

Minutes

Performance Review working group

Wednesday 17th January 2013

at The Forum, 74-80 Camden Street

The Forum
5th Floor North
74-80 Camden Street
London NW1 0EG

T: 020 7383 0259
F: 020 7383 2655
E: general.enquiries
@btpa.police.uk

www.btpa.police.uk

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 Steve Thomas, Assistant Chief Constable Central
Operations BTP
Mr Mike Furness, Head of Strategic Development BTP
Mr Richard Moffatt, T/Chief Superintendent BTP
Mr Paul Shrubsole, Detective Superintendent BTP
Ms Lisa Brooks, Head of Audit & Compliance BTP
Mr Jamie McDougall, Performance and Analysis Manager BTP
Mrs Samantha Elvy, Research & Policy Manager BTPA
Mr Mark Roberts, Greater Manchester Police (observer)
Mr Jon Newton, Performance Analyst BTPA (minutes)

01/2013 Welcome and apologies

Non-Agenda

Ms France Chaired the meeting in place of Mr Collins, who had given apologies. The Chair welcomed all colleagues to the Performance Review Group (PRG) meeting. Apologies were also received for Mr Valk. Mark Roberts, from Greater Manchester Police and on attachment with BTP as part of a strategic command course, was introduced as an observer.

02/2013 Minutes of meeting 17.10.2012 and matters arising

Agenda Item 1

The minutes of the quarter 2 PRG meeting were approved.

The actions log was reviewed and the Group was updated on the following matters, which could now be closed:

- Action 12/4, the Group noted that Mrs Yasin at BTPA would be considering the future arrangements for the structure of the BTPA Committees.
- Action 12/6, it was noted that engagement with stakeholders had been discussed at the BTPA stakeholder engagement event in September 2012. Mrs Yasin would also be refreshing the Authority's stakeholder engagement plan in the BTPA Member Handbook.
- Action 12/8, BTPA had written to the European Human Rights Commission in response to its report on the use of Section 60 stop and search powers. No response had been received.
- Action 12/11, an overview of the TOC portal would be provided later in this PRG meeting.
- Action 12/13, it was acknowledged that the initial report, following an HMIC inspection, goes to the BTPA Audit Committee and, once approved, the PRG then monitors performance against the action plan.

Mrs Elvy agreed to progress action 12/3 with respect to the auditing of BTP's compliance with its firearms policies; and informed the Group, with respect to action 12/15, that proposals had been drawn-up about how to present more meaningful stop and search data, which could be used to answer questions, to the next PRG meeting.

BTPA took the decision to withdraw agenda item 5, which relates to actions 12/9 and 12/14. This decision was taken the Chair took the view that it did not provide the update on progress with current objectives which had been requested. It was made clear that the meeting did not need a specially prepared set of data but sight of the update on progress used by the Executive.

Action: Mrs Elvy to discuss with Mrs Pike at the BTPA Executive the possibility of Tribal Audits conducting regular audits of BTP's compliance with its firearms policies.

Action: It was agreed that BTP would provide a report, which gives a clear update on progress against current EDHR objectives, would be provided out of the meeting.

03/2013 Q3 Performance Report and analysis (including six-month update on use of firearms and tasers)

Agenda Item 2

DCC Crowther provided an overview of the main headlines from the Quarter 3 Performance Report. The Group was informed that BTP was achieving 8 out of 11 national and 24 out of 31 local policing plan targets.

There has been a 51% reduction in delay at the 36 high impact locations identified for the national policing plan target N1, compared to last year, which was encouraging. There were 45% fewer lost minutes than the year to date target. Reductions in cable theft and improved fatality management had been the drivers for many of these reductions. The lost minutes recorded at these locations represent 14% of Network Rail's (NR) national total lost minutes. The 36 locations, last year, accounted for 20% of NR's delay minutes. There has been a 57% reduction in cable theft, compared to 2011, and a focus on the categorisation of fatalities has led to a reduction in unexplained fatalities.

Members praised BTP for the significant year to date reduction in delay that had been achieved. It was recognised that this represented a big step change for BTP.

DCC Crowther informed the Group that he had met the Home Office Minister to discuss the continued funding for the National Metal Theft Taskforce. The Minister was sympathetic but made clear that a further £80 million savings had to be made and that the Taskforce was not a budgeted scheme. The Department for Transport (DfT) may have some underspend this year; Mrs Pike has started a discussion with the DfT about potentially using the force's Olympic underspend for this purpose.

DCC Crowther had been at an all-party group on metal theft where the Home Office Minister was questioned about funding for the Taskforce. The Group would also be inviting the DfT Minister to attend. A range of bodies, including the British Metals Recycling Association (BMRA), are supportive of BTP's efforts. A range of sources of funding, including from industry, the Home Office, and DfT would be explored.

