

Minutes

Performance Review working group

Tuesday 19th July 2012

at The Forum, 74-80 Camden Street

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Present:

Mr Howard Collins (Chair)
Ms Liz France
Mr Anton Valk

Apologies:

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

In attendance:

Mr Paul Crowther, Deputy Chief Constable BTP
Mr Peter Rowe, Superintendent, BTP
Mr Mike Furness, Head of Strategic Development BTP
Ms Lisa Brooks, Corporate Support BTP
Mr Adrian Dwyer, Counter Terrorism Advisor, BTP
Mr Freddie Josland, Employee Engagement & Diversity
Manager, BTP (present for Agenda Item 7)
Mrs Samantha Elvy, Research & Policy Manager BTPA
Mr Jon Newton, Performance Analyst BTPA (minutes)

25/2012 Welcome and apologies

Non-Agenda

The Chair welcomed all colleagues to the first Performance Review Group meeting of the 2012-13. Apologies were received for Mr Holden and ACC Pacey.

26/2012 Minutes of meeting 01.05.2012

Agenda Item 1

The minutes were approved.

27/2012 Updated Terms of Reference and work plan for 2012/13

Agenda Item 2

Mr Collins informed the group that the plan for the year aimed to enable the sharing of data without resulting in duplication or overburdening the force. The potential of the portal to access data was raised. DCC Crowther informed the Group that the portal should be ready for the next Performance Review Group meeting, in October.

DCC Crowther raised the possibility of merging the Policing Plan and Performance Review Groups, but pointed out that this was probably not the right place for a decision to be taken. It was suggested that, as a result of having worked through the Performance Review Group, it would be easier for Members to understand how achievable any proposed stretch targets would be.

Ms France highlighted that there were overlaps between the two Groups, which made an argument both for and against a proposed merger. The timing of the meetings of both the Groups was highlighted as an issue. Ms France highlighted that she had used knowledge from attending the Performance Review Group when providing input to the Policing Plan Group. She went on to say that she was not sure that merging the Groups makes sense, as the agenda items and tasks of the two Groups were different. Mrs Elvy raised a concern that this would result in less time to consider a large amount of information.

DCC Crowther informed the Group that it made sense for the Chair of the Policing Plan Group to be a member of the Performance Review Group. Mrs Elvy stated that the intention was for Mr Holden to continue in his role as Chair of the Policing Plan Group. Mr Collins stated that having Ms France and Mr Holden on both Groups, addressed this issue but that there should be a discussion about the future arrangements at a full Authority meeting.

Action: Future arrangements for the Policing Plan Group and its links to the Performance Review Group to be discussed at the Police Authority meeting where the BTPA business cycle is reviewed (May 2013).

28/2012 Q1 Performance report and analysis

Agenda Item 3

DCC Crowther updated the Group on how the force had been performing during the first quarter of 2012/13. He stated that BTP had held its Force Management Team meeting the day before and that the force was performing well, meeting eight out of ten national policing plan targets, with all expected to be achieved by the end of the year, and twenty two out of thirty one local policing plan targets.

This is the first Policing Plan that has focussed on reducing disruption at specific locations across the railway network; and every area was achieving its year to date target. The thirty six locations accounted for seventeen per cent of total lost minutes. Time has been spent, by the force, in trying to identify how they have reduced the number of minutes lost at these locations but this is not clear.

BTP has found that there has been limited engagement from some industry partners. Some force areas were reporting that they had been focussed on reducing the level of disruption but that, with a few exceptions, the same level of effort had not been invested by some partners. DCC Crowther informed the Group that he would like this to change next year if the force was to continue with these Problem Solving Plans. One example highlighted was a suggestion for potential structural engineering solutions to be taken forward for some high speed line platforms.

Mr Collins requested some examples that the industry Members could take back. Mr Valk suggested that the way in which the force engaged with the partners could be different in the future and that this should be discussed further, potentially via the Strategy Group. He suggested that perhaps higher level engagement may be necessary.

Action: DCC Crowther to identify some specific examples of where partners could better involved.

Action: Authority Members representing industry, the Authority Chair, and senior members of BTP to hold a separate meeting after the Olympics to discuss how to engage with industry on partnership initiatives.

DCC Crowther stated that there has been a reduction in the number of cable offences. They now account for three per cent of incidents and twenty two per cent of lost minutes; there were forty thousand fewer lost minutes than last year. Fatalities were responsible for

three per cent of incidents and twenty nine per cent of lost minutes. There were thirty six thousand fewer minutes lost than last year.

