

Minutes

Performance Review Committee

Thursday 27 October, at 1pm-3pm
at The Forum, 74-80 Camden Street

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Present:

Liz France (Chair)
Bill Matthews (via teleconference)
Mark Phillips
Stella Thomas
Rt Hon. Esther McVey, BTPA Chairman (Observer)

Apologies:

Andrew Pollins

In attendance:

Adrian Hanstock, Deputy Chief Constable BTP
Mike Furness, Head of Strategy and Performance BTP (until Item 8)
Vanita Patel, Head of Performance and Analysis (until Item 8)
Ashley Auger, Performance and Analysis Manager BTP (until Item 7)
Barry Boffy, Diversity and Inclusion Manager BTP (until Item 7)
Chris Horton, Superintendent BTP (present for Item 7)
Gary Richardson, Detective Superintendent BTP (present for Item 8)
Jeremy Banks, Detective Inspector BTP (present for Item 8)
Andrew Figgures, Chief Executive BTPA
Samantha Elvy, Strategy and Performance Manager BTPA
Anthony Walker, Interim Communications Manager BTPA
Jon Newton, Performance Analyst BTPA (minutes)

35/2016 Welcome and apologies

Non-Agenda

1. The Chair welcomed attendees to the Quarter 2 Performance Review Committee (PRC) meeting. Mr Matthews joined the meeting via teleconference. Apologies were received from Mr Pollins.

36/2016 Minutes of meeting 20.07.2016

Agenda Item 1

2. Paragraph 1 of the minutes should have referred to the Quarter 1 PRC meeting, rather than Quarter 4. Subject to this update the minutes were approved as an accurate record.

3. **Agreed**

3.1 Amend paragraph 1 of the minutes to refer to Quarter 1 PRC.

37/2016 Matters arising

Agenda Item 2

4. Further to action 1, it was highlighted that there was a need to understand the availability and reliability of data to be able to answer the four 'Quality of Service' questions,¹ from BTP's Equality and Diversity Gold Strategy and Action Plan 2014-19. The Chair proposed that the BTPA Executive work with BTP with respect to the available data, and to then report to the PRC when ready. It was suggested that this reporting could initially be in draft, which would not be published. The Committee was informed that BTP held equality and diversity data but that work was required to develop it into a format for reporting.

5. Further to action 6, Mr Matthews offered to be BTPA's lead Member around use of force. The Executive Business Manager was in the process of considering BTPA Member portfolios and would be notified. Further to action 9, Ms Thomas requested a link to BTP's trespass awareness video.

6. Further to these discussions all actions were noted as complete.

7. **Agreed**

7.1 BTPA Executive to work with BTP with respect to understanding the availability and reliability of EDHR data, around the four 'Quality of Service' questions, and to then report to the PRC when ready.

7.2 BTPA Business Manager to be informed of Mr Matthews' offer to be the BTPA Member lead around use of force.

7.3 Ms Thomas to be forwarded the link to BTP's trespass awareness video.

¹ Outlined at Agenda Item 4, slide 2.

38/2016 Q2 Performance Report (including BTP Dashboard)

Agenda Item 3

8. The Deputy Chief Constable (DCC) informed the Committee that there had been an increase in a range of crimes, including violence against the person (VAP), public order, sexual offences, and cycle crime.
9. It was noted, however, that Home Office forces had seen similar increases in crime. Figures for Home Office forces had shown a 27% increase in VAP offences in 2015-16, this was in comparison to the 11% increase shown for BTP. It was also reported that serious VAP offences were on a downward trend, and that there were 0.7 serious VAP offences per million passenger journeys.
10. The DCC informed the Committee that where there were areas of high risk, BTP had a plan to address that risk. Most VAP offences were the type of offences which involved pushing or shoving. There had been a high number of VAP offences on BTP officers. As a result the Force will be introducing a pledge to the officers stating that if they are the victim of an assault, the offence will be treated seriously and they will return to work.
11. There were 20 station locations which accounted for 24% of the VAP offences recorded by BTP. There were, however, 3,000 other locations where there may be single offences, and it was not possible to anticipate and therefore target those locations.
12. BTP had made a change to the way in which it recorded certain Public Order Act offences. These offences had been recategorised from the VAP into the public order force crime group. This change brought the Force into line with the way that Home Office recorded crime figures are reported. The main crime types causing the increase in the number of public order offences were harass/alarm/distress and fear or provocation of violence.
13. The Committee was informed that BTP had recorded a higher number of sexual offences than the national average, but that the Force had been running a campaign to improve confidence around these offences. It was noted that, statistically, a victim would need to travel an average of almost 64,000 journeys before becoming a victim of crime and that there were 0.002 serious sexual offences per million passenger journeys.
14. A Member queried what stage the Force was at with respect to its Demand Review. The Committee was informed that the review was

around moving the right people, to the right place, at the right time. A consultation was underway; feedback to date had been broadly positive.

