



Report to: Performance Review Group
Agenda item: 4
Date: 1 May 2012
Subject: Update on HMIC Inspections
Sponsor: Deputy Chief Constable
For: Information

1. PURPOSE OF PAPER

1.1 This paper provides the Performance Review Group (PRG) with an update in relation to HMIC inspections.

2. INSPECTIONS STATUS REPORT

2.1 Crime and Incident Data Inspection

2.1.1 HMIC inspected BTP in October 2011 in relation to Crime and Incident Data as part of HMIC's national inspection programme on data integrity. As a result of this inspection BTP was given 13 Areas for Improvement (AFIs) to consider. Progress against the AFIs is monitored through the Contact Handling Board, chaired by the ACC Territorial Policing and Crime. A copy of the Improvement Plan is attached at Appendix A.

2.2 Police Report Card

2.2.1 Following the revisit in October 2011, HMIC discharged all recommendations with the exception of Recommendation One, "*BTP introduce a system which identifies repeat and vulnerable victims, then takes action to reduce repeat victimisation*". This is included in the improvement plan following the Crime and Incident Data Inspection. HMIC reviewed this as part of the Anti-Social Behaviour inspection as noted below.

2.3 Anti-Social Behaviour

2.3.1 The inspection took place during the week commencing 16 April 2012 at Force Headquarters (FHQ). There were a number of elements to the inspection as follows:

- Pre-inspection documentation
- Interviews with key BTP staff and the BTPA; including a focus group of operational staff
- Sampling / listening to calls and associated logs at Force Control Room Birmingham
- ASB victim survey



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- Reality testing / Field work visits included:
 - an announced visit to Birmingham New Street Station
 - an unannounced visit to Kings Cross
 - a visit to the BTP Control Rooms in London and Birmingham

2.3.2 Although BTP will receive a Detailed Force Feedback, HMIC provided a 'hot' debrief at the end of the inspection on 18 April 2012. HMIC highlighted that BTP's intelligence and data sharing is more advanced than the majority of Home Office forces and that the work BTP undertakes with partners informs the overall ASB picture.

2.3.3 HMIC noted that BTP has good relationships and strong partnership engagement and highlighted that work in this area is very good in relation to TOC tasking, the role of local Independent Advisory Groups and how BTP takes account of different stakeholders in relation to Problem Solving Plans.

2.3.4 A probable area for improvement relates to the identification of repeat and vulnerable victims at first point of contact. HMIC recognised the work that is being undertaken in this area, including the use of the National Decision Model and the link to training. HMIC also noted that BTP has recently recruited an auditor, who will be based in the First Contact Centre. HMIC has indicated that they will revisit BTP to further explore the quality assurance process. HMIC noted that the identification of repeat and vulnerable victims at first point of contact is also an issue in Home Office forces.

2.3.5 Another probable area for improvement relates to risk assessments for ASB, particularly the use of the tasking process to assist with a decision of what to attend. BTP will consider the development of the current risk, harm and threat matrix.

2.3.6 HMIC praised the enthusiasm and motivation of all the people they had met during the inspection and noted the importance BTP places on the prevention and detection of ASB.

