

Minutes

Performance Review Committee

Monday 22nd July 2013

at The Forum, 74-80 Camden Street

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Present:

Ms Liz France (Chair)
Mr Anton Valk
Mr Bill Matthews (via teleconference)

Apologies:

None

In attendance:

Mr Paul Crowther, Deputy Chief Constable BTP
Mr Mike Furness, Head of Strategic Development BTP
Ms Charlotte Crabtree, Head of Performance and Analysis BTP
Ms Helen Edwards, Head of Information Management Unit BTP
Mr Paul Jackson, Head of People and Development BTP
(present for Agenda Item 2)
Mr Andrew Figgures, Chief Executive BTPA
Mrs Samantha Elvy, Research & Policy Manager BTPA
Mr Jon Newton, Performance Analyst BTPA (minutes)

25/2013 Welcome and apologies

Non-Agenda

Ms France welcomed all attendees to the meeting. There were no apologies. The Committee was informed that there will in future be two new Members appointed. Once recruited, these Members will be Catherine Crawford, previously the Chief Executive of the Metropolitan Police Service Authority, and Mark Phillips, who is employed by National Express and is the Chair of the Association of Train Operating Companies (ATOC) Police and Security Forum.

26/2013 Minutes of meeting 17.01.2013

Agenda Item 1

The minutes of the 2012-13 Q4 Performance Review Committee meeting were approved as an accurate record of discussions.

27/2013 Matters arising

Agenda Item 2

Ms France acknowledged that there had been recent publicity with respect to the use of stop and search by police forces in England and Wales. DCC Crowther informed the Committee that there had been a review of where the force was in terms of stop and search and that ACC Thomas had produced a presentation. It was agreed that a copy of this presentation would be sent to Committee Members for information prior to the next meeting, at which there would be a more detailed update on stop and search.

DCC Crowther informed the Committee that BTP has a good rate of successful outcomes but questioned whether this should be a measure of success because stop and search is more of a disruptive tactic. The use of stop and search as a productivity measure in certain BTP areas was also highlighted as an area to consider. It was suggested that a better measure would be to ask the officer about successful outcomes achieved as a result of their stops.

It was highlighted that ACC Thomas had set up a group to look at stop and search. The force has been tasked to have position statement on how it used this tactic. It was also highlighted that within BTP stop and search was being used a tactic as part of Operation Magnum to target theft of passenger property. It was recognised that although this was a valid disruption tool it did not give licence to stop everyone and that there was training around the thresholds for stop and search.

Action: DCC Crowther to send a copy of ACC Thomas' presentation on stop and search to Performance Review Committee Members for information.

2.1 EDHR update

Ms France informed the Committee that there had been conversations prior to this meeting regarding the force's work on Equality, Diversity and Human Rights (EDHR). Millie Banerjee, the Chairman of BTPA, has been appointed as the Equality and Diversity Champion for BTPA.

Mr Jackson informed the Committee of work that the force has been doing on EDHR. The Committee was informed that there had been a systemic issue, rather than any issues arising from individuals. There had been an internal review which revealed that the force's policies and procedures pre-dated the Equalities Act 2010. The force currently has a package in place for providing equality awareness, and there were no issues with the culture in BTP, but work is required to bring together a fractured systemic process.

A three-phase plan has been put in place; this will involve being compliant with the Equalities Act 2010 by the end of August, by reviewing and updating policies and putting in place an action plan. Secondly, the force will recruit a contractor who is a specialist in this field; the force was awaiting approval on a £5.5 thousand contract. The contractor will design train the trainer courses and awareness courses for senior staff. Thirdly, BTP will look at taking forward a week long course to train trainers and develop workshops to increase knowledge; these will refresh and update the current approach. BTP will then be in a place where it can further develop its work and knowledge in this area without having to rely on consultants.

DCC Crowther provided assurance that there was a clear focus on fairness and equality in the force restructure programme. Equality impact assessments were in place and the proportionality of employees had been considered.

Mrs Elvy highlighted that these plans seem to be internally focussed. It was suggested that once these plans are in place there be a focus on the external facing service approach, with victims of crime and detection rates being considered.

29/2013 Q1 Performance Report (including BTP Dashboard) and analysis

Agenda Item 3

DCC Crowther provided an overview of the Quarter 1 Performance Report and congratulated the Analysis and Performance Team's work on providing the report's commentary. There was good performance with regard to reducing disruption, with 3% fewer lost minutes than the year to date target, which had been expanded to cover all locations, from the 36 identified in last year's policing plan.

There had been some nervousness following the £5 million funding to tackle metal theft coming to an end. In quarter 1, however, there was a 55% reduction in live cable offences. The disruption figures remain susceptible to one or two high impact incidents. The Scottish area was exceeding the target by the highest margin, compared to other force areas. This was because of a high number of medium impact incidents.

