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## Minutes

### Performance Review Group

22<sup>nd</sup> October 2010

at The Forum, 74- 80 Camden Street

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#### Present:

Mr Howard Collins (Chair)  
Mr James King (via telephone conference)  
Ms Liz France

#### Apologies:

Mr Michael Holden  
Mr Alan Pacey, Assistant Chief Constable Territorial Policing

#### In attendance:

Mr Paul Crowther, Deputy Chief Constable  
Mr Paul Beasley, Assistant Chief Constable Protective Services  
Ms Teresa Hickman, Acting HR Director  
Mr Wayne Smith, Business Analyst Territorial Policing  
Mr Jai Chainani, Force Statistician  
Mrs Sam Elvy, Research & Policy Manager BTPA (minutes)  
Ms Lisa Brookes, Corporate Support BTP

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### 12/2010 Welcome and Apologies

#### Non-Agenda

The Chair welcomed all colleagues to the second full meeting of the Performance Review Group and gave apologies for Mr Holden; he advised that Mr King would be joining the Group remotely. The Deputy Chief Constable also gave apologies for Assistant Chief Constable Territorial Policing who was engaged on an operation.

## **13/2010 Minutes of meeting 16.07.10**

### Agenda Item 1

The minutes were approved.

## **14/2010 Performance Dashboard and supplementary analysis**

### Agenda Item 2

The Chair thanked colleagues for their ongoing work in developing the current performance dashboard and the supporting papers and suggested that there was an opportunity to now scale back the range and number of indicators presented in order to focus on key strategic issues. The Deputy Chief Constable asked for a discussion with the Chair about the current work plan and process for commissioning future work for presentation to the Group as he was keen that this should not place an additional burden on the Force. Mr Collins agreed that this would be useful as he was keen to avoid the need to generate any new information that was in addition to that which the Force already produced for its own internal monitoring and management activities.

**Action: Deputy Chief Constable to arrange to meet Mr Collins to discuss the current work plan and process for commissioning information for future Performance Review Group meetings.**

The Deputy Chief Constable highlighted the new data sets identified around delay minutes which related to BTP's intervention in incidents on the network. This information had been secured from Network Rail and was felt to be a useful step in establishing a baseline position and then monitoring the impact of BTP's activities now and in the future. He suggested that while this data seemed to indicate some early good news some further work should be carried out to refine the data. Once this was done this information could be reviewed at future meetings as part of the ongoing performance dashboard work.

He further noted that feedback at the recent stakeholder workshop had indicated that reducing disruption was a growing priority for industry partners and possible approaches to this problem were being considered as part of the current BTP Futures Project. For example, it was likely that BTP would need to prioritise its efforts around disruption at key locations rather than providing the same level of response at all locations. Members were clear that the overall focus for the Group going forward should be on reviewing data which specifically related to BTP interventions in disruptions. In particular an ability to review seasonality and longer term trends would be essential.

The increase in overall notifiable crime was noted and the challenge that this posed in the coming months was discussed. In doing so BTP's imaginative approach to the increasing volume crime such as theft of personal property and cycle theft was welcomed and the approach on LU Area in particular was commended (item 3.8 Appx A). A slight decrease (-1%) in detection rates was noted though this was not felt to be a major cause for concern and will be reviewed again at the next meeting. The ongoing challenges around cable theft were noted and a further update provided under Agenda Item 5.1.

Recent progress on sickness was welcomed with 80% of employees having taken no sick leave being noted. The focus on the management of priority cases across all Areas and employee types was supported and clarification given that a Bradford score approach to monitoring frequency of absence was not used by BTP.

In relation to IT performance the '50 days of action project' was introduced and the overall aim of improving the existing service ahead of the Wide Area Network replacement was emphasised. Major improvement activities were to be focused on priority sites with an overall audit of equipment performance at all sites taking place in parallel.

Progress with the London North custody project was explored as the revised completion date of 18<sup>th</sup> October had been missed. This was as a result of a combination of issues including electrical supply problems and failure to meet Home Office custody compliance requirements early on in the project. A new completion date of the end of October was noted and will be reviewed at the next meeting.

The Group noted that 800 PDAs had recently been returned to the centre for redeployment and asked what was known about why these devices weren't being used. The Deputy Chief Constable updated that a training and redeployment programme was being proposed by BTP; however Members expressed concern that this may not be an efficient use of resources unless the reasons for non-use were established. These were believed to be wide ranging and included cultural issues and the current range of applications available. An earlier refresh of the devices which would have added an email application was postponed due to budget pressures but it was thought that this may have made devices more popular.

Before further action is taken Members have requested input from a BTP PDA Champion at a future meeting to understand the benefits and the nature of the challenges with the current PDAs. It was felt that an application which made PDAs essential to users, such as email, might be need to be identified to secure wider uptake in the future.

