

Minutes

Performance Review Committee

Friday 16 January 2015

at The Forum, 74-80 Camden Street

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Present:

Liz France (Chair)
Mark Phillips
Bill Matthews (teleconference, present until Agenda Item 4)

Apologies:

Catherine Crawford
Andrew Pollins

In attendance:

Adrian Hanstock, Deputy Chief Constable BTP
Tom Naughton, Chief Inspector BTP
Charlotte Crabtree, Head of Analysis and Performance BTP
Vanita Patel, Performance & Analysis Manager BTP
Barry Boffy, Diversity and Equality Manager BTP
Andrew Figgures, Chief Executive BTPA
Charlotte Vitty, Finance Director BTPA
Samantha Elvy, Research & Policy Manager BTPA
Jon Newton, Performance Analyst BTPA (minutes)

01/2015 Welcome and apologies

Non-Agenda

1. The Chair welcomed all attendees to the Performance Review Committee (PRC). Apologies were received for Ms. Crawford and Mr. Pollins.

02/2015 Minutes of meeting 21.10.2014

Agenda Item 1

2. The minutes were approved as an accurate record.

03/2015 Matters arising

Agenda Item 2

3. The Committee received an update on progress against Action 1, for BTPA Executive and BTP to set up a rolling programme of visits for Authority Members to BTP. The Committee was informed that this work had been on hold because of the Force Transformation and Chief Constable's Roadshows. The BTP Senior Advisor will be providing a list of potential visits and dates, which will be circulated to find out Members' preferences. It was noted that the Force had, in the past, prepared for visits which had then not been attended. Members requested plenty of notice to ensure that these dates were in the diary.
4. DCC Hanstock highlighted that although short notice there may be an opportunity for a visit to be arranged to the firearms unit in the next 28 days to see the firearms regime and training.
5. The Chair highlighted the positive media coverage of BTP with respect to the recent heightened counter terrorism policing; this showed that BTP was fully equipped and if required was ready to react. DCC Hanstock noted that news reporting was exposing that BTP was there and was the specialist police Force for the railways. Mr. Matthews highlighted that firearms policing was a more sensitive issue in Scotland but that there was an armed response arrangement in place and that firearms police officers had been visible.

04/2015 Q3 Performance Report (including BTP Dashboard) and analysis

Agenda Item 3

6. The Chair thanked BTP for producing a shortened quarterly performance report. It was highlighted however that there could still be fewer words and that there could be more of an emphasis on impactful information, where the Force was concerned or encouraged with performance; this could be supported by data in appendices. It was noted that the Committee did not want to create extra work for the Force but that there could perhaps be a front-sheet of impactful information. It was also noted that it could be assumed that the Committee Members had background knowledge of the subject matter. DCC Hanstock highlighted that this was helpful

feedback and that the Force was in the process of looking at other products and dashboards that could be used to report performance.

7. The Committee was informed that there had been a 3% increase in police-related disruption; the strategic objective target was being missed by 9%. The Force was still not where it wanted to be, but there had been an improvement in quarter 3, with disruption minutes down by 13% compared to quarter 2, and that some of the lessons learned around reducing disruption were continuing to drive down the number of lost minutes.
8. The improvement in the trend for police-related disruption was because of the reduction in lost minutes caused by fatalities, which were down by 2% compared to the previous year. Operation Decade, which included a range of initiatives to support Network Rail's campaign to reduce disruption on the rail network during the railway industry's period 10, also had an impact. It was noted that the previously increasing trend in disruption had appeared to plateau and that the plan for 2015/16 would be to achieve a reduction.
9. It was highlighted that Chart 2 in the quarterly performance report showed that the gap between the primary and reactionary disruption figures narrowed around January and February 2014 before widening again; it was queried whether there was a relationship between this narrowing in the two sets of figures, or whether the change was random. DCC Hanstock noted and agreed to look into this change in the figures.
10. The Committee was informed that there had been some learning points from Operation Decade, including identifying where there would be closures on the network so that the Force did not focus on activity at these locations. Also, nationally trialing the use of mobile intervention units, which included a BTP officer and an industry Mobile Operations Manager in a police vehicle; and having a BTP resource at the Network Rail control room, which allowed a joint approach to deployment. It was noted that the package of tactics from Operation Decade presented a wider opportunity to bring the number of lost minutes down across the network.
11. The Committee was informed that there had been a 4% reduction in offences compared to the previous year, driven by reductions in theft of passenger property and cycle crime. This reduction was in line with the Policing Plan target.