15. It was queried whether an apparent spike in the number of recorded offences in March 2016,² was linked to the implementation of Niche in February. The Committee was informed that this was an effect of the implementation of Niche; the reported crime trend was based on the dates that crimes were recorded onto the crime system, rather than the committed dates. It was noted that if data based on the date committed was used for reporting, this would smooth the trend.
16. A Member highlighted that it would be useful to consider how BTP's performance would look both with and without D Division included in the performance figures. It was noted that this was on the Agenda for the quarter 3 PRC meeting.
17. The DCC provided an introduction to BTP's proposed Performance Delivery Framework. It was outlined that rather than chasing simplistic numbers there would be a focus around specific elements of performance with a view to focussing on the quality of BTP's service delivery. It was noted that this may lead to some increases, such as around hate crimes, however, this approach would enable the Force to deliver a quality response. The Committee Chair agreed with the proposed approach.
18. The DCC informed the Committee that modern slavery was likely to be an area which would receive increased focus and that there may be an impact not only around harm but also passenger confidence. A Member noted that, although not an area of focus for the PRC, BTP as an employer should have published a modern slavery policy.
19. A Member queried whether there was any more that could be done around passenger confidence. It was highlighted that BTP would be running a public survey around the Policing Plan in November and that the Force was building on the work of its Confidence Board. It was also noted that BTP was expanding its focus around low confidence stations, from the current 20, to the 50 lowest confidence stations, but that the highest confidence locations would also retain a focus so that the Force did not lose sight of these locations.
20. There was a discussion about the content of the quarterly performance report to the PRC. Members suggested that there should be more of a focus on providing data at a strategic level and

² Shown in Agenda Item 3 presentation, slide 5

with further narrative developed around what is happening and why, forecasting to year-end, how trends are informing BTP's current and future activities and resources to the year-end, and outlining whether any considerations were required by BTPA, for example around resources. It was highlighted that the PRC should be in a position to be proactive and push for support around BTP's activities.

21. It was also suggested that it would be useful to be able to look at the crime trends between the Divisions, which impact on the allocation of costs to stakeholders, and forecast the position to the end of the following quarter, and include details around actions and impacts.
22. The Chair noted that good progress had been made around the reporting to PRC, which had enabled these discussions, around further developing the reports, to take place. It was proposed that the Force liaise with the BTPA Executive between meetings and that the stakeholder event on the 21 November would present a good opportunity to test the reporting of some of the narratives around service delivery.
23. **Agreed**
 - 23.1 DCC to confirm whether BTP, as an employer, has published a modern slavery policy.
24. The presentations and report were noted.

39/2016 Diversity and Inclusion update

Agenda Item 4

25. The Committee was informed that, following the EU Referendum, there had been an increase in the number of hate crimes reported to BTP. This, however, had also coincided with BTP's hate crime campaign, which may have contributed to this rise. Only B Division had continued to see a rise in the number of hate crimes in the two months following the referendum; C and D Division had both seen reductions during this time. It was highlighted that, because of its success, the Metropolitan Police Service and City of London Police had both adopted BTP's hate crime campaign.
26. It was queried whether there had been an increase in hate crimes against rail staff; the Committee was informed that it would be necessary to check the hate crime data and report back.

27. It was agreed that it would be useful for BTP's Independent Advisory Groups to receive the quarterly Equality and Inclusion PRC presentation slides.
28. It was reported that there had been an increase in the number of public complaints received by BTP in quarter 2 and that there had been an associated increase in BME complainants. It was noted that this was not a disproportionate rise and that it matched the increase in the number of hate crimes recorded by the Force.
29. There was a discussion about the draft Equality and Inclusion Annual Report. The Force was in the process of drafting the externally focussed aspect of report.
30. **Agreed**
 - 30.1 Review hate crime data to identify whether there has been an increase in hate crimes against rail staff.
 - 30.2 BTP IAGs to receive the quarterly PRC Equality and Inclusion presentations.
 - 30.3 BTP to liaise with the BTPA Executive with respect to the draft Equality and Inclusion Annual Report, which will be circulated, out of Committee, to the PRC Members when ready.
31. The presentation was noted.

