

## Minutes

### Performance Review Committee

Tuesday 21 October 2014

at The Forum, 74-80 Camden Street

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#### Present:

Liz France (Chair)  
Mark Phillips

#### Apologies:

Catherine Crawford  
Bill Matthews  
Andrew Pollins

#### In attendance:

Adrian Hanstock, Deputy Chief Constable BTP  
John Conaghan, Superintendent BTP  
Simon Jones, T/Superintendent BTP  
Charlotte Crabtree, Head of Analysis & 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  
Mr Jon Newton, Performance Analyst BTPA (minutes)

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#### 28/2014 Welcome and apologies

Non-Agenda

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

#### 29/2014 Minutes of meeting 22.07.2014

Agenda Item 1

2. The minutes were approved as an accurate record.

### **30/2014 Matters arising**

#### Agenda Item 2

3. An update was received on the action to set up a rolling programme of visits for Members to BTP, including to see a demonstration of tasers and to the firearms unit. The Committee was informed that Mrs Elvy and Ms Derrick would be taking forward this action once the Chief Constable's Roadshows had been completed; there were to be two more Roadshows.
4. An update on the action to circulate the end of year BTP Equality, Diversity and Human Rights (EDHR) report would be provided under Agenda item 4.
5. All other actions were noted as complete.

### **31/2014 Q2 Performance Report (including BTP Dashboard) and analysis**

#### Agenda Item 3

6. The Committee was informed that, at the end of quarter 2, there had been a 4% increase in the number of police-related lost minutes and the target was being missed by 14%. There was projected to be an 11% increase in lost minutes by the end of 2014-15. The number of lost minutes caused by trespass had increased compared to the previous year, whilst the number of incidents was about the same. There had also been an increase in lost minutes caused by fatalities. Delay caused by cable theft and vandalism, however, had reduced.
7. There was a discussion about producing a consistent plan to reduce trespass related delay. It was suggested that an action plan be developed for trespass; this could align with the Network Rail safety strategy, train operating companies (TOCs), and the Rail Delivery Group (RDG) workstream; for example where there was a problem with graffiti, there was the issue of people getting onto the railway network. BTP had carried out a strategic analysis of trespass. The Force had identified hotspots, and trends and patterns. DCC Hanstock highlighted the link between predictability and preventability.
8. The Chair highlighted that the Force was doing good work around suicides and the prevention of suicides, and that cable theft was

significantly down, but that it was not clear if there was a consistent plan with respect to trespass. It was agreed that something would be produced for the Quarter 3 PRC meeting.

9. The Committee was informed that there had been a 7% reduction in the number of notifiable offences recorded by BTP compared to the same period last year. There was projected to be a 5% reduction in offences by the year-end. There continued to be good performance around tackling theft of passenger property, which had continued to fall.
10. There were increases in the number of sexual offences and violence against the person offences recorded by BTP. The Committee noted that the increase in sexual offences was likely to continue and was partly because of Project Guardian and Project Empower. Sexual offences were likely to continue to rise when Project Empower, previously a pilot in the West Midlands, is officially launched with a media campaign. The Committee was informed that there had also been increases in recorded offences in other forces and that most BTP offences were in the B Division. The Committee was informed that more people were reporting these offences now and that the Force was better at recording and criming these offences. There was a discussion about whether this may affect the proposal for the night-tube extension. DCC Hanstock highlighted that Operation Guardian analysis had highlighted the different offences across different modes of transport, for example there were different types of offences on buses and trains compared to those involving cabs. It was suggested that offences across different types of transport should be picked up at the Quarter 3 PRC meeting.
11. The increase in violence against the person offences was highlighted. These offences include common assault offences, are largely committed at weekends, involve mainline stations and are linked to alcohol and anti-social behaviour (ASB). They include assaults on officers and rail staff.
12. The Committee was informed that the passenger confidence target was being achieved. The Spring National Passenger Survey (NPS) showed a rating of 76.6%, which was slightly above the year to date target of 76.4%. Hotspots, where there were lower levels of confidence, had been identified and details rolled out to the Divisions, along with details of good practice stations which had higher levels of confidence. The lower levels of confidence were linked to issues such as ASB rather than offences. Members

highlighted that these lower performing stations were areas in which BTP could achieve results.

