Minutes
Performance Review Committee

Thursday 19 May 2016, at 10am
at C Division Midland Headquarters, Birmingham

Present:
>   Liz France (Chair)
>   Dyan Crowther
>   Rt Hon. Esther McVey, BTPA Chairman (Observer)

Apologies:
>   Bill Matthews
>   Mark Phillips
>   Andrew Pollins

In attendance:
>   Mark Newton, Assistant Chief Constable BTP (Part 1 only)
>   Barry Boffy, Diversity and Inclusion Manager BTP (Part 1 only)
>   Mike Furness, Head of Strategy and Performance BTP (Part 1 only)
>   Vanita Patel, Head of Performance and Analysis BTP (Part 1 only)
>   Ashley Auger, Performance and Analysis Manager BTP (Part 1 only)
>   Julie Mann, Force Crime and Incident Registrar BTP (Part 1 only)
>   Garth Stinson, Inspector BTP (Part 1 only)
>   Alex Carson, T/Superintendent BTP (via teleconference, Part 1 only)
>   John McBride, Chief Superintendent BTP (Part 2 only)
>   Simon Graham, Contacts Manager BTP (Part 2 only)
>   Adrian Atherley, Data Integrity Manager BTP (Part 2 only)
>   Tony Taylor, FCC Manager BTP (Part 2 only)
>   Samantha Elvy, Strategy and Performance Manager BTPA
>   Jon Newton, Performance Analyst BTPA (minutes)

Part 1. PRC Standing Items

11/2016   Welcome and apologies
Non-Agenda

1. The Chair welcomed attendees to the Quarter 4 Performance Review Committee (PRC) meeting. The Chairman extended thanks to Mr Graham for hosting the meeting and for providing an overview and tour of the First Contact Centre (FCC).

2. Apologies were received from Mr Matthews, Mr Pollins and Mr Phillips.

12/2016   Minutes of meeting 14.01.2016
Agenda Item 1

3.   The minutes were approved as an accurate record.

13/2016   Matters arising
Agenda Item 2

4.   All actions were noted as complete. The Chair highlighted further to action 16, however, that whilst a report on the use of force had been received for agenda item 7, this only included an update on the use of firearms and Tasers. The Committee was informed that a new use of force recording system was being implemented, and that the Force would be able to provide a report when next scheduled.

   Niche

5.   The Chair requested an update on any data issues following the implementation of Niche. The Committee was informed that there were four core systems; these were crime, intelligence, case & custody, and ControlWorks. It was noted that, although implemented and working, the different Niche systems did not yet communicate with each other and previously unknown issues were being discovered.

6.   Current data reporting issues could be broken down into three categories; user issues, such as familiarity with the system; data issues, such as with the gazetteer; and system issues. Niche had been brought in for ease of recording rather than reporting, but getting reports out of the system had turned out to be less simple than anticipated.

7.   It was predicted that the Force would start to see the benefits once users had developed a better understanding of the system. It was estimated that it would take 14 months to get from implementation to the optimum period.

8.   BTP was one of the few Forces to not have a data warehouse to retrieve data for Niche. An Interim Reporting Solution had been developed and was being worked with, but this was sub-optimal. There were, however, good examples of other Forces, which were in a more mature position, using interim solutions and making them work. There had also been some issues around the Gazetteer, which

provides location data in Niche and which had resulted in some location accuracy problems, with an error rate in the order of 4%.

9. It was highlighted, in response to a question by the Chair, that crime data returns had been submitted to the Home Office in the week prior to the PRC meeting.

10. Members discussed the need to maintain stakeholder confidence whilst changing the Force's systems. It was highlighted that BTP was looking to train a core of 160 'Super Users' across the country, who would be given more enhanced training. The Force had also established a '24/7' user helpdesk, which had been extended by three months; although this would result in an increased cost, this extension was needed in order to maintain confidence.

11. Members queried whether Niche users were experiencing the same or different issues. The Committee was informed that different issues were being experienced. Some system changes required the Force to request the changes. Issues were being reported on a weekly basis; there was, however, a process in place as part of the Minerva Group of 23 Forces using Niche, and changes could take three to four weeks.

12. The Chair highlighted that Niche would be further considered at the next PRC meeting under the agenda item on data quality.

