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**REPORT TO:** BTPA Performance Review Group  
**DATE:** 22 October 2010  
**SUBJECT:** British Transport Police Performance Review  
**SCT SPONSOR:** Deputy Chief Constable  
**PURPOSE:** FOR DISCUSSION  
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## **1 PURPOSE OF PAPER**

1.1 To update the Performance Review Group on the position regarding British Transport Police (BTP) performance on key indicators considered reflective of the health of the organisation. It also reviews performance on additional topics for discussion as identified by the British Transport Police Authority (BTPA) Executive, including Stop and Account, employee turnover, PDA usage, and disclosure unit performance.

## **2 BACKGROUND**

- 2.1 Quarter One (Q1) performance was discussed at the first Performance Review Group meeting in July. Comparing Q1 and Quarter Two (Q2) on the key performance dashboard, it can be seen that performance has been maintained or improved across a number of indicators, including the number of offenders detected for ASB, officer availability, minutes lost, cable theft, and complaints.
- 2.2 Key areas for further focus include overall recorded crime levels, cable theft and offences brought to justice.
- 2.3 The BTPA Executive has requested clarity on the use of seasonal versus linear targets. All the policing plan targets are set on a linear basis, except for the football objective (increasing the number of offenders detected for football related offences), which is monitored on a seasonal basis. This is because crime in general is not seasonal. This approach was agreed by Chief Officers and Area Commanders prior to the start of the performance year. Early in the performance year there will be disparities between seasonal and linear targets, and these are discussed at Force Management Team performance meetings. As the year progresses, these targets align.
- 2.4 Unless otherwise specified, Q1 covers the period 1 April-30 June 2010; Q2 covers 1 July-30 September 2010.

## **3 PERFORMANCE REVIEW – PROTECT**

### **Notifiable offences: Improvements in performance**

- 3.1 There have been a number of performance improvements in Q2, with reductions in criminal damage (down 13% compared to Q1), theft of railway/commercial property (down 9%), and drugs (down 9%).
- 3.2 The reduction in criminal damage is accounted for primarily by a 16% reduction in total graffiti offences compared to Q1 (583 offences year to date). Low level graffiti has also



reduced by 17% to 387 offences. London Areas have had the biggest reduction, of 16% to 718 offences.

- 3.3 The reduction in theft of railway/commercial property is predominantly due to a reduction in cable theft. In Q2, live cable theft reduced 17% to 310 offences; metal non live theft has reduced 16% to 310. See section 3.13 for further discussion.
- 3.4 There has been an overall reduction in the number of notifiable drug offences, particularly recorded cannabis possession (down 13% to 883 offences). Outer London Areas have seen a reduction in notifiable offences of 44% to 310. However, London Areas have recorded an increase of 18% to 819 offences. This primarily due to the Notting Hill Carnival in August.

**Notifiable offences: challenges for performance**

- 3.5 Notifiable offences this quarter have increased by 3% on Q1. This increase is primarily due to an increase in theft of passenger property (TPP) (8%) and vehicle/cycle crime (28%). London Areas have recorded the largest increase in TPP (9%) compared to 6% within the outer London (this is an increase of only 55 offences). Theft of pedal cycle offences have increased by 29% to 1769 compared to last year; theft from pedal cycle offences also increased 43% to 223. The main increase is in the London Areas.
- 3.6 With a view to driving down overall crime levels, by means of targeting prolific and serial offenders and driving up detection rates, London South has launched two operations, specifically targeting theft of passenger property (Operation Itinerary) and pedal cycle crime (Operation Velum). A dedicated cycle squad of one Sergeant and six Constables has also been created, reporting directly to a Detective Inspector. The pickpocket and bag squad have also been strengthened and the Area Crime Unit has been redirected to work alongside them.
- 3.7 London North will be launching Operation Yale in a fortnight. This will involve intelligence led, focussed patrolling on the hub sites with the highest volume of TPP, and will include on-train patrols. Cross-Area working will ensure coverage of whole lines of route. A dedicated pickpocket team will be in operation, and intelligence packages focussed on TPP will be regularly produced.
- 3.8 London Underground has focussed on designing out the opportunity to steal from the most targeted locations (Northwick Park, Hatton Cross, Watford, Epping and North Acton). Crime Reduction Officers have been employed to survey these sites, working with the industry and local staff. By having the official smoking areas moved to the vicinity of the station cycle racks, the time span in which the cycles are left unobserved has been reduced, along with the opportunity for theft. The Area has also increased the visibility of sector and NPT officers at these locations.
- 3.11 North Eastern Area is currently achieving only five of its 16 policing plan targets (national and local). It is one of only two Areas failing to reduce the number of serious violent, sexual and robbery offences, and one of only two failing its sickness target. The Area is now running specific operations to target these and other key areas. For example, Operation Night Owl will run until the end of this year and is focussing patrols at the key



