorders will support the recovery of crime recording timeliness in office hours, but recruitment continues for Contact Handlers to support Crime recording and telephony demands throughout 24/7 demands. Two intakes are planned in early 2023 with telephony performance recovery expected in the early part of 2023/24.



4. TIMELINESS

4.1. Crime recording timeliness slowed as a consequence of the crime queue. However, this has been improving since October 2022 and the queue backlog has been cleared, with improvement being seen in January 2023 against the Force KPI of 90% recorded within 24 hours:

| Crime Recording Timeliness | Y | % Recorded within 24 hrs | % Recorded within 48 hrs | % Recorded within 72 hrs | % Recorded within 7 days | % Recorded within 14 days | % Recorded within 28 days |
|----------------------------------|------|-----------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|------------------------------------|------------------------------------|
| Apr2022 | 5067 | 58.91% | 65.13% | 69.27% | 78.51% | 84.74% | 91.79% |
| May2022 | 5502 | 55.98% | 62.25% | 66.34% | 75.28% | 85.91% | 90.08% |
| Jun2022 | 5499 | 59.92% | 67.94% | 71.61% | 78.74% | 84.27% | 88.58% |
| Jul2022 | 5321 | 47.57% | 56.93% | 63.24% | 75.00% | 80.57% | 85.10% |
| Aug2022 | 6341 | 36.26% | 45.25% | 50.56% | 71.99% | 82.34% | 94.13% |
| Sep2022 | 5012 | 54.03% | 70.39% | 78.47% | 89.72% | 95.01% | 97.21% |
| Oct2022 | 5881 | 34.96% | 45.86% | 53.22% | 67.83% | 86.98% | 97.57% |
| Nov2022 | 6292 | 30.09% | 38.41% | 44.80% | 58.18% | 77.45% | 96.92% |
| Dec2022 | 5199 | 36.05% | 47.01% | 56.51% | 76.05% | 91.40% | 96.31% |
| Jan2023 | 4848 | 69.12% | 84.94% | 93.79% | 97.03% | 97.73% | 98.16% |

4.2. With current vacancy levels and projected recruitment, it is likely that we will recover to 90% of all crime being recorded within 24 hours in early 2023/24. By this time, we will



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have onboarded up to 19 additional Contact Handlers, with 5 weeks of classroom training and 12 weeks of tutoring to ensure they meet the required standard. This also involves bringing delegates back into the classroom for call handling training, which will be an abstraction and will slow progression of recovery slightly. Timeliness is also reliant on same-day submission of police officer crime reports (recorded on mobile devices) and Contact Management are working with Divisions to refine processes in this area, as well as drive usage and performance to ensure that timeliness is not negatively impacted.

5. ACTIONS/CONTROLS

- 5.1. To strengthen the department in the medium-term, we have accelerated recruitment of an additional intake of (10) Contact Handlers into FCC in June 2023. There is currently an intake of 9 Contact Handlers in training, which will result in the department being at 90% establishment (excluding BAU abstractions). As part of phase one of the Justice and Public Contact Transformation, it was agreed that demand vs. resourcing would be annually reviewed to ensure the department was not under resourced as it had been historically.
- 5.2. As of 9th January, the FCC have introduced a new roster for Contact Handlers, and this coupled with weekend working for Crime Recorders will ensure we have optimum resources 24/7.
- 5.3. We are remapping processes to streamline and improve efficiency. This will be completed by 28th February 2023. Crime Recording performance is managed via the Force's Crime Standards Board.



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Performance and Delivery Committee 2022/23 Q3 (P10) Finance Report





| Section | Slide | | Slide No. |
|-------------|---------------|-------------------------------|--------------|
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Executive Summary- Period 10 (Q3)



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At P10, we are forecasting an overspend of £2.705m, comprising a risk-adjusted BAU overspend of £1.036m and a Force on the Move (aFotM) overspend of £1.669m.