14/2016   Q4 Performance Report (including BTP Dashboard)
Agenda Item 3

13. A year-end update was provided on performance against the strategic objectives and Policing Plan targets. There was, in 2015-16, a 6% increase in notifiable crime (excluding police-generated offences) compared to the previous year. A 14% reduction was required by 2019 in order to achieve the '202010' strategic objectives.[1] The police-related lost minutes strategic objective had been one of BTP's biggest challenges; 2015-16 saw an 8% increase compared to the previous year; a 34% reduction was now required by 2019 to achieve this strategic objective. The year-end confidence figure was not yet available at the time of reporting, but the Force was on track to achieve this strategic objective.

---

[1] 2013-19 Strategic Objectives: reduce notifiable crime and police-related lost minutes by 20%, and increase confidence by 10% by 2019, based on the 2012-13 outturn results.

14. The National Policing Plan target to improve confidence at the 20 lowest ranked stations, and the cybercrime and safeguarding commitments were achieved. Data was not yet available for the passenger and staff confidence targets; however, BTP was on course to achieve the passenger confidence target. 32 out of 53 Local Policing Plan targets were achieved.

Crime

15. Members were informed that, compared to last year, there were increases in the number of violence against the person offences, shoplifting, sexual offences, graffiti and criminal damage offences. Violence against the person was the largest driver of the overall increase in notifiable crime, accounting for 51% of the increase, followed by sexual offences, which accounted for 15% of the increase.

16. Data from the Office for National Statistics (ONS) showed that, between January and December 2015, BTP was one of five Forces to report a crime reduction; 38 out of the 43 Home Office forces had reported an increase in crime.

17. There had been a 38% reduction in notifiable crime between 2005-06 and 2015-16; Members noted, however, that previous reductions seemed to have halted in 2015-16. There were 14.2 crimes per million passenger journeys (excluding police-generated offences); an increase compared to the 13.9 in 2014-15. It was reported that the trend in serious crimes had remained stable over the previous four years, and the increases had been in lower level crime.

18. There had been a large increase in the number of text reports received to the 61016 number and this had started to drive up the number of recorded crimes. The 'Report it to Stop It' campaign had also resulted in increased confidence to report sexual offences on the rail network; it was predicted that this increase would continue.

19. Members queried how additional crimes impacted on officer deployment and whether there were any differences or patterns in the levels of crime reporting between the different Train Operating Companies (TOCs) potentially caused by a perceived impact on the cost allocation model. Members were informed that insufficient data would mean less effective deployment, and that the Force could look at a breakdown of the crime statistics by locations and TOCs to identify if there was any pattern in reporting.

20. BTP was proposing to change the way it recorded certain public order offences, which were currently included in the violence against the person force crime group. This change would bring the Force into line with the Home Office Forces; it was noted that BTP had previously been converting its crime data when submitting it to the Home Office. The recategorisation of these offences would mean that violence against the person offences would show an 11% increase, rather than the current 22% rise, and public order offences would show a 10% increase, rather than the current 9% reduction. The PRC Chair and BTPA Chairman agreed that this change was necessary in order for BTP to be consistent with the Home Office in its crime recording.

Police-related lost minutes

21. Police related lost minutes were up by 8%, compared to 2014-15, with primary lost minutes up by 4% and reactionary lost minutes up by 11%. It was expected that Chief Superintendent Brogden's joint work with the rail industry, to improve the management of and response to delays, would have an impact toward the latter part of this year.

22. There was a discussion about the increase in cable theft/vandalism. It was reported that much of this was driven by vandalism and damaged cable, rather than organised crime. It was agreed, in response to a request from the BTPA Chair, that figures in the cable theft and vandalism categories could be separated out.

23. There were 305 suspected suicides and 84 attempted suicides across the UK rail network in 2015-16. There were, however, 1,269 life saving interventions made by BTP and others, which was a 36% increase compared to 2014-15, and over 9,000 calls to people with suicidal behaviour. It was reported that there had been good work between BTP and the Samaritans and the mental health charity Mind.

24. The Committee was informed that, in the first two weeks of 2015-16, there was double the number of fatalities compared to the same period in 2014-15. Nationally there were seasonal peaks in the number of suicides in April and December; this was not limited to the rail network. BTP had planned future activity around these times.

