

Minutes

Performance Review working group

Wednesday 6th July 2011, 10:00am

at The Forum, 74-80 Camden Street

The Forum
5th Floor North
74-80 Camden Street
London NW1 0EG

T: 020 7383 0259
F: 020 7383 2655
E: general.enquiries
@btpa.police.uk

www.btpa.police.uk

Present:

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

Apologies:

None

In attendance:

Mr Paul Crowther, Deputy Chief Constable BTP
Mr Alan Pacey, Assistant Chief Constable Territorial Policing
BTP
Ms Teresa Hickman, Acting HR Director BTP
Mr Simon Peel, Temporary Head of Strategic Services BTP
Ms Lisa Brooks, Corporate Support BTP
Mrs Samantha Elvy, Research & Policy Manager BTPA
Rae Jiggins, Chief Inspector BTP (attended for agenda item 6)
Mr Jon Newton, Performance Analyst BTPA (minutes)

01/2011 Welcome and Apologies

Non-Agenda

The Chair welcomed all colleagues to the first full meeting of the Performance Review Group. No apologies were received.

02/2011 Minutes of meeting 05.05.2011

Agenda Item 1

The minutes were approved.

03/2011 Q1 Performance report and analysis

Agenda Item 2

ACC Pacey provided a high level overview of performance during the first quarter. The force was in a strong position regarding the National Policing Plan targets, achieving 9, with 4 not being achieved. The violent offences detection rate and fatalities response were highlighted as areas with good performance. There were challenges regarding the non-staff costs target.

Performance, with regard to the local area targets, was mixed. 10 of the targets not achieved were for Problem Solving Plans (PSPs), which relate to targets for the entire year. These will be concluded by the end of the year. The force is making sure that there are ongoing activities with regard to those areas with PSPs.

There has been an interesting change with regard to disruption. This is partly due to the objectives that refer to disruption related offences, which can be used as a proxy measure for lost minutes, and the performance dashboard, for which there has been good progress in mapping the lost minutes. The force has been able to look in more detail at actual minutes lost data. As a result the force may in the next meeting, as more information becomes available, request to shrink the disruption related crime targets and focus more on minutes lost.

At the moment the majority of disruption related offences are for trespass, however, these don't cause much disruption. The force would like to track lost minutes and focus on that.

It is possible to see, from looking at the dash, that minutes lost have increased. This is the case for overall lost minutes, not just those lost as a result of crime. Analysis has revealed that there are two categories in which the increase is highest; these are cable theft/vandalism and vandalism/theft. The North Eastern area still has the biggest problem, with over half the minutes lost for the force. London South, and Wales and Western are the next main areas.

The biggest increase in lost minutes is due to theft/vandalism. There has been a rise in London North due to a few very significant incidents. For example, one involved a concrete block which had been thrown on to the west coast mainline, and resulted in 13,000 minutes lost. Other notable incidents were highlighted, including one in Paddington, in London North, which resulted in 9,500 minutes lost. Where there is a single incident driving minutes lost the force will be able to look at how these incidents are managed, for example by

looking at debriefs and resource deployments to reduce the impact caused.

Ninety five per cent of Network Rail locations have now been mapped to BTP posts. The force can get one month's data provision from Network Rail, however, they have requested this on a daily/weekly basis in order to improve the information. Network Rail were not in favour of this. DCC Crowther requested that the Authority Members drive this work forward. Mr Collins requested members to support this request at the Authority meeting.

Action: Mr Scales agreed to support the request for more regular data at the BTP Authority meeting.

Cycle security at railway stations was discussed. Mr Peel stated that feedback from some areas has shown that there are a number of factors involved in addition to cycle security measures adopted at stations. ACC Pacey stated that although this issue is not to be ignored, it should not distract from the strategic direction and priorities for the force.

ACC Pacey informed the Members that the railway industry needs to improve its incident management. There have been examples of passengers detraining, which adds to disruption caused. Mr Collins stated that he was keen to look at strategic command opportunities and that the industry needs to be more joined up. There is a recognition that more needs to be done in every sector.

