

## Minutes

### Performance Review working group

Wednesday 12<sup>th</sup> January 2012

at The Forum, 74-80 Camden Street

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#### Present:

Ms Liz France (Chair)  
Mr Michael Holden  
Mr Anton Valk

#### Apologies:

Mr Howard Collins  
Mr Neil Scales  
Mr Paul Crowther, Deputy Chief Constable BTP

#### In attendance:

Mr Alan Pacey, Assistant Chief Constable Territorial Policing  
BTP  
Mr Paul Brogden, Chief Superintendent BTP  
Ms Lisa Brooks, Corporate Support BTP  
Ms Charlotte Crabtree, Head of Performance and Analysis BTP  
Mr Peter Ward, Head of Learning and Development BTP  
Mr Andrew Figgures, Chief Executive BTPA  
Mrs Samantha Elvy, Research & Policy Manager BTPA  
Mr Jon Newton, Performance Analyst BTPA (minutes)

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### 01/2012 Welcome and Apologies

Non-Agenda

The Chair welcomed the new Performance Review Group Member Mr Anton Valk and Ms Charlotte Crabtree, the new BTP lead for Performance and Analysis to the Performance Review Group.

### 02/2012 Minutes of meeting 19.10.2011

Agenda Item 1

The minutes were approved. Ms France confirmed that she is now the BTPA lead for stop and search.

## **03/2012 Q3 Performance report and analysis**

### Agenda Item 2

Chief Supt Brogden, on behalf of DCC Crowther, gave an overview of BTP's performance against national and local policing plan targets during quarter 3. He informed the Members that performance has improved since the last Performance Review Group meeting. The force was achieving all national targets and 32 local targets, meaning that 43 out of 58 targets were being met overall. This represented a slight improvement since the Q3 report was distributed to Members.

The force was meeting the disruption offences target; there had been fewer offences than last year and the numbers were now coming into line with the performance target when viewed seasonally. Most offences were for trespass and vandalism. Live cable related offences also continued to fall, and the price of copper had recently fallen by 25 per cent.

Disruption minutes continued to fall from quarter 2 to quarter 3, broadly in line with falls in offences. Ms France asked why they had risen when compared to the previous year to date. It was explained that there had been some particularly difficult to deal with fatalities and there had been an increase in unexplained fatalities, causing an increase in disruption minutes. Other reasons, such as the current economic situation, may also be contributing to increased suicides. Other factors potentially contributing to the increase include greater scrutiny being placed on these incidents and an improvement in recording.

There has not been any analysis into the reasons behind the increase in unexplained fatalities; however, the force is placing more focus on checks; procedures and debriefing unexplained incidents. ACC Pacey informed the Members that, due to previous cases, the force had possibly been a bit over cautious with regard to fatalities. This has been recognised by senior colleagues and work has been going on to address that. The force is working with operators to get drivers to quickly report fatalities and to get experienced duty officers to handle the incident as quickly as possible.

There was discussion about the performance targets for next year, which will include something to reduce disruption minutes. ACC Pacey stated that in the past there had been an assumption that if offending reduced this would also impact on disruption minutes. It

has since been found that although this does happen for some types of disruption, such as cable theft, it is not necessarily the case for other types.

Mr Holden highlighted the good practice which has been developed in the London North area and asked how the lessons from this work have been communicated across the force. ACC Pacey stated that the findings have been taken into account in the fatality review and spread as good practice. Chief Supt Brogden also highlighted the good support from train operators regarding the use of the fatality hotline, by drivers, to quickly report incidents.

Chief Supt Brogden informed the Members that notifiable crime had continued to fall but that cycle crimes had increased. The majority of offences were occurring in the London South and London North areas; the force has been working to educate people about cycle security and cycle racks. Mr Holden asked about the response by train operating companies. The Members were informed that there had been some great efforts but that overall the response had been patchy; current franchising arrangements did not always encourage this sort of investment. As franchises come up for review there may be some improvements. ACC Pacey informed the members that, although important, the force had to make a judgement balancing this issue with other crime types when deciding priorities.

There was a discussion about putting the emphasis crime prevention. Mr Valk stated that he has some useful contacts who could provide advice on work undertaken in Holland, where cycle use is much higher. Ms France suggested that the force could communicate the proportion of overall notifiable crimes that are cycle thefts, and say that operators are able to do something about these numbers.

Chief Supt Brogden informed the Members that the force sickness rate has recently been high, but that this was in line with seasonal trends and is expected to fall. PCSO sickness continues to be high. Ms France informed the group that small numbers continue to impact on the level of PCSO sickness, highlighting a particular example from one force area. It would be useful if these one-off cases could be extracted. There was also a question about poor historic recruitment and standards working there way up. ACC Pacey stated that BTP performed well when compared to other forces, but there were job satisfaction and other issues. Mr Holden stated that the railway organisations would be pleased with this level of sickness, and that these statistics only stand out because sickness for other employee types is so low.

