

Minutes

Performance Review Committee

Friday 19 May 2017, at 1-3pm
at The Forum, 74-80 Camden Street

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Present:

Liz France (Chair)
Stella Thomas
Bill Matthews (via teleconference, present until Item 7)

Apologies:

None

In attendance:

Adrian Hanstock, Deputy Chief Constable BTP
Paul Brogden, T/Assistant Chief Constable BTP (present until Item 6)
Eddie Wylie, Superintendent Subdivisional Commander Pennine BTP
Mike Furness, Head of Strategy and Performance BTP
Vanita Patel, Head of Performance and Analysis BTP
Jen Crowther, Analysis Manager National Analysis and Performance
Department BTP
Barry Boffy, Diversity and Inclusion Manager BTP
Charlotte Vitty, Interim Chief Executive BTPA
Samantha Elvy, Strategy and Performance Manager BTPA
Jon Newton, Performance Analyst BTPA (minutes)

11/2017 Welcome and apologies

Non-Agenda

1. The Chair welcomed attendees to the Quarter 4 Performance Review Committee (PRC) meeting. Mr Matthews joined the meeting via teleconference.

12/2017 Minutes of meeting 17.01.2017

Agenda Item 1

2. The minutes were approved as an accurate record.

13/2017 Matters arising

Agenda Item 2

3. It was agreed that the following actions would be carried over to the new Performance and Delivery Committee:
 - Action 22, to align the PRC work plan with the operational risk register.
 - Action 23, for an update to be provided on hate crimes against rail staff
 - Action 24, which relates to a review into the implementation of Niche to be conducted.
 - Action 25, for continued discussions to take place around the impact on the Cost Apportionment Model of the removal of non-notifiable non-identity offences from Niche.
 - Action 26, for an update to be provided on out of court disposals.
 - Action 27, for a thematic to be provided on BTP's approach to civil emergencies.

4. All other actions were noted as complete.

14/2017 Q4 Performance Report (including BTP Dashboard)

Agenda Item 3

5. The PRC Chair praised BTP for a good performance report and presentation. It was noted that the Committee was well placed for the handover to the new Performance and Delivery Committee.

6. The Deputy Chief Constable (DCC) provided an overview of the quarter four performance presentation. The Committee was informed that since 2012 there had been an increase in the number of passenger journeys and a slight reduction in the number of offences and serious offences per million passenger journeys. It was noted that no other force had seen the level of increase in their local populations, and associated levels of demand, compared to the increase in passenger numbers on the railway network.

7. There had in 2016/17 been an 8% increase in the number of notifiable offences compared to the previous year. Much of this increase was driven by a rise in cycle offences. These offences usually followed a seasonal trend, rising during the summer months, however, this season had increased in length with offences remaining higher into November. Many offences were based around serial offending locations and were in the South and East Sub-Divisions.

8. A BTP hosted event aimed at cycle offences had been very good, however the low level of industry attendance had been disappointing. There was a discussion around stakeholder communications, including with the RDG and rail industry. It was highlighted that the Authority may be able to provide assistance around stakeholder engagement.
9. There had been a 41% increase in the number of text messages received by BTP during the 2017/18 year to date and an increase in the level of performance around crimes recorded within 24 hours, from 69% in April 2016 to 94% in March 2017.
10. For the 2016 calendar year, BTP's notifiable crime figures were similar to those for Home Office forces. BTP saw an 11% increase, compared with 10% for forces in England and Wales. BTP, however, had seen a reduction in the number of public order offences, and smaller increases for offences such as violence with and without injury, robbery and shoplifting.
11. There had been a 13% increase in the number of violence against the person offences, with 22% of these offences being serious offences, and an increase in sexual offences, but with offences having plateaued since October. Serious sexual offences on the network had remained low in number, accounting for 1.5% of these offences.
12. There had in 2016-17 been a 7% increase in police-related lost minutes compared to the previous year. Primary disruption had remained relatively stable.
13. There was a discussion around the level of impact BTP could have on reactionary delay. Members were informed that the Force had embedded Inspectors on Network Rail routes, who were assisting with decision making on large incidents. The network, however, was getting busier and it was more difficult to have an impact. It was suggested that this should be reflected in the new strategy. Members were informed that Network Rail was moving away from using lost minutes as a metric, and that the Force was also starting to look at Delay Per Incident (DPI) as a measure for delay.
14. The average BTP handback time, following a fatality, was 94 minutes. Complex and challenging incidents were the main drivers for outliers, where the incident handback times were over 90 minutes. The median average handback time was 78 minutes.

