

[7 September 2023] Agenda Pack / Performance and Delivery Committee

MEETING
7 September 2023 10:30 BST

PUBLISHED
1 September 2023

Agenda

Location
Hybrid Meeting / BTPA Meeting Room, 2nd Floor , 25
Camden Road, London, NW1 9LN & Microsoft Teams

Date
7 Sep 2023

Time
10:30

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| 1 | Apologies | Chair | 10:30 | - |
| 2 | Declarations | All | | - |
| 3 | Minutes | Chair | | 3 |
| 4 | Actions [Verbal] | Board Secretary | | - |
| 5 | Strategic Risk | Chief Executive | 10:45 | 11 |
| 6 | Policing Plan Performance Q1 2023/24 | Deputy Chief Constable | 10:55 | 15 |
| 7 | Legitimacy Data Q1 2023/24 | Deputy Chief Constable | 11:10 | - |
| 7.1 | Disproportionality Calculator | | | 24 |
| 7.2 | Stop and Search | | | 25 |
| 7.3 | Use of Force | | | 26 |
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| 8 | Thematic: Use of Force and Taser | Chief Inspector Jo Cash | 11:25 | 28 |
| 9 | Finance and Commercial Performance Q1 2023/24 | Director of Corporate Development | 11:45 | 32 |
| 10 | Workplan 2023/24 | BTPA Project Director | 12:00 | 40 |
| 11 | Any Other Business | All | | - |
| 12 | Meeting Evaluation | Bev Shears | 12:10 | - |

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Minutes

Performance and Delivery Committee

Wednesday 10 May 2023 in BTPA Meeting Room, Second Floor, BTP FHQ,
 25 Camden Road, London, NW1 and via Microsoft Teams at 10.30am

Present:

Craig Mackey (Chair)
 Willie Gallagher
 Bev Shears (present until 12noon)

Apologies:

None

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
 Rubeela Qayyum (Chief Financial Officer and Deputy Chief Executive)
 Kate Carr (Project Director)
 Sam Elvy (Head of Strategy, Planning and Engagement)
 Jon Newton (Analyst / Minutes)

British Transport Police

Alistair Sutherland (Deputy Chief Constable)
 Allan Gregory (Assistant Chief Constable)
 Chris Casey (Chief Superintendent)
 Joanna Cash (Chief Inspector)
 Melissa Cunningham (Chief Inspector)
 Tracey Martin (Director of Finance and Commercial Services)
 Richard Dronfield (Deputy Director – Decision Support)
 Iain Metcalf (Design and Delivery Lead Strategy and Change)
 Vanita Patel (Head of Analytics)

Apologies

Agenda Item 1

1. There were no apologies.

Declarations

Agenda Item 2

2. There were no declarations of interest.

Minutes

Agenda Item 3

3. **RESOLVED**, that the minutes of the meeting held on 16 February 2023 be approved.

Actions

Agenda Item 4

4. Members considered a report regarding actions arising from previous meetings and the following points were made.
 - a. **Action 11/2022 PowerBI for Members.** The Chair had met with representatives from the Force and Executive to view the developing PowerBI dashboard and thanked the force for their evident hard work. Further work would take place to progress recommendations made and a follow-up meeting was planned for June. The Chair agreed to close this action.
 - b. **Action 5/2023 Paper on Demand Management to be shared with Members.** Members were informed that discussions had taken place between the Deputy Chief Constable and the BTPA Chief Executive to identify the details of the paper in question. This action refers to a paper on demand management linked to vulnerable people.
 - c. Members agreed that Actions 12/2022, 1/2023, 2/2023, 3/2023, 4/2023 and 6/2023 could be closed.
5. **RESOLVED**, that the report be noted.

Strategic Risk / Legitimacy

Agenda Item 5

6. Members were informed of the new approach for reporting strategic risks to the BTPA Committees. PDC considered the strategic risk entry for Legitimacy and the following points were made.
 - a. The Committee was content for the Residual Risk score for the Legitimacy risk to remain Red given the current context. The risk was showing the right direction of travel.
 - b. It was agreed that the agenda for this PDC meeting contained a significant focus on legitimacy, which provided sufficient level of oversight for this meeting.
7. **RESOLVED**, that the BTP/A Strategic Risk Summary & Legitimacy risk slides Q4 2022/23 be noted.

Thematic: Annual Custody Update

Agenda Item 6

8. Members considered a report of Assistant Chief Constable Allan Gregory regarding Custody and the following points were made.
 - a. In response to a question from a Member, there was a discussion about the detention of juveniles. Members were informed that there had sometimes been differing approaches to detaining a juvenile in external custody, leading to delays in their processing, but that this was not impacting on BTP's performance. It was highlighted that the Force took into account the UN Convention on the Rights of the Child when considering the use of custody and would always use other options if they were available. A large proportion of those detained would be transferred to a responsible adult and only those who were prolific, older juveniles of around 16 to 17 years of age would require secure accommodation for any length of time. To mitigate this, the Force had created two juvenile friendly rooms at Brewery Road.
 - b. Members were also informed that the Force was aware of the issue of Adultification and that there had been training for those at Brewery Road on neuro-diversity. Feedback from Independent Custody Visitors had suggested a good working relationship.
 - c. The Chief Executive highlighted that the report focussed on Brewery Road, however for future reporting this should also address specific issues and challenges in the use of external custody facilities. The Assistant Chief Constable agreed that this was the intention in due course and that insight was being developed with the support of an analyst. Challenges in data capture and lack of interoperable systems between forces were noted.
 - d. In response to questions, it was noted that outside of London the ease of accessing custody could vary for different forces and in terms of distance. It is possible that some forces might prioritise their own cases and refer BTP further afield however no such trends have been raised at the Custody Board.
 - e. In response to a question from the Chair, it was highlighted that when using external custody facilities, BTP officers have to double key data onto BTP systems. Due to incompatibility of systems and limitations of the External Arrest Record there are some known data gaps around use of external custody.
 - f. A Member queried whether BTP's use of custody was constrained by resource availability. In response, it was highlighted that Brewery Road Custody were pushing for an additional Bail Sergeant but that there was largely sufficient capacity. There are 20 cells in Brewery Road and an

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average throughput of 10 people per day. The number of cells open is dictated by demand and availability of officers to safely operate. There is overspill capacity in London which can be used if needed.

9. **RESOLVED**, that the Annual Custody Update report be noted.

Thematic: Force Approach to Addressing Disproportionality

Agenda Item 7

10. Members considered a report of the Deputy Chief Constable regarding the Force's approach to addressing disproportionality and the following points were made.

- a. Members welcomed the progress and praised the work that was underway. There were queries around how the Force would respond if the disparity rates did not reduce despite these initiatives. Members were informed that the Force was progressing in the right direction in terms of identifying and tackling pockets of poor practice, including lax supervision. They were confident that rolling out behavioural detection training to all officers will help tackle unconscious bias in decisions to stop and search. When this presentation is provided in June to the Full Authority, the Force expects to be able to rationalise some of the disproportionality. For example, a certain level of disproportionality might be considered inevitable for some of the Force's activities when focussing on more serious crime in certain areas, such as certain London Boroughs. However, improving the stop and search find rate, building professionalism around the Force's engagement and the focus on training on behavioural detection were highlighted as commitments.
- b. In response to a question from a Member, the Assistant Chief Constable noted that the Force's disproportionality rates for stop and search could not be fully explained but that there was a range of work being done around stop and search this year. An example was highlighted around the last Notting Hill Carnival, where stops and searches from day one were scrutinised and the findings briefed out for the second day of the operation. There was a 53% find rate for day one of the Carnival, which increased to 64% for day two.
- c. There was a discussion about external communications regarding BTP's use of stop and search. The Force was looking to make more use of their website for this and noted that they could be bolder in using it to celebrate its find rates and communicate what was being done around the Race Action Plan.

11. **RESOLVED**, that the report regarding the Force's approach to addressing disproportionality be noted.

Legitimacy Data Q4 2022/23 [Stop and Search / Use of Force / Arrests]
 Agenda Item 8

12. **RESOLVED**, that the Legitimacy Data Q4 2022/23 be noted.

Finance and Commercial Performance Q4 2022/23
 Agenda Item 9

13. Members considered the Finance and Commercial Performance Q4 2022/23 report and the following points were made.

- a. The Director of Finance and Commercial Services summarised the outturn report for 2022/23, highlighting that the P13 outturn prior to adjustments was an overspend of £2.1million, which was largely as forecasted. There were a couple of adjustments, for example for TfL the Force had excluded the underspend and need to pay back £1.4million. Final adjustments were all accrual. The final outturn was for a £900k overspend. It was further highlighted that there was a significant underspend on pay, offset by the overtime spend. The other pressure was inflation, which had been factored into next year's Medium-Term Financial Plan.
- b. The Chair noted that given the current context questions may be raised about the level of underspend on pay. Members were informed that next year's budget was based on funding for actuals, which would result in this no longer being an issue. It was further highlighted that the Force Management Statement process, which informs next year's planning, will be more mature than in the past and that within the Force there had been consideration around where best to allocate resources, reprioritising where needed. It was also noted that there had been an increase in demand following Covid-19 which had been absorbed with the existing resources and that in terms of recruitment the Force was affected by the external market and the reputation of policing at the current time.
- c. A Member commented on the Force's use of gross and net establishment figures. It was further noted that there are difficulties recruiting into policing and queried how BTP is positioning itself. The Director of Finance and Commercial Services highlighted that the Force had a realistic and funded recruitment plan in place for 2023/24.
- d. A Member noted that given the economic challenges going forward the Force needed to be able to flexibly move resources to where they were needed, such as through the use of smart working.
- e. In response to a query about where there were potential risks, Members were informed that the Force was confident that they had sufficient internal scrutiny of their efficiency plans so when audited they expect a

good result. It was however highlighted that there was a need for the Force to be able to explain the benefits narrative to stakeholders.

