

Minutes

Performance Review Committee

Thursday 14 January 2016, at 10am
at The Forum, 74-80 Camden Street

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Present:

Liz France (Chair)
Mark Phillips

Apologies:

Dyan Crowther
Bill Matthews
Andrew Pollins

In attendance:

Adrian Hanstock, Deputy Chief Constable BTP (Present until Agenda Item 3).
Steve Thomas, Assistant Chief Constable BTP
Barry Boffy, Diversity and Inclusion Manager BTP
Susan Yeomans-Jones, Head of Justice BTP
Mike Furness, Head of Strategy and Performance BTP
Vanita Patel, Head of Performance and Analysis BTP
Ashley Auger, Performance & Analysis Manager BTP
Andrew Figgures, Chief Executive BTPA
Samantha Elvy, Strategy and Performance Manager BTPA
Irene Bond, RSM UK Consulting LLP (Observer)
Jon Newton, Performance Analyst BTPA (minutes)

01/2016 Welcome and apologies

Non-Agenda

1. The Chair welcomed attendees to the Q3 Performance Review Committee (PRC) meeting. Apologies were received from Ms Crowther, Mr Matthews and Mr Pollins.

02/2016 Minutes of meeting 20.10.2015

Agenda Item 1

2. The minutes were approved as an accurate record.

03/2016 Matters arising

Agenda Item 2

3. With respect to Action 11 for the Q4 PRC meeting to take place in Birmingham, the Committee Chair noted that the BTPA Chair will be attending the meeting. Further details regarding the Q4 meeting are outlined at Agenda Item 9 Any Other Business.
4. All other actions were noted as complete.

04/2016 Q3 Performance Report (including BTP Dashboard)

Agenda Item 3

5. The Chair praised the performance dashboard but stated that the Committee would like to receive a shortened narrative document; it was noted that the dashboard was now a key document and, along with the performance presentation, provided most of the required information. Members suggested that a report similar to the paper handed out by the Deputy Chief Constable (DCC) in the meeting, with enough information for Members to raise questions, would be sufficient alongside the existing presentation and dashboard.
6. The DCC provided an overview of performance at the end of quarter 3.

Crime

7. There had been a 3% increase in crime compared to the same period last year. This, however, had followed reductions of 5% for 2014-15 and 7% for 2013-14; as such BTP was still on track to achieve the strategic objective for a 20% reduction by 2019, based on the 2012-13 figure.
8. It was highlighted that although there had been a slight increase in offences, there had been year-on-year reductions in the risk of crime to the users of the rail industry. Passenger journeys were predicted to increase by 25% during the period of the Strategic Plan and freight km had increased by 13% between 2012 and 2015. Crimes per passenger were down by 41% over the last five years, and were continuing to fall.
9. It was noted that the risk of theft of passenger property had reduced from 3.9 offences per million passenger journeys in 2014-15 to a predicted 3.7 for 2015-16. The risk of serious violence against the person and sexual offences had remained static compared to last

year. The risk of violence against the person had increased, from 2.8 offences per million passenger journeys in 2014-15 to a predicted 3.2 for 2015-16.

10. Violence against the person was up by 18%. It was noted that approximately 25% of these additional offences were accounted for because of improved crime recording. BTP's new Crime Registrar had been auditing the Force's crime records; this had resulted in 241 additional crimes, which had previously been incorrectly 'no-crimed' following a report of an offence where the victim, once located, did not want to make a complaint.
11. The Committee was informed that many offences within the violence against the person category were public order offences, which had been recoded because of a tightening up of the crime recording rules; it was reported that there had been a corresponding reduction in the serious public order offence category. Members queried whether this might have an impact when it comes to setting the 2016/17 Policing Plan targets, and whether there would be any effect on BTPA's Cost Allocation Model. It was outlined that this had been taken into account in the 2016/17 Policing Plan target setting process and was not anticipated to impact on the targets; and that these changes in crime recording would not impact on next year's Cost Allocation Model, which would be based on the current year's recorded crime figures.
12. There was a discussion about the seasonal decline in violence against the person offences at the start of each calendar year. It was highlighted that these offences typically increase during the Christmas period, and that much of these were alcohol related.
13. There had been a 38% increase in the number of sexual offences recorded. The Committee was informed that proactive sexual offence teams were patrolling hotspots in plain clothes to catch and identify offenders and observe for sexual offences taking place. The Chair emphasised the intention that numerical reduction targets should not prevent this type of operational activity, or lead to other activities aimed specifically at chasing targets.
14. The DCC informed the Committee that the Force had met with the President of the Police Superintendents' Association of England and Wales and that she had been impressed with BTP's crime recording, ethics and approach to the Strategic Objectives.

