

Minutes

Performance Review Committee

Friday 18th October 2013

at The Forum, 74-80 Camden Street

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Present:

Ms Liz France (Chair)
Mr Bill Matthews
Ms Catherine Crawford
Mr Dominic Booth
Mr Mark Phillips

Apologies:

None

In attendance:

Mr Paul Crowther, Deputy Chief Constable BTP
Mr Miles Flood, Chief Superintendent BTP (present for Agenda item 6)
Mr Dave Roney, Superintendent BTP (present for Agenda items 5 and 7)
Mr Paul Shrubsole, Detective Superintendent BTP (present for Agenda item 9)
Ms Charlotte Crabtree, Head of Performance and Analysis BTP (present for Agenda item 3)
Mr David Cartwright, FHQ Performance Manager BTP (present for Agenda item 3)
Mr Paul Jackson, Head of People and Development BTP (present for Agenda item 8)
Mrs Samantha Elvy, Research & Policy Manager BTPA
Mr Jon Newton, Performance Analyst BTPA (minutes)

36/2013 Welcome and apologies

Non-Agenda

Ms France welcomed all attendees to the meeting, including new Performance Review Committee (PRC) Members Dominic Booth and Mark Phillips, both with industry knowledge, and Catherine Crawford, with knowledge of passenger interests.

37/2013 Minutes of meeting 22.07.2013

Agenda Item 1

The minutes of the 2013-14 quarter 1 Performance Review Committee meeting were approved as an accurate record of discussions.

38/2013 Matters arising

Agenda Item 2

All actions were accepted as complete.

39/2013 Q2 Performance Report (including BTP Dashboard) and analysis

Agenda Item 3

DCC Crowther provided an overview of the Quarter 2 Performance Report. BTP was achieving 6 out of 9 national and 27 out of 42 local Policing Plan targets. The delay target was proving to be challenging; in order to achieve the target there needed to be fewer than 95 thousand police-related lost minutes per month. There were approximately 81 thousand lost minutes in April and May but this increased to 104 thousand and 140 thousand minutes in the following months. This had resulted in a 12% rise in police-related disruption.

The increase in police-related disruption was mostly driven by increased delay from fatal incidents. Fatalities caused 2% of police-related disruption incidents but one-third of lost minutes. There was a discussion about preventative work that BTP has been doing. Victims attempting suicide tend to identify locations based on the speed of trains and perceived likelihood of success. There has, since, September, been a large amount of work on suicide prevention; the force has been carrying out intervention work with officers and railways staff.

The reduction in cable theft has been a success story but offences have not disappeared. BTP is maintaining pressure with regard to these offences and new legislation will assist with these efforts. BTP has been involved with the Transport Select Committee's inquiry into

safety at level crossings; these incidents cause 5% of police-related lost minutes per month.

There was a discussion about how lost minutes data is presented. Members suggested that it would be useful to have separate data for the outlying, more disruptive incidents, so that the long term trend can be more easily identified. It was also suggested that longer term trends in disruption be shown so that any short term spikes in the data can be identified and differentiated from the trend. DCC Crowther highlighted chart 1, in the quarterly report, which does this by showing the monthly trend since April 2012 and has separate trend lines for delay from incidents that cause less than 1,000 lost minutes, more than 1,000 lost minutes, and total lost minutes.

Mr Booth queried the rise in disruption caused by trespass. DCC Crowther informed the Committee that the incidents were broadly spread out and that there were peaks during school holidays. There were some planned intervention tactics but much of the work involved engineering solutions, such as the provision of fencing. The force was, however, using Neighbourhood Policing Teams, targeted patrols, and education in schools. The Committee was also informed that delay from incidents caused by people in precarious positions, threatening to commit suicide, was also included in the trespass category. These types of incidents could cause significant disruption. The force has produced new Guidance and a workshop for all officers. BTP was also working with partners with regard to preventative actions that could be taken.

There was a discussion about recorded offences. DCC Crowther informed the Committee that there had been an increase in the number of recorded sexual offences. This had resulted from the force's increased focus on these offences, as part of Operation Guardian, which aims to increasing the reporting of these offences.

Theft of passenger property was highlighted; there was an increase in thefts in 2012-13, primarily in the London Underground area. The area has since had some significant reductions. Smart-phones are the main target; the force has been working with mobile phone companies with regard to these offences.

BTP has been doing work to tackle cycle crime, this has included focussing on detections and working with partners with regard to the provision of cycle racks and CCTV. There have, however, been some challenges; members of the public expect that if their bike is stolen and there is CCTV the theft will be found on camera and will be

detected. The force has been working on a volunteer scheme in which interested people will get involved in viewing CCTV footage to assist in the investigation of lower level offences. The force is working to obtain technology that will enable this to be done remotely.