- f. In response to a question about whether the Force's business change investment in IT would translate into actual benefits, the Deputy Chief Constable stated that there had been a lot of learning in the past 12 months, which had resulted in investment in a bolstered Programme Management Office (PMO) to ensure that there was sufficient engagement and planning. It was also noted that the Force was now tracking benefits via a new tool kit.
- g. The Chair noted thanks to the Director of Finance and Commercial Services and wished them luck for the future.

14. **RESOLVED**, that the Finance and Commercial Performance Report Q4 2022/23 be noted.

Policing Plan Performance Q4 2022/23

Agenda Item 10

15. Members considered the Policing Plan Performance Q4 2022/23 dashboard and the following points were made.

- a. The Deputy Chief Constable introduced the Policing Plan dashboard highlighting that operational performance was largely in line with previous quarters. The Force had seen an increase of around 1,600 crimes solved compared to the previous year, but the increase in crimes had diluted this with respect to the percentage solved rate. Also noted were the challenges in B Division with respect to violence and robbery, Operation Alert which was aimed at providing visibility at peak times and had generated good feedback, the increase in the use of Problem Solving Plans many of which were ASB related, the Force's crime prevention efforts, and an increase in trespass incidents.
- b. It was highlighted that a concern had been raised by a stakeholder that if there are reductions in rail industry resources and delays occur there may be an increase in public order issues. Members were informed that this was an area that was being monitored.
- c. In response to a Member query, it was highlighted that there was more that could be done to communicate theft prevention messages across the rail industry. It was suggested that a low cost investment could potentially have a significant impact and reduce demand on BTP. This is a subject that was being raised at the Rail Crime Prevention Partnership, which included representatives from Government and the rail industry.

- d. In response to a query, it was highlighted that the biggest challenges with regard to the availability of resources were in CID, linked to the increase in volume and violent crime, offender management, and learning and development. Also, this year the Force had been looking at the trends around weekend demand linked to an increase in leisure travel. There were a number of other areas in the Force where it was acknowledged that they would need to manage with existing resources, with resources being moved around where needed.
- e. The Chair noted thanks to a Sergeant from Lancaster for their good work in communicating success stories in the area. The Assistant Chief Constable noted that this would be passed onto the Sergeant in question.

16. **RESOLVED**, that the Policing Plan Performance Report Q4 2022/23 be noted.

Committee Workplan 2023/24

Agenda Item 11

- 17. Members considered the Committee Workplan 2023/24 and the following points were made.
 - a. The Project Director introduced the draft workplan, noting that the thematics for stop and search and use of force might be swapped around. It was highlighted that feedback on proposed content would be welcome, including out of Committee.

18. **RESOLVED**, that the Committee Workplan 2023/24 be noted.

Terms of Reference Refresh

Agenda item 12

- 19. Members considered a report of the Board Secretary regarding the annual terms of reference refresh for the Committee and the following points were made.
 - a. The Project Director summarised the proposed changes to the terms of reference which were presented for comment. It was highlighted that most changes were focussed on removing crossovers with other Committees.

20. **RESOLVED**, that Members approve the recommended changes to the terms of reference set out within the report.

Any Other Business

Agenda Item 13

- 21. There was no other business.

Meeting Evaluation
Agenda Item 14

22. There was no meeting evaluation.

DRAFT

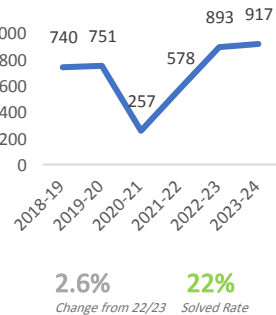
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BTP Forcwide Policing Plan Objectives – Q1

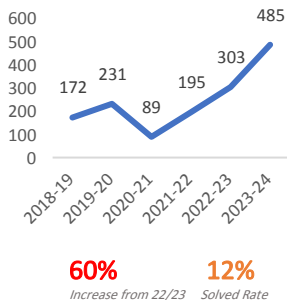
Data period covers Apr-Jun '23 compared to same period 22/23

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

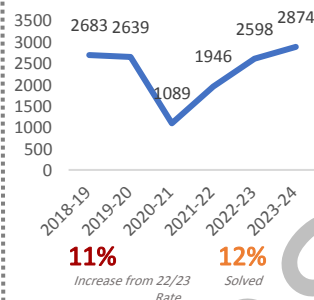
YTD Serious Violence



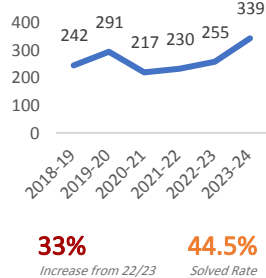
YTD Robbery



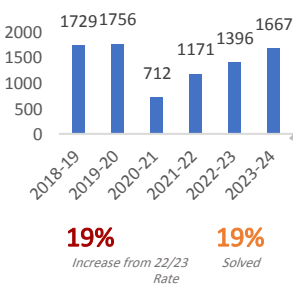
YTD Public Order



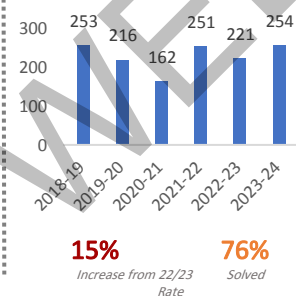
YTD Weapon Enabled



April Staff Assaults



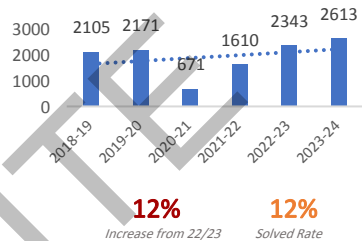
YTD Police Assaults



Crimes that cause harm (serious violence, robbery) are seeing continued increases from last year, often reaching highest recorded levels in the last 5 years. Solved rates across the areas are still below previous years, with the only exception serious violence.

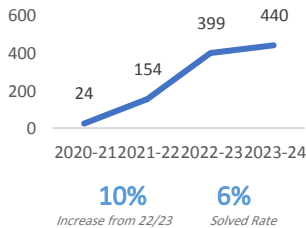
Tackle violence against women, and girls, sexual harassment and hate crime

YTD VIAWG



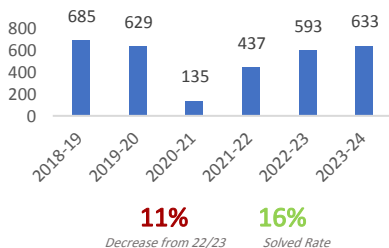
VIAWG offences have seen an increase compared to last year, mainly connected to the overall rise in public order; harass/alarm/distress offences.

YTD USB



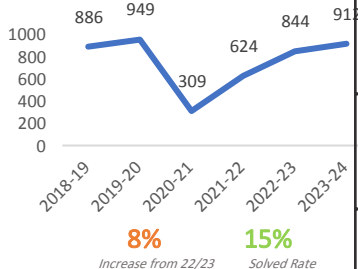
Unwanted sexual behaviour continues to rise with solved rate remaining low, due to limited investigative opportunities from the nature of offending.

YTD Sexual Offences



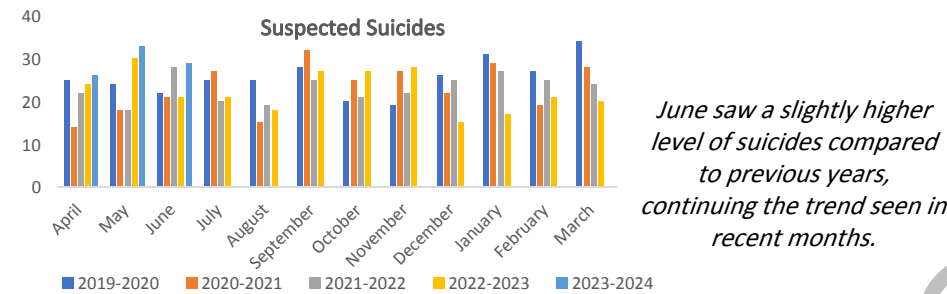
Sexual Offences are up compared to last year but still in line with 2019-20 volumes. However we know this is still not the true level of crime, approx. 12-15% below offending levels.

YTD Hate Crime

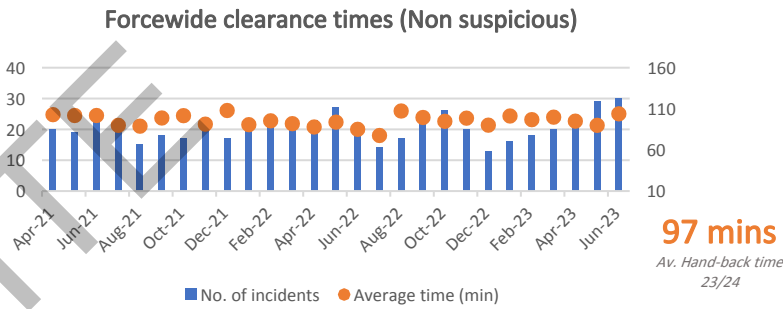


Hate crime offences have seen an increase but remain within expected levels similar to 2019-20.