**Action: A BTP PDA Champion to be invited to report back to the Performance Review Group - either in person or via written**

**submission - on the benefits and advantages of the current PDA devices.**

The position in relation to the disclosure unit performance was also noted and reassurance was given that resources and expertise were being redirected to deliver improvements in FOI compliance. Mrs France, in her capacity as a former Information Commissioner, offered her support to ACC Beasley on this project and will be available to liaise with him if and when needed.

**Action: ACC Beasley to approach Mrs France for support as needed in relation to the disclosure unit improvement project.**

The Chair concluded the discussion by revisiting the scale of the current dashboard and invited thoughts on what could be done to streamline and refocus the current range of indicators. The Deputy Chief Constable explained that he had approached the Strategic Development Department to do some preliminary work on reducing the number of indicators and suggested that Member input in that process would be welcomed.

**Action: Members of the Group to feed suggestions for reducing the scale of the dashboard to the Authority Executive within two weeks. This information will then be shared with Strategic development.**

## **15/2010 Stop & Search analysis**

### Agenda Item 3

Mr Smith presented the update report and noted an overall reduction in the use of all Stop powers across BTP; highlighting that use of S44 Counter Terrorism powers had ceased following the suspension of the authority for this power in early July. Weekly audits of stop reports were being carried out to ensure compliance with this and a single possible use of the S44 power had been identified thus far. This was currently being explored with the officer involved and may relate to a data entry error. Ongoing monitoring for any of use of S44 was planned and would be reported to the Authority via the Group in the future.

Periodic increases in the use of S60 public order powers were also noted, with a particular spike around the time of the Notting Hill Carnival in late August which accounted for much of BTP's use of this power for the whole year.

Mr Smith updated the Group that recording of 'Stop and Account' encounters was currently being reviewed by BTP in line with Home Office forces. Proposals to change reporting rules have been issued

by the Home Office recently - as and amendment to PACE<sup>1</sup> - as such there would no longer be a legal requirement for BTP to record this type of encounter though this activity could be continued if it generated useful information for the Force or there were community concerns. At present BTP believed that this did not generate intelligence that was strategically useful however community representatives had indicated that they would like recording to continue for the time being. An options paper was being drafted for the Strategic Command Team to review and this would include an indication of possible efficiency savings (in the order of £300k per annum) and other information.

The need to consider the approaches taken to recording Stop & Account encounters by other forces was also highlighted by the Deputy Chief Constable; in particular by the Metropolitan Police Service (MPS) and other forces serving major transport interchanges. Mrs France clarified the position around the statement set out at section 4.1 around reporting of stop activities. The correct position was that only data currently held needed to be provided; new information did not need to be created for the purposes of the Freedom of Information Act. Mr Collins asked what other reassurances might be given to the community should BTP cease recording stop and account encounters. ACC Beasley suggested that should a concern emerge internally, or be raised by the community, then a short term activity could be initiated for specific operations to gather data for analysis; Mrs France endorsed this as a pragmatic approach where resources were targeted in a more meaningful way. Mr Collins emphasised the need for effective internal and external communications whatever approach was taken.

Mr Smith also highlighted the level of 'not stated' responses to questions about self defined ethnicity received which, though improved and now at 10% - which was in line with both the Metropolitan and other police forces - may mask proportionality. In response to the Authority's query about the current levels of use of all powers by BTP North West Area Mr Smith updated that this reflected targeted operations on the Area undertaken to address antisocial behaviour, alcohol related and night crimes. Specific funding had been received from the local Crime and Disorder Reduction Partnerships which enabled these operations and the outcomes were viewed very positively with Liverpool Lime Street receiving a station of the year award for 2010.

In terms of outcomes following a stop encounter, while arrest rates had risen slightly, this figure did not take into the other disposal

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<sup>1</sup> Police and Criminal Evidence Act

methods used by BTP; such as fixed penalty notices and cautions and so only part of the picture in terms of outcomes was actually visible at present. Complaints arising from stops remained low and no substantiated complaints had been received in the last reporting period. Members asked whether levels of complaints were comparable with other forces, a rate of 1 complaint per 1000 stops for the MPS versus 1 complaint per 10 000 stops for BTP was quoted.

## **16/2010 Progress with HMIC Report Card/ value for money project**

### Agenda Item 4

The Group received a verbal update that the information gathering phase of the Her Majesty's Inspectorate of Constabulary (HMIC) Report Card inspection and Value for Money inspection had been completed during the week of 4<sup>th</sup>-8<sup>th</sup> October. Where appropriate the inspection template had been modified to better reflect BTP's jurisdiction and specific operating arrangements; however it was still focused on the four headline domains covered by inspections of Home Office forces and would allow for some comparison and benchmarking. These inspection domains were;

- Local crime and policing
- Protection from serious harm
- Value for money
- Confidence and satisfaction

This initial inspection phase included detailed site visits to BTP North West and London Underground and had involved interviews with Millie Banerjee, Howard Collins and Jeroen Weimar from BTPA as well as representatives from staff associations and support groups.

