

Minutes

Performance Review Committee

Friday 24 July 2015 at 10 am
at The Forum, 74-80 Camden Street

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Present:

Liz France (Chair)
Mark Phillips
Dyan Crowther
Bill Matthews

Apologies:

Andrew Pollins

In attendance:

Adrian Hanstock, Deputy Chief Constable BTP
Vanita Patel, Performance & Analysis Manager BTP
Barry Boffy, Diversity and Equality Manager BTP
Ashley Auger, Performance & Analysis Manager BTP
Sgt Ben Dawson, BTP

Andrew Figgures, Chief Executive BTPA
Samantha Elvy, Strategy and Performance Manager BTPA
Iggi Falcon, Senior Policy Officer BTPA (minutes)

19/2015 Welcome and apologies

Non-Agenda

1. The Chair welcomed Dyan Crowther to her first meeting of the Performance Review Committee. Apologies were received from Mr Pollins.

20/2015 Minutes of meeting 15.05.2015

Agenda Item 1

2. The minutes were approved as an accurate record.

21/2015 Matters arising

Agenda Item 2

3. The Committee received an update, further to Action 21, on Out-of-Court disposals. The Deputy Chief Constable (DCC) commented that there would be significant challenges to review cautions

retrospectively. He recognised that risks might always exist in this area, although he expressed confidence in the outcome of mitigating actions. These included, for example, changes to the Caution forms, which meant that offenders were now required to acknowledge the impact of accepting cautions. In addition, an Evidence Review Gateway now provided controls to ensure that cautions are only given when the circumstances justify it. Finally, the DCC added that the Exception Case Review process – which he led personally – provides a robust method of addressing historic issues. In response to a Member’s question, the DCC undertook to confirm how many years a record must be kept in the file (in ordinary cases).

4. The Committee also received an update, further to 24, with regards to the EDHR work on BTP interactions with victims and offenders. The DCC explained that there were a number of initiatives being considered to instill first-fix principles in service standards. These would also be monitored more closely, using surveys for example. The Chairman of the Committee sought details on the BTP’s compliance with a duty to publish EDHR data on service users, with the Diversity and Inclusion Manager confirming that he would advise the Committee once this was addressed.
5. All other actions were noted as complete.

Agreed

- 5.1. The DCC to confirm how many years a Caution record must be kept in the file; and
- 5.2. The Diversity and Inclusion Manager to advise the Committee once the requirement to publish EDHR data on service users had been met.

22/2015 Terms of Reference and work plan for 2015/16

Agenda Item 3

6. The Committee considered a report of the Authority Executive setting out the Committee’s membership, terms of reference and work plan for the coming year, for approval.
7. Members felt that, since the Authority had recently received a detailed update on Counter-Terrorism work, the Committee’s thematic session scheduled for September should now focus on Safeguarding instead. That said, the Committee received assurances that the actions which arose at the Authority meeting – which

concerned risk assessments and CT capability - would be followed up at that same forum.

8. The Deputy Chief Constable and the Strategy and Performance Manager agreed to review the detail of the work plan set out at Appendix A, outside of Committee.
9. Subject to the points above, the report was agreed.

23/2015 Q1 Performance Report (including BTP Dashboard) and analysis

Agenda Item 4

10. The Committee considered the standing item on performance, looking at data from the first quarter of 2015/16. This included a presentation from the Performance & Analysis Manager on progress towards the 20:20:10 Strategic Objectives, and against the Policing Plan targets set for the year running.

General observations

11. Save for a few points on the volume of data, Members were happy with the format of the reports which were presented to the Committee. However, there was still work required on the narrative contained in the reports. The Chairman explained that the Committee did not expect a literal interpretation of data, but rather a brief comment from the Force to provide context (looking at the circumstances which are having an impact on performance, for example) as well as to inform of steps being taken to improve performance.

Analysis

12. The Committee then proceeded to discuss the reports and presentation in detail, and the following points were made:-
 - 12.1. Data from the last three years suggested that the achievement of a **20% reduction in Disruption by 2018/19** was now a significant challenge. Expectations should be better managed by having a clearer understanding of how the Transformation programme intended to improve these figures. This would also allow Members to understand if additional measures were needed to change the direction of travel. The Force was

asked to submit a report to the next meeting, explaining the ongoing efforts in this area.

- 12.2. On the performance against the **2015/16 Policing Plan targets**, the Force was achieving 1 of the 7 national targets (only Sickness days was being achieved). In turn, 16 out of the 63 local targets were being achieved, although this was said to be broadly in line with last year's performance. In reiterating the importance of good narrative, the Chairman commented that it would have been helpful to understand if these figures could be seen in the context of specific circumstances or seasonal trends.
- 12.3. The need for context was highlighted when examining **Notifiable Crime** figures (Target -3%). For example, **sexual offences** (up 41%) had spiked around the time of a major Social Media campaign to encourage reporting. The Committee would have benefitted from understanding what efforts were being made to increase detection as well as reporting. Similarly, **serious fraud** (up 62%), probably related to a new mode of scam involving touching in/out with two Oyster cards simultaneously. In turn, a reduction in **serious public order** (down 14%) was said to respond to greater coordination during football matches.
- 12.4. **Violence against the Person** (up 4%, target -10%) remained an area of concern, with a third of victims being rail staff or BTP officers. The Deputy Chief Constable commented that greater focus would be given to 'hubs' where these incidents tended to occur.
- 12.5. A significant spike in the incidence of trespass had been recorded in April 2015, translating into a rise in the number of **minutes lost to Disruption** (target -7%). Proactive work in this area included that of National Task Groups looking at Trespass hotspots (PSPs), and improved coordination between the BTP and Train Operators.
- 12.6. Number of days lost to **Sickness** (target 7.3 days per person), was showing a downward trend, with interventions by a Gold Group at the A Division yielding encouraging results.

