

## Minutes

### Performance Review Committee

Wednesday 20 July, at 10am-12pm  
at The Forum, 74-80 Camden Street

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**Present:**

Liz France (Chair)  
Dyan Crowther  
Bill Matthews  
Mark Phillips (via teleconference at 11am)

**Apologies:**

Andrew Pollins

**In attendance:**

Adrian Hanstock, Deputy Chief Constable BTP  
Allan Gregory, Chief Superintendent BTP  
Mike Furness, Head of Strategy and Performance BTP  
Ashley Auger, Performance and Analysis Manager BTP  
Barry Boffy, Diversity and Inclusion Manager BTP  
Samantha Elvy, Strategy and Performance Manager BTPA  
Anthony Walker, Interim Communications Manager BTPA  
Jon Newton, Performance Analyst BTPA (minutes)

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**24/2016 Welcome and apologies**

Non-Agenda

1. The Chair welcomed attendees to the Quarter 1 Performance Review Committee (PRC) meeting. It was highlighted that Mr Phillips would be joining the meeting at 11am via teleconference. Apologies were received from Mr Pollins.

**25/2016 Minutes of meeting 19.05.2016**

Agenda Item 1

2. The minutes were approved as an accurate record.

## **26/2016 Matters arising**

### Agenda Item 2

3. Action 23, for 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, was discussed in further detail at Item 2.1. Further to these discussions all actions were noted as complete.

## **27/2016 PRC approach to oversight of EDHR matters in 2016/17**

### Agenda Item 2.1

4. Further to action 23, the PRC received a paper outlining a proposed approach for the Committee's focus on Equality, Diversity and Human Rights (EDHR) for 2016/17. The Committee was reminded of the legal requirements for the Force and Authority, under the Equality Act 2010, in relation to the roles as both an employer and a service provider.
5. The requirements as an employer fell within the remit of the Authority's People and Standards Committee. Although there was some overlap, the service delivery element whether around business as usual or change areas should be reported into PRC. It was necessary for the Committee to be able to demonstrate awareness of the statutory duties and that victims and offenders should be treated fairly.
6. The Committee was informed that work was ongoing with respect to identifying EDHR data around victims and offenders. It was noted that there was a need to plug some of the gaps in the data. The Deputy Chief Constable (DCC) noted that EDHR data around complaints and use of force was reported to the People and Standards Committee. The Chair agreed that where data was reported into the People and Standards Committee then it would be necessary to reflect that, but not lose it completely from PRC. The DCC agreed that the outcomes of the use of force work could come to the PRC meeting.
7. There was a discussion about the presentation of the data. It was suggested that whilst there should not be too much narrative, and the use of good infographics could help, there should be a good description about the context, why the PRC either should or should not be concerned by the point being made, and what BTP is doing about it.

8. The Chair noted that the EDHR agenda item was the right place for this to be reported. This area of work was still in the process of business change, but then it would be possible to move on to using metrics which could be monitored as part of business as usual. There would also be other data monitored behind the scenes to ensure the Force was not missing anything.
9. **Agreed**
  - 9.1 BTPA Executive to work with BTP to identify a reporting framework for EDHR matters into the PRC, to show reporting in a business as usual way and reflecting the statutory duty.
10. The report was noted.

## **28/2016 Terms of Reference and work plan for 2016/17**

### Agenda Item 3

11. An overview was provided of the Terms of Reference and work plan for the PRC in 2016/17. It was highlighted that the Terms of Reference stated the PRC Authority Members and the BTP lead members, but that the meetings would also be open to other Members and BTP representatives to attend when required.
12. The standing items in the work plan were updated from 2015/16 but amended to reflect the 2016/17 Policing Plan targets, whilst the proposed thematic items aimed to provide a balance between focussing on elements of the Strategic Policing Requirement, which were outlined in the Terms of Reference in Appendix A, and other BTP specific areas of focus.
13. There was a discussion about the proposed thematic presentations for the PRC meetings. It was suggested that the proposed six-monthly thematic items on Problem Solving Plans (PSPs) be included as standing items on a six-monthly basis, rather than as thematic items. It was confirmed that the thematic items to be reported to the Q2 PRC meeting would be on the implementation of Niche and the Strategic Policing Requirement theme of cybercrime.
14. Members discussed whether the PRC, or another Authority Committee, should be looking at innovation, such as developments in the rail industry. This was not currently considered by the Authority in a coordinated manner, but it could be considered as part of the ongoing Corporate Governance work.

