

**Report to:** Police Authority  
**Agenda item:** 5  
**Date:** 29 January 2015  
**Subject:** Performance Review Committee Q3  
update  
**Sponsor:** Chair, Performance Review  
Committee  
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## 1. Purpose of paper

- 1.1 To provide an overview of the main business done at, and the actions arising from, the quarter 3 meeting of the Authority's Performance Review Committee (PRC).

## 2. Background

- 2.1 The Authority's new business cycle was launched in April 2010. The PRC was established to carry out detailed performance oversight activities in support of the work of the full Authority. This report summarises the key issues emerging from the quarter 3 meeting of the Committee on 16 January 2015.

## 3. Standing items

### Q3 Performance report

- 3.1 The PRC received the quarter 3 performance report and supporting data (which is appended).
- 3.2 At the end of quarter 3, there had been a 3% increase in police-related disruption, and the Policing Plan target was being missed by 9%. The Force stated that it was still not where it wanted to be, but there had been an improvement, compared to quarter 2, with disruption minutes down by 13% and lessons learned continuing to drive down the number of lost minutes.
- 3.3 The overall improvement in the trend for police-related disruption was being driven by the reduction in lost minutes caused by fatalities, which were down by 2% compared to the previous year. Operation Decade, which was an operation that

included a range of initiatives to support Network Rail's campaign to reduce disruption on the rail network during the industry's period 10, also had an impact.

- 3.4 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 work in partnership to bring the number of lost minutes down across the network.
- 3.5 It was reported 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.
- 3.6 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 included ticket barrier disputes and overcrowded trains. Daily reports on violence against the person offences always included aggression to railway staff; it was questioned why encounters between passengers and some staff resulted in issues, and whether a heavy handed approach or other frustrations may contribute to this issue, or whether other factors were involved.
- 3.7 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. It was noted that 30% of victims were under 18 years of age. This led to a discussion around the profile of the travelling public at the time.
- 3.8 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 were providing a briefing for these TOC Chief Executives in due course, and that the RDG could also be briefed on the data.

- 3.9 The PRC received, for the first time, 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, this would be investigated. It was highlighted that the figures showing crime per TOC were useful for trying to understand risk of crime and confidence.
- 3.10 Members recognised that this data had wider uses; for example, it was highlighted that it was important for BTP 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 Department for Transport (DfT) made information available to TOC bidders.
- 3.11 Lastly, 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.

### 3.12 **Agreed**

It was agreed that BTP will check how strategic assessments are made available to TOCs bidding for franchises.

### **BTP EDHR Update**

- 3.13 The PRC congratulated BTP on the development of a good 2013/14 annual report. It was noted that the report was longer than in previous years to reflect the amount of work that BTP had been doing in this area and the improved data picture that was being developed.
- 3.14 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.

- 3.15 Other key elements included the work that BTP had been doing around stop and search in response to the findings from an HMIC inspection in November 2012 and engaging with Independent Advisory Groups, particularly engaging on stop and search with seldom heard and under-represented communities. It was reported that new ways of working outlined in the report for 2013/14 continued into the new performance year and that the Force should now be able to better measure progress and successes in this area of business.
- 3.16 The Committee noted that the format of the Annual Report was structured around the existing equality and diversity strategic themes of operational delivery; people and culture; and organisational processes. It was highlighted that the operational delivery sections of the report were relevant for the PRC and that the internal matters would be relevant for the People and Standards Committee.

## **4. Thematic reports received**

### **Freight**

- 4.1 The Committee received a presentation on crime against freight operators. It was highlighted that 0.2% of offences recorded by BTP were against freight operators, compared to 76% of offences recorded for passenger TOCs and 24% for Network Rail. It was, however, unknown how accurate this picture was and whether there was an issue with respect to under-reporting and accuracy of allocating crimes to TOCs. The recorded crime statistics seemed to show a consistently reducing trend over the previous three years.
- 4.2 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.
- 4.3 Members highlighted that although there may be fewer freight offences, compared to offences for TOCs and Network Rail, these could potentially have a significant financial value or be high profile, such as the theft in 2013 of Ministry of Defence property. It was also noted that although freight operators were interested in lost minutes data, they measured disruption in different ways on different parts of the network. BTPA agreed

to put BTP in touch with the Freight Operating Company (FOC) contacts who could describe these subtle differences.

- 4.4 There was a discussion about BTP's stakeholder engagement with the freight operators. Members noted that some freight operators were not as happy as the TOCs with respect to engagement, but that there were signs of change around the way that this was happening and that some of the new arrangements should address perceptions. The Committee was informed that 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. The freight operators also had access to the TOC portal, which allows TOCs to access data on recorded offences.
- 4.5 The Committee was informed that strategic assessments had in the past been produced for freight. As part of this process it was found that there were potential issues with data recording with respect to crimes and incidents against freight operators. It was noted that this was potentially an important issue to note for the Finance Committee, with respect to possible implications for Police Service Agreements (PSAs) and charging of operators. 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 FOCs rather than Network Rail, and, therefore, whether crimes were being properly allocated.

### **Trespass**

- 4.6 The Committee received a presentation on BTP's work to tackle trespass. Trespass accounts for 48% of police-related lost minutes; it was noted, in the quarterly report, that lost minutes were higher than the year to date target. There had been a slight reduction in the number of trespass offences; the trend in trespass incidents, however, was predicted to continue to be relatively stable. It was believed that not all trespass incidents were being reported to the Force; Network Rail data suggested that it had recorded approximately 30% more incidents than BTP.
- 4.7 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.
- 4.8 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 by week basis.

- 4.9 In terms of offender profile, 23% of those arrested for trespass were under 18 years of age and 21% of incidents were highlighted as involving youths. Members noted the overall complexity and challenge of the trespass issue.
- 4.10 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.
- 4.11 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 also highlighted that performance would be jointly measured with Network Rail and that the evidence-based deployment approach being adopted through Operation Trafalgar would be useful for this work.
- 4.12 There was a discussion about lessons learned from the trespass incident at Ipswich and whether operators would notice a difference in BTP's response if such an incident were to occur again. It was noted that BTP was in the process of developing some quick tactical response options. Members suggested 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 in a demonstrably different way.

## **5. Other business**

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

- 5.1 The Committee was informed 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.

- 5.2 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.
- 5.3 Members noted that an HMIC inspection on stop and search was imminent and findings would be reviewed as part of ongoing oversight.

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

- 5.4 The Committee revisited the topic of the presentation taken at the last PRC meeting in light of the findings of the HMIC inspection on crime data integrity.
- 5.5 The Committee was informed that the majority of the issues highlighted in the HMIC inspection report were around technical issues. The Force has made changes to its coding practices. It was also noted that there were some issues around administration that have been addressed.
- 5.6 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 people not being made aware of the implications of accepting an out of court disposal.
- 5.7 It was noted that the HMIC report will go to the Audit and Risk Committee before then coming back to the PRC in May 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.

## **6. Recommendations**

- 6.1 Members are asked to note progress made and issues noted by the PRC at its quarter 3 meeting.
- 6.2 Members are invited to ask any supplementary questions arising from the issues reported in this paper and/or its supporting documentation.