Business As Usual (BAU) Overspend

The BAU expenditure overspend for Q3 totals £0.967m (0.3%). This is driven by:

- A pay-related underspend of £6.608m due to vacancies. The impact of the pay underspend has been partially reduced by the PRRB pay award, additional allowances, Spine Point starting position and non-pay inflation that were agreed by the BTPA in summer.
- Overtime and expenses overspend of £3.465m (of which £2.060 relates to shift cover due to vacancies, therefore offsetting pay underspends).
- Other non-pay related overspends driven by inflationary pressures. Inflationary pressures anticipated for 2023-24 were included in the MTFP and will be managed in the budget load.
- The vacancies are also driving the income under-recovery compared to budget (£1.020m) due to the impact of vacancies on EPSA income levels.
- Key message We have had vacancies due to challenges in filling roles and this has impacted on our performance despite overspends on overtime to cover some of the gaps. At the same time we have faced significant inflationary costs (both in pay through the national pay settlement for police and in non-pay). Overall this has resulted in a small (0.3%) forecast pressure. Without the vacancies we would be in a position where we would be needing to charge significant washup costs to TOCs at year end.

Key Movements at P10 (Risks and Opportunities)

The net risk as reflected in the Risks and Opportunities log has reduced from £0.326m at P9 to £0.069m at P10. This comprises:

- £0.225m increase in net risk, predominantly due to increased expected costs related to first aid training kit for Op Sabre (£0.165m) and the risk of reduced EPSA income due to prioritising BAU spend (£0.140m)
- £0.482 increase in net opportunity, primarily driven by a reduction in pay forecast at P10 (£0.320m). Although the total number of FTEs has not changed, there is a slight increase in the number of officers (8 FTE), and reduction in number of PCSOs (7 FTE) and Staff (1 FTE). Other increases include the release of an insurance provision (£0.095m) and reversal of a dilapidations provision (£0.068m).
- It should be noted that the position is subject to a number of unquantifiable risks sitting outside the forecast, due to the general prevailing uncertainty in the world in which we are operating. This includes disruption in supply chains, the current economic climate, challenges in the recruitment market, diesel costs, and potential future compensation claims from impacts of national strikes

Cash Flow

The reserves balance projection suggests the force will be within the prudent reporting threshold at all times over the next five years.

<u>Capital</u>

At P10 we remain on track to spend the £13m forecasted at Q3.

Remedial action

The current position represents a small movement from the Q3 forecast presented to FEB at P9. Therefore we do not recommend any remedial action by the force, however the authority has the option to charge out the BAU overspend (£0.967m) or to utilise reserves as they see fit.

Executive Summary Period 10 and Full Year 2022/23



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At Quarter 3 (P9) we reported a risk adjusted forecast pressure of £2.962m. Although we do not formally re-forecast except at the Quarters, we do update our income position and risks and opportunities for known changes. For P10, these adjustments have resulted in an updated forecast pressure of £2.705m (£0.257m reduction). This is due to a review of the risks and opportunities to achieving the Q3 forecast.

The table below provides a breakdown of the current position:

| Credit = overspend | Q2 forecast variance (at P8) | Q3 forecast variance (at P9) | Q3 forecast variance (at P10) | Key Notes: Expenditure Forecasts include the costs of the Accelerated Recruitment Plan, Fixing the Fundamentals, the PRRB pay award |
|--|---------------------------------|---------------------------------|----------------------------------|--|
| | £m | £m | £m | and uplift in allowances. |
| BAU expenditure | -2.079 | 0.053 | 0.053 | • Run rates in Q3 actuals compared to the Q3 forecast indicate that we |
| BAU income | -0.450 | -1.020 | -1.020 | are on target to deliver the Q3 forecast still for BAU. |
| Total BAU forecast | -2.529 | -0.967 | -0.967 | Operation London Bridge costs and income are included in the |
| | | | | forecast (as the DfT have provided confirmation that these will be |
| Risks and Opportunities | | | | refunded). |
| BAU risks | -2.923 | -0.383 | -0.608 | The Force submitted a plan for AFotM to the BTPA on 29 June and |
| BAU opportunities | 2.554 | 0.057 | 0.539 | gained approval. Authorisation was given for the first year - AFotM |
| Net risk | -0.369 | -0.326 | -0.069 | will be funded firstly through any BAU under spend and the remaining requirement will be funded through cash reserves. |
| Risk adjusted 22/23 forecast | -2.898 | -1.293 | -1.036 | • The Capital programme is forecasting to spend £13.0m against the |
| A Force on the Move - revenue | -2.555 | -1.669 | -1.669 | £12.1m budget (£0.9m to be managed against cash reserves). |
| Total pressure to manage | -5.453 | -2.962 | -2.705 | A Force on the Move position has not changed from the P9 position. |
| Cash Position | | | | Assurance Statement |
| Finance monitor our multi-yea projections are that we remain the next 5 years (2025/26 is o threshold). | n above the thr | eshold level at | all times for | We have tested the recruitment assumptions behind the pay forecast, the actual run rates to Q3 and the risks & opportunities. The pay position continues to deteriorate at P10 indicating that a further underspend is likely. Overall, we expect the forecast will fall slightly |
| We understand that the BTPA overspend relating to aFotM a capital programme. Current p | and the addition | nal £0.900m to | support the | from the P10 position reported here, probably to about £2.0m to £2.5m overspend – barring the impact of any unknowns in the external economic environment. |
| (as per the agreed aFotM stra also assumed to be charged t authority on whether to charg | o reserves, pe | | | |