times to combat ASB, football related violence, and violent crime. Within the operation, each sector is also running specific operations to target ASB.

#### **Notifiable detection rate**

- 3.9 The overall notifiable detection rate reduced by one percentage point in Q2, with reductions across all Areas except North Eastern (seven percentage point increase) and London South (one percentage point increase). Scottish Area had the largest reduction (seven percentage points), a decrease accounted for mainly by a reduction in detections for criminal damage (down 41 percentage points to 9%). The improvement in the North Eastern Area is mainly due to an increase in the detection rate for violence against the person.

#### **ASB offenders detected**

- 3.10 In comparison with Q1, the number of ASB offenders detected has increased by 4%. Performance has been particularly good within the North Eastern (29% increase of 115 offenders) and London North (19% increase of 54 offenders) Areas. London Underground has seen a 10% decrease of offenders detected for ASB offenders, when comparing Q2 with Q1.
- 3.11 In the London Underground Area, ASB is managed through a number of forums; including the Daily Management meeting, where developing trends are identified and resources deployed. Similarly, Area Tasking and the fortnightly Tasking Review meeting reinforce and support ASB initiatives. The Area actively encourages local operations that are focussed in dealing with the real issues of ASB and low level disorder. Most of the Area operations have ASB as a default patrol activity. For example, Operation Silence, an operation targeting theft from person defaults to ASB patrols after the evening peak. Operation Veil, an operation targeting violence against the person also has a strong emphasis on ASB reduction and detection. Neighbourhood Policing Teams currently have 13 Problem Solving Plans specifically targeting ASB, employing partnership working to deal with locally identified problems.
- 3.12 At 30 September, BTP was failing the target to increase the number of offenders detected between the hours of 8pm and 2am by 4%. However, there have been two big increases in the number of offenders detected for begging offences (91%) and public order related byelaw offences (50%). This is off the back of large increases in recorded offences (158% for begging and 27% for public order) and is the result of proactive policing targeting priority offences at the times when they make people feel most vulnerable.

#### **Cable-related offences**

- 3.13 Live cable-related offences (including criminal damage) have been reducing since May, when they peaked at 142 offences in that month forcewide. This equates to a 22% decrease in offences between Q1 and Q2. Despite this positive trend, BTP will need to maintain no more than 27 offences per month in order to achieve the target (100 offences were recorded in September).
- 3.14 North Eastern and Wales and Western Areas are the primary locations for cable-related offences, accounting for 54% and 19% of forcewide offences respectively. However, both Areas have recorded fewer offences since May – 32% fewer in North Eastern, and 53% in Wales and Western. Both Areas have had sustained operations focussing on metal theft,



including various joint operations with Home Office forces and other agencies and involvement in various days of action including the recent one led by Railpol. Days of action this year have involved nearly 400 officers, achieved over 60 arrests and recovered over seven tonnes of metal.

- 3.15 The price of copper now exceeds \$8,000, so there is potential for an increase in offences over the coming months.