25. There was a discussion about BTP's response to suicidal people and incidents relating to mental health. Interventions could take several hours to deal with, resulting in an impact on resources as officers may spend hours away from the rail network supporting vulnerable people awaiting assessment by other agencies. Home Office Forces

also faced a similar demand in responding to mental health issues. It was suggested that this was a wider social issue which needed a wider societal link-in.

26. Members were in agreement that the management of mental health incidents seemed to be a strategic risk, which was not going to disappear, and should therefore be added to BTP's central risk register. It was also stated that, whilst not a policy discussion for this meeting, there seemed to be a gap in the legislation around the duty of care and an issue around identifying an earlier handover point in the process to non-police officers.

Sickness

27. There was, in 2015-16, an average of 7.51 days sickness per employee, which was above the target of 7.30 days. BTP's sickness rates, however, compared well with those of Home Office Forces; 2.65% of days were lost to officer sickness in BTP, compared to an average of 4.15% across Home Office Forces. The Chair noted that, because of this comparison, there were no significant concerns around the sickness figures, but that the figures needed to be considered in more detail at the Authority's People and Standards Committee.

Confidence

28. BTP was on course to achieve the passenger confidence target. Data from the most recent, Autumn 2015, National Rail Passenger Survey (NRPS) showed a passenger confidence rating of 78.8%. The year-end target, however, would be measured against the results of the Spring 2016 NRPS, which will be published in June 2016. The target to improve confidence at the 20 lowest scoring stations had been achieved, with a confidence rating of 72.34%. The 2015-16 year end result for staff confidence was not yet available.

Other

29. It was highlighted that the Rail Delivery Group (RDG) were looking to do some work around cybercrime and that there was the potential for funding to be made available.

30. **Agreed**

   30.1 Police-related disruption figures for cable theft and vandalism to be separated out in future reports to the PRC.

30.2 BTPA Executive to propose to the BTPA Audit and Risk Assurance Committee that BTP's response to mental health incidents is added to the Force's central risk register.

30.3 BTPA Executive to report details of performance with respect to employee sickness to the People and Standards Committee.

30.4 ACC Newton to notify Chief Superintendent Bunyard of RDGs work around cybercrime.

31. The presentation and report were noted.

15/2016   2016-17 Policing Plan – Q1 Activity Plan
Agenda Item 4

32. BTP's Head of Strategic Development provided a high level overview of the Force's activity plan for 2016-17 quarter 1. This was produced following an action from the Authority's Policing Plan Group, for BTP to produce a plan, to be reported to the PRC, which would outline BTP's activities in pursuance of the 2016-17 Policing Plan.

33. The plan for quarter 1, shown at Appendix A, identifies the crime types and locations that could be targeted in order to achieve the strategic outcomes. Its development was overseen by the DCC, and was being performance managed internally on a daily basis, supported by tasking meetings and weekly holding to account.

34. The Committee was informed that there had been some early successes as a result of the activity plan, but that it was still too early to identify whether or not it had been entirely successful. A more detailed report, which will include an analysis of activities in quarter 1 and the plan for quarter 2, will be produced for the next PRC meeting.

35. Members stated that there should be a focus on prevention, for example at disruption hotspots. Members were informed that high risk disruption locations had been identified and that the Force was working with the industry to target-harden them; there were also low frequency-high impact disruption locations around which BTP had been putting action plans in place. It was reported that the target-hardening of high impact locations had in the past been successful, and that the Force was now doing more of this type of work.

36. The presentation and report were noted.

16/2016   Diversity and Inclusion update
Agenda Item 5

37.   The Committee received a presentation on BTP's operational diversity and inclusion performance data, with a particular focus around the availability of management data relating to the 'protected characteristics'[2] of BTP's service users.

38.   Gaps were identified in the data currently available, for example of the hate crimes recorded in quarter 4, only 69.9% of victims had declared their ethnicity. It was unclear whether this was due to the caller not being asked or the details not being properly recorded. BTP was considering how to close those gaps; the Force Crime Registrar was confident that data relating to crime victims could be improved at first contact. It was noted that when a hate crime was reported, the Force would not assume that the person reporting had the same protected characteristic as the subject of the hate crime.

39.   BTP was about to launch its hate crime campaign. This aimed to build on last year's campaign, which resulted in an increase in reporting. It was anticipated that this would also lead to an increase in reports of hate crimes.