DCC Crowther informed the Committee, with respect to the confidence and Neighbourhood Policing Team targets, that there was a challenge between deploying officers against perception and demand. There was a balance in providing visibility at key times whilst being able to provide resources at the times of day in which crimes tend to increase.

The accuracy of BTP's incident recording was queried. It was noted that the quarterly report states that at the start of the year only 9% of crime related incidents were correctly recorded, which increased to 54% in May 2013, and 63% in August. DCC Crowther highlighted that this had been a national issue; BTP, unlike other forces, recorded lower level offences and anti-social behaviour and that as a result the force had more records. It was explained that there was more the force could do to record correctly. Recording these crime related incidents takes a lot of time at the force's Crime Recording Centre and the force was considering changing the way in which it records them. BTP is currently working with the Authority as the proposed changes would have possible implications on the charging model.

There was a discussion about the PCSO sickness rate. DCC Crowther informed the Committee that PCSOs compose a relatively small group of staff; as a result, a small number of PCSOs on long-term sick leave can distort the overall sickness rate. PCSOs employed by BTP have a more proactive role than other forces, with more similarities to PCs. PCSO sickness, in BTP, tends to have a similar profile to that for PCs.

Ms France highlighted an apparent spike in BTP's sickness rates in July and August, and queried whether this could be related to the force restructure. The Committee was informed that, at the time, it was not known whether this was the case. It was suggested that the People and Standards Committee may want to consider this further.

Mr Phillips queried whether the target for 90% of Professional Standards Department (PSD) investigations to be conducted in less than 90 days was appropriate and whether there were any lessons learned. DCC Crowther highlighted that the FHQ Key Performance Indicators were introduced so that FHQ departments would be under

a similar focus to the force areas. An officer under investigation by PSD would be in a stressful position and as such these time frames needed to be addressed. It was, however, highlighted that one of the reasons for the timeframes was that the department was currently devoting a lot of time and work to the vetting project.

40/2013 Update on volume crime

Agenda Item 4

This item was covered under Agenda Item 3. It was agreed that as this item is covered in the quarterly updated it should not be included in future agendas.

Action: Volume crime not to be included as a separate item on future Agendas for 2013-14 Performance Review Committee meetings

41/2013 Use of taser and firearms six-monthly update

Agenda Item 5

DCC Crowther suggested that there should be a national debate about the deployment and use of tasers. Whilst there are no defined steps for the escalation of force by officers, the use of tasers can be less impactful than many other tactics. It was confirmed that there have been no ill effects following BTP's use of taser.

The Committee was informed that an increase in the use of tasers was to be expected, given the increased availability to officers. It was highlighted that the use of tasers could be an emotive issue and that there could be a reputational risk to BTP; BTP could also be confused with other forces because members of the public will generally not differentiate between individual police forces.

Ms Crawford noted the variation in usage across the different areas and queried who carried tasers. The Committee was informed that the use of tasers was limited to response, operational support unit, counter terrorism, and firearms officers. Local issues have been taken into consideration with respect to the deployment of tasers; for example, no tasers are deployed in Scotland. BTP, however, is sometimes called to assist other forces if required; BTP's use of tasers in these incidents is captured within the taser usage figures.

Superintendent Roney provided an overview of the occasions, between January and September, in which BTP had used tasers. The Committee was informed that all firings had been reviewed by the Chief Inspector in the CTSU and that there had been no withdrawals of taser authorisations as a result of inappropriate use.

Action: BTP and BTPA Executive to arrange for Performance Review Committee Members to see a demonstration of tasers.

42/2013 Stop and search six monthly update

Agenda Item 6

Agenda Item 6 was taken after Agenda Item 7. Chief Superintendent Flood provided an overview of BTP's stop and search statistics for the first 6 months of 2013-14. He provided reassurance around the increased scrutiny of stop and search within BTP. The Committee was informed that stop and search is legitimately used by the force and that it was being communicated that use of this tactic should be in line with the policing plan priorities and should result in positive outcomes. BTP has more detailed stop and search data than many other forces and scrutiny is provided by the force's Stop and Search Steering Group and Independent Advisory Group.

There has been an increase in the use of stop and search by BTP. This was as expected and was driven by Operation Magnum, to tackle thefts of passenger property. Many stop and searches were recorded as drugs searches, this is a traditional tactic and these searches have been conducted for a range of reasons. The force has been scrutinising the recording of these searches; as such they are expected to reduce in number. The force has implemented a three-tier monitoring system for stop and searches, at supervisor, area and force level.