There was discussion regarding the performance dashboard. It was agreed that the dash should be retained as it is for six months in order to gather more data and then see how it looks. DCC Crowther queried the number of dashboards produced, highlighting the performance dashboard, strategic dashboard, and the strategic plan. Members felt that things were going in the right direction with regard to reducing bureaucracy, however, even if you have a single national target, as per the Home Secretary's one objective to reduce crime, you will still need a number of targets that sit under that objective; there is a balance to avoid having too many targets. There was agreement that the Strategic Plan was too large, but that discussion would be continued later in the meeting.

Members raised a concern that the force target C5, to reduce recorded ASB incidents, would be driven by police actions. The force stated that there has been debate regarding this target, but that it does not include police generated offences. The force has to

ensure control rooms are coding these incidents correctly. Areas have stated that as this issue is now a target, they have become much better at house-keeping and recording it correctly. DCC Crowther informed the Members that this target was specifically included as it is similar in nature to the Home Secretary's target, and that these are real incidents that people report.

Mr Collins informed the group that the C4 target to reduce staff assaults may, in the London Underground area, have been affected by a campaign by a trade union for staff to report everything. ACC Pacey stated that, across the network, staff assault numbers had been low.

DCC Crowther informed the members that the number projects assessed as Amber or Red may be a little misleading as the force was being cautious.

The firearms project was discussed; there was a delay with regard to political decisions which had meant that training could not be booked earlier. As time drew closer to the Olympics it became more difficult to book training. The force has had to use a mix of different training providers, as no single force could provide all of the necessary training. They have had to ensure that the different courses were compatible. The core team will be deployable from January 2012. The recruitment process for firearms officers has been a drawn out process, with many stages where people can fail, however, the project is progressing well.

The Reporting Rationalisation project has been assessed as Red due to an issue regarding a supplier not coming up to speed. If they do not deliver in the next month or so, the force will probably cancel their contract, without risk to the project.

The Case and Custody project has a provider issue. There will be issues until the WAN replacement is implemented. The force has commissioned a management review of this project. There were problems that should have been recognised five years ago regarding the WAN replacement project. There are, as a result, some lessons to be learnt regarding project and programme management.

04/2011 Cable Theft Update

Agenda Item 3

ACC Pacey informed the Members that live cable offences were down sixteen per cent from the same time last year. Non-live incidents had decreased by two per cent. The forces efforts have been more focussed on live cable offences, which have more impact. There has been a lot of effort in the North Eastern area, in which there has been a reduction. There was also a reduction in the Wales and Western area. The offence numbers were good; the force could be smarter with regard to linking the numbers to the level of impact caused.

Detection rates are increasing; they are higher for non-live offences due to there generally being more security and offences generally being in more urban locations than live cable offences.

DCC Crowther informed the Members that there is good progress with regard to legislation being changed. The Home Office is leading and there is support from other utilities industries and across government. The proposal includes introducing licensing rather than regulation. Licensing would require identification with proof of address, CCTV, metal would be required to be kept in the same state as it was bought for seventy two hours, and there would be a cashless model. A criminal offence would be committed if these terms are breached. A private members Bill has been started in the House of Lords, with a possible timescale of approximately nine months.

The larger scrap metal dealing firms support these ideas, however, the smaller dealers are against them. The force has been communicating that if companies work with them and are compliant, they could potentially get some form of kite mark and be left alone, whereas the other dealers will be targeted.

ACC Pacey informed the Members that there has been a tighter focus tactically. There have been many more scrap dealer visits, some intelligence and enforcement work, and work to build relationships. This is in advance of additional resources coming in from Network Rail. The price of metal is fairly stable, but is predicted to stay at the same level or rise. There has been increased effort from industry, they are starting to increasingly use methods such as red dye, smart water, steel banding, and expanding foam. This, together with BTP action, is driving down the number of offences. The extra resources expected from Network Rail will hopefully increase this drive. In addition, the ACPO Working Group has also now got other forces working on this as an issue.