3. RECOMMENDATION

3.1 That members note the update provided in this paper.

Areas For Improvement

HMIC Review of Police Crime and Incident Data

SCT Portfolio Owner: ACC Territorial Policing and Crime

Improvement Plan Owner: ACC Territorial Policing and Crime

Ref	Recommendation	Due Date	Action Owner	Progress Update	Date of Update	RAG Status
AREAS FOR IMPROVEMENT						
1	There is mixed evidence from frontline staff and contact management staff to show that the crime and incident data quality is considered important.	01-Jul-12	Simon Graham	The implementation and communication of new Command and Control codes/qualifiers in line with the new NSIR national category lists 2011 (effective 3 January 2012) provides staff with a rationalised, simpler list of codes and a focus on risk assessment at front end delivery and its importance in incident identification and management. Territorial Policing at Force Headquarters and the First Contact Centre Management team produced a training package for delivery to all First Contact Centre and Control Room Staff, which commenced in mid January 2012. The training incorporate the national decision model and is aimed to improve the identification of a vulnerable person, repeat victim and what constitutes ASB. To support the implementation of the new codes quality assurance and incident review methods have been introduced at the First Contact Centre, the Force Control Rooms and independently at Force Headquarters. This will help support staff and raise the importance of correct and accurate data recording.	16-Apr-12	GREEN
2	Key messages around the importance of accurate and ethical crime and incident recording from senior managers are not consistently received by staff.	30-Apr-12	C/Supt Flood / FMT	In addition to training for First Contact Centre and Force Control Rooms, briefings delivered via FMT, Area SMT and AMT in March and April 2012.	16-Apr-12	GREEN
3	In the records reviewed in the data collection there is a lack of evidence of proportionate supervision directing the investigation (37 out of 100)	30-Jun-12	DCS Fry	Whilst crime does not easily lend itself to setting out investigation plans and supervisory activity the use of Points and Crime will be re-briefed in February 2012 and supervisors directed to ensure that they add comments to crime. This will then be followed up and checked as part of the crime audits.	03-Jan-12	GREEN
4	There are no variable and risk based data quality objectives in existence	30-May-12	DCC / FCR	The Force Crime Registrar (FCR) has consulted with Michael Holden, BTPA who has requested that suggestions regarding data quality objectives are brought to the BTPA for discussion and agreement. It is proposed that this is discussed at a future Performance Review Group.	12-Apr-12	AMBER
5	During data sampling the crime reports showed little evidence of the use of investigation plans	30-Jun-12	DCS Fry	Use of investigation plans to be re-emphasised through regular Detective Chief Inspector meetings and briefing to FMT and Area AMTs. Investigation plans to then be included in crime audits.	03-Jan-12	GREEN
6	Weaknesses in the control rooms: there is little awareness of HOCR by control room staff, QA checks of incidents are not always carried out as prescribed (eg listening in to calls) - only 16 out of 20 (13%) records reviewed were shown as having supervision directing Communications staff and guidance is not routinely given to supervisors. Issues continue to exist around the lack of information being recorded on incident logs with some staff being confused as to exactly what is required. This can lead to crimes not being recorded unless they are individually picked up by the FCR's audits. It is acknowledged that work is in progress to improve incident recording standards.	31-Jul-12	Simon Graham	A dedicated auditor role to facilitate expert data quality checks has been agreed and will be located in First Contact Centre/Force Control Room Birmingham. Interviews have taken place and the new auditor commenced on 16 April 2012. The auditor will identify knowledge gaps and provide advice via onsite tutors/trainers to inform local action plans. The auditor will also identify the training needs of staff to ensure they have an understanding of the Home Office Counting Rules (HOCR) via specific packages being drafted, around the National Decision Making Model (NDM) examples. A programme of training for the Force Control Rooms by the Force Crime Registrar / Deputy Force Crime Registrar commences on 16 April 2012. Once the training has been completed, it will be handed passed to Contact Management trainers for inclusion in all initial and refresher training events.	13-Apr-12	GREEN
7	Performance pressures sometimes influence decisions by staff over whether to record a crime. Occasionally, non-notifiable offences are used to record minor crimes. Other evidence exists of crimes not always being correctly recorded (eg only one record in a series of crimes and CRC not always recording what officers tell them).	31-Mar-12	FCR	A second dedicated auditor role to facilitate expert data quality checks and provide support in the recording of crimes has been agreed and will be located in the Crime Recording Centre. The auditor will identify knowledge gaps and provide advice via onsite tutors/trainers to inform local action plans. The auditor will provide support when challenging decisions from Control Rooms and Police Officers on the suitability to crime an incident. Interviews have taken place and the new auditor commences on 18 June 2012.	12-Apr-12	GREEN
8	Restorative Justice is not seen as an appropriate disposal method for BTP although driver awareness training is being given to level crossing offenders. However, for the consultation the crime types considered were only those where the victim were mainly the TOCs and members of the public not considered.			Previous consultation with ATOC has show that they are not in favour of restorative justice for other offences. With regard to level crossings, the national tender for driver awareness training has been awarded and driver referrals are in place for those that meet the criteria. To date over 2,000 people have been referred for driver retraining rather than prosecution. Areas will continue to implement this as the enforcement vehicles are rolled out over the next 12 months.	03-Jan-12	AMBER
9	Attention to victim care was found to be not systematically managed or applied at the initial point of contact. For instance, although there is a proforma of sorts to help operators identify repeat and vulnerable ASB victims at the first point of contact, it is not consistently applied or checked by supervisors. Only 4 out of 20 ASB records showed attempts had been made to identify repeat/vulnerable ASB victims at the point of first contact. When considering victims BTP views the TOCs and their staff as a higher priority than the general public; this has been evidenced by officers who state that rail staff take precedence over the public particularly during assault/abuse incidents. They likened the response to a 'positive arrest policy', as opposed to a proportionate response on behalf of the member of public. Another indication of this is where rail staff are identified as a repeat victim they have specialist units from the PPU to support them. Policing Plan priorities are also targeting TOC rather than the public.	30-Jun-12	Simon Graham	A review of the process to identify not just repeat and vulnerable victims but all callers who may have a threat to their safety, has been undertaken. A training package, designed around the National Decision Making model, using real BTP case studies has been designed and delivery was rolled out to all First Contact Centre staff commencing in January 2012. Since the training a 50% rise in repeat / vulnerable victims has been identified for all offences, including ASB. The data captured is October to December 2011 (72) compared with January to March 2012 (132). Quality assurance and incident review methods have also been put in place at both the FCC and the Force Control Rooms and independently at Force Headquarters.	16-Apr-12	GREEN
10	Supervisors in the control rooms do not have their work assessed to understand if they are giving the correct advice	30-Jun-12	Simon Graham	The training for supervisors by the FCR due will commence on 16 April 2012. Dip sampling of logs will become more regular, with the auditor on site, and weekly feedback will provided to Inspectors for briefing. These checks will also form part of the Supervisors KPIs for 2012/2013.	13-Apr-12	GREEN
11	Frontline staff and control room operators have little awareness of HOCR and its more important aspects. Self briefing is left to staff in control rooms but this contains little information about crime recording specifically. Few checks are carried out to monitor self-briefing compliance.	31-Jul-12	Simon Graham / FCR	The training for Control Room staff will be undertaken by the FCR and the Deputy FCR regarding NSIR and HOCR via specific packages being drafted (around NDM model examples) and will commence on 16 April 2012. Once the training has been completed, it will be handed over to Contact Management trainers to be included in all initial and refresher training events.	12-Apr-12	GREEN
12	There is no formal comparison of quantitative crime performance with the qualitative audits carried out by the FCR. Crime performance therefore relies on data which is assumed to be correct.	30-Apr-12	SDD / FCR	This issue has been identified in the business case relating to the restructure of the Strategic Development Department Audit Team. Two new Crime Auditors have been appointed in Birmingham and Cardiff and are due to commence on 16 April 2012 and 18 June 2012 respectively. The strengthened audit team will liaise with the new Centralised Performance and Analytical unit to ensure 2012/13 Policing Plan priorities are cross-audited.	12-Apr-12	GREEN