BTP has a Policing Plan target to clear non-suspicious fatalities by an average of 90 minutes. The force is currently achieving this time for all fatalities; and the number of unexplained incidents has reduced by fifty per cent.

Mr Collins reiterated the good progress that was being made by the force, all Members agreed. It was proposed that the quantum of the target be revisited for next year's plan given the progress to date.

DCC Crowther informed the Group that the force has done some work, for the Olympics related National Policing Plan target, looking at the locations with the highest risk and planning resources.

DCC Crowther stated, regarding target N3, that there had been a fifty per cent reduction in the number of cable offences and 800 arrests so far this year, compared to a total of one thousand for the whole of last year. There had been good coverage on the Second Reading of the Scrap Metal Dealers Bill; and other police forces have also experienced reductions in metal theft, showing that the measures taken to tackle these offences are starting to be effective. Mr Collins and Ms France highlighted the importance of keeping the emphasis on metal theft to prevent it from increasing again.

DCC Crowther informed the Group that London South has had an increase in offences, but this was due to the success achieved last year; the area was struggling to maintain this. The number of offences has reduced, in London Underground, following the recent spike in number, but as there were very few offences last year, it has been a struggle to maintain these low numbers. There were, however, only six offences in June compared to twenty to thirty in prior months.

In order to reduce the number of minutes lost because of fatalities, the force has introduced new guidance, training, briefings, and stronger direction from the centre. BTP is also involved in identifying a risk based assessment process that is similar to that used for bomb threats. The force is also involved with, and feeding into, a range of mental health initiatives. There is the potential for the force to get involved in a funded pilot to look at diversionary activity for mental health patients. The force is working with the Department for Transport. There is also scope to establish an ACPO lead for Suicide

as, although this area falls within the remits of other groups, there is currently no specific ACPO lead.

The force is on target with regard to the number of notifiable crimes. There has, however, been an increase in the number of thefts in the London Underground area despite Project Spiderweb. There will be a briefing on tactics during the Olympics. There has been a slight reduction in the number of cycle thefts. The detection rate target for violent offences has been challenging because of the high target, but BTP is still performing well compared to other police forces. Where there have been increases in offences there were no patterns in offending.

As requested at the last meeting, BTP conducted trend analysis on its sickness rate to demonstrate how the force has got to the current position. DCC Crowther informed the Group that BTP has a very low rate, compared with other forces, and that the current rate is much lower than previous years. Within the different BTP employee groups, the PCSO sickness rate stands out as they are only a small community within the force. The Members agreed that the reduction in the sickness rate was encouraging. There was agreement that there should continue to be a sickness target in the future as this was a key driver for maximising resource availability and visibility.

The force is on target to reduce costs at Force Headquarters. Ms France queried whether the intention was to achieve the annual reduction in the first quarter of 2012/13, as the target had already been met. DCC Crowther explained that the intention was to set an achievable target for the year but that circumstances, such as a costly fleet maintenance contract coming to an end, have enabled the force to make the savings early in the year.

Ms France queried the number of performance reports produced by the force. Mr Furness informed the Group that they are currently tracking 315 reports but that there is the potential to reduce their number by more than the target figure. Mr Collins queried whether there was any best practice, for the production of performance reports, from other police forces that could be used. DCC Crowther stated that BTP looks at its performance to a greater degree than other police forces and therefore produces a greater number of reports. The force produced many bespoke and other reports for the train operating companies (TOCs). It is now working harder to ensure the reports that TOCs receive definitely contain the information they require, but will the force will reduce the number of bespoke, on-demand, reports and will instead inform TOCs to direct requests to

the them centrally. TOCs will be provided with data that can be manipulated via the portal. Mr Collins highlighted the need to find the right level of reporting and mentioned that the automation of reporting also allowed you to see who is reading them.

DCC Crowther informed the Group that the force is doing well with regard to the visibility of NPTs and response policing. The proportion of resources on duty after 8pm was, however, also having a knock-on impact on costs as a result of the Winsor review. One of the Review's recommendations, which was implemented at the arbitration stage, was to recompense employees who worked after a particular time of day; this will have a cost implication for BTP.

BTP employs a number of special constables from partner organisations; it is likely that the force will lose some of these people during the Olympic Games. The number of hours worked by special constables overall during this period will, however, increase. As a result of this, and the fact that specials also have day jobs, the force will be monitoring whether employees are suffering from 'burn-out', this may affect the level of deployment during the post Olympic Games period.

