

**Report to:** Police Authority  
**Agenda item:** 6  
**Date:** 28 January 2016  
**Subject:** Performance Review Committee update,  
Quarter 3  
**Sponsor:** Chair, Performance Review Committee  
**Author:** Jon Newton  
**For:** Information

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## 1. Purpose of paper

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

## 2. Q3 Performance Report

- 2.1 The PRC received the quarter 3 performance presentation and report; a copy of the performance dashboard is appended. The following points were noted.
- 2.2 At the end of quarter 3, 1 out of 7 National and 33 out of 52 Local **Policing Plan** targets were being achieved.
- 2.3 There had been a 3% increase in **notifiable offences** (excluding police generated offences) compared to the same period last year. This, however, 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.
- 2.4 Crimes per passenger journey were down by 41% over the last five years, and were continuing to fall. 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.
- 2.5 **Violence against the person** was up by 18%. Much of the increase was 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 been incorrectly 'no-crimed', typically following a report of an offence where the victim, once located, did not subsequently want to make a complaint.

- 2.6 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. It was noted that this was not anticipated to impact on the 2016/17 Policing Plan target setting process; and that these changes would not have an impact on the data for BTPA's Cost Allocation Model.
- 2.7 There has 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 Committee 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.
- 2.8 There has been a 5% increase in total **police related lost minutes**. Primary lost minutes, at the end of quarter 3, were down by 2% compared to the same period last year; however, reactionary delay was up by 9%.
- 2.9 Overall disruption was down by 18% at high impact/high frequency hotspot locations. C Division, however, had seen a 15% increase in police-related delay. 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.
- 2.10 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.
- 2.11 BTP is on course to achieve the annual **confidence** target, and the strategic objective to achieve a 10% increase in confidence by 2019. It was noted that the results from the latest rail passenger survey would be available at the end of January 2016. The Force's ongoing work in this area is managed through the Force's Confidence Board; and includes communicating confidence messages to the public via the 'You said, we did' campaign, targeted engagement and marketing, and local problem solving plans (PSPs).
- 2.12 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.

- 2.13 The Performance Report 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, with the new unit 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 separate CPS offices. The Committee noted that BTP was now submitting its cases to the CPS electronically.
- 2.14 As a result of these changes, BTP's Criminal Justice Unit had made a good deal of progress and its performance now compared favourably with the other Home 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.

### **3. Diversity and Inclusion update**

- 3.1 The Committee received a presentation on BTP's progress on the identification of themes and supporting data for measuring performance around diversity and inclusion with respect to operational policing.
- 3.2 Where possible, this will include evaluating performance around diversity and inclusion for all people that BTP comes into contact with. This will take into account performance with respect to 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.
- 3.3 The Committee was informed that under the Equality Act 2010 it is unlawful to discriminate against anyone directly or indirectly because of one of nine 'protected characteristics'<sup>1</sup>. 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.

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

3.4 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; for example, kosher food being prepared for a person in custody would lead to an assumption of the person in custody being Jewish.

#### **4. Use of force six-monthly update**

4.1 There were 87 uses of taser between 1 May and 31 December 2015. This compares to the 68 uses, including 3 firings, during the whole 2014 calendar year. Tasers had been fired 5 times during this latest period; the majority of taser usage involved being drawn from the holster, aimed, red-dotted, or arced. There had been 3 negligent uses of taser.

4.2 The increase in the use of taser was linked to an increase in the level of violence and the increase in the number of BTP taser officers. Since January 2015, there has been a 70% increase in the number of taser officers, to 507.

4.3 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.

4.4 Every use of taser by BTP was recorded as use of force and reviewed, with relevant details submitted to the Centre for Applied Science and Technology (CAST) and details of all taser firings were submitted to the Independent Police Complaints Commission (IPCC).

4.5 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 the number of BTP firearms officers was capped at 84 officers. There were, however, ongoing discussions about possibly increasing this number to 112 officers.

#### **5. Disruption Management**

- 5.1 The Committee received a presentation from Chief Superintendent Brogden, who had been seconded to Network Rail since June 2015, on the development of a joint BTP-industry approach to minimising and managing disruption on the rail network.
- 5.2 It was highlighted that existing efforts in response to primary delays, following a disruption incident, were quite effective. There had, however, been a 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.
- 5.3 A cross-industry strategy has 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. In addition, a holistic 'target operating model' had been developed around predicting and preventing disruption, and the response and recovery following a disruption incident.
- 5.4 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.
- 5.5 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 aimed at tackling cable theft. The annual cost of the unit will be £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.
- 5.6 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. It was noted that that these EIUs were primarily Network Rail funded.
- 5.7 This work aims 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 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.

## **6. Policing football on the railway**

- 6.1 The Committee received a presentation from ACC Thomas on BTP's strategy for policing football on the railway.
- 6.2 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.
- 6.3 The new approach has involved a reset of tolerance levels to change supporter behaviour on the railways and increase passenger and rail staff confidence. It has changed the way in which BTP manages and responds to football related abusive behaviour. Current activities were developed with the Premier and Football Leagues and the rail industry.
- 6.4 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.
- 6.5 Following the adoption of this new approach, BTP has 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.
- 6.6 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. The Committee was informed that these details had been shared with the football authorities.

## **7. Next meeting**

- 7.1 The next PRC meeting will involve a visit to BTP's First Contact Centre in Birmingham and include thematics on contact management and crime recording.

## **8. Recommendations**

- 8.1 Members are asked to note progress made and issues noted by the PRC at its quarter 3 meeting.