

Minutes

Performance Review working group

Wednesday 17th October 2012

at The Forum, 74-80 Camden Street

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Present:

Ms Liz France (Chair)
Mr Michael Holden

Apologies:

Mr Howard Collins
Mr Anton Valk

In attendance:

Mr Paul Crowther, Deputy Chief Constable BTP
Mr Alan Pacey, Assistant Chief Constable Territorial Policing
BTP
Mr Mike Furness, Head of Strategic Development BTP
Mr David Wildbore, Chief Superintendent Central Operations
BTP
Mr Peter Ward, Head of Learning & Development
Ms Lisa Brooks, Head of Audit & Compliance BTP
Mr Freddie Josland, Employee Engagement & Diversity
Manager, BTP
Mr Andrew Figgures, Chief Executive Officer BTPA
Mrs Samantha Elvy, Research & Policy Manager BTPA
Mr Jon Newton, Performance Analyst BTPA (minutes)

38/2012 Welcome and apologies

Non-Agenda

Ms France Chaired the meeting as Mr Collins had given apologies. The Chair welcomed all colleagues to the Performance Review Group meeting. Apologies were also received for Mr Valk.

39/2012 Minutes of meeting 19.07.2012

Agenda Item 1

The minutes were approved. There was one action update; this was for the action to respond to the EHRC in response to its report on

the use of Section 60 Stop and Search Powers. The BTPA has drafted a letter which is awaiting approval from the BTPA Chief Executive Officer.

40/2012 Q2 Performance Report and analysis

Agenda Item 2

DCC Crowther provided an overview of the main headlines from the Quarter 2 Performance Report. BTP was, at the time of writing, achieving 8 out of 11 national and 26 out of 31 local policing plan targets. The force has achieved notable successes in reducing the number of disruption related offences. At the 36 locations, which contribute to target N1, there had been a 55% reduction in lost minutes for the year to date; this compares to the 36% reduction overall. This had been achieved by focussing primarily on live cable offences and fatality management. The force areas had experienced a slow start, with regards to the response from partners, but this has since improved. This work, however, continues to be police-led and this is an issue which could be addressed.

Cable offences continue to cause a disproportionate amount of delay; however, the number of offences has been significantly reduced. Fatality incidents also continue to cause a disproportionate level of delay; they are responsible for 3% of Network Rail incidents but 31% of lost minutes. The number of delay minutes, however, has reduced from 169,000 to 76,000 minutes.

Mr Holden and Ms France praised the outstanding reduction in the number of delay minutes. Mr Holden reiterated that the reduction in delay had not come about by accident. Ms France stated that this reduction had also been recognised in other industry forums.

DCC Crowther informed the Group that Operation Tornado had been very successful with regard to the level of sign-up prior to the introduction of metal theft legislation. There was, however, concern that the £5 million funding for the National Metal Theft Taskforce would not be continued after this financial year.

There has been a very good business outcome from this funding. Research by Deloitte had found that metal theft caused a £260 million impact. The £5 million funding, which had come from the Department for Transport (DfT) had resulted in a £130 million reduction in the impact. There was concern that as funding for the Operation is withdrawn infrastructure that has been put in place will

be dismantled and resources scaled back. ACC Pacey informed the Group that he was beginning to see forces not match the levels of funding due to concerns about the continuity of this work and metal theft no longer being on their list of priorities. Members agreed that the timing would be wrong for funding to be withdrawn.

DCC Crowther informed the Group that, in 2010-11, over 50% of BTP's cable offences had been in the North Eastern area and that, although it still experienced more than any other force area, this had now been brought down to 29% of all offences. The London Underground area, after having a low number of offences last year, was struggling to keep the numbers equally as low. Offences have, however, continued to be few in number. The number of cable offences in the London South area was slightly above the year to date target but it was confident of achieving this by the year-end.

The number of notifiable offences was down compared to last year, but slightly above the year to date target. This has been challenging due to the Olympics, but there was confidence that the number of offences would be under target by the end of the year. The number of cycle crimes has significantly increased. London South has directed activity at these offences with some significant successes. Ms France reiterated that although not a priority for train operating companies (TOCs) the number of cycle thefts had been increasing. DCC Crowther informed the Group that where the force has focussed on these offences they have had an impact.

The notifiable crime target is being achieved by all non-London areas. The London areas are within 5% of the target and are expected to be within the target by the end of the year. Mr Holden queried how there could have been fewer notifiable offences compared to the same period last year yet be above the target number. It was explained that this was due to the target being linear rather than seasonal.