40.   An overview was provided on the number of arrests and complaints by demographics. Possible discrepancies in the arrest figures were highlighted; these were caused by individuals not always providing accurate details. When broken down by gender, 87% of arrests were male and 12% female; for 1% the gender was recorded as unknown.

41.   The Chair stated that it was important for the PRC to maintain this focus on operational diversity and equality matters, but not in a fragmented manner, and without straying into the coverage of the People and Standards Committee. A Member agreed that it was important to see this type of data for reassurance.

42.   **Agreed**

   42.1.   BTPA Executive to liaise with BTP with respect to the reporting of operational equality and diversity information to the PRC in order to maintain this area of focus.

43.   The presentation was noted.

---

[2] Defined in the Equality Act 2010 as being age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation

17/2016   Use of stop and search six-monthly update
Agenda Item 6

44. It was reported that, because of Niche related issues, stop and search data was only available up until December 2015. Data could be recorded but, as noted at Agenda Item 2, there were difficulties extracting it from Niche.

45. Members were informed that the Best Use of Stop and Search Scheme (BUSSS) had been embedded as best practice and was being used as the framework around BTP's stop and search activities.

46. There was, in 2015, a 60% reduction in BTP's use of stop and search and stop and account; there had also been a 60% reduction in the number of ineffective drugs searches. This reduction was driven by a combination of an increased awareness of what reasonable grounds were and the impact of new training and oversight regimes.

47. BTP's stop and search arrest rate was between 17% and 19%, and the positive find rate was around 33%, which compared well with other Forces. The Chair queried what constituted a good find rate. It was reported that stop and searches should find something more often than not, but that there was also a need to provide support to officers, so that they can conduct stops and searches based on reasonable grounds when required.

48. In terms of proportionality of the use of stop and search powers, BTP was still six times more likely to stop and search a black male. This figure, however, was based on old census data, and the majority of stops and searches took place in London; many were also football related. Drugs searches were still an issue for the Force, and accounted for the majority of stops and searches; most of these did not find anything. It was highlighted that procedures were in place to ensure that there was no unprofessional use of stop and search.

49. It was highlighted that BTP's D Division had been working proactively with the police in Scotland to ensure that BTP Scotland is well positioned to adopt forthcoming changes to Scottish law, which will require police in Scotland to record stops and searches.

50. The Home Office had announced a new requirement for all Forces to record all vehicle stops. The Force was working to ensure that it was fully aligned with Home Office Forces, but it was predicted that this would not have a significant impact for BTP because of the relatively small number of vehicles it stopped.

51. An HMIC report from January 2015 on BTP's use of stop and search had recently been released by the Department for Transport (DfT). There was a discussion about the time taken to release the report.

52. **Agreed**

   52.1 BTPA Executive to discuss with the BTPA Chief Executive the time taken by the DfT to release HMIC reports on BTP.

53. The report was noted.

18/2016   Use of force six-monthly update
Agenda Item 7

54. BTP has been working to widen its reporting around its use of force to also include other tactics as well as firearms and Taser. As noted under Agenda Item 2, this data was not yet available but it was expected that this reporting will come to future meetings.

   Taser

55. Members were informed that in 2015-16 there were 122 Taser deployments, up from 62 the previous year. This increase was driven by the increase in the number of Taser officers, from 250 to 557. Red-dot was the most common deployment method[3], accounting for 39% of Taser use. There were 11 Taser firings and three negligent discharges. The negligent discharges were all at the point of loading and did not result in any injuries; all officers received refresher training before being allowed to carry a Taser.

56. Of the 122 uses of Taser by BTP, 54% were on white persons, 33% on black persons, and 12% on people that were either Asian or that did not have a stated ethnicity recorded.

   Firearms

57. There were 33 firearms authorities granted in 2015-16. Of these, 16 were to reports of persons armed with bladed weapons; 16 were to reports of persons carrying firearms, and one was to a report of a person with explosives.

---

[3] Taser deployment includes: drawing Taser from holster; aiming; red-dotting of subject; arcing of Taser; firing; angled drive stun; or unintentional/negligent discharge

58. There was a discussion about the roles of firearms response and firearms patrol officers. Members were informed that these, highlighted incidents, were response incidents, where a report had been received and there was a subsequent response; if a firearms patrol officer were to come across an incident this would be considered a different type of response.

