

## Minutes

### Performance Review Committee

Wednesday 15<sup>th</sup> May 2013

at 16-14 Whitfield Street, London W1T 2RA

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#### Present:

Ms Liz France (Chair)  
Mr Michael Holden  
Mr Bill Matthews

#### Apologies:

Mr Howard Collins  
Mr Anton Valk  
Mr Paul Crowther, Deputy Chief Constable BTP  
Mr Steve Thomas, Assistant Chief Constable Central  
Operations BTP

#### In attendance:

Mr Alan Pacey, Assistant Chief Constable Territorial Policing and  
Crime BTP  
Ms Charlotte Crabtree, Head of Performance and Analysis BTP  
Mr Jamie McDougall, Performance and Analysis Manager BTP  
Ms Jonquil Chapman, Head of Justice Directorate BTP (present  
for Agenda Item 8)  
Ms Susan Yeomans-Jones, CJU Operations Manager BTP  
(present for Agenda Item 8)  
Mrs Samantha Elvy, Research & Policy Manager BTPA  
Mr Jon Newton, Performance Analyst BTPA (minutes)

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### 13/2013 Welcome and apologies

#### Agenda Item 1

Ms France chaired the meeting in place of Mr Collins, who had given apologies. The Chair welcomed all colleagues to the Performance Review Committee (PRC) meeting; the Committee was informed that Ms France will also be chairing the next meeting. New Authority Members, who are currently in the process of being recruited, will subsequently be appointed to the Group as Mr Collins and Mr Holden will be leaving the Authority.

Apologies were also received for Mr Valk, DCC Crowther and ACC Thomas.

### **14/2013 Minutes of meeting 17.01.2013**

#### Agenda Item 2

The minutes of the quarter 2 PRG meeting were approved as an accurate record of discussions.

### **15/2013 Matters arising**

#### Agenda Item 3

Action 12/3 and 12/15 were included on the agenda for this meeting at items 3.1 and 7 respectively and could be closed. Action 13/01 could also be closed, with the visit to the CJU taking place following this meeting.

Members raised concerns about the remaining actions, 12/9 and 12/14, which related to the provision of a report on progress against the EDHR objectives at the end of 2011/12. A report was due for the quarter 2 Performance Review meeting, and subsequently the quarter 3 meeting, but had still had not been received. Members advised that there is vulnerability if those at a sufficiently senior level have not looked at this data, especially when BTP is going through a period of structural and workforce planning changes. Mr Pacey apologised to the Committee and stated that the force has recognised the importance of this work. He informed the Committee that this action had now been picked up by the force's Senior Advisor and tight timescales had been put in place.

**Action: BTP to provide a report to the Authority before the next Performance Review Committee meeting in July.**

### **16/2013 Matters arising - firearms oversight arrangements**

#### Agenda Item 3.1

Mrs Elvy informed the Committee that the College of Policing has a regular inspection regime for police forces that carry out their own firearms training. Her Majesty's Inspectorate of Constabulary (HMIC) and Association of Chief Police Officers (ACPO) do not carry out full

inspections with respect to firearms. The Independent Police Complaints Commission (IPCC) is, however, involved whenever a firearm is discharged. There has previously been no regular oversight with respect to police authorities.

BTP is in the process of gaining a licence to conduct its own firearms training and as such the College of Policing (College) will be inspecting the force in the near future. This will then be followed by annual inspections on an initial basis, with the College then moving towards carrying out inspections every three years. BTPA can add to this by carrying out oversight of compliance on a more regular basis or by inviting the College or HMIC to do this at extra cost.

It was agreed that, initially, the PRC would like to see the first College inspection reports and that this could be followed by some form of exception reporting.

**Action: Committee to see the first College inspection reports on BTP's firearms training.**

## **17/2013 Changes to the Terms of Reference of the Performance Review Group**

### Agenda Item 4

Mrs Elvy informed the Committee that the BTPA's Business Manager carries out an annual review of the business cycle for the Authority Groups/Committees. The coverage of the PRC has changed slightly, with some items being moved in their entirety to other Authority Groups/Committees. The PRC will take on a new area with regard to trends in passenger satisfaction, which links to BTP's strategic objective to increase its National Passenger Survey (NPS) scores.

There was discussion about looking at performance by PSA holder. This subject arose following a PSA holder's comments on their charges for the current year. It was agreed that work will be developed and taken as a private item until the Committee was confident of the supporting data. ACC Pacey stated that the force has a good understanding of this information and that there were some risks around this. There would be difficulties with respect to the detail of the locations, and this work would require a pragmatic approach. Mrs Elvy highlighted that this was not something that the Train Operating Companies (TOCs) had looked at, but it was something that the Association of Train Operating Companies

(ATOC) has indicated it wants to do. BTPA will scope what this piece of work looks like.