There was discussion about the incident and subsequent delays that occurred in Ipswich on 19th July. There was praise for BTP's communications to the public, in particular via twitter. The scaling of gantries and bridges is happening more frequently, and there can be a high level disruption caused. The force has presented to Network Rail a simple engineering solution to prevent people from climbing the gantries. The next areas for BTP to focus on, with respect to lost minutes, will be disruption caused by trespass and vandalism.

There was in quarter 1 a 9% reduction in lost minutes caused by fatalities. The scope of unexplained fatalities has been brought into the policing plan target. There was previously an average 140 minutes clearance time for unexplained fatalities, which had reduced to 74 minutes. There has been a revised standard operating procedure put in place along with initiatives with Network Rail and the Samaritans, and an initiative with mental health teams to provide interventions, which have all worked well.

At the end of quarter 1, there were 2% fewer offences than the year to date target. Scotland was highlighted as a struggling area; however, the Scottish target was missed because of a relatively low number of offences, which can result in the area's performance statistics fluctuating more widely. BTP's crime statistics are favourable when compared with national Home Office statistics. Offences were down for most categories, apart from theft of passenger property and e-enabled crime.

There has been a general increase in theft of passenger property in the London area, not limited to BTP. The increase for BTP has not been as large as that of the Metropolitan Police Service. The London Underground area had a reduction in theft of passenger property in quarter 1 thanks to some good efforts by the Area Commander. BTP has been working with stakeholders to tackle theft; for example, the force has been liaising with industry regarding CCTV. In areas where there is no coverage, BTP will look at installing its own cameras.

There has been an increase in serious line of route offences. There is usually an increase in offences in summer, this increase has occurred at an earlier point in the year than usual. These offences have been spread out across different locations, rather than there being any significant rises in any particular locations.

There has been a better notifiable crime detection rate than the target. The increase has been spread across the crime categories. Some notable increases, however, include the sexual offences detection rate which is particularly good; these offences typically occur on busy trains and are to an extent a stealth offence. The theft of passenger property detection rate has increased from 6% to 7%. This represents a good increase given that many victims are not aware of the theft until they get home. This has been achieved partly through targeting prolific offenders.

The sickness target was being achieved. The differences in the sickness rates between employee types are because of the total numbers employed in each category. There are a relatively low number of PCSOs, meaning that a relatively low number on long term sick will distort the overall PCSO rate. Ms France highlighted that it was most important to focus on those cases are not the genuine long term cases but with those people taking sickness in a pattern that may suggest some intervention is required. Looking at the short-term sickness figures may be the way to achieve this.

DCC Crowther informed the Committee, with regard to the visibility between 7pm and 3am target, that although people may feel less safe late at night, crimes are often committed at different times of the day. There is a balance to be achieved, which is managed locally. There has been internal debate about the target detection rate for notifiable offences. There was a desire to not unnecessarily criminalise people for committing minor offences and to not upgrade people, who have committed the more minor public order offences, to more serious offences so that they fall within the scope of this target.

There was a discussion regarding the local policing plan targets that relate to disruption. The London North area was achieving a partial reopening time on four-track stretches of railway within an average of 27 minutes, with the London South area achieving an average of 29 minutes. Mrs Elvy highlighted the positive feedback that had been received this week from South West Trains. The London Underground area missed its target to reduce lost customer hours by

67%; however, the large number of lost customer hours was largely caused by 3 incidents.

The Committee was informed that the one local policing plan target being achieved by the Wales and Western area related delayed trains and was aligned with the industry's Passenger Performance Measure (PPM) target. This was the only area to adopt this target.

There was a discussion about the FHQ Key Performance Indicators included in the quarterly report. Members indicated that although useful on this occasion, fewer indicators at more strategic level would be more useful for future meetings. Members suggested that a smaller number of metric indicators which show some of the detail, but not all if it, would enable the Committee to be informed that the departments are performing as they should be, with exception reporting and what is being done about it when there is a deviation would be more useful. It was also suggested that the indicators provided to this Committee could make a clearer link to the force's strategy.

Action: DCC Crowther to develop a range of high level KPI measures that will enable the Members to drill down where necessary, to enable discussion. These are to be tested in October at the next Performance Review Committee meeting.

30/2013 Update on volume crime

Agenda Item 4

An update was provided in Agenda Item 3. Further to this, DCC Crowther provided an overview of a summary report the force has produced on Operation Magnum. It was agreed that this report would be distributed to Members following the meeting.

Action: DCC Crowther to email a copy of the BTP summary report on Operation Magnum to Committee Members.

31/2013 Data quality (crime and incident data): annual report on data quality for review and discussion

Agenda Item 5

Mr Furness provided an overview of the Data Quality thematic report. Thorough data quality reports are considered by the force on a monthly basis at their Integrity and Compliance Board meetings.

The force has recently changed the way in which it looks at its data, to focus on risk areas. This change of approach has revealed that there were some issues around no-crime decisions and that community resolutions were not always been applied in the appropriate manner. Community resolutions, where appropriate, can be an alternative to putting people through the criminal justice process. In order to apply a community disposal there has to be a call for service; there have been occasions where a community resolution has been applied but it was not clear whether this call for service has taken place. There have been discussions within the force about whether a revenue protection officer asking an officer at the location for assistance constitutes a call for service.