Police-related lost minutes

15. There had been a 5% increase in total police-related lost minutes. It was noted that primary lost minutes, at the end of quarter 3, were down by 2% compared to the same period last year.
16. Overall disruption was down by 18% at high impact/high frequency hotspot locations. C Division, however, had seen a 15% increase in police-related lost minutes. This was caused by a number of significant incidents, causing over 3,500 disruption minutes. It was emphasised that these incidents had a significant impact on the Force's national daily tolerance level for delay, which stood at 3,000 minutes.
17. The Chair stated that these figures should not detract from the BTP's good work around police-related disruption and encouraged the Force to communicate the effect of its work and highlight the impact on the railway network if these actions were not being taken.
18. The Committee was informed that the Force had conducted analysis which found a very strong correlation between the increasing numbers of people using the railway and police-related lost minutes. Members noted that this was a helpful piece of analysis, which could also help in the planning for the industry's next five-year control period, CP6, which would begin in 2019.
19. An overview was provided on the number of life-saving interventions made on the railway network. Between 1 April and 1 December there had been 213 suspected suicides and 57 attempted suicides on the railway. There had, however, been 966 life-saving interventions made by BTP and others during this time. Members suggested that the Lifesaving Interventions chart, shown on slide 17 of BTP's performance presentation, be made public. It was also suggested that these figures appear in the Annual Report.

Confidence

20. BTP is on course to achieve the confidence target, and the strategic objective to achieve a 10% increase in confidence by 2019. It was noted that the results from the latest National Rail Passenger Survey would be available at the end of January 2016. The Force's ongoing work in this area is managed through the Confidence Board, which is chaired by the DCC; and includes communicating confidence messages to the public via the 'You said, we did' campaign, engagement and marketing, and local problem solving plans (PSPs).

Sickness

21. The Chair queried whether there were any concerns around availability of resources because of police officer sickness levels. The Committee was informed that BTP's sickness rates compared very favourably with other police forces. It was noted that BTP was almost fully staffed; there were officers currently in training and new recruits at Spring House that were waiting to be deployed. The Chair stated that sickness would be further considered at the next People and Standards Committee meeting.

Value for Money

22. It was highlighted that BTP's cost per passenger km was forecast to decrease by 39.5% to 24p by the end the 2013-2019 period. The Cost per freight km was forecast to decrease to 24p. It was noted that, using the McNulty method to calculate cost, the cost of BTP was predicted to fall from 40p per passenger in 2007-08 to 24p per passenger in 2019. The Committee noted that this metric was being considered as a target for the 2016/17 Policing Plan.

Criminal Justice

23. BTP's Head of Justice introduced the work of BTP's Justice Department, which has changed from having resources spread across the four Divisions into a single National Justice Department, which was established in April 2015. The Department also now focuses all operational justice processes into one single CPS unit in the West Midlands, rather than BTP having to engage with 43 separate CPS offices. The Committee noted that BTP was also now submitting its cases to the CPS electronically.
24. As a result of these changes, BTP's Criminal Justice Department had made a good deal of progress and its performance now compared favourably with the other Home Office forces in its CPS region. There were also further improvements to come once Niche has been implemented, as this will streamline the submission of digital reports. It was highlighted that the Force was currently speaking to Police Professional about the significant progress made in its criminal justice work. DCC Hanstock praised the Justice Department for its achievements.

25. **Agreed**

25.1 Figures on the number of suicide interventions to be included in the BTP/A Annual Reports.

25.2 BTP's Analysis and Performance Department to liaise with the Justice Department with respect to the identifying criminal justice indicators for the PRC Performance Dashboard.

26. The presentation and report were noted.

05/2016 Diversity and inclusion update

Agenda Item 4

27. The Committee received a presentation on BTP's progress on the identification of themes and supporting data for measuring BTP's performance around diversity and inclusion with respect to operational policing.

28. It was outlined that where possible this would include evaluating performance around diversity and inclusion for all people that BTP comes into contact with. This will take into account performance for victims, offenders and other people that the Force comes into contact with on the rail network, such as rail staff, with a view to providing an equitable level of service irrespective of their background or personal circumstances.

29. The Committee was informed that under the Equality Act 2010 it was unlawful to discriminate against anyone directly or indirectly because of one of nine 'protected characteristics'¹. It was, however, stated that performance could not be measured against all of these characteristics; this was because there were some characteristics around which BTP was not able to collect data.

30. It was highlighted that there was a lot of media reporting around racial hate crimes on the rail network and that one or two highly publicised cases could have a disproportionate impact on confidence. There was a discussion about the reporting of hate crimes; it was noted that BTP was looking to encourage the reporting of hate crimes as part of its focus on football-related crime.