Ref	Recommendation	Due Date	Action Owner	Progress Update	Date of Update	RAG Status
13	No data quality objectives are set. A general 90% compliance is seen as acceptable. This is a safe and unchallenging approach. Use of data quality objectives for high risk areas, for instance detail being recorded in incident logs, could help focus attention.	30-May-12	DCC / FCR	The FCR has consulted with Michael Holden, BTPA who has requested that any decision as to whether compliance is variable should be brought to the BTPA for discussion and agreement. It is proposed that this is discussed at a future Performance Review Group meeting.	12-Apr-12	AMBER
POLICE REPORT CARD INSPECTION - October 2010 - RECOMMENDATION 1						
R1	BTP introduce a system which identifies repeat and vulnerable victims, then takes action to reduce repeat victimisation.	31-Mar-12	Simon Graham	<p>In June 2011, BTP introduced a manual process to identify repeat and vulnerable victims within ASB and violent crime offences. Policy and guidance was introduced and circulated to staff. Once repeat victims have been identified, they are given an enhanced service with Victim Care Managers assigned to their case to ensure continual support and additional supervision to monitor progress. BTP are now identifying between ten and twelve repeat/vulnerable victims per week. This is a low number when compared to the total number of crimes recorded for ASB and violence, which according to the Crime Mapper definitions for one week (12 September 2011 – 18 September 2011) are 122 for ASB and 189 for violence. To enhance this identification BTP are introducing further training and briefings for all contact handling staff which is to start in January 2012, with the object of ensuring all repeat and vulnerable victims are captured through first contact. The progress of identification is being monitored by monthly audits. This includes dip sampling and 'live listening' of calls by supervisors to ensure the caller is being asked about repeat victimisation and careful questioning is being used to identify vulnerable victims. IT enhancement continues to be explored, BTP are in a consortium with other Police Forces regarding Command and Control systems and a business case has been submitted to the provider to request software to identify repeat names. This is work in progress and as yet, no timescale has been set.</p> <p>BTP has identified that rail staff are by far the most common repeat victims and have specific 'work place violence units' set up, consisting of BTP officers and rail industry staff. This service ensures full support throughout the investigation and continual welfare support. The units look at 'lessons learnt' and how to prevent 'repeats'. This has led to staff receiving further training and marketing campaigns warning customers about abuse of rail staff.</p> <p>In August 2011 Territorial Policing Force Headquarters visited Leicestershire Police and reviewed their processes relating to vulnerable and repeat victims. This was with a view to ascertaining best practice following the enquiry into Pilkington by the IPCC and post recommendations. In particular, training processes were reviewed in relation to first contact and core response staff. Leicestershire Police's management of incidents post calls being made were also reviewed.</p> <p>Territorial Policing FHQ and the First Contact Management team then produced a training package for delivery to First Contact Centre and Control Room staff. The training incorporated the national decision model (NDM) and aimed to improve the identification of a vulnerable person, repeat victim and what constitutes ASB. The training commenced in mid January 2012. To date, there has been a 50% rise in repeat/vulnerable victims being identified (for all offences including ASB). The data captured from October to December 2011 (72) compared with January to March 2012 (132). The incorporated use of the NDM, the training and better probing and flagging of incidents has prompted the significant rise in numbers. Quality assurance and incident review methods have now been put in place at the First Contact Centres, Force Control Rooms and independently at FHQ.</p> <p>Collectively BTP receives calls from numerous rail staff and passengers working and travelling on the rail network. Where vulnerable individuals, locations and periods are identified the use of PSPs, reassurance patrols and operations are common practice. These are identified through TOC tasking and tactical assessments.</p>	16-Apr-12	