The detection rate target for violent offences was being narrowly missed but it was expected that this target will be achieved. Ms France queried why the number of racially aggravated harassment recorded offences seemed to be out of line with other offence types. ACC Pacey explained that the increase in the number of recorded offences was due to some particular TOCs having some staff related issues, which has resulted in an increase in the reporting of offences by staff. Mr Furness and DCC Crowther confirmed that this was likely to have been the case but that these offences could be looked into in more detail at the next meeting.

Action: More detailed update on racially aggravated offences to be included within the Quarterly Performance Report to the Quarter 3 Performance Review Group meeting.

Ms France stated, with regard to the sickness target, that PCSO sickness was at an acceptable level. Mr Holden agreed that, although there had been a fairly static trend in the level of sickness, it was at an acceptable level. DCC Crowther informed the Group that the force was monitoring the Scottish area. Police officer sickness, in Scotland, had previously been relatively high, it was then reduced last year but has, since then, been creeping up again.

DCC Crowther informed the Group, with regard to the target N9, that BTP had now automated many of its performance reports. The TOC portal went live the day before this Performance Review Group meeting. There was discussion about the TOC portal.

Action: The TOC Portal will be introduced to, and trialled for future use, at the Quarter 3 Performance Review Group meeting.

BTP is maintaining the level of resources devoted to response policing and the target is being achieved. The number of hours worked by Special Constables was below target. This has been because of a number of Special Constables having been transferred into the force as full time officers and some, employed by TOCs, being needed for work by their employers during the Olympic period.

Mr Holden noted that this was a good way to recruit new officers. DCC Crowther informed the Group that the Metropolitan Police Service require all new recruits to have been Special Constables first. Mr Josland stated that outside of the London areas this is a very useful way of recruiting; it creates a talented pool of enthusiastic people. ACC Pacey stated that although the target N11, to increase the hours worked by Special Constables, was not being achieved the number of hours worked was slightly higher than the previous year.

DCC Crowther highlighted the substantial increase in non-notifiable public order offences. He stated that this had been due to an HMIC audit which looked at whether incidents had been transferred into a recorded event. This audit, in March, recommended that all calls for service were recorded including non-notifiable offences where no action was taken against the offender. This resulted in a levelling out of recording which has had an impact on the crime statistics.

The majority of force areas were confident of achieving all local targets. London Underground, having set some sophisticated and challenging targets, was now paying the price for this. The lost customer hours from person under train incidents target is an example of this. There has been an increase in the number of incidents, an increase in the number of more complicated incidents, and incidents in high impact locations, such as Oxford Circus.

Some key achievements by the force areas include the London North target for partial reopening within 60 minutes. The area has had some very good achievements; BTP is now looking at rolling out this work elsewhere.

The London South cycle crime detection rate is almost double that outlined on the policing plan and they have carried out a high number of cycle initiatives. There has been a turnaround in performance and culture within the area with regard to cycle crime. Ms France asked whether this work could also be rolled out to other areas. DCC Crowther explained that it is quite resource intensive. The areas all have to balance the level of resources with their demands.

London Underground has increased the number of detections for theft, achieving 271 compared to the year to date target of 135, and the North Eastern area has an outstanding live cable theft detection rate, of 32%. Elsewhere the Scottish area has a 90% victim satisfaction rating and the Welsh area has achieved some notable detection rates for staff assaults.

Ms France noted that the increased level of detail in the revised force projects table (table 3) was more helpful than previous versions. DCC Crowther stated that the revisions had been made as a result of a suggestion made by the Performance Review Group and that the new look provided a clearer picture of where potential issues are.

Mr Holden enquired about the increase in recorded driving offences because of BTP's increased use of level crossing enforcement vans. DCC Crowther stated that they are aimed at changing driver behaviour. More serious offences are pursued for careless driving convictions. Those having committed lesser offences are offered the choice to take driver training. The cameras are not covert and are there to prevent offences. There is a phased project to introduce fixed cameras for all road/rail level crossings. The project has had a big investment by Network Rail. Phase 1 of the project focuses on high risk crossings. The cameras will be automated and linked to back office functions. The project is a good example of where BTP

has influenced Network Rail by getting involved in developing a strategy that is more effective, rather than BTP simply being asked to put a person on a crossing.

There was a discussion about the future of funding for the National Metal Theft Taskforce. Mr Figgures proposed developing a business case that considers the costs and benefits of the project and asks whether, as a balance of investment, it has achieved the best result. He suggested that we could then go to the industry and say that the taskforce was a very good use of money and should continue, or otherwise. It would be an opportunity lost if this operation were to come to an end due to lack of funding.