15. There was a 5% reduction in the number of suicides in 2016-17, however, there was an increase in the number of life-saving interventions compared to the previous year, to 1,811, and 9,475 suicide prevention and mental health incidents. These interventions resulted in a saving of £390 million to the rail industry from operational and schedule 8 payments. It was noted that BTP dealt with more people in crisis than there were victims of all serious offences, down to actual bodily harm, combined. Members agreed that it would be useful for BTP and BTPA to communicate some of these figures and that they should be included in the Annual Report.
16. The number of incidents and lost minutes caused by trespass, and high-impact trespass, were up. In 2017-18 there will be a national trespass strategy, which would involve target hardening, school visits, community education, and media communications.
17. It was noted that in the Pennine Subdivision there had been improvements from Network Rail, for example around the identification of hotspot locations. There had however been difficulties in getting investment for rail infrastructure to reduce trespass. Members highlighted the good work from BTP's problem solving plan approach and discussed the BTP and BTPA communication of key messages, such as the costs to industry from delay caused by trespass.
18. The Committee was updated on BTP's progress on the second phase of its safeguarding strategy. It was noted that all hub stations would have at least one key safeguarding trained champion and that the Railway Children charity would have workers based at these stations.
19. Members received an update on performance reporting using the new performance framework. The Force holds performance grading meetings, which review the gradings given for each of the key indicators under the Policing Pillars. Any performance exceptions will then be taken forward at BTP's internal Force Performance Meeting for further consideration. The new method of performance reporting will also provide a more detailed picture of what BTP is doing, rather than simply reporting on increases and reductions.
20. A Member queried the level to which the freight industry was reflected in the key measures. Members were informed that the Force engages with the freight industry on a regular basis and that they were considered for the performance framework's Key Measures, but that the freight sector could sometimes be a difficult

to reach community and that further engagement could be considered.

21. There was a discussion about how to best manage the threat of a possible reduction in performance in D Division during the next two years. The DCC noted that the Force needed to continue to provide support and development to those in D Division. It was proposed that towards the end of this year there should be separate performance reporting for D Division to ensure that if necessary the Force is able to respond to trends. It was proposed that this monitoring be built into the work of the Scotland Project Board.

22. **Agreed**

22.1 Suicide prevention figures, and chart on slide 12 of the quarter 4 performance presentation, to be included in the BTPA Annual Report.

22.2 T/ACC Brogden to consider the level of freight industry input into the Policing Plan key measures.

22.3 Towards the end of 2017, the monitoring of D Division operational performance to be included in the work of the Scotland Project Board.

23. The presentations and report were noted.

15/2017 Night-time economy - Demand on BTP and response

Agenda Item 4

24. The Committee received a presentation on BTP's response to the demands from commercial venues on the rail network. Members praised the Force for the interesting presentation.

25. Members were informed that the demand from tenant crime accounted for a small proportion of all notifiable crime, but that it was increasing each year and was mostly focused around shoplifting and violence against the person. There had been an increase in the number of licensed premises, mostly at Leeds. BTP had been responding to this demand in a proactive way, including around shoplifting, crime prevention work and Op Trafalgar frontline patrols.

26. There was a discussion about the approach some Home Office forces had taken at shopping centres, involving Service Level Agreements

(SLAs), which outlined that they would only respond to shoplifting offences if the organisations had met certain requirements. The DCC noted that there were some potential issues with this approach but there were lessons that could be learnt for some railway locations.