15. It was proposed that it would be interesting to do a more detailed look at how BTP's performance would look if the D Division were to be excluded from the performance figures. The Chair agreed that this should be included in the work plan.
16. There was a discussion about Appendix A, proposed coverage of Performance Review Committee. It was highlighted that BTP has a Use of Force Panel; an invitation was extended for a Member of the Authority to join the panel.
17. **Agreed**
  - 17.1 Update paragraph 2.1 to state 2016/17, rather than 2015/16.
  - 17.2 PSPs to be included as standing items on a six-monthly basis, rather than thematic items.
  - 17.3 BTPA Executive to consider, as part of its Corporate Governance review work, how the Authority could provide a focus around innovation.
  - 17.4 Work plan to be updated to include an item on how BTP performance would look if D Division performance were to be excluded from the performance figures.
  - 17.5 Member of Authority to be invited to join BTP's Use of Force Panel.
  - 17.6 Terms of Reference to include an outline of PRC's quorum.
18. The report was noted.

## **29/2016 Q1 Performance Report (including BTP Dashboard)**

### Agenda Item 4

19. There was discussion about the presentation of the quarterly performance report. Members highlighted that the performance dashboard was excellent but that in certain places the papers could have been more focussed at the strategic level. It was suggested that it would be useful to see high level information, with more of a deep-dive around specific issues that may be of concern. If the Executive received the more detailed data in support of the paper then the Committee can receive further assurance.

20. The DCC provided an overview of performance in quarter 1. Crime had increased by 10% compared to the same period last year, however, it was down by 40% over the last 12 years, and there had been a 7% reduction compared to 2012/13. It was noted that there was a low risk of crime, with 14 crimes per million passenger journeys in 2015/16. It was also reported that the number of texts received to the Force's 61016 number had increased from 4,866 in 2013/14 to 21,019 in 2015/16, leading to increased crime reports.
21. The main crime increases were around violence against the person, sexual offences and shoplifting. There had been a reduction in thefts of cable and plant equipment; Op Drum, which was part of the Force's 90 day plan to tackle cable theft, had contributed to this reduction. There had also been a reduction in cycle theft; Ops Lock and Wiggins had resulted in engagement with the public, and the handing out of bike locks where appropriate, with the aim of preventing cycle thefts. Also highlighted were Op Shepherd and Op Vanguard, which involved late night patrols to prevent anti-social behaviour around stations.
22. Members praised the reduction in cable thefts but queried the balance of focus around cycle thefts and shoplifting. Members were informed that the focus on cycle thefts contributed to passenger confidence and that there was some organised crime around these offences. There was a discussion around shoplifting. It was noted that when these retail establishments are built there should be discussions around the resulting policing requirements, and that these should not be BTP's primary focus.
23. The Committee was informed that the Force had looked at threat, risk and harm. Violence against the person offences were mostly driven by common assault and Section 4A Public Order Act offences. The more serious violence offences, such as Actual Bodily Harm (ABH) composed a small proportion of these offences. The risk of being a victim of the most serious sexual offences was very low, with 0.002 crimes per million passenger journeys.
24. There was a discussion around rail staff assaults. Last year there had been a 19% increase, but offences were down by 6% in quarter 1, compared to the same period last year. The Force had produced public communications that staff assaults and verbal abuse of staff was not acceptable. There had also been some good work around body-worn video, which had impacted on staff assaults. It was noted that many offences involving passengers and staff were due to delays and overcrowding. The Force had placed a lot of focus on

workplace violence, which contributed to increasing rail staff confidence. It was stated that as more rail staff were out on the station platforms this could have an impact on offences; there had also been an increase in ticket checks and people being challenged when stopped. Where there were increases in staff assaults, the Force was aware of that and were putting measures in place. It was also noted that 3% of rail staff victims were repeat victims of staff assault.