HMIC recently released a report about a Professional Standards Department (PSD) case in a Home Office force. BTP subsequently carried out an internal check, the only potential area of concern was with regard to the issuing of Cautions; members of the public did not understand the implications of accepting a Caution. This is an issue that also arises in other forces and is now being looked at.

The Committee was informed that Corporate Resources has over 100 KPIs and is responsible for oversight of a number of key IT systems, such as ORIGIN, Training Administration and helpdesk systems. The Analysis and Performance Team now provides independent assurance regarding these systems. Mr Furness invited the Committee Members to attend one of the force's Compstat meetings. There have been some demonstrable improvements in the service provided to customers by these systems and the staff responsible for the running of them.

Ms France queried whether the Victims of Crime Survey includes questions on the ethnicity of victims. The Committee was informed that the Survey does collect this data. BTP uses a Home Office recommended company, SPA Future Thinking, to carry out the survey. The survey is widely viewed as an independent, robust and comparable method of measuring victim satisfaction. Satisfaction with BTP was around 80-85%, which was seen as very good.

Members were informed that there were some challenges, with respect to the Network Rail data, regarding the categorisation of

incidents. There have, however, been good relationships between the force and Network Rail to rectify any issues as they arise.

Mr Furness highlighted that although there has been a good deal of improvement with regard to criminal justice data, there is still a lot of manual reporting. The force is looking at automating much of this reporting; this is, however, a criminal justice sector-wide issue.

DCC Crowther informed the Committee that BTP uploads data to the PND on a monthly basis. The findings of the HMIC report *'Mistakes were made'*, released in March, were being looked at through the force's Integrity and Compliance Board. The internal checks revealed that the force, when uploading data to the PND, has not been creating a nominal record for everything that comes to the notice of the force. This makes it more difficult for other forces to locate information. It was queried whether this could lead to potential issues with retention and disposal of records. The force was in the process of going through the data uploaded and creating nominals.

There was a discussion about the content of the Data quality report, included for this agenda item. The paper provided useful assurance that processes are in place. The next time this information topic is included on the agenda, it would be useful to include some details on the auditing of compliance with the processes and what level of performance there is, and where there are internal and external targets. Members reiterated that they do not expect any extra work to be carried out by the force in addition to what is already being done.

Mr Figgures reiterated the importance of having accurate data. There is, for example a statutory requirement for accurate crime data, but for BTP this also drives the charges paid by industry. Having this work also supports the transparency agenda. At some stage a body, such as the Department for Transport, may query what the force is doing with regard to its data management.

32/2013 Information Management

Agenda Item 6

Ms Edwards gave a presentation on the work of BTP's Information Management unit. The unit is split into three distinct areas, headed by a Force Records Manager, Information Security Manager, and an Information Compliance and Disclosure Unit Manager. The unit is

responsible for maintaining BTP's compliance with various requirements and legislation with respect to data and information protection, sharing and management.

The Committee was informed that the Information Management unit performed very well last year. There were 351 data protection (DP) requests, all of which were responded to within the required timescale. There were 112 Freedom of Information (FOI) requests, only 1 was not responded to within the required timescale; this was 1 day late. This request was in regard to a firearms case and legal advice was provided.

Ms France suggested that the force sets a consistent date for DP and FOI requests as the current approach, which reflects the legislation, can lead to confusion, whereas the deadlines for responding to both types of request actually cover the same time period. Changing the approach to set a consistent date for both would mean that if a request changes from a DP to FOI then there would be no confusion over the compliance dates.

There was a discussion about the different FOI exemptions that the force may sometimes apply. Members were informed, however, that the Chief Constable has given a clear steer that the force should be open and transparent, and share what information it can.

The Committee was informed that there will be an ICO Audit in November. This Audit has come about in response to an open invite by the ICO that went to all police forces, which was accepted by BTP.

There was a discussion about the cost of the Information Management Unit. Staff costs were £300 thousand and software support costs were £60 thousand. The Criminal Records Bureau (CRB) section was entirely funded by the CRB.

Ms France requested to see the results of the ICO Audit and, at some point, some assurance that the appropriate Information Sharing Agreements are in place.

33/2013 Scoping discussion for thematic items report at 2013/14 meeting 2: update on children and young people theme from January 2013

Agenda Item 7

Ms France informed the Committee that this would be a follow-up to the children and young people thematic item considered at the January 2013 Performance Review Group meeting. It would be useful to cover any new areas of interest that have emerged since the January meeting. There was a discussion about how strategic the thematic should be, rather than focussing on more tactical information. It was agreed that the key areas to focus on were those that related to BTPA's responsibilities and how it fulfils its functions, where there are potential risks and what reassurances can be provided.

34/2013 Any other business

Agenda Item 8

There was no other business.

35/2013 Date of next meeting: 18th October 2013, 10am-12pm

Agenda Item 9