**Offences Brought to Justice Performance 2010-2011 (All notifiable offences)**

- 3.16 Between Q1 and Q2 the percentage of offences brought to justice decreased by two percentage points. The only Area to have increased is North Eastern.
- 3.17 For the three London Areas, there were 144 fewer offences disposed of in Q2 than in Q1. This mainly relates to public order and less serious violent offences against the person, both of which decreased.

Area	Q1 2010-11	Q2 2010-11	Difference
London North	31%	26%	-6%
London South	31%	31%	0%
London Underground	27%	26%	-1%
North Eastern	28%	30%	2%
North Western	44%	41%	-3%
Wales and Western	38%	32%	-6%
Force	32%	30%	-2%

- 3.18 This data is different from the Policing Plan target, which includes only serious violence against the person, sexual and robbery offences.

**Sickness**

- 3.19 From May to August, performance against sickness improved steadily. The average for August was 0.55 days per person, the lowest monthly rate this year to date, and comfortably within the 0.64 target for the month. At the end of August, YTD sickness was 2.98 days per person, comfortably ahead of the YTD target (3.21).
- 3.20 After the improvement shown in August, the September sickness rates increased to 0.62 days per person, the third highest rate all year. However, YTD sickness remains below target, at 3.61 days per person (YTD target 3.87). All Areas have shown an increase in total sickness except for the Wales and Western and North Western Areas. North Eastern Area has slipped from amber to red, with a 96% increase in days per person from 0.41 in August to 0.80 in September. Scotland remains on amber, despite a 26% increase from 0.48 to 0.60 days per person. All other Areas remain green.
- 3.21 Year to date, 80% of total staff have had zero sickness, meaning the current sickness record is attributable to only 20% of staff. The recent rise in officer sickness discussed below has been noted, but HR review has identified no recent trends. Robust management of sickness is ongoing and under careful and constant review.



### **Disruption - minutes lost**

- 3.22 Analysis of Network Rail disruption data has shown that the East and West Coast Mainline account for 70% of all minutes lost as a result of cable theft/vandalism (the East Coast Mainline covers Kings Cross to Berwick Upon to, whilst the West Coast Mainline covers Euston to Manchester and the Scottish Border). The West Coast Mainline also accounts for 21% of all minutes lost through fatalities/injuries caused by being hit by train.
- 3.23 There has been a decrease in minutes lost due to disruption from 621,396 compared to 566,717. Using the slightly adjusted Q1 (1 April – 26 June) and Q2 (27 June – 18 September) dates to reflect Network Rail periods, when comparing Q2 and Q1, the 18% decrease in the number of criminal damage offences was accompanied by a 32% decrease in the number of minutes lost through vandalism/theft. London North had the largest reduction in offences (30%).
- 3.24 Similarly, the 19% decrease in the number of cable theft/vandalism offences was accompanied by a 34% decrease in the number of minutes lost through cable vandalism/theft. Again, LN Area had the largest reduction in offences (29%).
- 3.25 Network Rail Period 4 (27 June 2010 to 24 July 2010) was the period in which the most number of minutes was lost through fatalities/injuries caused by being hit by train (61,556, 28% of total year to date).

## **4 PERFORMANCE REVIEW – SERVE IT Performance – 50 Days of Action**

- 4.1 Following feedback from the BTPA and from within BTP, a short term IT improvement project is underway to address the key issues that have been raised by users. The project (50 days of action) includes the delivery of a single sign on for access to all applications, the clearance of the current backlog of incidents and service requests, work to improve the speed of local networks at 30 sites, and a variety of work to bring computers across all Areas up to an acceptable standard (including memory upgrades, defragmentation and key software updates).
- 4.2 The project has been funded by savings already made in year and will improve the service provided to frontline IT users. Communications is an important aspect of this project, and work is underway to ensure that both the project itself, and its progress (including KPIs and overall project progress) is effectively and regularly communicated, to both BTP and the BTPA. The project is scheduled to be complete by Christmas; an update will be provided to the December BTPA meeting.
- 4.3 **Project/Programme progress**
- 4.4 Current amber projects are:
- IMPACT Programme – The amber status continues to reflect the forecasted overspend on capital.
  - London North Area Custody Suite – This project remains amber due to the further delays with the building work, including an issue with power to the building. The completion date has moved to 18 October 2010.
  - Disclosure Unit – This project remains amber to reflect recruitment issues.
  - Establishment Project – This project is amber due to the delays that have occurred with the project. All Establishments have now been restructured in ORIGIN in line with