Financial Performance by Funding Streams



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| | | Year to [| Date | | | | Ful | l Year | | | |
|---|---------|-----------|----------|-------|---------|---------|---------|----------|----------|-----------------|--|
| | YTD | YTD | | | FY | FY | FY | Q2-Q3 | Q3 | | |
| | Budget | Actuals | Variance | % | Budget | Q2 | Q3 | Variance | Variance | % | |
| | £'m | £'m | £'m | | £'m | £'m | £'m | £'m | £'m | | |
| PSA Expenditure | 170.441 | 169.080 | 1.361 | 1% | 247.336 | 251.022 | 249.416 | 1.607 | (2.080) | (1%) | |
| PSA Income | 170.441 | 170.101 | (0.340) | 0% | 247.336 | 247.336 | 247.336 | - | | 0% | |
| PSA funded Net Position | - | 1.021 | 1.021 | -1% | - | (3.686) | (2.080) | 1.607 | (2.080) | 1% | |
| | | | | | | () | () | | () | ——— P | PSA and EPSA underspends are the result of vacancies driving a |
| EPSA Expenditure | 10.771 | 9.823 | 0.948 | 9% | 15.499 | 14.868 | 14.430 | 0.438 | 1.069 | 7% ^u | under-recovery of income |
| EPSA Income | 10.771 | 9.768 | (1.003) | 9% | 15.499 | 14.868 | 14.430 | 0.438 | (1.069) | 7% | |
| EPSA Net Position | - | (0.055) | (0.055) | 1% | - | - | - | 0.876 | - | 0% | |
| | | | | | - | | | | | т | FL underspend is the result of a high level of vacancies. TfL |
| TfL Expenditure | 53.659 | 52.667 | 0.992 | 2% | 77.237 | 76.396 | 76.139 | 0.257 | 1.098 | 1% a | asked BTP to try to deliver a £1.7m underspend this year. This |
| TfL Income | 53.659 | 53.659 | - | 0% | 77.237 | 77.237 | 77.237 | - | - | 0% w | vould have been delivered had we not had the PRRB pay |
| TfL Net Position | - | 0.992 | 0.992 | -2% | - | 0.841 | 1.098 | 0.257 | 1.098 | -1% s | ettlement. We are now expecting to deliver £1.1m of this. This |
| | | | | | | | | | | h | nas been discussed with TFL and is the position we are holding |
| Secondments Expenditure | 0.677 | 0.747 | (0.070) | (10%) | 0.979 | 0.910 | 0.996 | (0.086) | (0.017) | (2%) | Secondment Income is currently above budget due to additiona |
| Secondments Income | 0.677 | 0.747 | 0.070 | (10%) | 0.979 | 0.910 | 0.996 | (0.086) | 0.017 | (2%) | secondments. |
| Secondments Net Position | - | - | - | 0% | - | - | - | (0.172) | - | 0% | econuments. |
| | | | | | | | | | | | |
| Other Income Expenditure | 7.717 | 8.800 | (1.083) | (14%) | 10.454 | 8.402 | 10.471 | (2.069) | (0.017) | (0%) | |
| Other Income Income | 7.717 | 7.967 | 0.250 | (3%) | 10.454 | 8.402 | 10.486 | (2.084) | 0.032 | (0%) | |
| Other Income Net Position | - | (0.833) | (0.833) | 11% | - | - | 0.015 | (4.153) | 0.015 | 0% | |
| Total BTP/A Expenditure | 243.265 | 241.117 | 2.148 | 0.9% | 351.504 | 351.598 | 351.451 | 0.145 | 0.053 | 0% | |
| Total BTP/A Income | 243.265 | 242.242 | (1.023) | 0.4% | 351.504 | 348.753 | 350.485 | (3.464) | (1.020) | 0.3% | |
| Total BTP/A (Overspend) / Underspend + Covid - 19 | - | 1.125 | 1.125 | -0.5% | - | (2.845) | (0.966) | (3.319) | (0.967) | 0.3% | |
| | | | | | | | | (0.500) | (4,550) | | |
| Above Budgeted AFotM Expenditure | 242.265 | | 2 4 4 2 | 0.00/ | 254 504 | 2.555 | 1.669 | (2.582) | (1.669) | 0% | |
| Total BTP/A Expenditure - inc AFotM | 243.265 | 241.117 | 2.148 | 0.9% | 351.504 | 354.153 | 353.120 | (2.436) | (1.616) | -0.5% | |
| | 243.265 | 242.242 | (1.023) | 0.4% | 351.504 | 348.753 | 350.485 | (3.464) | (1.020) | | |
| Total BAU BTP/A Income | 243,203 | | | | | | | | | | |