The Committee was informed that a black person was 6.9 times more likely to be stopped and searched than a white person. It was highlighted that the arrest rates were greater so the force had no significant concern with regard to the proportionality ratio. It was, however, noted that there was a need to better understand the ratio. The ratio was identified by comparing the number of stop and searches against demographic information. It was, however, difficult to be exact when comparing with the population for the railways. The Committee was also informed that these figures included stop

and searches conducted during the Notting Hill Carnival. The management of this event involved BTP working with the Metropolitan Police Service in managing crowds at the location in addition to managing gangs that were commuting to the event to commit crime. Searches were conducted at key stations to prevent people going on to the streets to commit offences.

DCC Crowther highlighted that there has been a debate at Chief Officer level within BTP, which has reflected national debate, about whether arrest rates should be seen as the measure of a positive outcome for stop and search and whether there are more aspects to consider. Stop and search by BTP should be linked to force priorities and objectives. It is a useful tactic and officers are supported in its use. Record keeping could, however, be improved; for example, where an officer has conducted a stop and search and found drugs, drugs has been recorded as the reason for the search whereas the initial reasoning for conducting a search may have been different. It was, however, highlighted that drugs searches can also be useful in disrupting other types of crimes. The Committee was informed that a more intuitive form for recording stop and search was being developed.

Mrs Elvy queried whether a different approach was required when searching people under 17 years of age. It was confirmed that this was not required if the search was conducted in public but that there were additional processes if any further actions were required.

There was a discussion about the use of immigration checks by the UK Borders Agency in and around railway stations. Members advised of the potential reputational risk to the force if people thought the checks were being carried out by BTP. DCC Crowther informed the Committee that the force provides feedback but that the UK Borders Agency was a statutory body and therefore had the right to conduct these checks. Members suggested that a memorandum of understanding around the use of checks at railway stations could be developed.

Action: BTPA to identify a new lead Member for stop and search matters.

43/2013 Firearms training

Agenda Item 7

Agenda Item 7 was taken prior to Item 6. Superintendent Roney provided an overview of firearms training in BTP. The Committee was informed that firearms training had been provided by Cheshire Constabulary and then City of London Police. BTP, when recruiting new firearms officers, took on a number of experienced instructors. BTP made the decision to set up its own firearms training unit and has been working with a very experienced firearms instructor. The force, in July, received a provisional licence to train from the College of Policing. There is a continuation plan which the force is working through, the aim being to obtain a full licence to train by July 2014. It was estimated that the force should save in the region of £100 thousand per annum.

The Committee was informed that there was generally a high turnover rate for firearms officers. The firearms officer role within BTP has been seen as a developmental role, with officers having moved on to higher roles in other forces; other officers have also subsequently found that they did not want to be in a firearms role. The relatively small numbers in the firearms team has meant that these changes can result in a high turnover of officers.

Ms Crawford queried the range charges for the firearms unit and the diversity of the team, but highlighted that this was something that could potentially be picked up by the People and Standards Committee. Superintendent Roney confirmed that there were 2 female firearms officers and that a third was about to be recruited. The force inherited a unit of white males; there was work underway with respect to the unit's demographic. The Committee was informed that the force would have to pay for range charges whether training was carried out internally or externally.

The Committee was informed that firearms officers have not yet been deployed outside of London but that it would be possible to do so if required. Ms France queried whether they would be deployed in support of the 2014 Commonwealth Games. DCC Crowther stated that there would need to be engagement with local partners prior to a decision being made.

Superintendent Roney offered Members the opportunity to visit the Firearms Unit. It was agreed that this may be useful for the new PRC Members.

Action: BTP and BTPA Executive to arrange for new Performance Review Committee Members to visit the Firearms Unit.

44/2013 BTP EDHR update

Agenda Item 8

Mr Jackson provided an update on progress with the draft Equality and Diversity (E&D) Strategy for BTP. The aim was for the documents to be endorsed at the BTP Force Executive Board meeting on 24th February 2014. The next step, in the development of the strategic documents, was to draw upon the areas of work around the force whilst taking into account frameworks such as those provided by Stonewall.

Ms France noted that the report seemed to be an internally focussed document, which did not outline the required information about external engagement. Members also highlighted that the report did not set out the strategic duties and what the force was doing with regard to them. There needed to be a statement about the strategic duties for employment and service delivery, which were explicitly stated. Mr Jackson informed the Committee that focussing internally will feed into the force's external approach but that further work around the external duties was still to be completed.