Chief Supt Brogden informed the Members that where local targets had not been achieved, they were narrowly missed and that the force was very confident of achieving its national policing plan targets.

Members received taser usage data for the first time; Mr Holden asked if there is any comparison data about the use of tasers during the previous year as this would be useful for identifying trends. Chief Supt Brogden stated that tasers had been used 82 times from 2009 to November 2011 and fully discharged twice. There is no time-line, however, this data could be collated.

Mr Holden asked whether or not there had been any problems and whether tasers were delivering a benefit. ACC Pacey informed the Members that they were definitely delivering a benefit. Although rarely used, they are useful if there is a serious issue that requires action to calm down. Members were informed that the IPCC does not necessarily get involved if a taser is fired but that there is a standard operating procedure which must be followed.

ACC Pacey informed the Members that most of BTP's project related issues were due to IT and were as a result of the WAN project. Most of the projects, apart from the CCTV project, depend upon the WAN being implemented.

ACC Pacey informed the Members that BT had failed to deliver what was agreed with regard to the WAN project and that there had, as a result, been another high level meeting on 11<sup>th</sup> January 2012. The issue has been escalated as far as possible and the project will definitely be finished, if not by 31<sup>st</sup> March 2011, then within the first ten days of April. There was discussion about value for money and whether or not there has been any operational impact due to the WAN project delays.

The Case and Custody project has suffered minor technological glitches. BTP is one of the first forces to use CuCase and there have, as a result, been some teething problems with it.

Mr Valk and Ms France suggested that, as the project risk register contained so many Reds related to IT project management, it would be useful to look further at the lessons learned once the WAN project in particular have been finished.

**Action: A lessons learned report to be produced by DCC Paul Crowther after the WAN project has been completed, this report to then be reviewed by the Police Authority.**

Chief Supt Brogden stated that firearms licencing is progressing well. There has been a project board meeting, with updated information, since the paper was submitted to this Performance Review Group meeting. Mr Figgures informed the Members that the Chief Constable is confident the force will be on time and within budget, but that does not mean the licencing situation has been solved. Ms France raised a concern that this is not a long term solution as there may be a serious risk if something goes wrong.

## **04/2012 Cable Theft Update**

### Agenda Item 3

ACC Pacey informed the Members that live cable offences have reduced by 15 per cent for the year date. Since Network Rail resources started, in October, offences have reduced by 35%. Attempts to reduce offences have been helped by industry efforts and increased national awareness. There has also been a trial in the North Eastern area which has seen scrap metal dealers working well with the force. In summary, the current situation is encouraging but there is still more work to do.

ACC Pacey stated that it looks as though there will be new scrap metal legislation. The remaining questions are largely around its content and timing. It currently looks as though there will be registration licencing for scrap metal dealers and it may include the requirement to introduce cashless transactions. There is, however, the recognition that although new legislation will work for a period of time offenders will work around it. As such, the force is attempting to better understand the market and disposal routes for stolen metal.

The force has not yet received any money from the Department for Transport (DfT) for the £5 million national taskforce, which has been announced. There was discussion about whether the funding was only for this business year or whether it can be rolled forward into next. The Group agreed that there was not sufficient time left this year for the funding to be fully utilised as effectively as possible. ACC Pacey informed the Members that the force was proceeding on the basis that the funding will come through and be available for next year. The force is working with the ACPO Metal Theft Working

Group. ACC Pacey, along with DCC Crowther, will be overseeing the use of this funding. The force is ready to proceed as soon as the funding arrives.

The focus for the theft taskforce will mostly be to reduce crime, disrupt organised crime networks, and to working with scrap metal dealers to reduce offending.

Mr Figgures highlighted the need for any activity funded by the metal theft tasking to be identifiable, so that reassurance can be provided to the Authority and the DfT. ACC Pacey informed the Group that there is a governance plan, linked with regional financial officers. There will be a bidding process overseen by the ACPO Metal Theft Working Group.

## **05/2012 Update on HMIC Inspections**

### Agenda Item 4

Chief Supt Brogden gave a brief update on the HMIC Inspections. He informed the Members that repeat ASB victimisation also featured in the data quality review and that there were plans to address these issues.

ACC Pacey stated that he was disappointed with the feedback from HMIC, and that some of the Areas for Improvement (AFIs) appeared to resemble comments. The force has plans in place to address the AFIs, however, there should be a realistic view taken about some of them. Progress with the AFIs will be reviewed again at the next Performance Review Group meeting.