59. The report was noted.

19/2016   Crime and incident recording (including HMIC Crime Data Integrity Improvement Plan update)
Agenda Item 8

60. The Committee received a presentation from the Force Crime Registrar (FCR) who had been in post for about 12 months following previous service at another Home Office Force and involvement in the HMIC inspection on Crime Data Integrity. On starting in the role the FCR had identified opportunities to improve BTP's compliance with the National Crime Recording Standards (NCRS).

61. Since then, the Force had reiterated the requirements of the NCRS to staff, including through training sessions with call handling and recording staff. This training included details of how a crime is defined in law and should be recorded.

62. An overview was provided on the Force's recording of crime related incidents (CRIs). These are incidents that are reported by a third party and subsequently the victim cannot be traced and the police are satisfied that recording is neither appropriate or necessary; or the victim when traced fails or declines to confirm the crime; or the incident is being dealt with and recorded by another Force. There had previously been some confusion around the recording of CRIs, around third party reporting and the point of confirmation. Subsequent audits, however, had shown a clear improvement in compliance with national guidelines, with the most recent results, from April, showing a 96% compliance rate.

63. Members noted the positive direction of travel in the crime audit results, and the work going on around the Force's crime recording.

64. The presentation was noted.

20/2016 Scoping discussion for thematic reports for meeting 1: Presentation on Operation Stronghold/Operation Trafalgar

Agenda Item 9

65. Members highlighted that it would be useful if the planned thematic for the next PRC meeting on Op Stronghold/Op Trafalgar is focussed around how these operations link with each other. It was stated, however, that the item did not need to be solely focussed on these two operations, but on how the Force's national initiatives and operations linked with each other.

21/2016   Any other business

Agenda Item 10

66. There was no other business further to Agenda Item 10.1.

22/2016   PRC Terms of Reference and workplan, for consideration prior to 2016-17 Q1 meeting

Agenda Item 10.1

67. The draft Terms of Reference were offered for initial feedback before coming back to the next PRC meeting.

68. There was a discussion around the proposal to seek inputs from external stakeholders. It was clarified that whilst the Committee was content to communicate with stakeholders and share some of the information that comes to the PRC, it was the role of the PRC and the Authority to hold BTP to account. The Chair agreed with this proposal. A Member agreed to act as a sponsor for this approach and to look into becoming a member of the Rail Delivery Group Policing and Security Implementation Group (RDG P&S IG).

69. **Agreed**

    69.1   Ms Crowther to engage with the RDG P&S IG with respect to becoming a member and acting as a sponsor between the Group and PRC.

70. The report was noted.

Part 2. Contact Management

23/2016   Contact Management Presentation
Agenda Item 11

71.   Members received a presentation on BTP's contact management service, followed by a tour of the First Contact Centre (FCC).

72.   The FCC and Control Rooms, each year, handle around 710,000 telephone contacts, including 40,000 emergency calls and 370,000 non-emergency calls, and other internal and external calls. They also handle other forms of contacts, including 21,000 texts to BTP's 61016 text messaging service, emails, twitter and exchanges from other Forces. The Force has a number of initiatives underway to manage the anticipated growth in demand, for example certain internal calls, such as sickness reporting, were now routed elsewhere.

73.   The FCC was created in 2015, following BTP's contact management restructure project. The restructure also resulted in the closure of the Crime Recording Centre (CRC), in Cardiff, and the introduction of the Data Integrity Unit (DIU), which is responsible for data input and standards verification and contact management audit, and the Force Incident Manager role, which replaces the Control Room Duty Officer role, releasing six inspectors to front line policing.

74.   The Force aims to answer non-emergency calls within 40 seconds. Performance dropped following the closure of the CRC and the establishment of the FCC, in Birmingham. The changeover meant that significant recruitment, training and up-skilling of staff was required, but after the initial transition period the call answering times improved. However, the Committee noted that since January 2016, they had again started to drop. This had been caused by abstractions for Niche training and the introduction of the new system. Members were informed, however, that many Home Office Forces had moved away from focusing on call answering time performance, and were instead focusing on call abandonment rates.

75.   BTP aims to answer emergency calls within 10 seconds. There was a dip in performance around April 2015, caused by abstractions for training on the new command and control system. The abandonment rate, however generally remained at no more than 1%; this compared to the Home Office Forces which generally had targets of around 5%.