DCC Crowther informed the Committee that the external facing work was occurring but that this needed to be made clearer. The Territorial Policing function, for example, engages with the National Independent Advisory Group (NIAG) over internal matters but primarily with an external focus. The report contains internally focussed information but further work was required around how the force engages with communities. The report needed to evidence how the force's policies and procedures were compliant with the law.

Members were happy with the Equality and Diversity strategy as a work in progress but highlighted that it needed to also have an external focus. Members stated that the report was not being criticised but there was disappointed with the length of time it has taken to make progress.

45/2013 Protective services theme: Children and young persons, update from January 2013

Agenda Item 9

Detective Superintendent Shrubsole gave an updated presentation on BTP's approach with respect to children and young persons. The

Committee was informed that the plight of vulnerable children has been receiving high profile coverage in the media. A national report was published, in April, entitled “Working Together to Safeguard Children 2013”. This report reemphasised the responsibilities on BTP, and the Children Act 2004, which names BTPA as the partner. The legislation defines the requirement as:

Each person and body to whom this section applies must make arrangements for ensuring that:

- Their functions are discharged having regard to the need to safeguard and promote the welfare of children; and
- Any services provided by another person pursuant to arrangements made by the person or body in the discharge of their functions are provided having regard to that need.

The Committee was informed that there can be differing definitions of young persons contained in different legislation but the force refers to those under 18 years of age. The number of young people arrested by BTP has declined, however, the force has a high reoffending rate compared to other forces nationally. Arrests were mostly for offences such as theft or graffiti. The requirement to refer juvenile offenders to Youth Offending Teams was high within BTP; Superintendent Shrubsole confirmed he was confident that, within BTP, the knowledge of this requirement to refer was understood and robust. The Committee was informed that 99% of young victims were attacked by peers in the same age groups and that very few were repeat victims.

BTP has identified training opportunities for specialist and senior officers, and has been working with Barnardos in the development of online training to increase awareness to front line officers and staff of the need to safeguard and promote the welfare of children. The force has also developed a tactical assessment to monitor sexual offences against children and fatalities involving juveniles, and provides central oversight.

There was a discussion about the treatment of children with regard to the provision of custody. The Committee was informed that BTP has its own custody suite in London but that outside of London the force has arrangements to use local Home Office force custody suites. Once a child is in custody they become the responsibility of the local Custody Sergeant; any child will be referred to a Youth Offending Team and there will be the right engagement with Social Services.

Members queried whether there was a vulnerability with respect to the provision of services outside of London and how the force identifies when someone is juvenile. The Committee was informed that outside of London BTP will fit in with local arrangements. Most BTP officers have good relations with the local custody suites that they use. Within London the force has had to develop its own processes, however, these were well embedded. Officers will identify if a person is a juvenile by the person informing them or through the identification of their date of birth. This can be an issue when an adult will state that they are a juvenile when they do not appear to be. The person, in these situations, will be treated as a juvenile unless or until there is proof otherwise.

Dealing with juvenile detainees is usually a straightforward process. There can, however, be hidden areas that may be more complicated, such as officers being aware of the signs that someone may be being exploited, for example a juvenile travelling into the country on Eurostar, or exploitative relationships around railway stations.

DCC Crowther informed the Committee that the force currently has a contract with the Metropolitan Police Service with regard to Forensic Medical Examiners but that the force is in the process of making new arrangements via the NHS Commissioning Service.

46/2013 Scoping discussion for thematic report at 2014/14 meeting 3: serious and organised crime - Major Investigation Team

Agenda Item 10

There was a discussion about the proposed content for the thematic at the quarter 3 PRC meeting. The subject of serious and organised crime and the Major Investigation Team was raised as an area that the PRC had not previously looked at. This item aimed to provide an overview on areas of the force that may otherwise be hidden, with the aim of increasing understanding of the force's work and the threats and risk with respect to the protective services.

DCC Crowther highlighted that there was work going on around the areas of cyber crime and cable theft, and that a piece of work has been tasked to find out the vulnerabilities of the railways. Members suggested that it would be useful to have someone who knows the business area and can provide a good overview but who has specific knowledge of these areas.

47/2013 Any other business

Agenda Item 11

Mr Phillips suggested that there was an obligation on the PRC to note if there are any risks in performance against the strategic objectives; stakeholders may become concerned if they do not see progress against the strategic objectives. Mr Phillips noted that it would be useful to have a high level dashboard that tracks progress against the four key objectives. It was suggested that this work has been reflected in the supporting commentary for the PRC meeting but that it could be more clearly laid out.

Action: BTP to clearly outline, for future quarterly performance reports, the progress made against the four key strategic objectives.