There was a project underway in the London North (LN) area regarding fatality management. A piece of analysis into the location

of an incident compared to the victim's home address, carried out as part of this work, revealed that out of 30 suicide or attempted suicide incidents in Camden, only 4 of the individuals lived within the area and that they had travelled an average of 45 miles to the location. This has resulted in an imported mental health need to the local Camden area, with associated demands placed on local resources. BTP is working with a range of partner organisations and are currently doing a health needs assessment, which will be structured along similar lines to the force's strategic assessment. DCC Crowther proposed doing a presentation to the full Authority to brief them on this work.

There had been a 3% reduction in the number of recorded notifiable offences compared to the same period last year. In response to questions it was explained that there had been some potential over-recording as the Metropolitan Police has been transferring a higher than usual number of crimes to BTP. This had primarily affected the London Underground (LU) area. The issue arose as people reporting lost or disappeared items then recalled that they had at some point been on public transport.

There had been a special operation established to deal with theft in LU. Following a complete review the force was The main property stolen is mobile phones, particularly iPhones. There was also some evidence of false reporting. One of the main issues is that a faulty iPhone that is 12 months old or newer can be returned to an Apple store and replaced.

Cycle theft remains prevalent; however there have been some good successes in the LN and London South (LS) areas. There has been improved engagement from the train operating companies (TOCs) within LS.

ACC Thomas informed the Group that there are 318 BTP officers trained to use tasers. There has been one negligent discharge within the last six months, in which the officer accidentally fired a taser whilst changing the cartridge and battery. This is not possible if the BTP policy is followed. The officer involved was offered the opportunity to retrain, but chose instead to give-up their taser responsibility. The Group was reassured that it would not be possible to cover-up an accidental firing as use is automatically recorded.

DCC Crowther informed the Group that the force was achieving the visibility policing plan target. Quality of service was excellent. Mr Holden highlighted the wide range in the quality of service ratings

from area to area. The Group was informed that there was variability but that the scores were at a high level. The Home Office standard is 80%, the lowest BTP rating was 81%.

An update on force projects was given. The payroll streamlining project aims to deliver improved efficiency through the use of electronic time sheets and payroll, rather than paper based records. BTP is introducing use of the Origin Time Management Mode, which is a fairly new software application on the system, and to incorporate changes to include the outcomes of the Winsor report. The project has been affected by the IT refresh, and the centralisation of servers and data optimisation; the requirements of this project have been hampered by different strands of work currently being undertaken for a number ongoing IT projects. BTP has undertaken a review of the project and has brought in some dedicated resources

Mr Holden stated that the problems with this project are systematic of IT concerns more widely. It was recognised that there had been a number of attempts to get on top of the IT issues, and DCC Crowther highlighted that there had now been a change in senior staff working in IT. The Group noted that this was being looked at by the Finance Group.

Ms France asked for clarification about the current disaster recovery capability. The Group was informed that the force has installed a disaster recovery capability in Birmingham but that a much more comprehensive plan, with greater benefits, is being developed. Members were satisfied oversight of this project was also being provided by other BTPA groups but wanted the PRG to be updated as appropriate.

The force was performing reasonably with respect to employee sickness, although the slight upward trend would need to be monitored. It was noted that the most recent CIPFA analysis showed that the force was the best performer with respect to staff sickness and third with respect to overall sickness, but this was not the case when it came to long term sickness. The force had commissioned some work on its sickness standard operating procedures and was looking at what it might do regarding long term sickness. Members were pleased that this work was taking place but warned of unintended consequences, such as a subsequent increase in the numbers on restrictive duties and highlighted the importance of recognising the welfare needs of those employees genuinely on long term sickness.

The force areas were achieving 21 out of 34 local policing plan targets. A particularly notable achievement was the performance in LN to achieve a year to date partial reopening of 39 minutes.

Mr Furness provided an overview of BTP's performance and mapping portal. The Portal can provide a statistical overview of the number of offences at a force level and the data can drill down to details of individual offences, with the details having been sanitised.

There are 5 key performance themes set out on the force portal; these are disruption, service, people, finance, and protect. The portal can generate exceptions reports, highlighting a 10% variance from the norm, whether that is positive or negative. The reports are sent out via a weekly email. The portal has two major areas performance exceptions and key performance indicators (KPIs). It is updated automatically on a daily basis from the force's crime system. Members queried whether the system has been audited to ensure it is correctly modelling the data and whether it will be audited regularly. The Group was informed that it has been tested and areas will be checking the figures. Much of the KPI data is manually updated. This is, however, something that will be looked at next year.

Members were impressed by the system and enquired as to the reception to it received within the force. They were informed that there was enthusiasm at Area Commander level as it provided easier access to information. Within the North Eastern (NE) area it is being used down to Inspector level, this was the first time that this level of data had been used to this extent.

Members stated that it would be useful to work to ensure that PRG reports could be drawn from the portal in order to avoid duplication of work. DCC Crowther proposed doing an overview of the portal for the full Authority.

