

## Minutes

### Performance Review Group

5<sup>th</sup> May 2011, 2.00pm

at The Forum, 74-80 Camden Street

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#### Present:

Mr Howard Collins (Chair)  
Ms Liz France  
Mr Michael Holden  
Mr Neil Scales

#### Apologies:

Mr Paul Crowther, Deputy Chief Constable,  
Mr James King

#### In attendance:

Mr Alan Pacey, Assistant Chief Constable Territorial Policing  
Ms Teresa Hickman, Acting HR Director  
Mr Simon Peel, Temporary Head of Strategic Services  
Mr Jai Chainani, Force Statistician  
Ms Charlotte Crabtree, Principal Analyst  
Ms Lisa Brooks, Corporate Support BTP  
Mr Andrew Figgures, Chief Executive BTPA  
Mr Jon Newton, Performance Analyst BTPA (minutes)

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### 34/2010 Welcome and Apologies

Non-Agenda

The Chair welcomed all colleagues to the fourth full meeting of the Performance Review Group. Apologies were given for DCC Crowther and Mr King. An introduction was given for BTPA's new Performance Analyst, Jon Newton.

### 35/2010 Minutes of meeting 14.01.2011

Agenda Item 1

The minutes were approved.

## **36/2010 Q4 Performance report and analysis**

### Agenda Item 2

ACC Pacey provided a high level overview of performance during quarter 4. A number of issues of interest were highlighted. There has been a credible performance by the force, notifiable crime was reduced for the 6<sup>th</sup> year in a row and there was reduction in the number of serious violence offences. These reductions took place in a more challenging environment, at a time where passengers were increasing and during a year of budget cuts.

There has been a slight increase in robbery offences, however, they remain less than five years ago. The force is aware of the issue, which has occurred due to resources being moved away from it. Some resources are being moved back to tackle this problem. The detection rate is good, but remains lower than recently. This is due to resources having been moved. Performance in Wales was highlighted as being good, with the detection rate for staff assaults being at 73 per cent.

Nine (out of seventeen) projects were assessed as Green. The Case and Custody project is ongoing with a number of complex IT related issues, and needs a number of interventions.

Ms France stated that the words used to explain the reason for the National CCTV Strategic Alignment Programme having an Amber rating could be misconstrued and give the impression that the project is out of control. It was suggested that this wording be amended to clarify this reason.

**Action: ACC Pacey to request that the DCC amends the Reason for the National CCTV Strategic Alignment Programme having an AMBER rating.**

The Authority members and ACC Pacey discussed the CCTV Programme - Ebury Bridge Project. ACC Pacey informed the group that the force had transferred two members of the Strategy Development Department to the CCTV Project. He further stated that the DCC has had some success but not as much as wanted. The force has been let down by BT. The DCC will be progressing this further with BT.

Mr Holden questioned the progress of the Case and Custody project. ACC Pacey informed the group that this project has been ongoing for some time. BTP had to overcome more difficulties than other forces due to the force area encompassing Scotland as well all forces in England and Wales. There have been some IT issues which have taken time to resolve, hence the project being assessed as Red. The short term consequences from these issues are manageable, however, there are greater risks in the medium/long term. The force is focusing on this issue and the IT department are meeting regularly regarding the project. The issues should be resolved soon. The Police Authority members discussed whether there is a member aligned to Protective Services.

**Action: Mrs Elvy to confirm whether there is a Police Authority member aligned to protective services and, if so, for them to look at the Case and Custody project.**

The ACC informed the group that the London North Area custody suite is now open, however, a few issues still remain. The Chair highlighted that this project represented good value for money despite the delays in opening.

Ms France queried the 'way leave' costs highlighted for the WAN Replacement project. Mr Figgures stated that this issue has been mentioned within the BTP Authority Finance Group. He informed the Performance Review Group that there have been delays getting the access required. This has resulted in costs being £50 thousand more than anticipated. There will be opportunities to reduce this extra cost, however, there will still be some overspend.

Mr Holden highlighted the adverse trend in cable theft and the increasingly disruptive impact on the railways as a result. ACC Pacey agreed that offences had increased with metal prices, there was also a key issue regarding the infrastructure owners improving the way they looked after their infrastructure. ACC Pacey acknowledged how difficult it is to stop people getting on to the railways.