12. Cycle crime, violence against the person, and theft of passenger property offences made up the majority of recorded crime for the year to date. It was noted that common assault accounted for 45% of violence against the person offences, which were up by 11% compared to the previous year. Alcohol was a factor in many of these offences. Other factors also included ticket barrier disputes and overcrowded trains.
13. Daily reports on violence against the person offences always contain aggression to railway staff; it was questioned why some encounters between passengers and staff resulted in issues, and whether a heavy handed approach or other frustrations may contribute to this issue or whether other factors were involved. It was highlighted that 20% of assaults involved a ticket barrier and that there was some problem solving to do. Most offences involved verbal assaults, spitting or grabbing. There were also some domestic assault offences. The Committee was informed that there was a need to look at how to address these offences.
14. The Committee was updated on Operation Guardian, and noted that sexual offences had increased by 25% compared to the previous year. It was highlighted that Operation Guardian also involved the Metropolitan Police and Transport for London (TfL). Members asked in the quarter 2 PRC meeting about the different patterns of offences across taxis and buses. BTP had requested data regarding these offences. Once this data has been received, it will be pushed out to the Authority. It was noted that 30% of victims were under 18 years of age. This led to a question around the profile of the travelling public at the time.
15. The Committee was informed that the Parliamentary Under Secretary of State for Transport had written to some of the Train Operating Companies (TOCs) asking them to explain the increase in sexual offences and what they were doing about it. The letter had been discussed by the Rail Delivery Group (RDG) Policing and Security Implementation Group. It was noted that BTP was providing a briefing for these TOC Chief Executives in due course, and that the RDG could also be briefed on the data. Members highlighted that TOCs had responsibilities, for example around the provision of working CCTV. DCC Hanstock highlighted a joint problem solving approach to bring partners together in a community safety partnership.
16. The PRC received data showing offences per million passenger journeys per TOC. There was a discussion about the risk of crime per

TOC and the operational response as a result. The Committee was informed that if there was an increase in offences for a specific TOC then there would be an investigation into the possible causes. It was highlighted that the figures showing crime per TOC were useful for trying to understand risk of crime and confidence; and that they could be useful for Policing Plan discussions. There was a discussion about whether this data was in the public domain or should be protectively marked.

17. Members recognised that this data had wider uses; for example it was highlighted that it was important to be involved in the TOC bidding process, to provide additional options for crime prevention and to allow for potential issues to be included within bids. The Committee was informed that BTP produces a strategic assessment which highlights potential threats and issues, and that there was the TOC portal which provides operators with data around crimes and incidents. It was noted that a BTP employee embedded within the DfT made information available to TOC bidders. Members asked BTP to check how information is made available to bidders. It was also requested that the Authority Executive receives a copy of these strategic assessments, when produced, as they would be useful when writing to TOCs about their charges.
18. DCC Hanstock highlighted that BTP would, in spring, be restating to officers the concept of professionalism and showing restraint. Mr. Matthews queried whether some BTP officers were more prone to violent situations than others. The Committee was informed that this could sometimes be more of an issue with officers working in pairs; single officers could be more conciliatory. Body cameras had been found to make a significant difference when used by another Police Force. The Chair suggested that this issue could be looked at by the People and Standards Committee, with respect to whether some officers are subject to more complaints.
19. The Committee was informed that at the end of the third quarter the sickness rate was at 5.69 days per employee, which was above the year to date target of 5.48 days. Excluding long-term sickness, the sickness rate would have been at 4.9 days per employee. Work was underway in the Force to look at the sickness rate. The Chair highlighted that the Committee is interested in the implications on resilience and availability of deployable resources, but that the management of sickness levels fell within the remit of the People and Standards Committee. There was a discussion around the protection of employees given the current threat level from terrorism.

20. Members highlighted the performance dashboard, noting that there were some areas, in particular for the East and Pennine Sub-Divisions, that showed more red than others. The Committee was informed that much of the red shown for the Pennine Sub-Division performance against the Local Policing Plan targets related to disruption and staff assaults. The level of performance against Policing Plan targets in the East Sub-Division had been highlighted in the Force at its Service Excellence Board (SEB) meetings; performance against the staff assaults target was highlighted. It was noted that these were issues that were causing problems across the Force. The Committee was informed that if there were any management issues around any of the performance indicators then they would be raised in the Force's SEB meeting and that there had been a new Divisional Commander in the East, who will need time to settle into their role.
21. The quarterly performance report was noted.
22. **Agreed**
 - 22.1 BTP to look into the narrowing of the primary and secondary disruption figures in January and February 2014, as shown in Chart 2 of the quarterly performance report, to identify whether there were any particular reasons for this narrowing of the gap between the two trends.
 - 22.2 BTP to check how strategic assessments are made available to TOCs bidding for franchises.
 - 22.3 BTP to provide copy of TOC specific strategic assessments, when produced, to BTPA Executive.