04/2013 Update on reducing disruption

Agenda Item 3

This item was largely covered under Agenda Item 2. Members were, however, informed that BTP had a disruption strategy that was looking at everything the force does. This aimed to embed a transport policing ethos ensuring that the impact of actions was fully considered..

05/2013 Update on HMIC Inspections

Agenda Item 4

Ms Brooks informed the Group that there were no individual recommendations from HMIC's national integrity report. There were, however, 12 recommendations which BTP had put into an improvement plan that will go to the Audit Committee in March.

The only current plan related to the ASB inspection in 2012. Additional refresher training took place after the Olympic and Paralympic Games. The audit in December was at 70%, up from the previous 10%. This had also helped to improve the recording of incidents.

The observations, shown at section 1.1.1 of Appendix A, were queried. There was general agreement that, while the question about ACPO leads was standard it shed little light on performance. Mrs Elvy highlighted that a lot of repeat and vulnerable victims were now being identified where they may not have been before. The Group was informed that the majority of repeat victims were rail staff

06/2013 BTP EDHR update - 2011-12 year-end update on progress with the people and culture, operational delivery, and organisational development strands

Agenda Item 5

This agenda item was, as previously stated, removed from the agenda. It was, however, noted that a paper was received for this meeting and that the PRG was not the right body to agree the objectives it proposed.

07/2013 Review of progress with Strategic Plan

Agenda Item 6

BTP was in the process of drawing up the new strategic plan which will run up until 2019. The Policing Plan is the annual delivery plan for the strategy. If this is monitored then it is possible to keep up to date with progress on the strategic plan.

Lessons had been learned in that the current strategic plan had in excess of 100 action points and was too complex to be used for on-going monitoring, The new strategy will be more useful in helping to monitor long-term progress and for monitoring adjustable measures in the short-term.

08/2013 Thematic: Football policing

Agenda Item 7

ACC Thomas gave a presentation on BTP's policing of football. Football policing has been a major area for BTP, and one which has been successfully handled. There were substantial crime reductions in the 2 years up to 2011-12 and, up to October 2012, there was a 12% reduction in offences. Since then, however, the number of offences has started to increase, and the Group was informed there is likely to be an increase in recorded offences at the end of the current performance year.

Most of the recorded offences were for public order and violence. Offending peaked between the hours of 7pm and 9pm. The cost to BTP of policing football is £2.4 million. This was supported by a Football Tasking Fund, which in 2012/13, was valued at £100 thousand. It was not yet known whether this funding would be continued in 2013/14.

The policing of football is overseen, every Saturday, by a Silver Commander in each control room. Operation Malvern aims to tackle the 7pm to 9pm peak in offending, and now covers the period until the close of traffic in key locations.

09/2013 Protective Services theme: Protecting vulnerable people - safeguarding and promoting child welfare

Agenda Item 8

D/Superintendent Shrubsole gave a presentation on BTP's work to protect vulnerable people and safeguard and promote child welfare.

There was discussion about the Children Act 2004 (England and Wales), which refers to the Authority, rather than BTP. Section 11 (England) and 28 (Wales) state that each body that the Act applies

to should ensure their functions are discharged having regard to the need to safeguard and promote the welfare of children.

There had previously be some potential organisational risks because of a general lack of awareness amongst front-line officers about the need to consider child welfare, which should be considered even if the incident does not directly relate to a child welfare issue, for example if an adult commits an offence whilst with a child. The force is now in the process of addressing this risk. This includes children and young people now being an agenda item in daily management meetings (DMMs); central oversight, at FHQ, of referrals; crime trends involving children and young people to be part of force tactical and strategic assessments; BTP Officers to attend serious case reviews following a fatality of ac child or young person if value can be added; and training to cover the requirement of a serious case review for Area Champions (Inspector/Chief Inspector)

The presentation contained 4 suggested recommendations for the PRG. These were that the PRG appoints a lead member; to work with the force to better understand collective responsibilities; to monitor the force activity on a six-monthly basis; and to receive a further more detailed report and presentation when a better baseline position will be understood by all parties.

Members agreed that, given the BTPA is named in legislation, this be included on the agenda for the PRG on a 6-monthly basis. It was also proposed that this be reported to the full Authority meeting.

DCC Crowther proposed a further offline discussion in more detail to discuss actions being undertaken and responsibilities.

10/2013 Scoping discussion for thematic at 2012/13 meeting 4: i) CJU review and delivering improvements; and ii) maximising the frontline - improving visibility, deployment of frontline officers and managing absence

Agenda Item 9

It was agreed that the Criminal Justice Unit (CJU) review would be a large enough topic to be included on its own. It was proposed that a visit to the CJU prior to the meeting would be beneficial for Members. DCC Crowther proposed that the next PRG meeting could take place at the London CJU to coincide with the visit.

Action: Mrs Elvy to arrange with Mr Thomas the visit to a CJU and discuss the next PRG meeting taking place subsequently at the same location.

11/2013 Any other business

Agenda Item 10

There was no other business

12/2013 Date of next meeting: 15th May 2013

Agenda Item 11