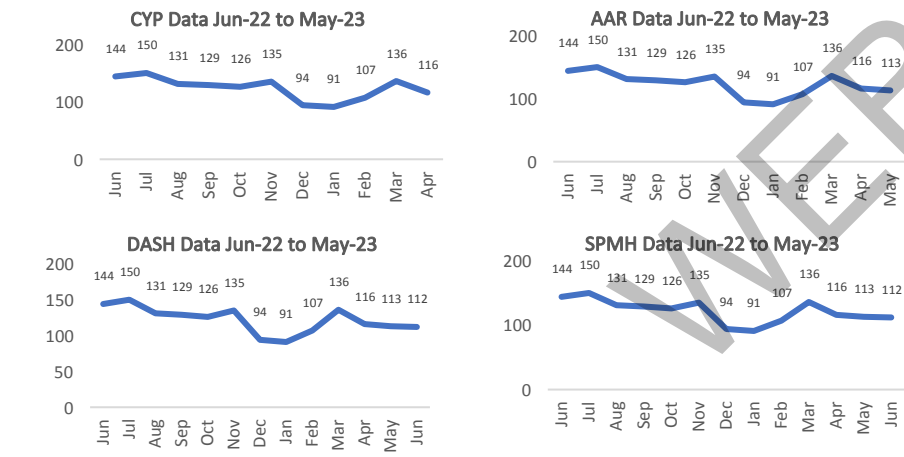
Protect, support and safeguard vulnerable people and those at risk of exploitation and harm



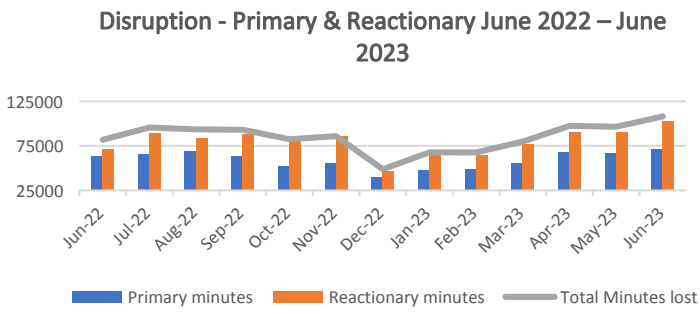
Reduce disruption on the network through collaboration



Average handback time is 97 minutes YTD just above the 90 minute benchmark. For June 2023 this was recorded at 104 minutes with 30 incidents.



Children Young Persons (CYPs) continue to have the highest data submissions in comparison to other areas of Vulnerability, having seen a steady increase since December. As per previous years we can expect submission levels to increase throughout the summer.

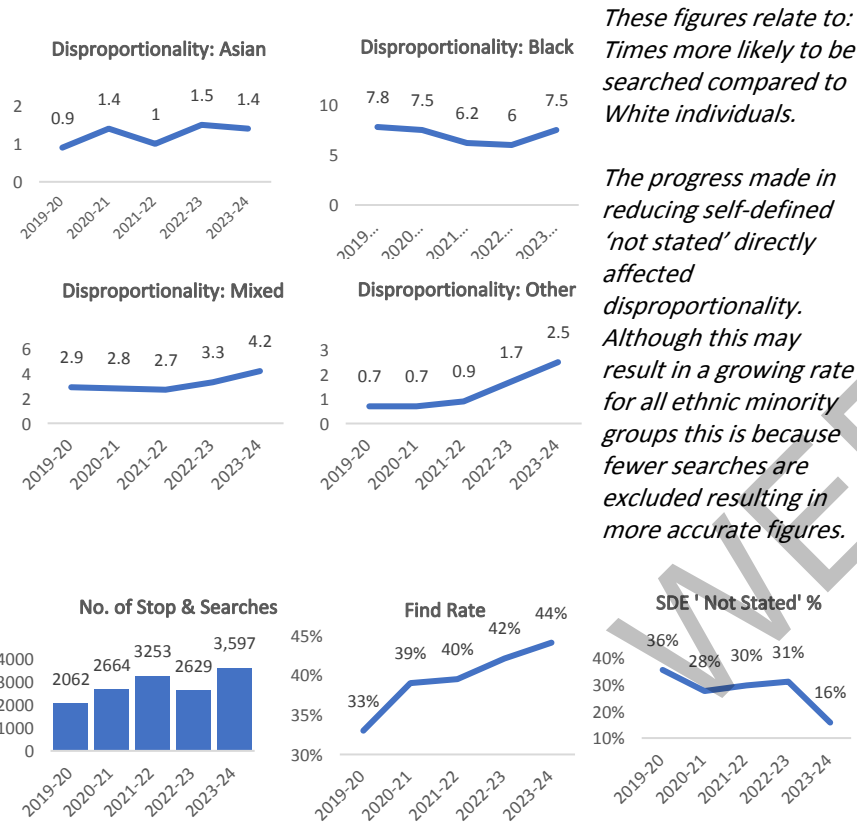


June reactionary and primary minutes are much higher when compared to the same period in 2022. While the incident count has decreased from 2,907 to 2,698 (-7%), delay minutes have continued to increase meaning av. minutes per incident are rising.

BTP Forcewide Policing Plan Objectives – Q1

Data period covers Apr-Jun '23 compared to same period 22/23

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

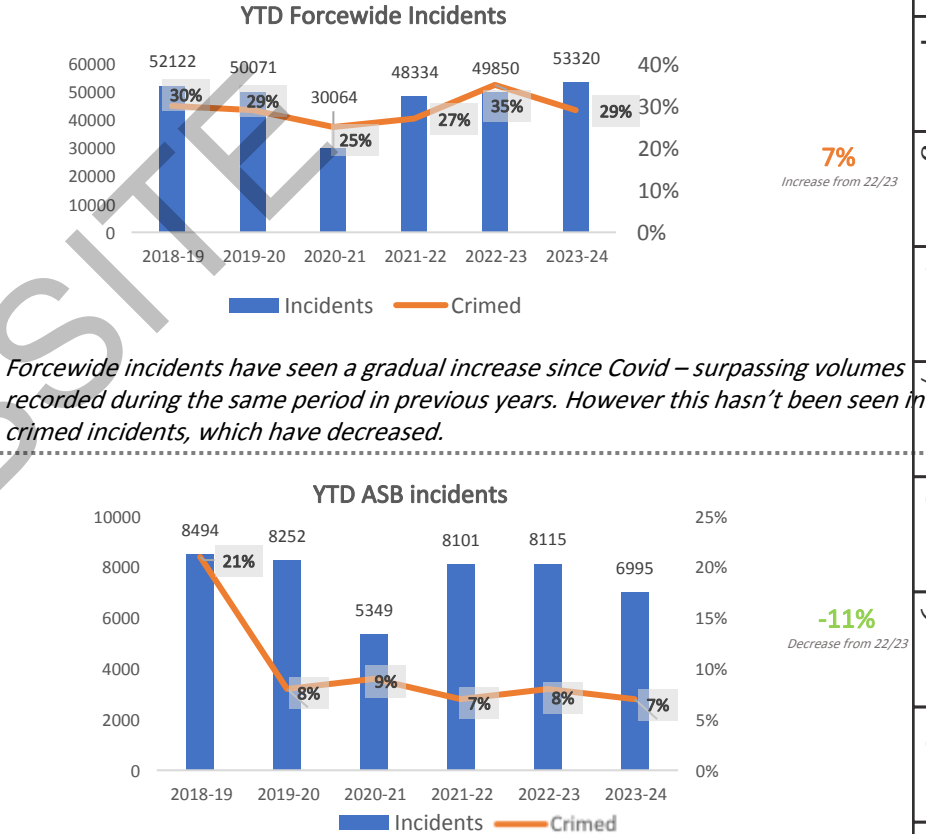


These figures relate to: Times more likely to be searched compared to White individuals.

The progress made in reducing self-defined 'not stated' directly affected disproportionality. Although this may result in a growing rate for all ethnic minority groups this is because fewer searches are excluded resulting in more accurate figures.

The number of stop & searches still remains high YTD due to continued Op Invert activity. Find rate is seeing an increase, currently peaking at 44% YTD with Self defined "not stated" category continually reducing due to good working practices.

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



Forcewide incidents have seen a gradual increase since Covid – surpassing volumes recorded during the same period in previous years. However this hasn't been seen in crimed incidents, which have decreased.

Excluding year 2020-21, this is the lowest number of ASB incidents in the last 5 years –with a similar proportion (7%) resulting in crimes recorded.

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 |
| | 571 (-2%) Serious violence offences | 408 (53%) Robbery offences | 1,143 (20%) Rail staff assaults | 8,235 (8%) Immediate & Priority Incidents | 1,163 (-13%) Immediate & Priority ASB Incidents | 1,854 (13%) Violence against women & girls | 437 (6%) Sexual offences | 664 (14%) Hate crimes | 550 (-15%) Lifesaving interventions | 1,599 (-48%) Crisis interventions | 92 mins (15%) Average fatality handback time (<90 mins) |
| 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 |
| | 293 (7%) Serious violence offences | 63 (75%) Robbery offences | 513 (24%) Rail staff assaults | 7,901 (3%) Immediate & Priority Incidents | 1,016 (0%) Immediate & Priority ASB Incidents | 745 (16%) Violence against women & girls | 168 (6%) Sexual offences | 246 (-3%) Hate crimes | 227 (43%) Lifesaving interventions | 1,027 (-4%) Crisis interventions | 100 mins (2%) Average fatality handback time (<90 mins) |
| 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 |
| | 43 (19%) Serious violence offences | 4 Robbery offences | 31 (15%) Rail staff assaults | 1,150 (7%) Immediate & Priority Incidents | 181 (-10%) Immediate & Priority ASB Incidents | 29 (-43%) Violence against women & girls | 20 (100%) Sexual offences | 34 (0%) Hate crimes | 42 (31%) Lifesaving interventions | 137 (-9%) Crisis interventions | 86 mins (-26%) Average fatality handback time (<90 mins) |

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

The Railway Safety Accreditation Scheme (RSAS) aims to help provide reassurance for passengers and staff that the industry is committed to protecting vulnerable people on the network in line with BTP's Guardians of the Railway strategy. RSAS is a partnership scheme operated by many train operating companies, where the Chief Constable approves the ability for Rail Enforcement Officers, whilst on duty, to request the name and address of a person acting in an anti-social manner. This also includes confiscating alcohol, cigarettes and tobacco from young people, stopping cyclists suspected of having committed riding on a footway offence, power to photograph someone away from a police station, request the name and address for Fixed Penalty Notices and offences that cause injury, alarm and distress to another person or damage or loss of another person's property and power to deal with begging. Training is currently delivered by external providers but now BTP have teamed up with GTR to design and deliver our own RSAS course for stakeholders, based on the training BTP provide for PCs, PCSOs and Specials. Using BTP's specialist knowledge of policing the railway, content includes powers and legislation of an RSAS officer, safeguarding and vulnerability, county lines, problem solving, counter terrorism, statement writing and other practical topics.