05/2015 BTP EDHR Update

Agenda Item 4

23. Members congratulated BTP on the development of a good 2013/14 Annual Report. The Committee was informed that the report was longer than in previous years to reflect the amount of work that BTP had been doing in this area. It was noted that hate crime statistics were not included within the report but that they would be in future and that there would be work with the Analysis and Performance Department with respect to these figures.

24. The Annual Report covers the 2013/14 year, which saw a number of mid-year changes, such as the closure of the National Policing Improvement Agency (NPIA) and the transfer of ownership of the policing portfolio to the College of Policing.
25. The format of the Annual Report was structured around the three equality and diversity strategic themes of operational delivery; people and culture; and organisational processes. The Chair highlighted that the operational sections of the report were relevant for the PRC and that the internal matters would be relevant for the People and Standards Committee.
26. Some key operational successes highlighted in the report included Operation Avert, which was a joint operation between BTP's Suicide Prevention Team and Territorial Policing that ran from 10 September to 31 October 2013 with the aim of reducing disruption on the railway network and saw a 13% reduction in suicides and suicidal attempts, and 110 life-saving interceptions during the period.
27. Other key elements included the work that the Force had been doing around stop and search in response to the findings from an HMIC inspection in 2012 and engaging with Independent Advisory Groups, particularly engaging on stop and search with seldom heard and under-represented communities. It was reported that most of the work outlined in the report continued into the new performance year, and the Force should now be able to better measure progress and successes.
28. It was queried whether there will be an ambition at some point to look at offender management. The Force agreed and highlighted an example of current good work around this area by another Police Force. DCC Hanstock highlighted that this was an important point, with respect to whether the Force is contributing to the over-representation of minority groups within the justice system.
29. The report was noted.
30. **Agreed**
 - 30.1 BTPA Executive to approach the Chair of the People and Standards Committee to check if they would like the Equality and Diversity Annual Report added to the agenda for their next meeting.

06/2015 Freight

Agenda Item 5

31. The Committee received a presentation on crime against freight operators. It was highlighted that 0.2% of offences recorded by BTP were for freight operators, compared to 76% of offences recorded for passenger TOCs and 24% for Network Rail. It was, however, questioned how accurate this picture was and whether there was an issue with respect to under-reporting. The recorded crime statistics show a consistently reducing trend over the previous three years.
32. The key types of offences affecting freight operators include theft of rail property, cable theft, trespass, and graffiti, which together have accounted for 68% of total freight crime in 2014/15. Police-related lost minutes for freight operators fell by 39% from 2011/12 to 2013/14 and were predicted to be down for 2014/15. This was because of the reduction in delay caused by cable theft.
33. Members highlighted that although there might be a smaller number of freight offences, these could potentially have a significant financial value or be high profile. It was also noted that although the freight operators were interested in lost minutes data, they measured disruption in different ways on different parts of the network. It was suggested that some messages around freight and a potential future increase in financial values and numbers of movements be included in the strategic assessment.
34. There was a discussion about stakeholder engagement with the freight operators. BTP had been holding local meetings with freight stakeholders, including tasking meetings, ad-hoc engagement for specific events, national bi-monthly meetings, and at policing plan consultation meetings. Members noted that some freight operators were not as happy as the TOCs with respect to engagement, but that there were signs of change with respect to Force engagement and that some of the new arrangements should address perceptions. It was noted that the freight operators had access to the TOC portal; there was a discussion about whether they were using this tool.
35. The Committee was informed that strategic assessments had in the past been produced for freight. It was noted however that as part of this process it was found that there were issues with data recording with respect to crimes and incidents against freight operators. It was noted that this was an important issue to note for the Finance

Committee, with respect to possible implications for Police Service Agreements (PSAs) and charging of operators.

36. It was highlighted that at a recent meeting the Rail Freight Group (RFG) queried how well BTP understood the freight estate and which PSAs were operated by Freight Operators rather than Network Rail and, therefore, whether crimes were being properly allocated. There was also a question around the level of service provided by local Forces compared to BTP. It was noted that it would be beneficial to be able to say that for the amount being paid by the freight operators they are receiving a very good service.
37. DCC Hanstock noted that the key points to understand around freight operators were around stakeholder engagement and communications, the service that the Force is providing, problem solving with respect to the reliability of data, understanding the nature of the impact against the operators, in that offences may be low volume but high impact, and that there may be disruption related penalties applied to the freight operators.
38. The presentation was noted.
39. **Agreed**
 - 39.1 Mrs. Elvy to put BTP in touch with the Freight Operating Company contacts who could describe the differences in the way that freight operators measure disruption.