27. There was a discussion about future planning around tenants, lease agreements and the impact that BTP can have around retail developments, and around how these issues should be reflected in the new strategy for BTP. It was noted that some retail locations will crossover between BTP and Home Office jurisdictions and that this issue provided a good example of risks that should be considered as part of horizon scanning and discussed with RDG. The Chair suggested that there should also be a realistic discussion with Network Rail around the impact on the BTPA Cost Allocation Model.
28. Members received an overview of demand at the Leeds Hub. It was highlighted that there were a large number of licensed venues in and around Leeds station. Most of the customers at these venues were not rail passengers, which meant that this could sometimes bring the force into conflict with the local industry operator, as resources were diverted away from peak railway times in order to respond to these other demands. It was also highlighted that there was no police station in Leeds city centre, which had a knock-on effect with people turning up at the BTP station.
29. Members were informed that the Force has a Sergeant who is an expert on licensing and that, based on the cost of this individual spending 20 hours per week dealing with these issues, the annual cost to BTP was around £20k per year. Unlike Home Office forces, which have access to funds from a levy applied by Local Authorities, there was no levy accessible to BTP for policing these night-time economy demands. If the Force had access to this type of levy, it could be used to fund an individual to focus on these issues. It was also noted that the Force would like earlier access to the commercial side of Network Rail when leasing some of these venues out, as they would be focussed on commercial issues during this process.
30. The Committee was also informed that there was a risk of BTP losing some of its station locations, or of increased rent costs, as railway stations are commercially developed, as police stations do not generate a profit. Other points to consider included West Yorkshire Police exploring the possibility of having officers, possibly Special Constables, seconded for nights and the consideration of Enhanced Police Service Agreements (EPSAs) to meet these demands.

31. It was highlighted that in addition to Leeds these issues may also be relevant to other locations, for example when Crossrail comes in. The DCC stated that there was a need to consider more widely than just the BTP environment, and take into account the total area around these stations, and consider how BTP could work with local partner forces as part of a joint exercise to look at these activities and how to respond. The Chair, as the Authority's portfolio lead for the Pennine Subdivision, also agreed to take an interest. A Member highlighted that the BTPA would also need to consider these issues with respect to the Cost Allocation Model.

32. **Agreed**

32.1 BTP to consider lessons learned from the use of SLAs by some Home Office forces for responding to shoplifting offences at shopping centres and whether this approach could be considered for some railway station locations.

32.2 Superintendent Wylie to lead on a piece of work looking at how BTP could work with local partner forces in a joint exercise around how to respond to the demands from licensed premises in and around railway stations such as Leeds. The PRC Chair to also take an interest in this work.

33. The presentation was noted.

16/2017 Diversity and Inclusion update

Agenda Item 5

34. The Force's Diversity and Inclusion Manager acknowledged the Committee's patience with respect to the delayed publication of BTP's 2015-16 Equality, Diversity and Inclusion Annual Report and the gaps in the report around some of the operational data. The report was published on 28 May 2017. Members were informed that the gaps in the report were because of the limited availability of operational equality data, meaning that it was not possible to provide a complete picture when reporting on these issues.

35. It was highlighted that the 2016-17 Annual Report will be published in June/July 2017 and that for 2017-18 the Force will ask for all protective characteristics where people to choose to provide them. The target audiences for the Annual Report included BTP's workforce and the general public, to show internally and externally

that the Force is open and transparent. The Chair noted that HMIC may consider EDHR matters as part of its next inspection of BTP.

36. The Chair suggested that a clear strategic approach to diversity and inclusion should be part of the new overall Strategy. Members were informed that the Force had set out three overarching areas for its equality and inclusion work, around ensuring a fair and confident gain for its workforce, delivering effective policing to a varied public, and recognising communities of new colour, including those communities that may not be immediately obvious. There was however more that could be done and the Force could be more aligned with that work.
37. A Member queried whether there would be an opportunity for staff and the public to provide feedback around equality and inclusion, and whether the Item 5 presentation slides would be made available to the Force's independent advisory groups (IAGs). The Committee was informed that where questions are asked they are linked to the offence that the person was a victim of, for example disability hate crime. It was also confirmed that the committees and Force Divisions would get the data from the Item 5 presentation. PRC Members were invited to receive BTP's internal Equality Impact Assessment training.
38. Members were informed that in quarter 4 there had been a marked increase in the number of hate crimes, compared to quarter 3, and that although most hate crimes were in the single figures, there had been increases in disability and transgender hate crimes. There was in March an increase in the number of racial hate crimes and rail staff victims of hate crime. There had been a lot of work around the 'We Stand Together' hate crime campaign, which may have contributed to these increases.
39. The presentation was noted.