ACC Pacey informed the group that the number of cable thefts, force-wide, is no longer increasing apart from the North Eastern area. This pattern has changed in the last few weeks, at a time when the number of offences would normally be higher. This trend has changed due to an increased focus and resources. The Association of Chief Police Officers (ACPO) has appointed a lead for this crime for each region and there has been a good response from Network Rail.

Extra staff, funded by Network Rail, will be focussed on the North East area from July. The force is also working with BT.

Mr Holden suggested that, at some point, if easily available scrap metal becomes less available, offenders may become more inventive. The Chair highlighted that London Underground contractors have previously left cable at sites after periods of work as this is cheaper than removing it. He raised a concern that once offenders had taken all of this they may move onto other cable. Contractors are now being informed to think strategically, rather than just leaving cable behind. ACC Pacey encouraged industry to take a joined up approach.

Ms France enquired about work at the Fusion Centre, established to coordinate intelligence regarding cable theft. ACC Pacey stated that there are now Analysts working in the Centre and that BT will have one there too. The force is also trying to get other partner organisations involved. The Centre is working to get as much intelligence as possible.

### **37/2010 Stop & Search 6 month update & introduction to new powers**

#### Agenda Item 3

ACC Pacey provided the Group with a high level overview of Stop and Searches. He stated that the number of stop and searches has reduced for all categories and that the force will continue to record full stop and search activity. There were no issues at a force level regarding proportionality. The majority of activity is in the London and South Eastern areas and complaints remain very low.

ACC Pacey informed the Group that, with regard to the new S47 stop and search powers, this will be available if needed, however unless there is a critical situation, this should not often be the case.

The Chair stated that he was comfortable with the statistics, Members were in agreement.

### **38/2010 BTP EDHR Strategy - streamlining action plans and refining governance**

#### Agenda Item 4

Ms Hickman provided a high level overview of the Equality, Diversity and Human Rights Action Plan Update: Streamlining Action Plans and Refining Governance report, provided to the Group.

Ms France highlighted that the content of proposed Diversity Legislation has yet to be confirmed, however, the force is doing more than would be required. Ms Hickman agreed.

The Chair stated that it would be worth ensuring that this work is embedded in local plans when visiting areas.

**Action: Mrs Elvy to raise an action for the Police Authority to ensure that EDHR work is embedded in local plans when visiting force areas.**

Note: This is consistent with proposals made at the last force Diversity Action Group meeting.

### **39/2010 Thematic report: HMIC Inspection Report and BTP response plan**

#### Agenda Item 5

ACC Pacey stated that Her Majesty's Inspectorate of Constabulary (HMIC) were aware that BTP operate in different circumstances to other forces and that there had been a very positive report. Action plans had been drafted in response; these have been taken on by portfolio leads and are being monitored by a programme board.

Members raised a concern about the number of actions (shown in Appendix A), which were assessed as Amber. The deadline date of 30 June was also highlighted. The ACC stated that, despite the number of Amber ratings and the deadline date, he was confident that the force will achieve what is required and on time.

There was discussion regarding the target to increase the representation of female police officers in the force (shown in Appendix E). Ms Hickman stated that the force does targeted recruitment, however, BTP is less attractive to female police recruits than other forces. This is due to the type of industry the force is involved in and the type of work available, rather than the geography of the force. There was discussion regarding the types of work available in BTP compared to other forces, it was suggested that this may be an unrealistic target for BTP. This type of issue is also

mirrored across the rail industry, however, it is not an excuse for not trying.

**Action: Railway industry members to provide recruitment details for female employees to BTP for comparison purposes.**

Mr Holden highlighted the area for improvement regarding visibility of contact details for BTP (Appendix D - AFI.9 (R.1)). He stated that only dealing with Network Rail would not be the best way to approach this as they do not run most railway stations. Mr Holden stated that almost all stations have a poster with contact details and other information; BTP contact details should be present on these if they are not already.