The Wales and Western target to reduce the number of delayed trains was highlighted as an ambitious target, that the Area Commander embarked upon, which was being achieved. The force was looking at this target and the way in which it was being achieved in more detail. DCC Crowther noted that this target had led to increased satisfaction for the local TOC.

The WAN project will appear Red until the project is closed. The project had been delivered and the GC circuits switched off. There were four P3, low intensity, sites working off broadband but linked to the WAN. The project will be kept live until the last few sites are done. It will likely be signed off after the Olympics.

There was a discussion about which projects, shown in table 4 of the Quarter 1 Performance Report, had the most impact. The Group were informed that they were laid out, in the table, in order of priority. Mr Valk queried suggested that information on risk or impact of the project be included in the table.

Action: DCC Crowther to include an impact column in the Current Projects table in future quarterly reports.

29/2012 Update on reducing disruption

Agenda Item 4

This item was covered under Agenda Item 3.

30/2012 Update on EHRC report on the use of S60 stop and search powers

Agenda Item 5

Superintendent Rowe informed the Group that BTP predominantly uses stop and searches under Section 60 of the Criminal Justice and Public Order (CJPO) Act for set piece events, such as football matches, Nottingham Carnival, and for gang-related activity.

The Equality and Human Rights Commission (EHRC), in October 2011, requested three years worth of data from all police forces for ten different items regarding stop and search under Section 60 Criminal Justice and Public Order (CJPO) Act 1994. Liberty also asked for the same information at the same time.

It was likely that their aim was to gather evidence to challenge the use of S60. The EHRC produced a report in June which referred to BTP as using S60 stop and searches in a disproportionate way. These comments caused alarm within the force, they had received no pre-warning about the comments; they were picked up on the internet. There was only one press enquiry as a result of the report. The report was passed to the force's analysts as it didn't seem to reflect the force's opinion. The analysts stated that it seemed to be flawed with regard to its datasets and methodology.

Superintendent Rowe explained that in order to identify the level of proportionality it is necessary to understand the size of the resident community and its ethnic make-up. Once this has been identified the number of stop and searches and the ethnic make-up of these can be compared with residents. BTP, however, does not have a resident population and conducts stop and searches in an intelligence-led manner. For example, if there is intelligence that there is a gang of black people with knives, the force will stop black people. Alternatively, if there is intelligence regarding a football match between Millwall and Leeds, officers will look for Millwall and Leeds fans when conducting stops and searches.

When the analysts were asked how the report identified the disproportionality ratio of thirty-to-one, they could not be sure, but they identified that it may have been sourced from some unvalidated 2009 census figures, some of which were attributed to BTP and used to compare with figures that BTP had already published elsewhere in order to get a ratio.¹ These calculations would only be valid if BTP's stop and search

¹ The report suggested that BTP was thirty times more likely to stop a black person than a white person.

activity was spread across England, Wales and Scotland. However, the vast majority of BTP's activity was in and around London.

Superintendent Rowe informed the Group that all authorisations were on the NSPIS control system. This data is monitored via monthly evaluations and quarterly steering group meetings, attended by PSD, where trends, numbers and proportionality are looked at. BTP have received no complaints from any individual regarding the proportionality of stop and searches, there is one complaint per month on average on all stop and search matters,

There was a discussion about whether or not BTP should provide a response to the report. It was suggested that the force does not provide a public response but does provide some sort of response to EHRC, in a letter, to say that the report draws some unfortunate conclusions, and enter into a dialogue about how those findings were achieved from the data available. This response should go on record.

Action: DCC Crowther to discuss, with ACC Pacey, the provision of a BTP response to the EHRC report on the use of S60 stop and search powers.

Ms France queried whether the force was satisfied that it was doing enough with regard to stop and search data. DCC Crowther informed the Group that the report at Agenda Item 9 of this meeting identifies the checks and balances put in place by the force. He stated that there will always be some individual errors, due to factors such as people inputting information incorrectly.

BTP had again identified date of birth errors where the year 2012 had been entered as the year of birth. The force needs to keep the checks and focus on this. The impact of PDA use on data accuracy was also being looked into. Anomalies in recording and different powers in Scotland and date of birth issues had also been discussed at quarterly stop and search meetings, these issues had been rectified. The stop and search figures for Scotland have now been separated from other data due to some differences in stop and search compared to England and Wales.