13. There was a discussion around whether there were links between accredited stations and those stations that had higher or lower levels of confidence; this type of information could be useful when considering franchise arrangements. It was also highlighted that research could lead to some good information around factors such as lighting and visibility, which may be able to feed into the accreditation process.
14. The BTP rail staff survey was discussed. Members suggested for the next survey, in Spring 2015, that officers are given small cards which they could use to conduct face-to-face surveys with rail staff.
15. The Committee was informed, with respect to the value for money Policing Plan targets, that the sickness level target was being achieved and that the Force was spending 68% of its budget on frontline resources, ahead of the 67% target.
16. The Committee noted the good performance with respect to the Commonwealth Games; Crime and ASB were very low at the associated railway stations.
17. The House of Commons Transport Committee report Security on the Railway was highlighted. The Chair noted that it would be useful to be able to identify statistics for trespass involving individuals under 18 years of age. The Committee was informed that the available data did not lend itself to looking at the ages of individuals; this was only possible if there was a detected offence and that it was then difficult to drill down into this detail. It was noted that the collection of data may need to be addressed so that these details are identifiable. It was suggested that this may be something to consider for the 2015/16 Policing Plan.
18. The Committee discussed the reporting of offences per TOC. It was agreed that for the next meeting it would be useful to look at crimes per passenger. Normalised data would be useful in helping to identify risk of crime.
19. The quarterly performance report was noted.
20. **Agreed**

- 20.1 BTP to produce a consistent plan to tackle delay caused by trespass by the Quarter 3 PRC meeting.
- 20.2 BTP to report to the Quarter 3 PRC meeting on the nature of sexual offences committed across different types of transport.
- 20.3 Quarter 3 report to include offences per passenger for each TOC. Transport for London (TfL) data to also be included.
- 20.4 Crimes per passenger to be shared with the BTPA Finance Committee.
- 20.5 BTP to consider for the 2015-16 Policing Plan the identification of data on trespass incidents involving individuals under 18 years of age.

### **32/2014 BTP EDHR Update**

#### Agenda Item 4

21. The Equality and Diversity Manager informed the Committee that the Hate Crime Strategy and EDHR Strategy will be completed in the first two weeks of November. The Chair noted that the Strategy was better in terms of focusing on internal staff related matters and was now improving with respect to the external facing factors such as tackling hate crime, where a strategy was being developed. It was reiterated that it was not within the remit of the PRC to focus on internal matters but to focus on external issues, for example hate crime.
22. The Committee was informed that there had been a change in the governance structures around some of the EDHR activities. The Independent Advisory Groups (IAGs) were now under the EDHR portfolio. There are six IAGs, which report to Superintendent level officers. The Sub-Divisional IAGs are responsible to the Sub-Divisional Commanders and the Divisional IAGs to the Divisional Commanders. There will be quarterly reporting from the Sub-Divisional IAGs to the Force's Equality and Diversity Manager, which will form part of the quarterly PRC report. If the matters are operationally focused then the Operations Team will lead, if they are Human Resources or policy-related then the Equality and Diversity Manager will provide the lead. The PRC Chair will be speaking to an IAG meeting on 13 November. It was noted that the IAGs receive

robust training and induction with respect to their activities and responsibilities, including links to the Authority.

23. The Committee was informed of other activities of note, including that the Equality and Human Rights Commission (EHRC) are intending to carry out an audit in 2015 into BTP's ongoing response to their 'Hidden in Plain Sight' and 'Out in the Open' reports on disability related harassment, published in 2011. The reports related in part to how Forces respond to a range of disability related hate crimes and ASB.
24. A Force Improvement Plan had previously been created and submitted to the EHRC. The Force has returned to the Plans and was to carry out a gap analysis and identify any outstanding actions. New owners had been identified for each of the activities in the Plan and a framework had been put in place. ACC Thomas is the Force strategic lead for this work. Ongoing monitoring of the improvement plan will be through the Force Equality and Diversity Gold Group until at least March 2015. In the meantime, progress is being reported to the Senior Team via the BTP Service Excellence Board (SEB).
25. The report was noted.
26. **Agreed**
  - 26.1 Hate Crime Strategy and EDHR Strategy to be distributed out of Committee in November to PRC Members.

### **33/2014 Use of firearms and tasers**

#### Agenda Item 5

27. The Committee noted that taser had been deployed 36 times in the previous six months. There was a high level of scrutiny around each deployment and no issues had been found from any deployment. The majority of deployments had involved tasers being drawn or red-dotted; two deployments resulted in the taser being fired. It was noted that the tasers were used proportionately.
28. The Committee was informed that a number of taser deployments had been in the street and one in a house, but the majority were on rail premises. Members were encouraged with BTP's approach and lower level of use when compared to Home Office Forces. It was

noted that BTP seems to be able to bring incidents to a close at an earlier stage than other Forces.

29. The Committee was informed that there had been one authorised deployment of firearms. This was in relation to a person claiming to have a bomb in a bag. It was queried whether the College of Policing had recently inspected BTP with respect to firearms, and about the frequency of reaccreditation. Members were informed that checks would be made and feedback provided.

30. The report was noted.

31. **Agreed**

31.1 BTP to check if they have been inspected with regard to firearms, and report to the PRC on any feedback received; and the frequency of reaccreditation.