40/2016 Use of stop and search six-monthly update

Agenda Item 5

32. The Committee was informed that all of the stop and search issues related to the implementation of Niche had been rectified and that it was now possible to record and report stop and search data.
33. There had been issues recording data on to the system, and it was subsequently required to back-record data from paper slips. This process had, however, been completed. In addition to recording data on to the system officers were also now scanning the stop and search forms, which enabled a direct comparison of the data on the system compared to what had been entered onto the form. Assurance was received that the Force was now compliant with its requirements as a member of the Best Use of Stop and Search Scheme (BUSSS). BTP was also one of few forces compliant with

providing geographic eastings and northings location data to the Police.uk website.

34. It was highlighted that BTP's use of stop and search was taking place with more consideration around the need to demonstrate reasonable grounds and that there had been a 35% reduction in its use. One in three stop and searches were finding an object, up from the previous 8% find rate, which was similar to the Metropolitan Police Service. It was noted that arrest rates were a blunt measure, but that the one in three find rate was valid. It was also noted that the Pennine Sub-Division was where it should be, and no longer an outlier in terms of the numbers of stops and searches being conducted.
35. The Committee was informed that the stop and search Community Consultation Group (CCG) had elected its own chair, having previously been chaired by BTP. It was also highlighted that the DCC would be speaking at an event in the United States about how to legitimise police use of Force, and that other London Forces had taken a lead from BTP, by adopting the use of stop and search 'Rights cards', for use across London. The tri-badged cards provide contact information for more information or to make a complaint. They are also used in other BTP Divisions, and were being adopted by other Forces. The BTPA Chairman highlighted that it would be useful to capture where BTP has excelled.
36. There was a discussion about the detail of the report. Members suggested that the key messages, and details of subsequent actions, could be more prominent. It was suggested that key points could be summarised at the front of the report.
37. The report was noted.

41/2016 Use of force six-monthly update

Agenda Item 6

38. The PRC Chair noted that the intent in the longer term was to broaden the content of this item out, from firearms and taser, to get the wider outcomes from the Use of Force Governance Board. Work to establish the board was being developed by Temporary Assistant Chief Constable (T/ACC) Alun Thomas. Mr Matthews volunteered to be the BTPA Member representative for the board.
39. It was reported that there had been one accidental taser discharge. This had taken place within the police station. The Committee

received an overview of four occasions on which taser had been fired by BTP. One taser firing had taken place during an incident in which an officer was being assaulted and was used to prevent a further attack; two had been to protect members of the public, and other methods had been tried before the use of taser; and one was during an incident in which an officer being assaulted, other methods had been attempted prior to the use of taser. No complaints had been received and these uses had been reviewed. The Committee was informed that there had been one incident of a taser being drawn in D Division, but not discharged.

40. A Member queried whether it was mandatory for those officers using body worn video to have the video switched on when using taser, and whether BTP would be able to meet the cost of the new body worn video devices when they are released nationally. The Committee was informed that it was BTP policy that officers must activate their body worn video when using taser and that there was a delay with respect to the new devices, but that this was linked to technical rather than cost issues.
41. It was reported that between April and September there had been 18 firearms authorities. Of these, 10 were to reports of persons armed with bladed or edged weapons, 7 were to reports of persons carrying firearms and 1 was to a report of a person with explosives. The item reported for the incident involving explosives was found not to be an explosive device and the incident was resolved.
42. There was a discussion around whether BTP collects data around the deployment of firearms by other forces. It was noted that this data was available; an overview was provided around an incident which required coordination between BTP and a Home Office Force.
43. The presentation was noted.

42/2016 Niche - overview of implementation

Agenda Item 7

44. The Committee received a presentation on BTP's progress on implementing Niche. It was reported that Niche went live in two phases, with crime and intelligence going live as planned on 24 February, and case and custody going live on 6 April as planned. The systems had been operating on a business as usual basis since July.