17/2017 Use of force (including stop and search) six-monthly update

Agenda Item 6

40. Due to time pressures for T/ACC Brogden, Item 7 was taken before Item 6. It was noted that Mr Matthews had been identified as the Authority's lead Member around the use of force.
41. The Committee received a high level overview of the Item 6 report. It was highlighted that there had been a legitimate and proportionate level of stop and search use. A briefing note had been sent to the

BTPA Chief Executive prior to this meeting regarding some excessive use of force by BTP. It was explained, however, that this was not the norm within the Force. The PRC Chair was aware of this via the Authority's People and Standards Committee.

42. There was a discussion around the use of spit hoods, which had been a subject of debate at the recent Police Federation annual conference. Members were informed that there were approximately 1,600 incidents of officers being spat at per year. The deployment of spit hoods by BTP officers was reviewed and officers had always acted properly and with safeguards. It was also noted that the deployment of spit hoods was not a frequently used tactic, that a BTP policy had been to the internal Force Executive Board, and that work was being done with respect to Corporate Communications around the use of this tactic.
43. The report was noted.

18/2017 Serious and organised crime - BTP profile and response

Agenda Item 7

44. Due to time pressures for T/ACC Brogden, Item 7 was taken before Item 6.
45. The Committee received a presentation on BTP's response to serious and organised crime. Members were informed that following the implementation of the Crime Review, the Force had a tiered investigations structure based on a new crime screening and allocation policy.
46. There were also Level 2 tasking meetings, which take into account anything that needs to be escalated and are attended by Divisions and Subdivisions. The purpose of these is to enable the Head of Crime to make well informed resource allocation decisions balanced against priorities, threats and activities.
47. An overview of the Force's Control Strategy was provided. The Control Strategy sets out the risks and priority areas for the force to look at and consider for the intelligence strategy. The Control Strategy sets the agenda for the Force's Strategic Tasking and Coordination Group and includes issues identified from the Force's Threat Assessment, including the business as usual priorities, such as football, violence against the person, and volume crime, emerging issues, such as hate crime, and the Force's intelligence gaps.

48. The Committee received an overview of the Force's major, serious and organised crime structure. It was highlighted that the Office of Surveillance Commissioners (OSC) had recently inspected BTP with no reported issues and that the Crime Reduction Team included Crime Reduction Advisors who were involved around the retail estate and retail crime reduction.
49. A Member queried whether this area of the Force had been affected by efficiencies in the past year. The Committee was informed that the efficiencies work had been viewed positively by the Major and Serious Organised Crime Teams. It was also highlighted that although there were strict guidelines around the use of funds recovered via the Proceeds of Crime Act 2002 (POCA), with one third available to be used by forces, this area was managed by BTP's Head of Crime and bids could be made to use some of these funds, much of which was around crime prevention activities.
50. The presentation was noted.

19/2017 Any other business

Agenda Item 8

51. There was no other business further to the discussions at Agenda Items 8.1 and 8.2.

20/2017 Draft proposals for reporting on new performance model

Agenda Item 8.1

52. This Item was covered under Item 3. The Chair also noted that Members had seen draft proposals for the new performance model, but that it was a case of waiting to see how the model and future meetings will work.

21/2017 Committee handover

Agenda Item 8.2

53. The Chair and DCC thanked the Committee and supporting team for their support throughout the time of the PRC. The team had evolved and worked very hard to produce good reports. The Committee was in a good position going into the new Performance and Delivery Committee.