05/2011 HMIC Report Card and Inspection action plan

Agenda Item 4

DCC Crowther informed Members that, since the last Performance Review Group meeting, the Strategic Command Team has amalgamated two portfolios. The largest action plan will be for the Territorial Policing and Crime portfolio. HMIC will be looking at progress against the action plans at the end of July. There has been a lot of progress on the plans.

Ms France queried due dates that were set for 30th June 2011, stating that this date had passed. Ms Brookes informed the Members that these dates were set to ensure progress was made against the action plans, however, they can now be realigned. All actions due for 30th June had been completed and, once signed off by the SCT portfolio holder, could be marked as such on the plan. This was expected to be progressed in the near future.

Mr Collins stated that he will review these again at the next Performance Review Group meeting and that if there is any interim progress at the next meeting, it would be useful to have that.

Mrs Elvy raised a query regarding R.1 and whether this was a frequent issue for BTP. ACC Pacey stated that, although there were occasional incidents, this was not a frequent issue.

06/2011 BTP EDHR Annual Report

Agenda Item 5

Ms Hickman gave an overview of BTP's Embracing Equality, Improving Confidence - Equality, Diversity and Human Rights Annual Report. This was the third such annual report produced by BTP. The Members were informed that they were the first to view the report.

Pages six to twenty recorded the force's achievements in 2010-11, page 21 showed the objectives for 2011-12, pages 23-49 showed monitoring data, to inform activity over the next twelve months

Members suggested that, in addition to comparing the BTP with the population of Britain, it would also be useful to have an extra column to compare BTP with Home Office forces. BTP could then be compared with the population it is serving and with the population for other policing. There was a discussion regarding the availability of

information to show this type of data for other police forces. Ms France stated that it would be useful if this data does exist, but that she would not want the force to spend money trying to find it.

Work/life balance was reported on, for the first time, as this has been reported as being one of the top reasons for people leaving the force.

Members stated that, for future years, it would be interesting to know how management action changes the issues reported, and that there was enough information reported to say that there is work still to be done.

07/2011 Protective Service theme: counter terrorism

Agenda Item 6

CI Rae Jiggins gave a presentation on the counter terrorism work carried out by the BTP and on the threats facing the rail network.

Members stated that keeping the railways running is something that people are increasingly taking for granted; many don't remember or don't know about the disruption which was caused by terrorism in the past.

DCC Crowther informed the Members that this was an example of one of the many background functions required to enable the force to focus on the issues of direct interest to industry. CI Jiggins stated that BTP's officers have unique experience of dealing with these issues on the railways, with regard to disruption and confidence.

There was a discussion about the increasing travel on the rail network by protected persons and planning for the Olympics. The Members were informed that there is no cost recovery from Government for their protected persons travelling on the railway, however, there was a cost to the BTP. CI Jiggins informed the Members that the cost to BTP for protected persons has been increasing each year.

Mr Collins reiterated the need to clearly communicate the benefits of the force having its own counter terrorism unit and recommended that Members visit the CTSU.

Action: Mrs Elvy to arrange a single visit to the CTSU for all Performance Review Group Members.

08/2011 Review of progress with Strategic Plan (report 1 of 2)

Agenda Item 7

Following discussion, Members agreed that comments on the Plan need to be passed to the Strategy Group, stating that the Plan needs to be less bureaucratic and more focussed. The actual workings do not need to be shown, but a higher level commentary is needed.

Action: Mr Collins to provide feedback on the Strategic Plan to the Strategy Group

Members agreed that the message should be that the Strategy Group and the force work through this. It is too detailed and doesn't focus on the strategic level.

09/2011 Scoping discussion for thematic meeting 2: Sickness management and OH support function (issues raised at FMT)

Agenda Item 8

The thematic is due for the next meeting, in October. Ms Hickman suggested that the focus be on Occupational Health and PCSO Sickness. Members agreed.

10/2011 Any Other Business

Agenda Item 9

There was no other business.

11/2011 Date of next meeting 19th October 2011

Agenda Item 10

Signed.....

Chairman