Ms France agreed with the proposal, and stated that the findings could be used not only as a basis to push for funding again, but also to show what has been achieved. This could be an internal report which outlines the potential options. Producing a business case is important to identify the risks that may have to be mitigated. DCC Crowther highlighted some reservations about whether the industry would be willing to provide the £5 million into a ring fenced fund. He stated that this was not just a BTP issue and that it would be a risk to suggest that the force could find part of the £5 million to fund additional, external, activity.

The £5 million, previously made available by the DfT, was allocated as this was the amount that was available at the time. Ms France stated, however, that is not the forum to discuss the next steps but to recognise that the Performance Review Group is pleased with the progress made and that does not want to lose the effects that the operation has had. It is not overly optimistic to assume that the DfT may find this money again. ACC Pacey, however, stated that although possible this may come about too late.

There was a discussion about the Disaster Recovery Project. The Group acknowledged that this had also been covered by the Audit Committee. The Group was informed that if something happened then there would be a detriment to the service provided but there would not be a service failure.

41/2012 Update on reducing disruption

Agenda Item 3

ACC Pacey informed the Group that the force had made very good progress with regard to cable theft and fatality management, where

the key change has been with regard to culture which had previously been slightly over risk averse. Officers are, however, still acting professionally and are thoroughly investigating incidents. There has been a reduction in the number of unexplained fatalities, with about 19 this year. There has been awareness training given to key decision makers, at sergeant and Inspector level. The aim is, by next year, to have a decision making model similar to the bomb threat categorisation model. This will support people's decision making rather than making decisions for them. The force has moved into the hydra training suite in London. The next step is to focus on other types of offences, such as graffiti, ticketing issues, trespass issues and to look at how to deal with suicidal people, using the lessons learned from the current approaches.

The Members reiterated that they were impressed with the progress made but questioned whether the successes were being communicated as effectively as possible. ACC Pacey stated that this was happening at a tactical level but that perhaps more could be done at a strategic level. DCC Crowther informed the Group that the force has been doing a lot of work on suicide prevention and metal theft. He highlighted a meeting due to take place with other organisations in which the force would be proposing that one of their Chief Officers would take an ACPO lead role on suicide prevention. They have been invited to a high level mental health meeting, chaired by Stephen Rimmer, and the force has been building links with mental health providers and linking with work by Virgin and Network Rail to develop formal identification process and a commitment by Network Rail to develop engineering initiatives.

Ms France noted that, as a result of the Olympics and the efforts to tackle metal theft, the force seems to have been learning lessons about how to work better with partners. BTP is doing all it can to develop the suicide work with industry and it now for them to pick this up.

42/2012 Update on HMIC Inspections

Agenda Item 4

DCC Crowther outlined a potential process issue, explaining that exactly the same information was reported to the Audit Committee. Mrs Elvy explained that the proper process is for the HMIC Report and the action plan in response to go to the Audit Committee and then once they have agreed this the Performance Review Group will

monitor progress against the action plan. DCC Crowther agreed that this would be a very effective process.

Action: Mrs Elvy to speak to Mrs Yasin to confirm this process with the BTPA Audit Committee.

Ms Brooks informed the Group that there were two HMIC reports; the first focussed on the ASB inspection undertaken in April. The final report for this inspection was received in August, although the force had already received a draft version. The response plan had been prepared on the content of the draft report. The main targets relate to the identification of repeat and vulnerable callers. Ms France stated that they were already aware of the issue prior to HMIC's visit, and tried to communicate to the team that this issue is not the same for BTP as for Home Office Forces, but questioned whether they understood this message.

Ms Brooks mentioned that, whilst on secondment to BTP call handing during the Olympics, she had used the pro-forma outlined within the training plan and could confirm that it is actually being used. Training is ongoing, and will continue to take place for those at a supervisory level. There is a lot of work going on with regard to the identification of repeat and vulnerable victims; there is also a lot of work in the territorial areas ensuring leadership compliance and policy is embedded. This has helped with problem solving and Problem Solving Plans (PSPs). ACC Pacey outlined that there had been a culture issue but that this is changing so that people now immediately think about whether they could be dealing with a vulnerable victim.

There was a brief discussion about the BTP Integrity and Compliance Board, which meets on monthly basis. Ms France suggested getting reports from these meetings to prevent potential duplication.

The second HMIC report, *Without Fear or Favour*, is a national report for all forces. BTP has had its revisit and received a very good report. The national report is due out imminently and the force will again look at the recommendations. The BTP specific report recognised the good progress that has been made. Ms France questioned whether this subject overlapped with the type of content discussed by the BTPA Professional Standards Committee, suggesting that if this type of information does not relate to BTP's performance then that would be a more relevant forum than the Performance Review Group.