¹ Race and ethnicity, pregnancy and maternity, age, disability, sexual orientation, gender reassignment, gender, religion or belief, marriage and civil partnership.

31. Members questioned whether there was a difference in the level of awareness around diversity and equality related issues amongst younger, more recently trained, officers compared to longer serving officers. The Committee was informed that younger officers typically have more prior awareness. BTP was aware of this issue; it was noted that longer serving officers required different training content. There had not, however, been any issues as a result of these different levels of awareness.
32. It was highlighted that much of the data that would be required to measure diversity in BTP's operational policing could be taken from the Force's existing data sources. There were, however, areas that may be more challenging, such as with respect to demographic data for people that the Force comes into contact with, which is not always collected and recorded formally, and may only be referenced if a certain need arises. In these cases the data is usually only collected for the purpose in which it is required and then disposed of when no longer necessary.
33. It was queried whether equality data is recorded during the initial reporting of a crime. The Committee was informed that this did not usually happen unless it was specifically relevant, for example for a hate crime.
34. Members highlighted that the presentation was very useful. The Committee was informed that the draft Equality and Diversity Annual Report would come to the next PRC meeting, in May 2016, and that a dashboard approach would be taken to consolidate the performance data in the report. The next steps for 2016/17, with respect to BTP's work around diversity and inclusion would also be communicated to the next PRC meeting.
35. **Agreed**
 - 35.1 BTP's Diversity and Inclusion Manager to liaise with the BTPA Executive around the format and presentation of performance data in the Equality and Diversity Annual Report.
36. The presentation was noted.

06/2016 Use of force six-monthly update

Agenda Item 5

Taser

37. ACC Thomas provided an update on the use of tasers during the previous 8 months, covering the period since the previous PRC meeting, in May 2015.
38. There had been 87 uses of tasers between 1 May and 31 December 2015; this compared to the 68 uses during the whole of the 2014 calendar year. Between May and December tasers had been fired 5 times; the majority of taser usage involved being drawn from the holster, aimed, red-dotted, or arced. There had also been 3 negligent uses of tasers.
39. The Committee was informed that the rise in the use of tasers was linked to an increase in the level of violence and the increase in the number of BTP taser officers. Since January 2015, there had been a 70% increase in the number of taser officers, to 507.
40. Members queried whether the increase in taser usage was proportionate. It was noted that there had been an increase in taser officers and taser usage both by BTP and nationally, and that BTP used tasers less frequently than Home Office forces. The increase in the number of BTP taser officers was because of a change of policy, in January 2015, following the terrorist attack in Paris. There had been a change to taser officers constantly being on-station at Category A stations; prior to this tasers were only deployed in response vehicles.
41. Members queried the cost of training. It was stated that the training involved a three day course; the main cost was in the procurement of the tasers, with the cartridges used in the tasers making up the major part of this cost. It was highlighted that the Force was considering whether it needs further taser officers and the possibility of probationers being assessed for taser use, through competency based assessment.
42. There was a discussion about taser officers not currently being deployed in Scotland. It was highlighted that all the reasons for taser deployment in England and Wales occurred in Scotland, and that the use of taser was considered a lower level of force.

43. It was highlighted that every use of taser by BTP was recorded as a use of force and reviewed, with relevant details submitted to the Centre for Applied Science and Technology (CAST), and details of all taser firings submitted to the Independent Police Complaints Commission (IPCC).

Firearms

44. There was a discussion around the number of firearms officers employed by BTP. The Committee was informed that BTP was now at full strength, and the previously seconded in firearms officers had returned to the Civil Nuclear Constabulary. It was explained that BTP originally had a complement of 98 firearms officers in 2011; this number then reduced to 42, when the security threat level subsequently decreased; and that it was now capped at 84 officers. There were, however, ongoing discussions about possibly increasing the number to 112 officers.
45. There was a discussion about BTP's arrangements with respect to the provision of additional firearms support; and around the security threat level outside of London.
46. Members agreed that they would like to continue receiving six-monthly updates on the use of force, with the next update to be at the May 2016 PRC meeting.

Agreed

- 46.1. BTP to provide an update to the full Authority on the Force's arrangement for additional firearms support.
 - 46.2. Six-monthly update on use of force to be provided to the Q4 PRC meeting, in May 2016.
47. The report was noted.

07/2016 Disruption Management

Agenda Item 6

48. The Committee received a presentation from Chief Superintendent Brogden on the joint BTP-industry work to reduce and manage disruption on the rail network, for which he had been seconded to Network Rail since June 2015.