In D-Division on train patrols and Op Alert have proved to be an effective tool since the start of April 2023, there has been a high concentration of on train patrols from Glasgow Queen Street and Glasgow Central to locations such as Partick, Paisley, Dalmarnock, Glasgow Subway and other stations along these lines of route. Conducting on train patrols has seen Officers more visible to staff and members of the public, having a permanent policing presence at Glasgow Queen Street has seen officers more visible to staff that has seen confidence improve in BTP. This has been highlighted at local Queen Street managers meetings over the quarter of reporting.

Leeds station has been a driver for an increase in violent crime across Pennine. Confidence from Northern staff was low and there was a general feeling that there was a lack of visibility at the station at peak times. Due to this, a confidence plan for the station was created which outlined BTP's commitment with partners to target patrols at barrier lines, and vulnerable areas of the station. To support and drive the work, Leeds Station has two problem solving plans to help focus efforts from BTP and external partners to help further reduce crime at the location. Officers output at Leeds has seen an increase over the Q1 where 325 submissions made to Level 1 Taskings resulting in, 22 Arrests, 29 Stop & Searches, 30 Intelligence Reports made and 10 Weapons recovered.

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

In response to the rise in Robbery offences on B-Division, a daily a Silver Command call is held chaired by Supt Middlemas in conjunction with Rail and Police partners. The call is used to ensure Intelligence is shared and resources are deployed efficiently, collaborating with key partners such a MPS, TfL, City of London alongside CID colleagues. This allows a combination of preventive measures to be put in place, strategies and swift tactical response to emerging trends, utilising the Operational Support Unit who patrol and deploy to locations across the network daily.

On North Sub-Division, officers were able to assist in obtaining a positive outcome following a serious violence offences against a 77-year-old on the Elizabeth Line. On Monday 8th of May, an Officer came across a TikTok video depicting an assault that had occurred on the Saturday before. The distressing video showed a male physically assaulting a 77-year-old man and callously leaving him unconscious in his seat. Through extensive investigation and detective work, officers managed to obtain the victim's details and from the limited information, they had made contact with the account which uploaded the video. By Tuesday, 9th May, officers successfully apprehended the suspect at his home address. Subsequently, he was charged and brought before the court where the court imposed strict conditions, prohibiting the suspect from using the railway without supervision. This impressive outcome was made possible through the coordinated teamwork of all involved. Within less than 24 hours of seeing the video, they located the victim, identified a witness, and successfully apprehended the suspect.

Officers within the B-Division Operational Support Unit engaged with two males after they alighted a Tram, as they appeared to sit down on the platform instead of leaving the station. With the train strikes on they were not waiting for a train. As officers approached, the males got up and started heading away and as officers identified themselves, one male ran. He ran up, out and into a nearby Tesco car park before changing direction and headed out on to a road. The male's escape route was cut off by supporting Officers and he was detained for a search. The car park was searched and a Machete was recovered in the area the male had been through. The Male was arrested on suspicion of Possessing of an Offensive Weapon.

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

Across Pennine Action plans and Problem Solving Plans are in place to tackle youth related low level offences & ASB. **Brinnington** had significant issues at the location involving youths from the local estate. A problem-solving plan was created to allow partners to work on a series of tactical options to reduce crime. This involved local police, third party charities, schools and local council. All partners worked together to ensure effective collaboration which has seen crime and ASB reduce at the location. **Ellesmere Port** has had significant issues with ASB & public confidence. Cheshire police also reported same concerns in the wider area, with the railway station in the centre of town. School visits, and joint patrols with local council and police have focussed on the railway station. Merseyrail also provided additional staff and have used revenue protection teams to target those who are fare-evading which is contributing to ASB. **Newcastle** has a problem-solving plan which is targeting retail outlets attracting ASB and assaults on security staff. Significant work was carried out to target the repeat offenders, and target hardening/conflict management with security staff. Regular meetings with the retailer, shop watch and other partners has led to a 25% reduction in crime, a rise in offenders being arrested and real focus on conflict management de-escalating incidents.

A member of staff at Harrow on the Hill unfortunately was a victim of a serious violence attack that resulted in severe injuries. A male approached the gate line and pushed through the ticket barriers before exiting the Station. The male returned to the Station where the member of staff was punched several times. The victim fell to the floor sustaining a concussion, bleed to the brain and skull fractures from the assault. The suspect has since been arrested, charged and remanded. In the days following the incident station and on train patrols took place along with a static presence and surrounding stations providing support and reassurance for the members of Staff working at the locations and passengers using the station, whilst also being a deterrent for further serious violent offences.

Scotland saw a number of major events in Q1 which will continue into Q2. The Planning Unit engaged with Scotrail, Police Scotland, Hampden and SFA around the Scottish Cup semi-finals and finals which had the added logistical challenge of Inverness being involved. Extensive partnership planning and co-ordination also went in to the Six nations fixtures and early summer concerts at Murrayfield. Testing and exercising events have been held in preparation for the forthcoming UCI World Cycling Championships. The Division continue to engage with Scotrail, Network Rail, Police Scotland, Cycling World Championships and the local councils to ensure plans are in place with the aim of keeping disruption related incidents to a minimum.

Protecting, supporting and safeguarding vulnerable people and those at risk of harm on the railway

Officers at Euston Station assisted a distressed parent who was worried about his 17-year-old son who had left home after an argument. The teenager had disabled his iPhone tracker, causing distress for his family. Two PCSOs took immediate action, making numerous attempts to contact the young man. They successfully convinced him to meet officers, respecting his wishes to avoid his father, and safely guided him back to BTP office. At the office, the teenager felt comfortable sharing his pressures and issues affecting his mental health & family relationships. Officers built a strong rapport, dedicating significant time to meaningful conversations and safeguarding checks. They also facilitated mediation to improve communication and understanding between the family. A few days later, the young man's father returned to the Euston office with profound gratitude for the officers' unwavering efforts. He shared the positive impact the incident had on their family dynamics, as open and honest conversations built trust and helped them find a way to move forward. Since then, their home life has significantly improved, with the young man displaying increased motivation for his university aspirations, improved focus on studies, and better communication. Importantly, there have been no further instances of him running away from home.

In D-Division Officers from the NPT are providing briefings to the Scottish Fire and Rescue Service (SFRS) highlighting the dangers of the railway and the correct protocols they should be adopting when attending incidents on the railway. Highlighting the overheads, BTP protocols and contacts through NWR and BTP if needed. Due to good feedback several more seminars are identified for the next couple of quarters. Officers have also conducted safety talks to Year 7 children in Dalmuir, and further events have included Drumpellier Park safety days in conjunction with Scotland Fire & Rescue, Ambulance and Police Scotland & Police Scotland Scam Van at Glasgow. Other events include Race Action Plan focus with victim support at Glasgow Queen Street along with numerous talks to Police Scotland Youth Volunteers assistance with leaflet drop during the ASB week of action.

Wigan sector has seen an increase in relation to vulnerable persons on the railway network, this has led to an unfortunate increase in suicides. There has been significant work carried out by the local team to target locations with high visibility patrols, but also to work with the Samaritans at stations to talk about mental health. In addition to this the disruption/drone team have supported with enhanced patrols and a number of school talks have taken place around railway safety.

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

Within Newcastle Sector BTP work in collaboration with Northumbria Police as part of a joint initiative titled 'Op Cloak.' This is to counteract violence against women & girls by seeking to identify and safeguard vulnerable people within the City Centre and prevent harm during the night-time economy. A directed surveillance authority is in place where CCTV is live monitored, together with the use of overt and plain clothes Officer patrols, whereby officers are encouraged to identify & engage with persons displaying predatory behaviour, creating a hostile environment for crime to occur.

At Euston PCSOs joined forces with officers from the MET and representatives from various children's charities to promote awareness and understanding of child exploitation. Euston Station is a hotspot for County Lines activity and missing persons who often end up travelling through the Camden borough and beyond. The engagement is aimed to educate members of the public on the signs of child exploitation and what to do if they suspect a young person is being abused. The goal is to intercept these young people and prevent harm through raising awareness to travelling passengers & staff at the location, highlighting the safeguarding work being done, and stopping child exploitation as much as possible.

In the South Sub-Division, at London Bridge Officers responded to an incident where a female travelling alone was approached by a suspect who stood staring at her intently and caused her to feel uncomfortable. The victim moved carriages but the suspect followed and started touching himself inappropriately. The female alighted at London Bridge and reported the incident, where the train was met at East Croydon with Officers able to identify subsequently arrest the suspect in question. Officers from the Violent Crime Task Force were in plain clothes at the station following intelligence leads that a suspect, who was wanted for numerous sexual assaults, would be coming onto the station. Officers identified the suspect as he alighted and he was arrested and taken to custody where he was charged with all three offences including two other offences on trains along the Southeastern route.

Reduce disruption on the network through collaboration

The Rail Safe Friendly launch event builds on the success of a five-year digital campaign aimed to educate young people across the UK on rail safety. The initiative provides schools and the rail industry with an opportunity to work together, using content from Network Rail's Switched On Rail Safety website. All schools and industry partners that are part of the initiative will now display the Rail Safe Friendly logo on their website to showcase their involvement and support. Rail Safe Friendly delivers rail safety messages through live or on demand content digitally into classrooms and assembly halls via the Learn Live platform. The system also has a moderated, GDPR compliant LIVE CHAT facility to promote interaction and involvement from the schools/colleges taking part in the initiative. 500 schools have signed up already and once the dedicated website launches in the coming weeks schools can go directly to Rail Safe Friendly.