25. It was highlighted that in 2012/13, the baseline year for the strategic objectives, police-related disruption minutes were particularly low, meaning that this was a challenging target. There was, in quarter 1, a 1% reduction in primary lost minutes compared to the same period last year. Reactionary delay, however, was up by 9% and continued to be a challenge.
26. It was reported that as the number of lifesaving interventions increased there had been a reduction in the number of suicides. An overview was provided of BTP's proactive work to reduce the number of suicides on the railway; as part of Op Avert, officers were patrolling at high risk locations and that the Force was having a good impact on interventions.
27. The Committee received an overview of the spread of delay caused by a complex fatality in B Division East. The delay minutes initially had most effect on the more local routes, but the impact of the reactionary delay spread across the country. The DCC highlighted BTP's ability to quickly respond across the country. A Member suggested that an animation showing the spread of delay and subsequent effects on the rail network would be a useful tool when communicating with the industry. It was suggested that it would be useful to first raise this with the Authority and then with wider stakeholders and some of the media.
28. It was noted that the passenger confidence rating, of 76.55%, had fallen compared to the results of the previous wave of the National Rail Passenger Survey (NRPS), which showed a 78.71% confidence rating, but that this reduction had also been seen for some of the other confidence factors. At the 20 lowest confidence stations identified for the 2015/16 Policing Plan measures had been put in place and confidence at these stations had improved.
29. There was a discussion about indexing data when measuring performance. It was suggested that looking at the rate of crimes per million passenger journeys gave a better indication than using hard

numbers and that this made it easier to communicate performance. The Committee noted that the Force had started to do this; it was reporting on crimes per million passenger journeys and had started to normalise the disruption data. Members recognised that there needed to be a discussion within the Authority about how it wanted its data presented. For example, around disruption there should be agreement around whether the focus should include reactionary delay, as this drives partnership work with the industry, or whether it should be more around primary disruption which the Force can have a direct impact on.

30. There was a discussion about the reporting of BTP's planned operational activity in order to meet the Policing Plan targets. A Member noted that the Authority approved the 2016/17 Policing Plan on the basis that the PRC was presented with an action plan outlining activities to achieve the Policing Plan targets by this meeting, and that a plan through to March was required. It was also noted that the Force was in an adverse position with respect to the Policing Plan targets and that there was a need to show what was being done to correct this adverse variance for the remainder of the year. The Committee was informed that a detailed plan to quarter 1 had been reported to the previous PRC meeting, which the Force believed had discharged this action, and that detailed action plans had also been produced by Divisions, which outlined activities in support of the Policing Plan as well as other areas which addressed threat, risk and harm. The Force's national plan, with disruption activities overseen by Chief Superintendent Brogden, had been presented to the Q1 meeting.
31. There was a discussion around how strategic changes to the railways were being considered by the Force and Authority. BTP operates in a dynamic environment, which can impact on its ability to achieve its targets. It was queried whether a strategic risk review was required, as there was a need to build these strategic changes across the network into plans. It was suggested that the strategic changes could be considered as part of the Governance Review.
32. **Agreed**
  - 32.1. The DCC to look into the delivery of the agreed operational activity plan for the 2016/17 Policing Plan and around the need to deliver the plan for the full Authority.
33. The presentation and report were noted.

### **30/2016 Diversity and Inclusion update (update included in Q1 performance report)**

#### Agenda Item 5

34. It was reported that there had been an increase in hate crime. The Force had launched a national hate crime campaign in 2014-15; this was the first hate crime campaign launched by BTP for several years and would have resulted in an increase in confidence and contributed to the rise in these offences. Most hate crime was driven by racial hate crime offences; there had also been an increase in transgender hate crime.
35. Since the EU referendum the National Police Chiefs Council (NPCC) had reported a 57% increase in hate crime, but this was not matched by BTP's figures, which had shown a 14% rise. It was noted that it was not yet possible to identify if there had been an increase in offences linked to recent events in Orlando.
36. BTP had been very visible at London Pride and the Force was using every opportunity to promote its work around improving confidence with respect to hate crime. Since the new Mayor of London, Sadiq Khan, had been elected, the Mayor of London's office had provided a lot of input around hate crime and BTP had been communicating with the Mayor's office.
37. It was suggested that while it was important to understand the hate crime figures, it was also important to broaden out the figures to understand representation across all crime types to identify whether there was any over-representation for other types of crime.
38. The presentation was noted.

### **31/2016 Report on data quality (crime and incident data recording, and other data sources)**

#### Agenda Item 6

39. An overview was provided with respect to BTP's crime data. It was reported that BTP was one of the leading Forces with respect to compliance with the National Crime Recording Standards (NCRS). It was noted that there was an issue around the recording of repeat and vulnerable victims, but that the overall standard of BTP's crime recording was good.