### **34/2014 Stop and search**

#### Agenda Item 6

32. The Committee received a presentation and data on BTP's use of stop and search. Members were informed that the Home Secretary had given a clear steer around the use of stop and search by the Police Service; there had to be public confidence in the use of stop and search and the use of the tactic had to be ethical and compliant.

33. Operation Jupiter has been set up to address a range of related issues. The Operation has the aims of increasing confidence, providing scrutiny around stop and search, looking at the governance of stop and search within the Force and taking a strategic approach to the management of the Force's use of stop and search.

34. It was highlighted that in addition to the Operation Jupiter Gold Group, there is a framework of key meetings. The Force has set up a Practitioner Group, which meets regularly and involves Sergeants and PCs with the aim of testing if the management messages are being received on the front-line. The Force Monitoring Group meets bi-monthly and is where the majority of business takes place around monitoring current performance with respect to the Force's use of stop and search. The Public Encounters Board is led by DCC

Hanstock, the national lead on stop on search, and allows the sharing of good practice by Forces in England and Wales.

35. A Community Consultation Group, with external representatives, has been established and tasked to challenge and hold the Force to account. The PRC Member Catherine Crawford is on this Group.
36. The FHQ Operations Team has put in place a robust three tier monitoring process and goes through all stop and search encounters. The Committee was informed that every Sergeant and Inspector in the Force will be carrying out face-to-face training. One of the key messages being pushed out is that stop and search is not a performance measuring tool. There was a discussion around increasing the percentage of stop and searches that lead to an arrest and around the percentage of arrests that resulted from a stop and search.
37. The PRC was informed that there was a Best use of Stop and Search Scheme in England and Wales which all other Forces had signed-up to, but that there were administrative issues preventing BTP from being a member. The Force was, however, pushing through some of the associated reforms and Home Office officials had been invited to meet with the Force to discuss how BTP could join up with this work.
38. The Committee was informed that there were challenges in keeping up with the momentum and rhythm with the reform work that other Forces were involved in.
39. Force analysis revealed that an apparently high number of drugs searches were being conducted which did not seem to support the Force's current objectives, but this was being addressed. Drugs dogs, which have a place but could involve the risk of carrying out indiscriminate searches, were previously being used too widely and this had started to impact on the figures.
40. Members were also informed that the high level figures were very encouraging but that the proportionality ratio of stop and searches was too high. It was not known why this was the case but the Force was looking at the data at a Sub-Divisional level and were working to understand the reasons behind the data. Members suggested that it would be useful to see benchmark figures comparing the TfL Sub-Division with the Metropolitan Police figures. It was also suggested that it would be useful for Members to see any internal performance targets the Force had set around stop and search.



41. The report and presentation were noted.

42. **Agreed**

42.1 Any internal performance targets around stop and search to be reported to PRC Members.

**35/2014 Use and recording of out of court disposals**

Agenda Item 7

43. The Committee received a presentation on BTP's use of out of court disposals. Members were informed that out of court disposals could be in the form of a caution, conditional caution, Penalty Notice for Disorder (PND), Fixed Penalty Notice (FPN), drugs warning or community resolution. These types of disposal are commonly used for minor offences and a number of briefings had gone out to officers to use the correct systems before issuing them.
44. Cautions were the most frequently used out of court disposal for BTP in the previous 12 months, with 5,800 having been issued during this time. This was followed by community resolutions, with 2,950 issued, and then PNDs, with 2,800 issued.
45. An audit of the Force's use of out of court disposals had revealed the general need to increase understanding around when out of court disposals are used and ensuring that officers were looking at the whole story around an individual before using an out of court disposal. There was a discussion about file quality and whether the officers were using paper-based files, and around how direction was being given to front-line officers so that they could then learn from experience and continue to improve. It was highlighted that it was important to look at how those in supervising roles were being equipped so that there was a longer-term investment in capability. It was also noted that it was necessary to keep those in senior positions up to date with the training that newer officers entering the force would receive.
46. The Chair queried whether BTP had the full range of out of court disposals available to them. The Committee was informed that not all were available to BTP, but not all were available to all Forces. There was a discussion about whether it was possible to ensure consistency with neighbouring Home Office Forces in the issuing of out of court disposals; for example, a person may be affected by jurisdiction and

be criminalised by one force but not in a neighbouring Force. The Committee queried whether there were any significant risks around the misuse of out of court disposals. Members were informed that there were no significant risks to raise at this Committee meeting.

47. The presentation was noted.

**36/2014 Scoping discussion for thematic reports at 2014/15 meeting 3: Trespass - BTP's work to tackle trespass; and Operation Trafalgar**

Agenda Item 8

48. The Committee reiterated the comments made with respect to trespass under Agenda Item 3.

**37/2014 Any other business**

Agenda Item 9

49. There was no other business.