In D-Division, Clydebank station has recently featured as a station where disruption has increased due to low level ASB. The main offences that have increased disruption is down to stone throwing, holding the train doors and train surfing. A crime reduction survey has been conducted by BTP with the recommendation that all the loose stone chippings are removed from the station. Scotrail are looking to remove the chippings and replace with a suitable tarmac, this is currently at the costing phase. Extra patrols are in place and the sector has been identified as part of a PSP covering Clydebank station. In the Kirkcaldy area there has been on-going work on the new Levenmouth project – which sees line of route patrols carried out regarding general youth ASB and some incidents in relation to fire raising. A notable piece of recent partnership work was with the Scottish Fire Rescue where a number of youths have been identified in relation to starting fires at several locations. In conjunction with the prosecution services, the team are currently focusing on the education side of things about informing youths of the dangers of starting fires on the railway.

Challenges for the next financial year in particular Q2 (July – Sept 23)

Notting Hill Carnival which will occur on Saturday 26th August to Monday 28th August 2023 will be a challenge for the upcoming quarter if a high level of attendees appear at the event. 2022 saw approximately two million visitors over the course of the Bank Holiday weekend, and with this high attendance came impacts on BTP's and other emergency services ability to respond effectively to incidents which draws requirement for a high level of resourcing. Last year saw a change to how BTP police the event by not just policing the central area of the event but also adopting a flexible approach to deployments outside of the footprint which enabled greater proactivity and response capacity when BTP needed it most. This is planned for this years event given the positive results seen.

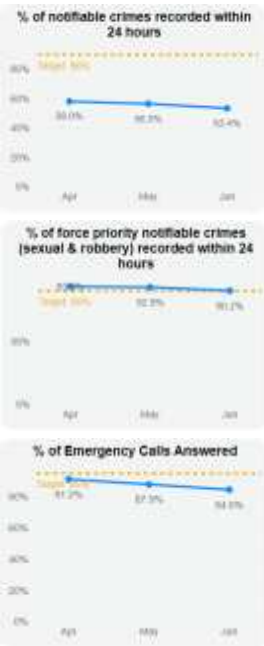
The cost of living increase and inflation, temporary or not, continues affecting all aspects of society. This has lead to financial stress for all members of Public, Rail Staff & Officers alike. There has already been an increase in acquisitive crime such as Robbery, Theft of Personal Property & Shoplifting, which is forecast to continue throughout the remainder of the policing year. The financial stresses may also cause an increase in the ability for OCGs to coerce or blackmail vulnerable persons into county lines activity, a worrying concern for BTP.

On the Pennine Sub-Division, passenger numbers have increased across the railway network, and footfall continues to head towards pre-pandemic levels. There is also a greater appetite from passengers to use the railway network to go into city centres. There are several problem solving plans which underpin these challenges at Leeds with a confidence plan with Northern to mitigate barrier line issues, and to support staff with a visible approach. Pennine has had ASB plans and summer holiday plans in place that target specific disruption locations and stations. These are targeted on suicide hotspots with a series of awareness stands, high visibility activity, but also working more effectively with partners to target coastal areas where good weather does increase youths travelling on the railway network. Locations of known high ASB levels such as West Kirby, Leeds, Brinnington all have problem solving plans with a strong partnership approach various stakeholders.

In Wales the proposals of development for the rail network across Wales with the progress on the Core Valley Lines (CVL), and the South Wales Metro remain challenges. Both are key projects for public transport, and if the plans do come to fruition, will have a long-term impact & cause many challenges for Policing the railways in Wales. Work is already ongoing with Transport for Wales and the Welsh Government on these developments which include a meeting with the Director of the CVL, along with their Senior Team members.

Overall for the Force there is currently a 10% vacancy gap across all employee types; 6% for Police Officers, 32% for PCSO's and 13% Police Staff. E Division have the highest vacancy gap (13%), but A-Division has the highest vacant positions with 239 outstanding. This is causing general issues with a lack of resources & resilience for work but also additional pressure on those individuals working in understaffed teams and roles across the Force. After conducting some analysis on the correlation between the Officer headcount and number of committed offences, there does appear to be a weak link between the two variables. This may suggest increased establishment is required to tackle crime demand but also other factors such as incidents, supporting people in precarious positions & investigating crimes and supporting victims as fully as possible.

Contact Management



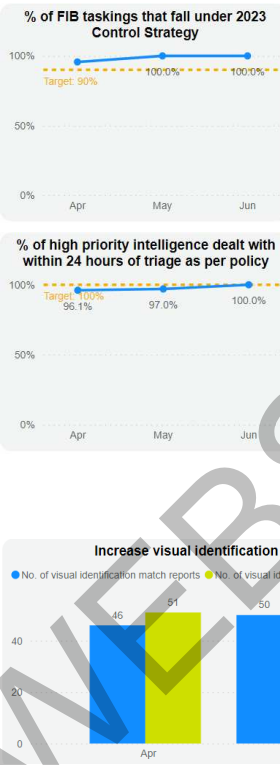
These figures relate to: The number of crimes recorded within 24 Hours and Emergency calls received bt BTP answered .

The percentage of crimes recorded within 24 Hours has unfortunately seen a reduction in the rate through Q1 and remains below the target. However for Priority crimes the level remained above the target throughout Q1

The number of Emergency calls received by BTP answered has been seeing a downward trend through Q1 with each month seeing below the 95% answer rate target

Steps are in place to manage these areas, with a recruitment and training drive currently being undertaken

Intelligence



These figures relate to: Intelligence received into the Force Intelligence Bureau.

Intelligence helps BTP to support local and national crime investigations whilst supporting plans put in place to help deter crime. In order to do that the FIB Taskings help to focus attention at high risk or harm locations, as well as managing information received so it can be actioned upon. Throughout Q1 FIB has been able to meet or exceed the targets set in both areas mentioned, whilst also working to bring offenders to justice with the use of technology in Op Streamline)

Learning & Development



These figures relate to: Officers and Staff at BTP being compliant in the necessary Training they need to be safe and effective within their roles.

The compliance level across the Force in some areas are below the target, they are either seeing an upward trend and could potentially meet the target during the next Quarter or missing the target by less than 10%

Use of Force

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Key Issues

Use of Force

- Data Quality – still finding officers not submitting UOF forms or making simple errors on submission like incorrect warrant numbers. Impacts overall data
- Officers still using force for compliant stop searches
- Custody UOF has improved to reduce bureaucracy, and forms updated to show Strip search and other custody tactics.

Taser

- Overall compliance re UOF submission is good, all Taser usage is scrutinised internally within 48 hours.
- Number of officers being trained has dropped slightly due to travel to London - ongoing piece of work with L&D to address training site and instructor availability.
- Instructor availability is a key issue.
- Chief Taser Instructor has submitted paperwork for new COP Taser licence (similar to Armed Policing).
- Axon Framework still not finalised by HO (national issue).

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Ongoing Initiatives

Use of Force

- Continuing development of the new Use of Force App and associated data conventions. This will include intuitive functionality to make PPE asset management more efficient.
- More detailed analysis of disproportionality relevant to BTP jurisdiction, including a detailed breakdown of proportionality data within defined geographical areas down to 'ward' level.
- Working closely with PST training to develop the new force training packages, addressing trends identified by the team.
- Creation and implementation of NDM training inputs in conjunction with L&D to improve decision making at the operational and individual level, beginning with Operational Commanders on the upcoming Major Incident training courses, and expanding further into the upcoming Inspectors course, Tutor and Probationer programmes to improve threat assessment and proportionality.

Taser

- New Power BI App for booking in and out of taser, allowing for live time auditing and heightened governance re authorisation to deploy.
- X2 devices being discontinued by Axon from 2024, planning re T10 introduction for 25/26 in early planning.
- VR in Taser Training recently trialled and going into Business Case building stage.

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External Scrutiny



- External Scrutiny panels in place for both UoF and Taser – meeting separately.
- Recruitment has been difficult and the representation is not quite as desired.
- Ongoing piece of work being led by EDI team around External Scrutiny across the force.
- Panels have met 3 times thus far. No emerging themes, a wide range of videos are shown and the chair selects which ones to focus on. Panel has asked to see more videos involving female officers (they do statistically use less force) and have made comment re bad language of officers when in these situations. But generally very positive and have sent individual praise to officers previously.
- Moving forward, once the wider piece of work is complete, the UoF Compliance team will be focusing on increasing representation of the panels, particularly young BAME males.

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Performance and Delivery Committee

2023/24 Quarter 1 (P3) – Finance Report



| Section | Slide | Slide No. |
|-------------|--|-----------|
| Main Report | Executive Summary | 2 & 3 |
| | Financial Performance by Funding Streams | 4 |
| Appendices | Appendix 1 FTE Graphs by Funding Streams | 5 |
| | Appendix 2 Projects Portfolio | 6 |
| | Appendix 3 Cashflow | 7 |
| | Appendix 4 Major Contracts and Pipeline | 8 |

Executive Summary

Need to know

What we've got:

- At Quarter 1 we have a balanced Income and Revenue budget of **£365.530m** (including Project / AFotM budget of **£6.858m**) and a Capital budget of **£13.000m**.
- Outside this agreed budget the Force is running with **£9.485m** of unbudgeted expenditure pressures at the start of 2023/24. **£5.100m** of these pressures were approved by the BTPA to be funded from reserves (requires DfT approval). The remaining **£4.385m** is expected to be managed within the Force or, failing this, will be an overspend at year end. Q1 total Forecast is **£7.446m**.