31/2012 Update on HMIC inspections

Agenda Item 6

Ms Brooks informed the Group that BTP had received draft feedback from HMIC, regarding the ASB inspection, and that the force had sent their comments to HMIC; they were awaiting the final report.

The force had developed an action plan from the feedback, this mainly related to identifying repeat and vulnerable callers. HMIC is likely to revisit the force on ASB in the autumn.

The HMIC re-visit to BTP and BTPA in relation to the national police integrity review followed a similar pattern to the inspection. Prior to the revisit, BTP and BTPA had looked at many of the recommendations and sub-recommendations from the HMIC report and had focussed on these. BTP had received the draft report during the week prior to the Performance Review Group meeting, this was positive overall. The force had introduced an Integrity and Compliance Board to review related matters, which will report to BTPA. The force provided a few minor comments on the factual accuracy of the draft report.

31/2012 BTP EDHR update

Agenda Item 7

Mr Josland provided an update on the Creativity and Innovation Programme. He explained that BTP is currently in the process of looking at people and culture within the force and an issue was raised about the progression of females and people from ethnic minority groups.

The creativity and innovation programme aims to involve staff more in addressing the problems regarding representation; they have got some work to do but are hoping to get innovative ideas from BTP employees. The ideas are being analysed and there is a three month programme to implement some of them. DCC Crowther explained that this was the first time that BTP had a good process to draw out ideas from their staff, and they had been getting some good suggestions which they had been able to action.

Mr Valk enquired as to whether the force knew what behaviours they would like to see as a result of this work. DCC Crowther stated that this Programme is going on in parallel to another piece of work on employee values for service delivery and internally. He informed the Group that one of the key changes had been to encourage people to use their professional experience and initiative and not follow standard operating procedures for fatalities too rigidly, but to use these documents as guidance.

There was discussion about work that is ongoing regarding the force's equality strategy, which is closely linked to the values of the organisation, and the police and railway culture.

Mr Collins agreed with the proposal that the 2011/12 year-end EDHR update be reported to the next Performance Review Group meeting and that the plan for the year ahead also be presented.

Action: EDHR 2011/12 year-end update to be reported to the next Performance Review Group meeting

32/2012 End of year update on Strategic Plan

Agenda Item 8

DCC Crowther informed the Group that there was a revised strategic plan, which contained a reduced number of actions that were at a higher level. He stated that he was working with Mr Valk to look at how to make the strategic plan substantially different next year. Ms Brooks monitors the current strategy to ensure that the relevant people are kept focussed on their strategic actions.

Mrs Elvy informed the Group that the Authority was being encouraged by partners to show what the force has delivered from the plan as well as the delivery inputs and enquired as to whether there was any work that could be done to draft a concise report to the industry. Mr Furness stated that a report was produced for a Strategy Group meeting, which could be used. There was discussion about future reporting of the outcomes of the strategy on an annual basis. Mr Collins suggested this be discussed in further detail in August with some proposals to be brought forward by BTP and the BTPA Executive.

33/2012 Thematic: Data quality

Agenda Item 9

DCC Crowther gave the Group an overview of data quality within BTP. The force does a number of audits regarding datasets and the force's Crime Registrar has national standards that must be complied with. The Integrity and Compliance Board is also following up on any data issues. There was a data reconciliation process last year in which the Registrar went through data records and carried out data cleansing and tracking.

An overview as given on victim care data, the Origin HR Improvement project, and stop and search data was mentioned. The Origin project will involve a lot of work to ensure that data is accurately recorded. There are a number of different strands, which will come under the remit of the Information Management Board and the Data and Integrity Compliance Board. Members noted the report and the ongoing work.

34/2012 Protective services theme: Counter terrorism and domestic extremism

Agenda Item 10

Mr Dwyer gave a presentation on counter terrorism and domestic extremism.

35/2012 Scoping discussion for thematic at 2012/13 meeting 2

Agenda Item 11

Mrs Elvy proposed that there be a thematic on Olympics policing, to include the impact of the Olympics on BTP and lessons learnt; this would fall within the protective services area relating to policing major events. Mr Collins also suggested that the Nottingham Carnival be included.

Mrs Elvy suggested that the training and delivery and learning and development thematic include compliance and firearms training and an update on progress with delivery of the annual training plan

36/2012 Any other business

Agenda Item 12

No other business.

37/2012 Date of next meeting: 17th October 2012, 10:00-12:00