| Year to date vs Forecast - BAU | Year to date vs Forecast BAU - A Force on the Move | J |
|--|---|---|
| Our BAU year to date position is an underspend of $\pounds1.125m$ and our forecast is an overspend of $\pounds0.967m$. The reasons for this change are: | We are first spending against our internally-funded project revenue budget and will only show an overspend once this budget (\pounds 3.5m) is used. Areas of spend still to fall | |
| The pay underspend is largest at the start of the year | this year are set out below. | |
| Expenditure on bank holiday overtime and exceptional operations | For revenue , this includes: | 7 |
| • Summer/ staycation peak work causing increased spend in the earlier part of | Estates fitness for purpose (£0.855m expected in P12 and P13 combined) | Ĩ |
| the year | Change Resources delays to start dates of a number of roles | |
| Cost of Fixing the Fundamentals, the Accelerated Recruitment Plan, non-pay | Data Transformation projects (£0.114m) | 4 |
| inflation and PRRB pay inflation, additional Spine Points and allowances all fall | For Capital , this includes: | ÷ |
| later in the financial year | Fleet - forecast spend of £1.9m between P11 to P13. The lead time for vehicles is always long and hence back-end loaded | |
| | • Servers for Technology Infrastructure project have been delayed to P12 (£0.64m) | |
| | L&D Assets interdependency on IT staff availability delayed to P13 (£0.214m) 5 | 6 |



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Pay Analysis – by Funding Stream



Force on the Move - Capital and Revenue



Performance Overview:

The profile of revenue and capital expenditure during the year is shown in the top two graphs,

The capital forecast in P11 and P12 being high due to purchases of:

- Fleet (£500k on charging infrastructure and ICE vehicles). The P11 to P13 forecast is £2.0m.
- EUC on laptop and mobile devices. There is £0.2m forecast in P12.
- Servers for Technology Infrastructure project has been delayed to P12 (£871k). A mini tender is in process to increase further storage. In addition, a review of capitalisation rules is being undertaken
- L&D Assets interdependency on IT staff availability has been delayed to P13 (£214k).
- Net zero carbon is included in the forecast (£100k) for software to capture and report on data. The potential spend will be £51k, (Note: Currently the Capital programme is forecast to under-spend by £90k. The force is addressing this through the Portfolio and Change Board.)