How we're doing (BAU & Pressures):

Overall – Forecast overspend of £10.007m

- **BAU:** The BAU expenditure forecast totals a £0.229m underspend, and the forecast income under recovery totals £2.606m resulting a Net Quarter 1 (Period 3) pressure of £2.377m. Of note is that we are tracking our FTE actuals almost exactly at the budgeted levels and the current full year forecast is a 0.7% (£1.724m) underspend on pay.
- **Unfunded Pressures:** To date, expenditure totalling £1.452m has been incurred relating to the £9.485m unfunded pressures. At Q1 we have reviewed this expenditure and are currently forecasting to spend £7.446m, a c£2m reduction to the plan.
- **Key messaging given to the Force: Tight control of our finances is required including restricting overtime unless operationally necessary and travel (common sense test). Recruitment towards gross should continue.**
- Following Q1, COG have considered a range of mitigations to the forecast pressure. This includes over £1m of immediate reductions which will be implemented for Q2. COG agreed that recruitment to BAU roles should continue as any restrictions would have a detrimental impact on Force performance in 23/24 and future years. Note: a full recruitment freeze implemented now would not generate sufficient reductions to fully mitigate the total pressures.

Transformation

The year to date spend is £0.932m. The 2023/24 allocated revenue budget is £6.858m and the forecast is £6.695m. This is a reduction from P2 as a result of prioritising projects to fall within the affordability envelope. The Investment and Benefits Group will ensure that spend is managed to budget at year end.

Capital: Period 2 spend is £0.364m. The 2023/24 allocated capital budget is £13.000m and the forecast is £14.325m (currently 10% over programmed). Finance and the PMO will prioritise projects to fall within the affordability envelope.

Good to know

Budget Pressure:

- The 2023/24 is a challenging year for the force to deliver within the authorised Budget. We are currently running with a £10.007m forecast pressure and the economic uncertainty undoubtedly will bring in additional pressure in-year.
- The impact of the recent PRRB pay award recommendations have not been included in the Q1 forecast. The 23/24 impact of this is £5.0m with a full year impact in 24/25 of £8.7m

Executive Summary - Quarter 1 (P3) 2023/24

BAU Pay

The YTD position is showing a pay overspend of £0.619m. This is in line with our expectation.

The Q1 FTE Forecast at the Year-End March 2024 is 4,802 which is 39 FTE below Budget at 4,841.

BAU Non-Pay

The Q1 forecast for non-pay totals a £1.687m overspend. Key areas of pressure:

- £0.301m pressure in DCC predominantly due to misconduct hearing pressures
- £0.341 pressure in P&C relating to (chargeable) TFL recruitment costs and agency commission fees.

Income

Income year to date under-recovery of £0.475m, and a forecast under-recovery of £2.606m. This is predominantly due to vacancies in TFL and ESPA posts.

Risks and Opportunities

The total risk to the Q3 forecast is £0.183m net.

This includes realism adjustments on pay and the agreed pressures, taking into account trends from previous years.

| | Year to Date | | | Full Year | | | YE FTE | | |
|---|--------------|---------|----------|-----------|---------|------------|------------|--------|----------|
| | Budget | Actuals | Variance | Budget | F/C Q1 | Var Q1/Bud | Bud-Q1 Var | F/C Q1 | Variance |
| | 4,681 | 4,684 | -3 | 4,694 | 4,634 | 60 | | | |
| | £'m | £'m | £'m | £'m | £'m | £'m | | | |
| Net Centralised Pay | 58.330 | 58.950 | -0.619 | 260.311 | 258.587 | 1.724 | 4,694 | 4,634 | 60 |
| Total Discretionary & Centralised Costs | 23.000 | 23.737 | -0.737 | 91.208 | 92.894 | -1.687 | 69 | 67 | 2 |
| Core Activities | 81.331 | 82.687 | -1.356 | 351.518 | 351.481 | 0.038 | 24 | 31 | -7 |
| County Lines | 0.998 | 1.151 | -0.154 | 4.471 | 4.444 | 0.028 | 53 | 69 | -16 |
| BTPA | 0.536 | 0.549 | -0.013 | 2.682 | 2.682 | 0.000 | | | |
| Total AFotM and Revenue Projects | 1.114 | 0.932 | 0.183 | 6.858 | 6.695 | 0.163 | 4,841 | 4,802 | 39 |
| Total BTP/A Expenditure | 83.979 | 85.319 | -1.340 | 365.530 | 365.301 | 0.229 | | | |
| Total BTP/A Income | 83.979 | 83.503 | -0.475 | 365.530 | 362.924 | -2.606 | | | |
| Total BTP/A (Overspend)/ Underspend | 0.000 | -1.815 | -1.815 | 0.000 | -2.377 | -2.377 | | | |
| Known Net Risk and Opportunities at P3 | | | | | -0.183 | | | | |
| Pressure- Above Budgeted Expenditure | | -1.452 | | | -7.446 | -7.446 | | 73 | -73 |
| Total BTP/A Pressure at P3 | | -3.268 | | | -10.007 | | 4,841 | 4,875 | -34 |

Agreed Pressures

Agreed £9.485m, Q1 Forecast £7.446m and Year to date spend £1.452m.

Project & AFotM

For Q1, the forecast spend against the £6.858m budget is £6.695m. The underspend is predominantly due to delays in recruitment.

Capital

The 2023/24 allocated capital budget is £13.000m and the Q1 is £14.325m, currently 10% above budget. Some projects are back-end loaded as further work is required. Ongoing work with the project teams to create a robust periodic forecast. At Q1 the YTD spend is £0.384m and mainly relates to work continuing on from 22/23 on Estates.

Cash Flow

Assuming the Q1 forecast overspend, and the agreed pressures are funded through cash reserves, the current 5 year cash flow projection estimates funds to be below the prudent threshold by 2027/28.

Financial Performance by Funding Streams

| | Year to Date | | | | Full Year | | |
|---|----------------------|-----------------------|-----------------|-------|---------------------|-----------------|-----------------|
| | YTD Budget £'m | YTD Actuals £'m | Variance £'m | % | FY Budget £'m | FY Q1 £'m | Variance £'m |
| PSA Expenditure | 59.137 | 60.490 | (1.353) | (2%) | 258.462 | 260.179 | (1.717) |
| PSA Income | 59.137 | 59.137 | - | 0% | 258.462 | 258.462 | - |
| PSA funded Net Position | - | (1.353) | (1.353) | 2% | - | (1.717) | (1.717) |
| EPSA Expenditure | 3.546 | 3.295 | 0.251 | 7% | 16.133 | 15.191 | 0.942 |
| EPSA Income | 3.546 | 3.295 | (0.251) | 7% | 16.133 | 15.191 | (0.942) |
| EPSA Net Position | - | - | - | 0% | - | - | - |
| TfL Expenditure | 18.421 | 17.974 | 0.447 | 2% | 80.871 | 79.189 | 1.682 |
| TfL Income | 18.421 | 17.621 | (0.800) | 4% | 80.871 | 78.735 | (2.136) |
| TfL Net Position | - | (0.353) | (0.353) | 2% | - | (0.454) | (0.454) |
| Secondments Expenditure | 0.203 | 0.274 | (0.071) | (35%) | 0.657 | 0.931 | (0.274) |
| Secondments Income | 0.203 | 0.274 | 0.071 | (35%) | 0.657 | 0.931 | 0.274 |
| Secondments Net Position | - | - | - | 0% | - | - | - |
| Other Income Expenditure | 2.672 | 3.286 | (0.614) | (23%) | 9.407 | 9.812 | (0.405) |
| Other Income Income | 2.672 | 3.177 | 0.505 | (19%) | 9.407 | 9.605 | 0.198 |
| Other Income Net Position | - | (0.109) | (0.109) | 4% | - | (0.207) | (0.207) |
| Total BTP/A Expenditure | 83.979 | 85.319 | (1.340) | -1.6% | 365.530 | 365.301 | 0.229 |
| Total BTP/A Income | 83.979 | 83.504 | (0.475) | 0.6% | 365.530 | 362.924 | (2.606) |
| Total BTP/A (Overspend) / Underspend | - | (1.815) | (1.815) | 2.2% | - | (2.377) | (2.377) |

The figures above represents funded expenditure – therefore excludes unbudgeted pressure.

PSA: The FY forecast net overspend is £1.717m.

EPSA: The FY forecast underspend is £0.942m. This mainly due to forecast establishment to be deployed being 86% of budgeted establishment.

TfL: The FY forecast under recovery of £0.454m. This is predominantly due to TfL Income PO value being less than budgeted value.

Secondments: The FY forecast spend and income above budget by £0.274m is due to additional secondments during the year (fully recovered).

Full Year Income is £2.606m under budget. Mainly due to shortfall in EPSA's (£0.942m) and TfL (£2.136m).