43/2012 BTP EDHR update - end of year update on EDHR Operational Delivery

Agenda Item 5

Mr Josland informed the Group that the BTP had a duty to publish the type of information contained within its Equality, Diversity and Human Rights Annual Report. He stated that there was currently a lack of clarity around the exact information that needs to be published but that the report had been produced for three years and that it more than meets the possible requirements. Once the report is approved by the Performance Review Group the force will publish it.

Ms France praised the content of the report. For the Performance Review Group, however, it was suggested that the information contained was very much focussed on the People and Culture strand of the force's strategy and that it would be useful to get an update on all of the three strands (people and culture, operational delivery, and organisational development).

Mr Josland gave an overview of the Annual Report; there was a discussion regarding female representation, which was still low within BTP; it was suggested that it may be useful to compare BTP with the rail industry; Mr Holden stated that he had already provided some data to the force on this. BME representation within the force was generally at an acceptable level.

The report was approved by the Group on the understanding that it receives a report back on BTP's progress with the three strands of work.

Action: BTP to provide an annual update on progress with Strategic EDHR Action Plan. To include an update on progress with the people and culture, operational delivery, and organisational development strands.

44/2012 Stop & Search six monthly update

Agenda Item 6

ACC Pacey provided an introduction to the different legal powers for stop and search, and for stop and account. Mr Holden enquired about the repeal of Section 44 Terrorism Act powers and how it had affected BTP. ACC Pacey explained that these stop and searches were generally intelligence led and not applied at random. BTP

previously used this power more frequently than some other forces due to the nature of the rail network and because it had been targeted in the past.

It was explained that the increase in the stop and account figures was due to the decision to stop and then restart, within the London area, the recording of stop and accounts so that the force was consistent with the other London police forces.

There has been a substantial overall reduction in the use of stop and search by the force. This is due to the focus on high quality intelligence led stops and searches rather than quantity. There are some legal processes ongoing around the use of Section 60; BTP, and the Metropolitan Police Service, have tightened up their processes. These stop and searches are mostly used, by BTP, at football matches and other events, such as the Notting Hill Carnival. There were no concerns with regard to the accuracy of the stop and search data or about proportionality.

Mr Holden questioned how the stop and search report to the Group could be made more relevant; and expressed concerns about how well it enables the Group to hold the force to account. There was discussion about how much information the Group wanted to receive, as it has in the past receive more comparison data than it does now but then decided that this was not necessary. Mrs Elvy highlighted that the Group's role is to hold the force to account for proportionality of stop and search. Ms France proposed developing some key questions and indicators which could be used.

Action: Ms Elvy to work with BTP to identify the correct data and work on a solution to help the group improve the way it monitors proportionality.

45/2012 Thematic: Training and Development - update on progress with delivery of the annual training plan and compliance and firearms training

Agenda Item 7

Mr Ward gave a presentation on BTP's progress with the delivery of training development. He informed the Group that the mandatory training target has been increased to 100%; the force is currently achieving 67.5% compliance with custody staff authorisation, but this will be up to 100% compliance. He explained that there were ACPO standards regarding this and that it was very unlikely that there

would be no one in custody who had received training. There is a risk to the force regarding this, but it is a mitigated risk. Compliance includes refresher training every year, and module 3 first aid refresher training.

There are 51 trained firearms officers, and 10 reserves. There is refresher training every 6 weeks, which is the mandatory requirement, and the force was at 100% compliance. Firearms officers cannot use a firearm without this. The force is currently working on bringing this training in-house.

46/2012 Protective Services theme: Policing Events - The Olympics

Agenda Item 8

Chief Superintendent Wildbore gave a presentation on BTP's policing of the Olympics. The Group praised the very successful policing by BTP during this period. The policing of the Games went very well and the feedback from Home Office officers, working with BTP on mutual aid, and members of the public had been very positive.

47/2012 Scoping discussion for thematic at 2012/13 meeting 3. i) Protective Services theme: Protecting vulnerable people - safeguarding and promoting child welfare; ii) Football policing

Agenda Item 9

Ms France confirmed that this scoping discussion was for both items to be included on the agenda for the next Performance Review Group meeting. The inputs should consider the threat posed to the force and the approach used for planning and resources. It would also be useful if some comparison information could be included.

48/2012 Any other business

Agenda Item 10

There was no other business

49/2012 Date of next meeting: 17th January 2013

Agenda Item 11