There was discussion about the 2013-14 work plan, which can be flexible if particular issues arise during the year. ACC Pacey stated that there was a difference between serious and organised crime and volume crime. It would, however, be worth covering both subjects. It was agreed that serious and organised crime would be kept as a thematic item, but would not include an element on volume crime. Volume crime would be added to the work plan as a standing item in place of disruption. Disruption reduction was now seen as business as usual whereas volume crime was seen as potentially a higher risk.

There was discussion about Committee's representation. ACC Pacey informed the Members that BTP's restructure is likely to result in a change to the roles of the force's ACCs. It would be appropriate for DCC Crowther to be the force lead for the Committee with one of the ACCs attending the meetings. Ms France highlighted the importance of identifying the correct person to attend, rather than having numerous representatives. The preference was for DCC to be the lead BTP representative, to provide a focal point for the force, but with the appropriate people, to include one ACPO rank, attending the meetings.

**Action: Mrs Elvy to amend the 2013-14 work plan by removing the reference to volume crime from the serious and organised crime thematic, and by replacing the standing agenda item on disruption with volume crime.**

## **18/2013 Quarter 4 performance report and analysis**

### Agenda Item 5

Members congratulated the force for the ninth consecutive annual reduction in notifiable crime, especially for the level of reduction in cable theft, and for the achievements in reducing police-related disruption.

Members queried whether there were any issues to note with regard to more serious offences. The Committee was informed that there had been a small number of major incidents in recent months that could have occurred in other locations but happened to have been on BTP jurisdiction. These incidents, which predominantly occurred

in the London area, involved varying degrees of complexity; BTP retained primacy in all of them.

ACC Pacey outlined the main headlines from the Quarter 4 Performance Report. There was a very credible performance by the force in 2012-13. Three national policing plan targets were not achieved. Members were content with discussions in previous meetings with respect to the target to respond to 95% of Olympic immediate incidents within 10 minutes; the other targets not achieved were to reduce sickness and increase the number of hours worked by special constables by 10%.

The special constables target was not achieved because of the number of special constables that had left and rejoined as full-time officers. Ms France praised the work that took place at special constable events, in particular highlighting relations with universities in the north-west in which students enrolling on a policing foundation degree course must also sign-up to be a special constables. ACC Pacey highlighted an initiative with the University of Wolverhampton which the force is looking to further develop.

With regard to the sickness target, BTP continues to be one of the better performing forces and the sickness level was better than it has been in previous years. There was some slight concern about the staff sickness rate at the Force Headquarters (FHQ). The main reason for this was higher rates in specific departments earlier in the year. There has been action with the Human Resources department heads in order to deal with this. The Control Rooms tend to have a higher sickness rate compared to some other departments because of the pressured nature of the work. There are changes underway at the force and there is likely to be some fluctuation in sickness levels in the future. There was a discussion about the importance of management culture and having staff that feel valued. Ms France raised the potential of using Bradford Factor scores to help manage sickness, and noted that the force still has a very good sickness rate.

ACC Pacey informed the Committee that the force has been very successful in reducing police-related disruption; BTP had changed its approach and had received a lot of support from industry. The strategic aim to achieve a further twenty per cent reduction by 2019 will be very challenging. Trespass will be the next issue to focus on; there was a need for the force and industry to work together to better understand each others procedures. Members praised the work of BTP, highlighting the alignment of the force's objectives with

what the industry wants to achieve and reiterated the importance of making the industry aware of the value of this work.

Members questioned whether theft of passenger property had been an increasing issue for the force. ACC Pacey informed the Committee that the vast majority of violent offences recorded by BTP were at the minor end of the scale, such as pushing or shoving. Table 2 of the quarterly report showed that there were 22 offences per day. This, however, represents a small number when compared to the millions of railway journeys each day; train operating company staff are also encouraged to report incidents. Members suggested that this be identified either in the report's statistics or commentary. It was suggested that the ratio of offences compare to passenger numbers would be useful as this would show a downward trend in risk.

ACC Pacey advised the Committee that theft of passenger property was the main problem with respect to volume crime. The number of offences had increased across London; this is something that had also been experienced by the Metropolitan Police Service. BTP had produced a detailed profile of these offences. Offences were primarily in London however there were also other hotspot locations. Members queried whether sufficient crime prevention messages were being communicated out at the key stations. The tannoy messages at St Pancras station were highlighted as a good example of this. ACC Pacey noted that there was more that could be done with regard to crime prevention.

## **19/2013 Update on reducing disruption**

Agenda Item 6

This was covered under Agenda Item 5.