07/2015 Trespass (thematic on BTP's work to tackle trespass)

Agenda Item 6

40. The Committee received a presentation on BTP's work to tackle trespass. Trespass accounts for 48% of police-related lost minutes; lost minutes were 8% higher than the year to date target. There had been a slight reduction in the number of trespass offences; the trend in the number of trespass incidents however was predicted to continue to be relatively stable. Network Rail had, however, recorded approximately 30% more incidents than BTP. It was, therefore, believed that not all trespass incidents were being reported.
41. It was highlighted that Operation Intruder, an initiative between April and June 2014 to target trespassers at problem locations around the country, had resulted in a 27% reduction in lost minutes compared to

the period before the operation, and that Operation Decade had also led to a reduction.

42. Analysis of the trends in trespass incidents and lost minutes in recent years showed that the issue previously peaked between July and December, but that in recent years this had extended to a May to December peak. It was noted that in addition to seasonality, location was an important factor; there were high frequency, high impact locations but there were also varied hotspot locations which could change on a week to week basis. It was noted that 23% of those arrested for trespass were under 18 years of age and 21% of incidents were highlighted as involving youths.
43. The Committee was informed that there was a joint national strategy, between BTP and Network Rail, to reduce trespass. There was a range of work underway looking at approaches to dealing with trespass, including around command and control structures that were in place; a potential Fusion Disruption Team, which would take a partnership approach, along the same lines used to tackle metal thefts; and shared technology.
44. Also being considered were the use of mobile response vehicles, which would be crewed by a police officer and an industry Mobile Operations Manager; target hardening at specific locations, use of level crossing vehicles redeployed at specific locations to act as a deterrent; and possibly drones and helicopters. It was noted that performance would be jointly measured with Network Rail and that the evidence-based approach to policing being adopted through Operation Trafalgar would be useful for this work.
45. There was a discussion about lessons learned from the trespass incident at Ipswich. It was noted that BTP was in the process of developing some quick tactical response options. Members highlighted that it would be useful to communicate to stakeholders a date when a package of measures would be available to deal with these types of incidents. DCC Hanstock suggested that areas where lessons could be learned from included hostage negotiations and the policing of protests.
46. It was queried whether this work should be included in the 2015/16 Policing Plan. This could potentially be as commentary under the disruption related target, and would highlight a commitment around developing capability. This would inform stakeholders of the work going on in this area whilst allowing time and space for it to develop.

It was suggested that highlighting timescales would be useful for managing the expectations of stakeholders.

47. The presentation was noted.

08/2015 Scoping discussion for thematic reports at 2014/15 meeting 4: Protective Services theme: cyber-crime

Agenda Item 7

48. The content of this item will be discussed on Friday 23 January at a meeting between Mr. Phillips, Mrs. Elvy and Det. C/Supt. Martin Fry.

09/2015 Any other business

Update on BTP involvement in the Best use of Stop and Search Scheme

Agenda Item 8.1

49. DCC Hanstock informed the Committee that there was a lot of work being undertaken by Police Forces on the Government's voluntary Best Use of Stop and Search Scheme, which introduces a number of measures aimed at increasing transparency, accountability and community involvement in the use of stop and search.

50. BTP has signed up to the four elements of the scheme which are around recording data on the broader range of stop and search outcomes, such as arrests and other disposal types; lay observation policies, which provide the opportunity for members of the local community to accompany officers on patrol using stop and search; the provision of a stop and search complaints community trigger, which will require the police to explain to local community scrutiny groups how powers are being used where there is a large volume of complaints; and to reduce the use of stop and search under Section 60 of the Criminal Justice and Public Order Act 1994.

51. It was noted that BTP was compliant around these four areas although an HMIC inspection was imminent and it was expected that HMIC would find gaps, as there was more work to do around the proportionality of BTP's stops and searches and variance in the use of the tactic between Sub-Divisions.

Follow-up questions on the use of Out of Court Disposals

Agenda Item 8.2

52. The PRC revisited the topic of the presentation taken at its Quarter 2 meeting in light of the findings of the HMIC inspection on crime data integrity. The Chair noted disappointment that the presentation on out of court disposals to the meeting did not reveal the information that was now being exposed by the findings in the HMIC Crime Data Integrity inspection report for BTP. There was a need to have a discussion around the risks, and to provide assurance, at the next PRC meeting.
53. The Committee was informed that the majority of the issues highlighted in the HMIC inspection report were around technical issues, such as recording issues. As a result the Force has made changes to its coding practices, and there were some issues around paperwork that have been addressed.
54. Members highlighted that there were questions around future risks arising from the historic use of out of court disposals, with potential consequences as a result of not making people aware of the implications of accepting an out of court disposal.
55. It was noted that the HMIC report will go to the Audit Committee before then coming back to the PRC to monitor how the work around the recommendations is being taken forward. Members emphasised that there should be trust with the Authority in sharing bad news as well as good.
56. **Agreed**
 - 56.1 Discussion at the quarter 4 PRC meeting about risks highlighted from the HMIC inspection report for BTP on Crime Data Integrity.