Area charts and the first reports have been run for Areas to validate. To date only one Area has requested changes.

- Reporting Rationalisation (formerly Business Intelligence) – This amber status reflects the issues that have been identified with Endeca, relating to the compatibility with Internet Explorer. These are being investigated by Technology and Endeca.
- Control rooms phase two – The amber status reflects the fact that the Automatic Vehicle Location System (AVLS)/Automatic Personnel Location System (APLS) software is currently turned off due to the impact this was having on the live command and control (C&C) system, which is delaying the rollout and final sign off. A patch has now been applied to C&C in Version 6.1.5. This has been successfully tested and awaits rollout across all control room terminals. This should be complete by mid-October whereupon AVLS/APLS will be resumed.

## 5 ADDITIONAL DATA

### Stop, Search and Account

5.1 Section 44 Stop and Search powers were suspended on 8 July 2010. Seasonal fluctuations have occurred with regard to Section 60 Public Order powers. In May, London North carried out 261 stops, mainly due to football fixtures. In August, all three London Areas showed increases due to the Notting Hill Carnival.

5.2 Stop and Account rates in the North Western Area are double that of the North Eastern and Wales and Western Areas. This is directly related to two particular policing strategies undertaken by the Area:

- Tackling ASB through Problem Solving Plans. Related activity accounts for 21% of stops.
- Targeted policing initiatives with Home Office forces. These have been centred around knife crime, late night drinking and general ASB. These initiatives have led to an increase in stop and account encounters. Funding for these initiatives was provided by local Crime Reduction Partnership Agencies.

5.3 Following these initiatives, Liverpool and Manchester have both recently won awards for Night Time Crime Reduction and Safest Railway Station.

### PDA Usage

5.4 In terms of the volume of activities PDAs are being used for, in August, London North and London South had the highest average rate of activities per officer and North Eastern Area had the lowest. No Areas are holding devices which have never been used.

5.5 Total monthly activity usage has dropped 5% since August (7% since July), although the Notting Hill Carnival in August meant the baseline was higher than usual and the overall level of activity is still more than double that for May.

5.6 Areas have returned 800 under-utilised devices, and these are being redeployed. Training on PDA usage is being given, although demand for training is exceeding supply. Options for utilising additional training resources are being explored.

### Turnover

5.7 BME and female turnover is monitored at a quarterly Achieving Policing Plan Target Meeting (attended by Support Groups and NPIA). The National Association of Muslim



Police conducted some research earlier this year aimed at identifying the reasons why BME employees leave BTP (they met with people who had left BTP in the past two to three years). The formal findings have still not been published; however an interim report did not identify any BME specific themes in relation to attrition.

- 5.8 The Exit Interview Process has been audited and is being re-vamped in line with Gallop 12 questions to enable better benchmarking with other organisations. It will also be available to complete through Origin, to encourage completion.

**Disclosure Unit Performance**

- 5.9 The Information Commissioner's Office (ICO) is monitoring of BTP's response rates to Freedom of Information (FOI) requests. To ensure that BTP responds effectively to these requests and within the required timescales, the Information Standards Unit (ISU) has recruited two additional agency staff on three month contracts to deal with the volume of work. A report into the future of the ISU has been completed, and is awaiting publication.

**6 DIVERSITY ISSUES**

- 6.1 There are no specific diversity issues.

**7 RECOMMENDATIONS**

- 7.1 That members note the contents of this paper.