13. The Committee also reviewed the year's commitments on **Cyber Crime** and **Safeguarding**, and noted that reports were to be submitted at the next meeting.
14. The report was noted.

Agreed

- 14.1. The Force to submit a report to the next meeting, explaining how the Transformation programme would impact on the Disruption objective.

24/2015 BTP EDHR Update - year-end report, and scene set for approach for the coming year

Agenda Item 5

15. The Committee considered a report providing an update on EDHR work at the BTP. The Diversity and Inclusivity Manager explained that it had not been possible to present the annual report to the Committee on this occasion, although he undertook to do so as soon as a final version was considered by the Force's Chief Officers' Group. The Chairman asked that the report be circulated to Members by email, to avoid having to wait till the next Committee meeting.
16. In introducing the report, the Diversity and Inclusivity Manager drew attention to the following activities:-
 - 16.1. An **LGBT Mentors** scheme, in collaboration with the Metropolitan Police and the College of Policing was now being piloted. The scheme was designed to help employees to develop and become role models in their working environment. Should it prove successful, the scheme would be extended to all remaining police forces in England and Wales.
 - 16.2. There work of the **Positive Action Recruitment Team** was showing positive results, with the most recent intake representing a 45% BME and/or female candidate make-up.
 - 16.3. Good work was reported on a campaign to combat **Hate Crime**, with constructive dialogue taking place with representatives of transgender groups and Muslim community leaders.

17. The report was noted.

Agreed

- 17.1. The EDHR Annual Report to be circulated to Members by email as soon as it becomes available.

25/2015 Report on data quality (to include discussion about progress on Crime Data Integrity Improvement Plan)

Agenda Item 6

18. The Committee considered a report of the Deputy Chief Constable outlining the quality assurance processes in place for key datasets that the BTP uses to monitor performance.
19. The Deputy Chief Constable highlighted the arrival of a new Crime Registrar as an important step in ensuring the appropriate systems were in place over **Crime and Incident Data** - an area that was subject to much scrutiny nationwide. Within the short time that the Crime Registrar had been in post, she had already identified a number of issues with the methodology for recording crime-relating incidents. Disturbance incidents were used as an example; if the police attend to such a report, but upon arrival the individuals involved were no longer on site, then the matter would be recorded as a crime-related incident. However, if one of the individuals comes forward at a later date to report the matter as an assault, then the incident should technically be re-classified as crime. This was the case in about 40 out of 220 cases examined. In response to a Member's question, the DCC confirmed that there was no indication that inaccuracy in recording had become more frequent in recent times.
20. The DCC also provided assurances on datasets stemming from HR systems, Stop and Search records, Victims of Crime Surveys and Crime Justice Data. Special attention was given to datasets used as part of the **BTPA Cost Allocation Model**, and particularly the Crime Data that feeds into it. The Committee noted that Crime Data was allocated to a Train Operating Company (TOC) using a manual entry function - this was prone to errors. To address this issue, a daily cleansing mechanism had been introduced, and the DCC expressed confidence that this will improve consistency.
21. Members were keen to see that dialogue with TOCs was developed to ensure that concerns about data were addressed properly. Even

with a daily cleansing mechanism, live data might still show inconsistencies, and so a form of 'health warning' should be attached. The aim was clearly to ensure that TOCs' confidence on the integrity of the data was sustained and improved.

22. On a separate point, Members sought further information on historic backlog issues, including the work to review the contents of a large number of boxes of non-indexed archived material - an issue which had been the subject of much scrutiny over the past twelve months. The Chairman acknowledged that, whilst this was a matter for the Audit & Risk Management Committee, it was important that updates on the issue were shared with all Members of the Authority.
23. The report was noted.

26/2015 Transformation oversight - overview of 'operations' strand in 2015/16

Agenda Item 7

24. The Committee discussed the approach that it would adopt to provide oversight to the aspects of the Transformation programme which were expected to impact on performance. The Chairman explained that, for example, in looking at an aspect such as Op Trafalgar (concerning the implementation of evidence-based policing), the Committee will focus on the direct effect that this would have on the delivery of targets such as Crime Reduction, etc. A similar example was given on ISP, and what impact would it have on increasing visibility and confidence, etc.
25. Members suggested that a report summarising the key areas of focus, risks of non-delivery and interdependencies, should be submitted to the next meeting of the Committee.

Agreed

- 25.1. A report summarising the key areas of focus, risks of non-delivery and interdependencies, to be submitted to the next meeting of the Committee.

27/2015 Scoping discussion for thematic reports for meeting 2: Counter-Terrorism

Agenda Item 8

26. This item was covered by the discussion at item 3.

28/2015 Any other business

Agenda Item 9

Demand Project - "Workforce Live" Application

27. Sergeant Ben Dawson, who was working on a project to understand the BTP Demand, gave a brief presentation on a new IT application to capture the Force's capability in real time. The purpose of the application (working title "Workforce Live") was to allow Senior Duty officers to understand how many officers were on duty at the time, what skills they possessed and, in the future, even map their location. The application would naturally assist operations, but it had a great deal of potential as a performance tool.
28. Members thanked Sgt Dawson for a most interesting presentation and recommended that this work be fed into the Policing Plan Group to inform its development of a Value for Money target.

29. The meeting closed at 12.05pm.

Dates of Next Meeting:

20 October 2015, 1-3pm.