The high revenue forecast in P13 is for 2 reasons; P13 is a longer period (54 days), and some projects are profiled to spend more close to year end:

- Estates Fitness for purpose
 – £825k for P12 and P13 combined
- Senior Leadership Development Programme (£70k)
- Modernising Briefing Project (£160k) (now delayed into next financial year)
- Data Transformation projects (£114k)
- Capability Review (£70k)

• Further work has been carried out on change resources and has resulted in the start date of some roles being delayed (reduction of £493k in 22/23)

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Cashflow P10



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- Externally funded capital expenditure on Bristol estates £0.150m and EV costs from TfL, NR and HS1 totalling £1.205m are excluded from cashflow forecast until source of funding is confirmed. Funding should be received upfront before externally funded project expenditure commences.
- Planned use of cash reserves £1.254m for BTP EV expenditure assumed.

Cash Management

- Maintaining our cash position above the threshold and to optimise opportunities for cash investment in the future will only occur if cashflows fall as forecast. This requires the organisation to commit to the principles
 - Accurate spend forecasts provided in line with governance, and any changes communicated to Finance as soon as possible to FBP's.
 - New funding, including external funding, to be confirmed and in receipt before expenditure occurs.
 - Timely approval of supplier invoices to ensure quick payment to suppliers in line with forecast.

Actual cash balance end P10 vs Q3 cashflow forecast:

YTD Actual cash (orange) was in line with forecast





| | | Annex A - M | Najor Competition Pipeline as at 30 Jan | wary 2023 | | | | | |
|--|---------------------------------------|--------------------------|--|---|-----------------------------|------------------------------------|------------------------------------|---------------|------------------|
| Contract Name | Contract End Date | Estimated value (Net) | Proposed/likely procurement route | Narrative | Ba Strategy submitted | Competition issued to Market | Award Blue Folder Approva | RAG Status | Ļ |
| PEQF | TBC | £21,000,000 | Yorkshire Purchasing Organisation (YPO) Framework | Release of ITT to market approved by Cabinet Office subject to their receipt and acceptance of further response from BTP on approach to applying a suitable service credits regime. | Mar-22 | Feb-23 | Sep-23 | | 4 |
| Half-Hourly Electricity Supply Contract | 31/03/2023 | £7,500,000 | Via established CCS Access Agreement 06/08/2013 | Contract via CCS mandated energy access agreement. Procurement Strategy/Award originally to be submitted December 2022 for approval. Actually submitted 19 January 2023 | Jan-23 | n/a | Jan-23 | | ហុ |
| Payroll System | 30/04/2023 | £830,912 | Direct Award via KCS Framework | Procurement Strategy in process of being submitted. | Feb-23 | n/a | Feb-23 | | |
| ICCS | 23/05/2023 | £1.06m | • | Extension options to 23/5/2024 available. Will need to seek governance and financial approval | Feb-23 | n/a | Feb-23 | | |
| NN S2 | 23/07/2023 | £7,060,548 | Direct Award via CCS Framework | NNS Strategy has been submitted for approval | Jan-23 | n/a | Feb-23 | | <u> </u> |
| Accommodation for New Recruits | 31/07/2023 | £1,483,693 | Occupancy Agreement | Procurement Strategy was expected to be submitted December 2022 for approval. Business being chased and strategy to be submitted before end of January. Consideration is being given whether to extend contract subject to completion of business and commercial reviews of accommodation with alternative providers. | Jan-23 | n/a | Jan-23 | | 6. |
| Occupational Health Services | 01/09/2023 | £874,974 | Further competition via CCS Frameworks. | Procurement Strategy in process of drafting. There are a number of resulting contracts likely requiring different routes to market. | Feb-23 | March/April 23 | Jul-23 | | .7 |
| Capita Origin - support, maintenance and upgrade | 08/09/2023 | £777,808 | Auto Annual Renewal | On expiry of the Initial Term (Sept 2023) the contract terms allow for automatic renewal for a further 12 month period. Approvals to renew until Sept 2024 to be initiated in due course. | Jun-23 | n/a | Sep-23 | | |
| DEMS | 30/12/2023 | £992,000 | CCS G Cloud | Extension options available 1+1 years to Dec 2025. Will need to seek governance and financial approval | Apr-23 | n/a | Apr-23 | | , [,] |
| Psychological Assessment and Treatment Services | 31/12/2023 | £555,000 | Enact extension option | Governance and finance to enact extension option to 31/12/2024 already approved. Procurement Strategy for new contract post December 2024 to be submitted Nov 23. | Nov-23 | Mar-24 | Aug-24 | | |
| NICHE | 05/04/2024 | £1,167,576 | Procurement will be via Single Source Justification (SSJ) following issue of a VEAT (Voluntary Ex-Ante Transparency) Notice | Procurement Strategy by April 2023 | Apr-23 | May-23 | Jun-23 | | Ÿ |
| Control Works | 30/06/2024 | £790,200 | Enact extension option | Extension options to 30/06/2026 available. Will need to seek governance and financial approval | Jan-24 | n/a | Jan-24 | | 10. |
| London Custody Healthcare Contract | 31/07/2024 | £1,891,920 | Enact extension option | Governance and finance to enact extension option to July 2025 already approved | n/a | n/a | n/a | | |
| Language and Interpreting Services | 31/07/2024 | £749,186 | Enact extension option | Governance and finance to enact extension option to July 2026 already approved | n/a | n/a | n/a | | |
| | | | NEW PROJECTS | | | | | | ļ F |
| New Servers to support FHQ Data Centre Relocation | New Project - Force on the Move | £600,000 | CCS Framework RM6068 | Strategy received and being reviewed. | Jan-23 | Feb-23 | April | | |
| Crown Hosting Data Centre Relocation | New Project - Force on the Move | £3,374,000 | CCS Framework (TBC) | Awaiting further information from business to identify key milestones and delivery dates to inform completion of Procurement Strategy | TBC | TBC | TBC | | <mark>6</mark> 8 |