45. Prior to the implementation of Niche, it was necessary to look across five different systems to access all of the data around an individual. Niche meant that all of the information was available to the Control Room. Electronic case files were built into Niche, which meant that any supervisor was now able to review a case file with an officer by logging into the system.
46. There had been some challenges in creating a single gazetteer for Niche. It was, however, now possible to record more specific location data. Other data quality benefits were highlighted, such as around information provided to the Police National Database (PND), the Management of Police Information (MOPI), and the processing of intelligence data.
47. There had been a review of Niche. The majority of feedback related to the Niche Case Module. It was noted that the main issue was around the building of case files, but that this had also been an issue prior to the implementation of Niche, and the Force now had a very good court success rate. Feedback had shown that officers were in two groups. The first included those who tended to be more computer literate, were more conversant with Niche, and had more experience with case files, thought the system to be extremely useful. The second group of officers, who disliked the system, were found to be less experienced in building case files and struggled with the guidance received.
48. The review made 36 recommendations, 32 of which were in progress or completed. These included training for supervisors and a more basic course for those who were struggling with the system. It was also noted that there was a Victoria trial in which accredited officers were allowed, with safeguards, to enter nominals into Niche.
49. An issue had been identified with the uploading of data to the PND. It was reported that there was a prominent notice on the system, and BTP was engaged with the Home Office and on course to deliver the upload by November. It had been agreed with the Home Office that the overriding principle for the ongoing work was around data quality, rather than speed.
50. The Committee received assurance that the data being provided for the Authority's cost allocation model was accurate. When Niche was first introduced there had been issues around people creating additional Train Operating Companies (TOCs) on the system when this was not required, resulting in issues with data reporting. The Analysis and Performance Team, however, had developed a fix and

introduced a Daily Error Report in order to identify and correct errors. It was noted that there was about to be an internal audit around Niche.

51. There was a discussion about the TOC crime reports; it was reported that there had been data issues and the Analysis and Performance Team had, since June, been producing these reports manually. These issues had, however, been fixed and the reports would restart being automatically generated from the next operating period.
52. The Committee was informed that one of the biggest risks was that it took from two to five years for forces to become mature users of Niche, whereas BTP had been using it for around six months. Members queried whether this timescale had been factored in during the introduction of the system. It was explained that a training needs assessment had been conducted, and BTP had learned from other forces.
53. The presentation was noted.

43/2016 Cybercrime - BTP profile and response

Agenda Item 8

54. A presentation was received on BTP's resources and approach in response to cybercrime. The Committee was informed that cybercrime was identified by Government as a Tier One threat in the 2010 National Threat Assessment, and that BTP's Cyber Crime Unit was formed through the merger of three former units, following the 2015/16 National Policing Plan target.
55. BTP's cybercrime strategy used the elements of the CONTEST strategy used for counter terrorism, and was focussed around Pursue, Prevent, Protect and Prepare.
56. The Force's Pursue strategy aims to prosecute and disrupt people engaged in cybercrime linked to serious and organised criminality. BTP regularly liaised with stakeholders and had built good relationships with TOCs. The Committee received an overview of three BTP cybercrime investigations.
57. The Prevent strategy aims to prevent people from engaging in cybercrime linked to serious and organised crime through education, and the Force has a Single Point of Contact (SPOC) for crime prevention.

58. The Protect strategy aims to increase protection against cybercrime linked to serious and organised crime. It is focussed around how BTP works strategically with the rail industry to protect against cybercrime. It was highlighted that these types of offences could be poorly reported due to the fear of reputational damage to companies, but that the Force was working with stakeholders, and that the Force was liaising with Surry University to support a project around the human dimension of cyber security.
59. The Prepare strategy was focussed on reducing the impact of cybercrime. BTP had participated in a number of table top exercises, and was ensuring that it had the necessary cyber skills. It was highlighted that there was a constant programme of training, but it could be difficult to target and retain people with the necessary skills. One approach had been through the recruitment of Special Constables with the relevant skills.
60. The presentation was noted.

44/2016 Scoping discussion for thematic reports at meeting 3: Comparison of BTP performance including and excluding D Division figures; SPR theme: Serious and organised crime - BTP profile and response

Agenda Item 9

61. The Chair highlighted that there had been a previous discussion at Agenda Item 3 about the proposed thematic around D Division performance figures.

45/2016 Any other business

Agenda Item 10

62. There was no other business.