## **20/2013 Stop and search six monthly update**

Agenda Item 7

ACC Pacey stated that he was content with the accuracy of the stop and search data but that the report to the Committee still lacked analysis and commentary; this would be included for the next stop and search update. The vast majority of the stop and searches conducted by BTP take place in London, within the Metropolitan Police Service district, and BTP data could therefore be

benchmarked against the Metropolitan Police data. With respect to proportionality, stop and account can be compared with the background population of greater London, which is mostly covered by the Metropolitan Police Service. Reasonable Grounds stop and searches are comparable with national statistics.

It was agreed that benchmarking would be informative. Members reiterated that it is the job of the authority to provide oversight and where necessary pay more attention to potential areas where further assurance is required. There was concern that the Committee only receives data for stop and search without any commentary. An example of where this has been an issue was the decision to record stop and account again, after previously stopping this practice. This had a substantial impact on the statistics yet there was no explanation in the report.

ACC Pacey provided comment on the latest stop and search statistics. There was an increase in stop and account activity between December and January, this was a result of the increased activity to target the increased levels of volume crime in London; this activity mostly occurred in the London Underground area.

The force has reduced its use of Section 60 stop and searches. It is generally only used for key events, predominantly the Notting Hill Carnival. Community groups were broadly content with BTP's approach. Mrs Elvy informed the Committee that they had no concerns for BTP with respect to some of the issues that had been seen nationally around the use of Section 60 stop and search powers.

The Committee was informed, with regard to proportionality, that most stop and searches carried out on people that were recorded as White. The exception to this was for Section 60 stop and searches which were mostly carried out on people that were recorded as Black. This was because the vast majority of Section 60 stop and searches were carried out at the Notting Hill Carnival, and this power was used on a relatively small number of occasions. ACC Pacey informed the Group that the proportionality of stop and search by BTP compared favourably with where the force had been previously, and that there were no concerns when compared to other forces.

**Action: Future stop and search reports to contain contextual analysis and commentary on the statistics.**

## **21/2013 Thematic: Criminal Justice (CJ) Review**

### Agenda Item 8

The presentation took place after Agenda Item 11 and was followed by a visit to the BTP Central Justice Unit (CJU). Ms Chapman and Ms Yeomans-Jones gave the presentation on BTP's criminal justice (CJ) processes and structures, the force's CJ Review, the Central Justice Unit (CJU), and performance.

The Committee was informed that criminal justice was the procedure by which criminal conduct is investigated, charges brought and then progressed through prosecution, sentencing and punishment. BTP's CJ Review, under ACC Thomas, made 45 recommendations. Many of these were structural and, as such, fell under the force's organisational changes, with the others having been incorporated as business as usual activities.

CJ performance is assessed using a number of pre-charge and post-charge performance indicators. Pre-charge indicators focus on the number of detainees bailed, the number of case files returned to officers due to issues with quality or content, the number of summons administered for offences which require CPS authority which may indicate where disposals do not follow CPS guidelines, and compliance with the Victims Code of Practice. Post-charge indicators focus on the level of service given to victims and witnesses, ensuring the number of executed warrants is higher than those issued and keeping outstanding warrants at a manageable level, the timeliness of updating PNC with court results, and the measurement of CPS prosecution data to compare conviction rates against the national average. Performance statistics are reported to the force's Service Excellence Board (SEB).

There was a discussion about the improvements CJU had made since 2008 with regard to witness care and the improvements to the force's PNC performance data, which now compared very well with other police forces. There was also discussion about the excessive length of time it can take to get Crown Court dates and get cases through the justice system, and the impact this can have on victims.

Members praised the CJU, highlighting it as a good news story for the force. The Committee was informed, however, that this was not necessarily the picture outside of London and that the force will be looking at best practice from the CJU and the CJ review as part of



the force restructure. Ms France stated that it would be useful for the Committee to see have sight of performance figures.

**Action: BTP to provide CJ performance data to future PRC meetings.**

**22/2013 Scoping discussion for thematic items to be taken at the next meeting**

**9.1 Data quality (crime and incident data) annual report on data quality for review and discussion**

**9.2 BTP disclosure unit - performance against internal KPIs and national standards of compliance relating to the Freedom of Information Act (FOIA) and the Data Protection Act (DPA).**

Agenda Item 9

Mrs Elvy stated that the force now has an Integrity and Compliance Board in place and, with respect to Item 9.1, proposed getting an overview of how the force audits its data internally and any issues that the Committee needs to be aware of.

Item 9.2 would be an overview of how the force is complying with the FOIA and DPA. It would include information on internal processes, showing how FOI requests are picked up and ensuring there are no vulnerabilities.

**23/2013 Any other business**

Agenda Item 10

The Committee thanked Mr Holden for his efforts for the PRC. Attendees highlighted that, during his time with the Authority, Mr Holden had been a challenging and very good Authority Member.

**24/2013 Date of next meeting: 22<sup>nd</sup> July 2013 (3pm - 5pm)**

Agenda Item 11