Major Contracts Pipeline Q3

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Performance and Delivery Committee – Workplan 2022/23

| Meeting | Standing Items | Additional / Special Focus Items | ىې |
|---------------|---|--|-----|
| 2022/23 Q3 | Meeting management | 1. Legitimacy thematic: Civil/public liability and | |
| | 1. Declarations of interest | motor claims | |
| 16 February | 2. Minutes of previous meeting | | |
| 2023 | 3. Matters arising/actions outstanding | 2. Risk deep-dive: Financial control and planning | 4 |
| 10.30am – 1pm | 4. Risk profile – for information | | |
| | | 3. Crime recording update | |
| | Legitimacy Update | | ά |
| | 5. Legitimacy Q1-3 data update | | |
| | 5.1 Stop and search | | |
| | 5.2 Use of force | | |
| | 5.3 Arrests | | |
| | 5.4 Custody | | |
| | Quarterly Performance Update | | |
| | 6. Policing Plan – Q1-3 Performance update | | .7 |
| | 7. Finance and Commercial – Q1-3 Performance update | | |
| | | | |
| | Other Business | | .α |
| | 8. Review of meeting effectiveness | | |
| | 9. Any other business | | |
| 2022/23 Q4 | Meeting management | 1. Deep-dive thematic: Custody (annual update) | 9 |
| | 1. Declarations of interest | | |
| 10 May 2023 | 2. Minutes of previous meeting | 2. Legitimacy thematic: Victim confidence (survey | |
| 10.30am – 1pm | 3. Matters arising/actions outstanding | findings) | |
| | 4. Risk profile – for information | | 10. |
| | Legitimacy Update | | |
| | 5. Legitimacy Q1-4 data update | | |

| | | B | | |
|---------|--|----------------------------------|----------------------|--------------|
| | Chan din a lhama | | ransport Police Y | is |
| Meeting | Standing Items 5.1 Stop and search | Additional / Special Focus Items | | |
| | 5.2 Use of force | | - | çų |
| | 5.3 Arrests | | | |
| | Quarterly Performance Update | | | |
| | 6. Policing Plan – Q1-4 (Year-end) Performance update | | | 4 |
| | 7. Finance and Commercial – Q1-4 (Year-end) Performance update | | | |
| | Other Business | | - | |
| | 8. Review of meeting effectiveness | | | ά |
| | 9. Any other business | | | |

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