49. It was highlighted that existing efforts in response to primary delays, following a disruption incident, were quite effective. There had, however, been a particular focus on the management of reactionary delays and the recovery of service by the rail industry, particularly in London, where there was the least control, but where most was needed.
50. A cross-industry strategy had been adopted around the flow of information to predict and prevent the main causes of disruption. Work was also underway to develop a more collaborative industry culture around command, control and communication, and to develop a pan-industry communications plan to improve the information flow to the public during times of disruption.
51. In addition, an holistic 'target operating model' had been developed around predicting and preventing disruption, and the response and recovery following a disruption incident. It was explained that much of the relevant knowledge around recovery was based on the knowledge of individuals, such as controllers. This model aimed to formalise this knowledge and bring it to a management level.
52. A pan-London Transport Co-ordination Centre, based on the model of control used during the 2012 London Olympics, was being established. This would include co-located resources from BTP, Network Rail, London Underground, TfL and train operating companies (TOCs). The aim was to have a pilot running around Easter 2016. Attempts were ongoing around getting the TOCs present at the centre.
53. BTP was also working with Network Rail to set up a National Disruption Fusion Unit, which would operate along similar lines to the previous Fusion Unit set up to tackle cable theft. Work was ongoing with BTP's Analysis and Performance Department to develop more qualitative assessments around disruption. The annual cost of the unit was £300k, which will be funded on a Network Rail route by route basis; negotiations with the Network Rail routes were ongoing with respect to meeting this cost.
54. BTP was also working toward having seven Emergency Intervention Units (EIUs), crewed by police officers working alongside industry Mobile Operations Managers, to respond to disruption incidents. It was noted that the annual cost of these would be approximately £442k per EIU, or £247k if the industry Mobile Operations Managers come from current establishment. There was a discussion about

funding for the EIUs; Members were informed that these EIUs were primarily Network Rail funded.

55. The Committee was informed that this disruption management work aimed to bring BTP and the industry together to take a more holistic approach to reduce and manage disruption on the railway. It was noted that there would possibly be an EPSA, with a growth of 36 officers, and £6 million investment from industry. It was predicted that this holistic disruption management approach would lead to increased value for money for the rail industry through a £65 million reduction in Schedule 8 payments, which are made to TOCs to compensate them for delays caused by disruptions to the rail network.

56. **Agreed**

56.1 Details of the joint BTP-industry led disruption management work to be reported in the BTP/A Annual Reports.

57. The presentation was noted.

08/2016 Policing football on the railway

Agenda Item 7

58. ACC Thomas gave a presentation on BTP's strategy for policing football on the railway.

59. Members were informed that a new approach to football policing had been adopted following the 2014/15 football season. The 2014/15 season had seen a reduction in crime, but there appeared to be a public perception that football related abusive behaviour was accepted because it was linked to football, and that the police would not take any action. As a result, the Chief Constable called a football summit and outlined that there should be a change in culture, to one that does not accept the abusive behaviour caused by a small minority of supporters.

60. It was noted that BTP has changed the way in which it manages and responds to football related abusive behaviour. This approach has involved a reset of tolerance levels to change supporter behaviour on the railways and increase passenger and rail staff confidence. Current activities were developed with the Premier and Football Leagues and the rail industry.

61. The Force has used a number of tactics, including high profile intelligence-led days of action, improved policing of 'Dry Trains', use of body-worn video, banning offenders, improved information sharing with football clubs, and taking a risk assessment based approach to identifying the risks around specific lines of route during days of football matches.
62. Following the adoption of this new approach, BTP had found that there were generally no problems on the journeys to football matches, but that there would often be alcohol related offences on the return journeys, particularly surrounding 3pm fixtures, which provided opportunity for extended pre and post-match drinking. It had also been found that 85% of people arrested had no previous dealings with the police. Offences tended to be mostly on-train and were public order crimes; however, racial hate crimes had also increased.
63. An overview was provided of the top ten football clubs for fans involved. It was, however, noted that football related crimes were not limited to one or two main football teams, but involved 94 different teams across the country. Members were informed that these details had been shared with the football authorities.
64. **Agreed**
 - 64.1. Details of BTP's approach to football policing to be reported in the BTP/A Annual Reports.
65. The presentation was noted.

09/2016 Scoping discussion for thematic reports for meeting 4: Contact management; and Crime recording

Agenda Item 8

66. The Chair noted that the Q4 PRC meeting, which would be taking place in Birmingham, would include the planned PRC meeting agenda in addition to a pre-arranged visit to BTP's First Contact Centre.

10/2016 Any other business

Agenda Item 9

67. There was no other business.