Appendix 1 – FTE Graphs by Funding Stream



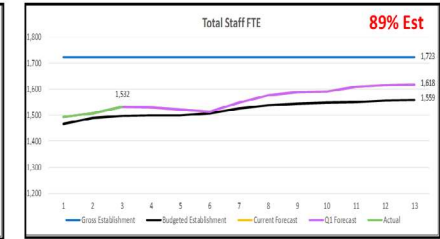
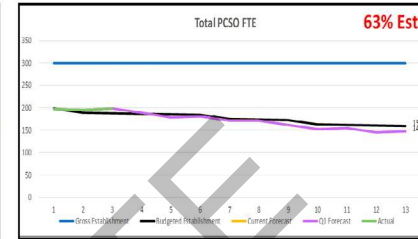
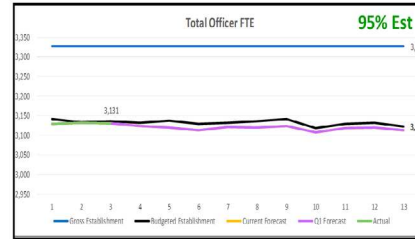
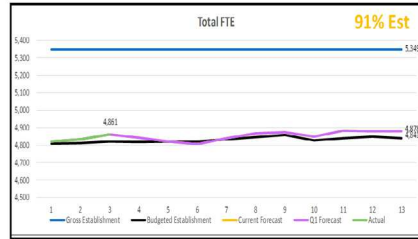
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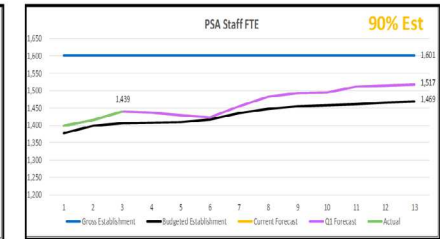
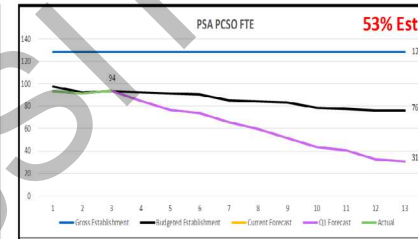
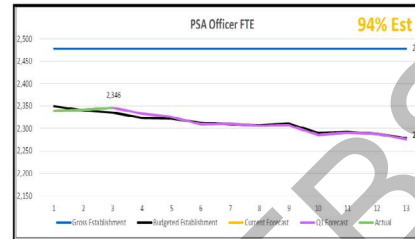
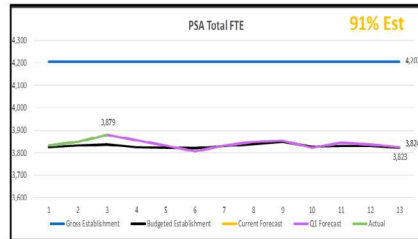
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Staff

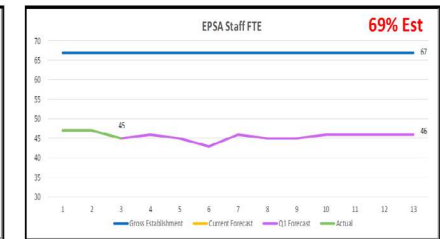
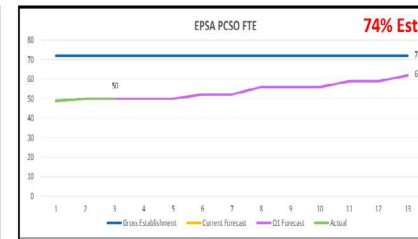
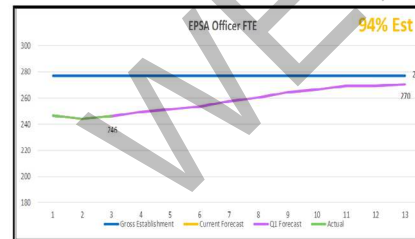
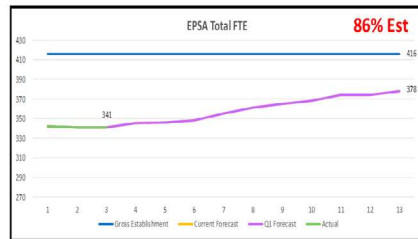
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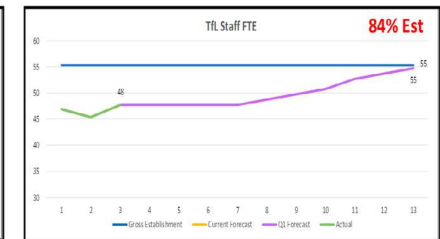
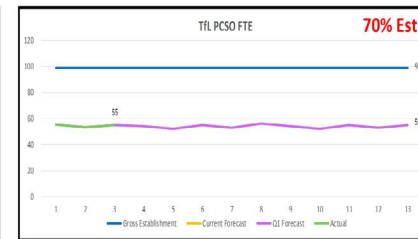
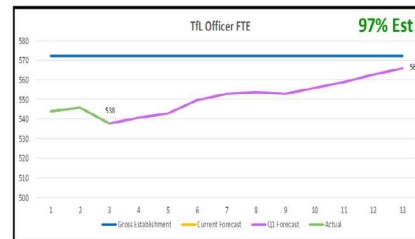
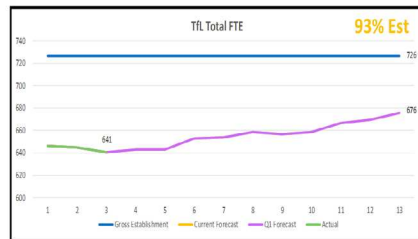
PSA



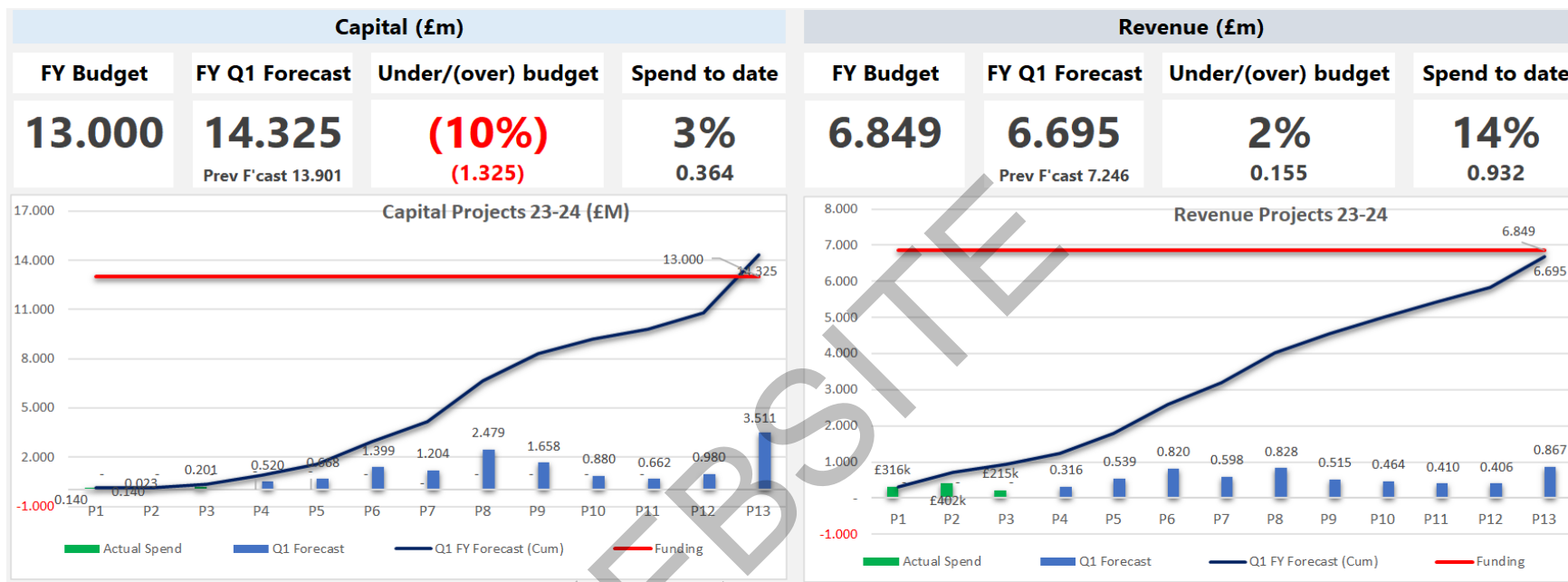
EPSA



TfL



Appendix 2 – Projects Portfolio



Summary:

The 2023/24 allocated capital budget is £13,000k, the forecast that is reflected above based on the P3 budget registers is £14,325k, currently 10% above budget, some projects are back end loaded as further work is required. Ongoing work with the project teams to create a robust periodic forecast. At P3 the YTD spend was £364k mainly relating to work continuing on from 22/23 on Estates.

Latest Forecast Overview:

There has been an increase in the capital forecast of £424k in P3 against the P2 forecast of £13,901k. The main reasons are:

- £390k increase in cyclical fleet, relates to £290k exception report relating to price increases/operational requirement changes and £100k for gun boxes (approved at IBG)
- £61k increase in Niche Portal due to reclassification of some costs from revenue to capital
- £24k Reduction New Origin project relates to latest quotes

Summary:

The 2023/24 allocated revenue budget is £6,849k, the forecast that is reflected is based on the P3 budget registers is £6,695k, currently 2.3% under budget. At P3 the YTD spend was £932k mainly relates to change resource.

Latest Forecast Overview:

There has been a decrease in the Revenue forecast of £551k in P3 against the P2 forecast of £7,246k. The main reasons are:

- A £110k increase in Technology
- A decrease of £80k in Estates reclassification of costs from capital to revenue for Ivason House
- A decrease £158k Niche Intel Portal as quotes received are lower and the costs are deemed to be mainly capital
- £553k decrease in cost of change due to roles being removed and continued delay in recruitment
- £100k increase due to Niche gold group action consultancy work, approved at IBG