40. The Force was struggling around the reporting of crime data at a local level. This was around the aggregation of crime reports up to station level; however, one further fix was required to correct this. Issues had also been encountered with the Train Operating Company (TOC) crime reports, but that this had been rectified by producing the reports manually.
41. The Chair praised the ongoing work led by the Force Crime Registrar but queried whether there were any aspects of crime recording, which were unique to BTP and not part of the requirements for reporting to the Home Office, and not included as part of the regular audits, that might be of concern. The Committee was informed that the Force was working with the BTPA Executive with respect to the accuracy of TOC allocations and that there was confidence that the checking and correcting of crime records would be completed as soon as possible.
42. The DCC highlighted the importance that the Force placed on the results of the crime audits conducted by the Force Crime Registrar. Following low compliance ratings for the recording of crime related incidents, the Force has scheduled audits to check compliance for each month in 2016/17. In April and May the compliance rating had improved to 96% and 94% respectively.
43. An overview was provided around some of BTP's other data sets, including for sickness, stop and search, victim satisfaction, disruption and criminal justice.
44. Stop and search data was subject to scrutiny and was a key part of the Best Use of Stop and Search Scheme (BUSSS). It was reported that there had, however, been some Niche related issues around the reporting of this data and there was a backlog in recording. Out of 1,800 records, there was now a backlog of 33 waiting to be recorded, and that this would be completed by Friday 22 July. Officers were capturing the data but there had been some IT related technical issues which would be corrected, and that the Force would be able to update the Police.uk website by the week commencing 25 July.
45. The report was noted.

## **32/2016 Operational deployment - Trafalgar overview and assessment of impact**

### Agenda Item 7

46. The Committee received a presentation on Op Trafalgar and its impact. It was highlighted that, prior to Op Trafalgar, patrol assets would be briefed prior to their patrol and they would then self-determine where they would then go. Op Trafalgar removed this self-determined route, replacing it with an evidence based core patrol strategy.
47. There had been a mixed reception about Op Trafalgar at the Rail Delivery Group. Some felt that it was too focussed on retail crime, however others could see the wider impact. It was highlighted that although retail crime has informed hotspots in some locations, this was not the case in all locations. Some had hotspots for other crimes, such as violence. It was highlighted that at Birmingham New Street station, 3 out of 10 hotspots were for retail crime. It was also noted that where there were short-term spikes in crime or anti-social behaviour it was expected that, while some officers would be tasked to Op Trafalgar, some will be tasked in response to these spikes when needed.
48. Op Trafalgar had moved on from its initial approach as a blunt crime reduction strategy, and had become a complete patrol strategy. The Force wanted officers to be inquisitive of what is going on around them and there was a balance to be struck between officers using their own judgement and Op Trafalgar patrol. The strategy was not just about officers being recipients; increasingly they were able to feed back into the process if they felt that patrolling a location was not adding value.
49. It was highlighted that following the implementation of Op Trafalgar at Birmingham New Street there had been an increase in calls for service but crime was down. At Leicester there was a good deal of support from East Midlands Trains staff, and there had been a substantial reduction in crime. The top crime reductions at Leicester included public order and cycle offences, and were not solely focussed on shoplifting.
50. The Chair queried whether it was known if any crime had been displaced from stations on to trains. The Committee was informed that there was further work to do to understand this, but that the Force would be looking into it.

51. Members noted that they were supportive of the evidence based approach, but that there still seemed to be a winning hearts and minds approach required to gain the confidence of some officers. It was reported that there was a period of training and while officers understood the science behind Op Trafalgar, they now needed to see the results of it. It was also highlighted that it would help to understand the prevention work and the available capacity of officers, there were more officers out patrolling and available.
52. It was highlighted that there was support amongst the TOCs. The Force currently had an analyst funded by South West Trains, who were adopting Op Trafalgar for their rail staff on revenue protection duties. There were also opportunities for BTP to work side by side with them.
53. The presentation was noted.

**33/2016 Scoping discussion for thematic reports at meeting 2: Niche - overview of implementation; SPR theme: Cybercrime - BTP profile and response; PSPs - overview of topics, approach and management**

Agenda Item 8

54. This item was discussed at Agenda Item 3.

**34/2016 Any other business**

Agenda Item 9

55. Members were invited to watch three short (90 second) BTP videos, produced in-house, and aimed at raising awareness of the dangers of trespassing on the railway, timed to coincide with the school holidays.
56. **Agreed**
  - 56.1. Link to trespass awareness video to be sent to all members and copied to the Authority Chair.