## **06/2012 BTP EDHR People and Culture Theme Update**

### Agenda Item 5

Mr Ward provided an overview of the BTP Equality, Diversity and Human Rights (EDHR) Action Plan. The force has replaced the previous plan, which was confusing and contained lots of actions. He stated that, upon reflection, the plan may have been slimmed down too much and could do with more context, metrics and Red Amber Green (RAG) type measures. A revised report format will be presented for the EDHR update to the next meeting.

Mr Ward stated, however, that he was very pleased that the force was now ranked 25<sup>th</sup> by the Stonewall Indicator. This has highlighted the progressive work by the force, which has improved by its ranking by over 50 places since 2008.

There continues to be a challenge with regard to female officer recruitment, and the progression of female and BME officers, which is being looked at. Development is also required for some front-line managers.

Members were informed that, during the last police officer recruitment campaign, 22% of applications were from females. Home Office forces receive a much higher proportion of female applicants. ACC Pacey stated that this may be something to do with the type of organisation BTP is. The force does not have some of the specialist roles that Home Office forces do, and as such may be seen as having fewer opportunities. Also many positions are London based which is seen as less family-friendly. The organisation being focussed on the railways may also be a factor. Mrs Elvy stated that evidence from earlier BTP research indicated there may also be the perception that officers could be end up being posted anywhere in the country due to the BTP being a national force. This may deter women from applying if they were the primary carer at home.

## **07/2012 Protective Services Theme: Critical Incidents**

### Agenda Item 6

ACC Pacey gave a useful presentation regarding critical incidents and BTP's management of them. There was discussion amongst the Members following an observation made by Mr Valk, about the force's communications strategy and general approach to managing media relations. Members noted how complex the field of media relations had become as the speed with which the printed press and social media had increased. Members suggested that the Authority was generally unsighted about how BTP went about addressing the challenge of balancing its proactive and reactive engagement with all different types of media in a landscape that was rapidly changing. It was agreed that this topic was worthy of more detailed consideration outside of the Performance Review Group meeting and perhaps could be the topic of a presentation to the full Authority.

**Action Mrs Elvy to co-ordinate a piece of work to expose to the Authority how BTP is responding to the complex challenges of modern media relations.**

**08/2012 Thematic: Force Training Strategy**

Agenda Item 7

Mr Ward gave a presentation on BTP's Learning and Development Strategy.

Mr Holden raised a concern that compliance for mandatory training, at 90%, seemed to be quite low for training that was necessary for all officers. ACC Pacey informed Members that if the statistic took into account only those officers who were on the front-line, the compliance rate would be more like 98-99%. However, all officers are required to do the training as they may be called upon even if they are not usually front-line. It was reiterated that this training was mandatory for all officers and that there was room for improvement.

The Members questioned the pass rate for BTP officers completing OSPRE. Mr Ward stated that the BTP pass rate was fairly low compared to other forces nationally. At present, any officer can apply to complete OSPRE, however, in the future BTP hoped to be able to be involved in approving requests to commence it. BTP applied to be part of the new system, but they were not successful. Members asked whether vacancies existed for those who successfully completed OSPRE, or whether demand exceeded supply. They were informed that vacancies do tend to arise for those that have passed OSPRE.

Members raised concerns about the low numbers who seemed to have completed some of the Olympics training courses. For example, the Olympics Command Refresher course has no one booked to complete it. Also, it appears as though 41 out of 47 booked to complete the Bronze Commander Course have not turned up, which also raises issues about value for money. However, some courses were cancelled as a result due to Operation Bench. Mr Ward explained that courses were delivered at Spring House, delivered by an external trainer; as such there was some cost incurred in the cancellation of courses.

ACC Pacey questioned the accuracy of the figures outlined in the presentation but stated that, if they were correct, they were very



poor and that the force will improve them. BTP will update the Group on the accuracy of the data in due course.

Mr Holden asked why there were spikes in the number of people on training courses at certain times of the year. Mr Ward explained that there can only be 5 officer intakes per year and that the number doing training courses was also impacted on by the timing of budgets. Members asked that smoothing of courses was achieved as often as possible.

**09/2012 Scoping Discussion for Thematic at Meeting 4: i) Developing a Firearms Capability**

Agenda Item 8

ACC Pacey informed the Members that the force will be operational before the next meeting. Mr Holden stated that this would be useful to discuss progress to date and readiness for the Olympics. ACC Pacey agreed that the next meeting would be a good time for this.

**10/2012 Any Other Business**

Agenda Item 9

No other business.

**11/2012 Date of Next Meeting 1<sup>st</sup> May 2012 2-4pm**

Agenda Item 10

Signed.....  
**Chairman**