Cashflow – Five Year Projection

| | 22/23 | 23/24 | 24/25 | 25/26 | 26/27 | 27/28 |
|--|---------------|----------------|---------------|---------------|---------------|----------------|
| Forecast opening cash | 53.154 | 49.566 | 32.414 | 31.176 | 29.708 | 20.872 |
| Revenue FOTM cash timing | -0.423 | -0.928 | 0.000 | 0.000 | 0.000 | 0.000 |
| Capital FOTM increase | -0.900 | -0.900 | -0.900 | -0.900 | -0.900 | -0.900 |
| London Estates | | -3.700 | -3.743 | | | |
| One-off use of reserve | | -8.446 | | | | |
| External funded TFL Fleet | | -0.501 | | | | |
| Fleet Electrification reserve utilisation | 0.000 | -1.254 | | | | |
| Total use of cash reserves | -1.323 | -15.730 | -4.643 | -0.900 | -0.900 | -0.900 |
| Recharge of overspend 21/22 | | 1.719 | | | | |
| Impact of BAU movements on cash timing | -2.266 | -3.141 | 3.406 | -0.568 | -7.936 | -2.021 |
| Closing cash position inc. FOTM+ Budget pressures | 49.566 | 32.414 | 31.176 | 29.708 | 20.872 | 17.951 |
| Min. cash balance in year inc. FOTM | 45.464 | 31.451 | 24.253 | 21.762 | 20.349 | 13.467 |
| Cash threshold | 15.729 | 16.898 | 17.753 | 18.528 | 19.152 | 19.749 |
| Gap between threshold and lowest cash balance in the year | 29.735 | 14.553 | 6.501 | 3.235 | 1.197 | (6.282) |
| TFL wash up 23/24 | | | 3.320 | | | |
| Recharge of overspend 22/23 | | | 1.727 | | | |
| Closing cash position inc. FOTM + Recharge o/spends | 49.566 | 32.414 | 36.223 | 34.755 | 25.918 | 22.997 |
| Min cash balance in year inc recharge of o/spends | 45.464 | 31.451 | 25.806 | 26.809 | 25.396 | 18.514 |
| Cash threshold | 15.729 | 16.898 | 17.368 | 18.528 | 19.152 | 19.749 |
| Gap between threshold and lowest cash balance in the year inc recharges | 29.735 | 14.552 | 8.438 | 8.281 | 6.244 | (1.235) |

| | |
|-------------------------|--------|
| Within 10% of threshold | Red |
| Within 25% of threshold | Amber |
| Within 50% of threshold | Yellow |
| Over 50% of threshold | Green |

*A double PAYE/NI payment in P1&12 of 26/27 (due to the timing of tax months and BTP periods) is the cause of an in-year cash drop of £7.93m.

Table shows the impact of 22/23 FY BAU expenditure overspend £1.727m on cash availability if the overspend is funded by cash reserves vs the option of recharging in 24/25 . The table also shows the impact of the forecast TfL overspend (when comparing to the TfL PO value) for 23/24 of £3.32m

- The table highlights the agreement to use reserves of £0.9m per year for AFOTM capital, £7.4m for London Estates over 2 years.
- It also includes the impact of £8.446m 23/24 budget pressures on cash reserves as well as the cash impact of prior year investment costs (TfL fleet £0.5m, AFOTM revenue spend of £0.928m and Fleet Electrification £1.254m).
- It is assumed that revenue AFOTM expenditure from 23/24 onwards will be offset by cash benefits achieved in the same year.
- The 21/22 overspend of £1.719m is captured in 23/24 PSA direct debt collection and collected over 13 periods.
- We estimate as a result of these assumptions that cash funds could reach within 25% of the threshold (amber) in 25/26, within 10% of the threshold (red) in 26/27 and below the threshold in 27/28 unless part of the 23/24 cost pressures are recharged or external funds secured
- The bottom part of the table shows the impact of recharging £5.047m for 22/23 BAU overspend and 23/24 potential TfL washup which would slightly improve cash availability but still leave the Force below the agreed cash reserves threshold in 27/28.

Appendix 4 - Major Competition Pipeline Q1 (Period 3)

| Major Competition Pipeline Update as at 13 July 2023 | | | | | | Appendix A | | | |
|--|---|---------------------|-----------------------|---|---|--------------------|------------------------------|----------------------------|------------|
| Business Area | Contract Name | Contract End Date | Estimated value (Net) | Proposed/likely procurement route | Narrative | Ballpark timelines | | | RAG status |
| | | | | | | Strategy submitted | Competition issued to Market | Award Blue Folder Approval | |
| People and Culture | PEQF | TBC | £21,000,000 | Yorkshire Purchasing Organisation (YPO) Framework | YPO have confirmed the new Framework will be ready early August 23. Framework supplier details will be shared so BTP can be assured there is a sufficient number of suppliers to commence a competitive tender. If not the alternative option is to wait until November 23 when other suppliers will have opportunity to be added to the framework. A draft note to DfT is currently in progress which is to advise how BTP intends to proceed together with confirmation that proposed new framework is not significantly different to current existing framework, which expires in July 2023. | Mar-22 | Sep-23 | Jan-24 | |
| Technology | Multi-Functional Devices and Print Management | 17/12/2023 | £660,000 | CCS Framework 6174, Lot 2 | Examining possible option to use GovPrint through an MOU with the Government Property Agency (GPA). BTP seeking confirmation from GPA whether we are able to use the arrangement and to understand the available services and costs etc. Should this be a viable solution demonstrating vfm, following due diligence to be conducted over the next 2 weeks, the Procurement Strategy will then be redrafted and submitted for approval. | Jul-23 | Jul-23 | Nov-23 | |
| Digital Policing | DEMS | 30/12/2023 | £992,000 | CCS G Cloud | Extension options available 1+1 years to Dec 2025, however will first require governance and financial approval. Awaiting confirmation from prospective supplier of pricing for the extension options. | Jul-23 | n/a | Jul-23 | |
| People and Culture | Psychological Assessment and Treatment Services | 31/12/2023 | £555,000 | Enact extension option up to 31/12/2024 followed by competition | Governance and expenditure to enact extension option to 31/12/2024 already approved. The dates in the Ballpark timelines refer to the successor contract v.e.f 01/01/2025 | Nov-23 | Mar-24 | Aug-24 | |
| Digital Policing | 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 | Discussions continuing between Technology and Commercial re composition of Procurement Strategy. | Sep-23 | n/a | Sep-23 | |
| Digital Policing | 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 | |
| Network Policing | London Custody Healthcare Contract | 31/07/2024 | £1,891,920 | Enact extension option | Governance and expenditure to enact extension option to July 2025 already approved | n/a | n/a | n/a | |
| Network Policing | Language and Interpreting Services | 31/07/2024 | £749,186 | Enact extension option | Governance and expenditure to enact extension option to July 2026 already approved | n/a | n/a | n/a | |
| Technology | Capita Origin - support maintenance and upgrade | 08/09/2024 | £777,808 | Auto Annual Renewal | Engaging with SSS to provide a replacement contract with better terms and conditions. The strategy and award is recommending that a new contract is put in place which will supersede the current contract. | Jun-23 | n/a | Sep-23 | |
| NEW PROJECTS | | | | | | | | | |
| Technology | Data Architecture Professional Services | TBC | £1,400,000 | CCS Framework - Digital Outcomes 6 (DOS) | The DOS stage 1 was issued 26th June. It is planned that DOS stage 2 (shortlisted suppliers invited to tender) will be issued 18th July. | May-23 | Jun-23 | Sep-23 | |
| Technology | Future Networks | Replacement for NNS | c£32m+ | CCS Framework RM3808 | Procurement Strategy to be completed. Also need to secure external approval from DfT and Cabinet Office for this level of expenditure. | Jan-24 | May-24 | Feb-25 | |
| L&D | L&D Transformation - Recruit Training Programme | TBC | c£800,000 + | Potentially DOS 6 | Draft strategy received from the business. Awaiting feedback from the business on the suppliers who form part of the framework. | tbc | tbc | tbc | |

Performance and Delivery Committee – Workplan 2023/24

| Meeting | Standing Items | Additional / Special Focus Items |
|--|---|--|
| 2023/24 Q1 7 September 2023 | <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. Strategic Risks – PDC owned risks <u>Legitimacy Update</u> <ol style="list-style-type: none"> 5. Legitimacy Q1 data update <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. HMICFRS inspections/actions/plans relevant to PDC 9. Review of meeting effectiveness 10. Any other business | <ol style="list-style-type: none"> 1. Legitimacy thematic: Use of force, including update on Taser use |
| 2023/24 Q2 7 November 2023 | <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. Strategic Risks – PDC owned risks <u>Legitimacy Update</u> <ol style="list-style-type: none"> 5. Legitimacy Q1-2 data update <u>Quarterly Performance Update</u> | <ol style="list-style-type: none"> 1. Legitimacy: Race Action Plan and implementation of I&D Strategy (use of powers) 2. Legitimacy: Under represented groups as victims |

| Meeting | Standing Items | Additional / Special Focus Items |
|---|---|--|
| | 6. Policing Plan – Q1-2 Performance update 7. Finance and Commercial – Q1-2 Performance update <u>Other Business</u> 8. HMICFRS inspections/actions/plans relevant to PDC 9. Review of meeting effectiveness 10. Any other business | |
| 2023/24 Q3 Date TBC. | <u>Meeting management</u> 1. Declarations of interest 2. Minutes of previous meeting 3. Matters arising/actions outstanding 4. Strategic Risks – PDC owned risks <u>Legitimacy Update</u> 5. Legitimacy Q1-3 data update <u>Quarterly Performance Update</u> 6. Policing Plan – Q1-3 Performance update 7. Finance and Commercial – Q1-3 Performance update <u>Other Business</u> 8. HMICFRS inspections/actions/plans relevant to PDC 9. Review of meeting effectiveness 10. Any other business | 1. Legitimacy: Justice outcomes, including out of court disposals 2. Legitimacy thematic: Stop and search |
| 2023/24 Q4 Date TBC. | <u>Meeting management</u> 1. Declarations of interest 2. Minutes of previous meeting 3. Matters arising/actions outstanding | 1. Deep-dive thematic: Custody (annual update), including quarterly dashboard |

| Meeting | Standing Items | Additional / Special Focus Items |
|---------|---|--|
| | 4. Strategic Risks – PDC owned risks <u>Legitimacy Update</u> 5. Legitimacy Q1-4 data update <u>Quarterly Performance Update</u> 6. Policing Plan – Q1-4 (Year-end) Performance update 7. Finance and Commercial – Q1-4 (Year-end) Performance update <u>Other Business</u> 8. HMICFRS inspections/actions/plans relevant to PDC 9. Review of meeting effectiveness 10. Any other business | 2. Legitimacy: BTP External Scrutiny Groups (follow up to June 2023 Full Authority report, update on themes from feedback) |

WEBSITE