## **40/2010 Thematic Report: Resource Deployment**

### Agenda Item 6

ACC Pacey gave a presentation on resource deployments in BTP. There was discussion regarding the proportion of emergency calls which come through to the force from external sources, such as 999 calls. ACC Pacey stated that the force is getting more calls than it used to due to increasing awareness.

The force is trying to operate solo patrols as much as possible, however, many require more than one person. There is increasing success with regard to prisoner handling, however, this requires staff resources to be available during the day, as well as at night. There is also a lot of demand from partners, this requires work to maximise the potential for partnership working. There was also discussion regarding back and middle office functions, and the need to be able to pay and support staff. This all impacts on the level of night-time visibility, as much of this work is carried out during the day-time.

The rostering project has resolved most of the problems regarding duty management. There are now standard rosters weighted towards late shifts. The neighbourhood policing teams are now covering seven days per week and later times during weekends. There was discussion regarding the maximum 135 days off permitted and whether this included shifts, rest days, bank holidays and annual leave. ACC Pacey and Mr Peel stated that the 135 days does not include annual leave or bank holidays, however, this is the maximum number, not the standard allocation. There is a balance which needs to be maintained as officers may need to work longer hours and do

overtime, potentially then having more rest days, due to work commitments.

Simon Peel informed the Group that visibility on the front line is one of the priorities for stakeholders. He stated that the Chief Constable is keen for improvements to be concentrated on neighbourhood policing teams and response times. There is a target for the year to improve visibility from 8pm to 1am as a proportion of all resources deployed; this was 14 per cent for the previous year.

Ms Crabtree, the Principal Analyst for BTP, gave a presentation on MapInfo and the use of geographic profiling in the force. Members were informed that Analysts are now analysing a range of data across the force to help focus resources.

Ms Crabtree presented examples showing a range of information, including every police post mapped with 30 minutes of travel time. This can then be mapped against any crime or incident type to look at clusters or hotspots. This type of map can be used to identify whether resources need to be moved and to where. MapInfo can also be used to map crimes on rail network routes between stations, so that vulnerable parts of the network may be identified. There is currently a project underway to map passenger perceptions.

There was a discussion about how maps are accessed. Ms Crabtree informed the members that maps are received as interactive PDFs, which can show a range of data, however, not all people will have direct access to MapInfo itself due to the cost of licences and the knowledge required to use it. Analysts are, however, looking at how to use the software across the force.

There was a discussion regarding access to data to be used in MapInfo. Ms Crabtree informed the members that personal data is already being entered into the system, data is checked for accuracy by GIS teams in the IT Department, and that data is available from Home Office forces on request.

## **40/2010 Scoping discussion for thematic reports for meeting 1 2011/12: Protective Services, Counter terrorism**

Agenda Item 7

The Chair asked the Group if everyone was satisfied with the proposed content, as per the previous brief. The ACC stated that this makes sense.

There was discussion about striking a balance between the required capabilities to deal with the various counter terrorism elements. The Chair was keen for the force to satisfy the Authority that it is acting proportionately to the threats.

There was discussion regarding the armed capability. This is still on hold, pending official sign-off. Finances have been reserved for this. This topic will be considered at a thematic presentation to come to the January 2012 meeting of the Group.

#### **41/2010 Updated Terms of Reference and work plan for 2011/12**

##### Agenda Item 8

The Chair informed the Group that this document is to ensure that Members are satisfied with the membership of the group, and its format and direction. The performance scorecard for 2011/12 has now been agreed and the DCC will produce a final format for the next meeting.

Ms France queried the meeting dates shown in Appendix B. These appeared to be inconsistent with the previously communicated dates.

**Action: Mrs Elvy to confirm that the next meeting will take place on the 6<sup>th</sup> July, 10:00am-12:00pm at The Forum. Check the other dates outlined in Appendix B to ensure they are correct.**

#### **42/2010 AOB**

##### Agenda Item 9

Mr Figgures informed the Group that there is a good news story regarding the resource deployment work. This project will potentially save money and improve productivity while reducing crime. It shows an example of where the force is achieving more with less.

**Action: ACC Pacey to produce and communicate a good news story regarding the resource deployment work.**



Date of next meeting: Wednesday 6<sup>th</sup> July, 10:00am-12:00pm.

Signed.....

Chairman