Early feedback has indicated that the inspection was generally positive there were no issues arising which would give rise to significant concern at this stage. The HMIC inspection team is due to have an initial debriefing session with the Deputy Chief Constable early in November with a draft report to follow shortly thereafter.

A change in position by HMIC on the future publication of the vfm profile (due to data quality and sensitivity issues) means that this data has not formally been released yet. However the Force is making best use of the 2009 data results received earlier this year to identify outliers and focus initial activities.

## **17/2010 Thematic presentation: Protective Services – Cable Theft**

### Agenda Item 5.1

Following the detailed presentation from ACC Beasley at the Authority meeting on 30<sup>th</sup> September; a verbal update was provided which reviewed progress and updated on the activities undertaken to date. The following was noted;

The current approach to cable theft has been reviewed to achieve standardisation across all BTP areas – this includes;

- Flagging all cable theft reports for immediate response to allow forensic and other evidence to be gathered
- SMT thematic leads have been identified on each BTP Area
- All future media activity has been suspended until a revised approach has been developed – there is a concern that the historic approach by rail partners has focused on the wrong demographic and has been too general. An overarching approach for BTP with a capacity for focus on local Area issues is being developed.
- BTP is now involved in developing the Network Rail Cable Theft Strategy and will play a supporting role particularly around shaping the enforcement element of the strategy
- Targeted operations have taken place on London South and London North and these have received good media coverage and have resulted in a number of arrests
- National media coverage of a joint BTP/rail industry appeal to revise legislation around scrap metal dealers was planned for Monday 25<sup>th</sup> October.

An update on progress and the impact of these initiatives will be given to a future meeting of the Group.

## **18/2010 Thematic presentation: Protective Services – Vulnerable People**

### Agenda Item 5.2

ACC Beasley gave a presentation on BTP's approach to vulnerable people, highlighting the complexity and scale of challenge for BTP and the annual cost impact of this area of work on the rail industry – some £50m per annum. While policies and supporting processes are in place at BTP, a lack of initial baselining data means it is difficult to robustly evaluate the impact of current activities. Much of this activity is not reflected in the current policing plan or in BTP's

performance measures and as a result it is neither visible to the Authority nor rail industry partners.

Due to the impact this work currently has on both the force and industry partners, and the demand pressures which need to be considered in the planning for future years, the Group Chair recommended that the full Authority receives this presentation at a future meeting.

**Action: The Group to recommend to the full Authority receives ACC Beasley's presentation on vulnerable people.**

## **19/2010 BTP Equality, Diversity & Human Rights (EDHR) Strategy: operational delivery theme.**

### Agenda Item 6

This was the first such report received by the PRG and provided an overview of the whole EDHR Strategy process and a detailed report on the first strategic theme of 'operational delivery'. The Acting Human Resources Director (A/HRD) explained that forces were now required to gather evidence of how they meet various criteria within the new police Equality Standard.

Members noted the significant amount of work that had been done and welcomed alignment of activities with the national standard but asked for an indication of the themes and activities that would be the key priorities for improvement in the coming months. Following recent BTP consultation with the National Police Improvement Agency (NPIA) BTP is now focusing its activities on improving performance in relation to those criteria within the standard which support delivery of the BTP Policing Plan.

Members will receive a 'people and culture' thematic report at the January meeting which will highlight priority areas good practice of weakness and planned activities to address these.

## **20/2010 Grievances**

### Agenda Item 7

This item was raised by the Authority in response to a recent series of grievance related correspondence received at the Authority Executive. The A/HRD provided an overview of the current position in relation to grievances and gave reassurance that generally numbers of grievances were reducing and there were no significant new trends emerging.



Current performance against the Force's organisation KPI for time taken to process grievances was also noted; the average time taken to resolve a grievance currently at 12 weeks against a target of 7 weeks. The A/HRD updated the group that a piece of work was currently underway to identify the nature of this challenge; in particular this would focus on the timeliness and accuracy of grievance recording processes. An update on progress will be provided to the next PRG meeting.

In relation to the recent correspondence received at BTPA a possible issue had been identified in the wording of the current BTP Grievance Policy which could be read to indicate a role for the Authority in a fourth stage of the grievance process. This might occur if issues relating to Senior Command Team (SCT) members were involved; this seemed relevant as correspondence with BTPA was related to the application of Force policy rather than personal conduct. It might be that grievances were currently being sent to BTPA as SCT members are viewed as ultimate owners of the application of internal policy. The policy wording had been changed (copy in file) and a consultation on the amendment was now underway. The ongoing position will be monitored by the Group.

**21/2010 Thematic presentation on resource deployment - scoping discussion**

As discussed under Agenda Item 2 the Deputy Chief Constable has requested a further discussion with the Group Chair about the commissioning of further work for the next and future meetings of the Group.

**22/2010 AOB**

There was no AOB.

Date of Next Meeting: Tuesday 11<sup>th</sup> January 2011.

Signed.....

Chairman