

Minutes

Performance Review Committee

Tuesday 17 January 2017, at 10am-12pm
at The Forum, 74-80 Camden Street

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Present:

Liz France (Chair)
Bill Matthews
Mark Phillips
Stella Thomas

Apologies:

Andrew Pollins

In attendance:

Adrian Hanstock, Deputy Chief Constable BTP
Mike Furness, Head of Strategy and Performance BTP
Vanita Patel, Head of Performance and Analysis
Barry Boffy, Diversity and Inclusion Manager BTP
Simon Jones, Superintendent BTP (present from Item 5.1)
Susan Yeomans-Jones, Head of Justice Department BTP (present from Item 5.1)
Charlotte Vitty, Interim Chief Executive BTPA
Samantha Elvy, Strategy and Performance Manager BTPA
Jon Newton, Performance Analyst BTPA (minutes)

01/2017 Welcome and apologies

Non-Agenda

1. The Chair welcomed attendees to the Quarter 3 Performance Review Committee (PRC) meeting. Apologies were received from Mr Pollins.

02/2017 Minutes of meeting 27.10.2016

Agenda Item 1

2. The minutes were approved as an accurate record.

03/2017 Matters arising

Agenda Item 2

3. Further to Action 14, for BTP to confirm whether BTP as an employer had a modern slavery policy, it was highlighted that BTP would be liaising with other police forces to identify whether they had such policies. It was agreed that this action did not fall within the remit of the PRC and that further updates should be reported to the relevant Authority Committee.
4. Further to Action 17, for BTP to liaise with the BTPA with respect to the Equality and Inclusion Annual Report, Members were informed that this would be published by the end of January and that the Report would be circulated to PRC Members out of Committee.
5. Further to these discussions all actions were noted as complete.
6. **Agreed**
 - 6.1 BTPA Executive to recommend that the Authority's People and Standards Committee receive the action for BTP to confirm whether it has a modern slavery employment policy.
 - 6.2 BTP to circulate the Equality and Inclusion Annual Report, once published, to PRC Members out of Committee.

04/2017 Q3 Performance Report (including BTP Dashboard)

Agenda Item 3

7. The Chair thanked the Force for a much improved quarterly performance report and presentation, noting that while it would remain under review as the style was further refined, significant progress had been made. A Member noted that the first page of the report and the year-end forecast were very useful.
8. The Deputy Chief Constable (DCC) provided an overview of the performance exceptions. The Committee noted that there had been a spike in the number of cycle offences, but that they continued to be a relatively low in number, and that there were very focused activities targeting violence against the person offences, including a significant number of frontline patrols.
9. The Committee discussed the number of licensed premises on BTP jurisdiction and the level of activity aimed at the night time economy

in locations such as Leeds. The Committee suggested that it would be useful to identify the level of demand for these activities, which might not be considered as core BTP activity, and given the increased scrutiny around the budget whether these should be reflected in Enhanced Police Service Agreements (EPSAs).

10. It was agreed that the Force could produce a report, perhaps using Leeds as a case study, and that the Pennine Sub-Division Commander could provide an update to the PRC. The Chair noted that this could assist BTP in discussions with Network Rail and other station owners, and the Authority with respect to identifying costs and opportunities for charging.
11. A Member queried the increasing notifiable crime trend and whether there was a point at which it would become an issue for the rail industry. The Committee was informed that there was the risk of crime numbers continuing to increase and that predicting this increase and where it would be were key. There will in 2017/18 be a new performance framework which will allow more detailed reporting on performance because of increased data. A Member noted that the industry will start to worry about the crime increase when it begins to impact on customer satisfaction survey ratings.
12. There was a discussion about ensuring the PRC work plan is aligned with the Force's operational risk register. It was noted that two key areas on the risk register were vulnerable people and counter terrorism.
13. The Committee was informed that the Force had introduced an Officer Assault Pledge. This provided a commitment to officers that if they were the victim of an assault, the Force would provide care and support to enable them to return to work. Work was ongoing around the pledge, which would be monitored throughout the year.
14. It was noted that detection rates had dropped and that it may be worth reviewing them in more detail in a future PRC meeting. The Committee was informed that the violence against the person detection rate was higher for BTP than for Home Office forces.
15. Members were informed that a review of crime outcomes had identified some disparities. The Force Crime Registrar had, as a result, been doing some work around this and the disparities had been amended. In addition, managers and staff in the Crime Management Unit had received training and the Force's accuracy of recording was now a lot stronger, with a 98% or 99% compliance rate

for the National Crime Recording Standards (NCRS). Internal audits were now looking more closely at recording and audit reports were being communicated to the Force's Integrity and Compliance Board.

16. The Committee was informed that there had been 18 fewer fatalities during the 2016/17 year to date, but that there had been an increase in the number of incidents causing significant delay. BTP was reviewing these incidents to identify key locations. It was noted that the average handback time was slightly above 90 minutes. Members were informed that, as a result of target hardening at hotspot locations, people had found more remote locations to attempt suicide and that there had been some incidents in difficult locations. Where interventions had been put in place, very few had gone on to commit suicide. There was a discussion about the communications and information available around suicides and to people who were looking to commit suicide.
17. The Which? train company satisfaction survey results had been released the day before the meeting. The DCC reported that rail passenger confidence had been discussed at the recent Transport Committee inquiry into rail safety, and it had been highlighted that other factors, such as station lighting, also impact on perceptions of confidence.
18. The Committee received an update on the Force's notifiable crime data with the D Division figures both included and excluded from the total. The data highlighted the relatively low number of offences in Scotland. It was proposed that the Committee monitor these figures for any significant changes during the devolution process.
19. The Committee received the first presentation of the victims of crime diversity data. The Force's Justice Department was undertaking a complete review of care, which would include this data, to identify where there were gaps and how they could be filled. It was noted that there was a similar picture with respect to the hate crime data. There was a discussion around the targeting of crime prevention messages based on demographic. This was done in certain areas, for example with respect to stop and search and trespass, but could be widened. It was noted that good work had been done in collating this data and the Committee agreed to receive an update to a future meeting once further work had been done.
20. It was highlighted that the questions, in Niche, around equality and diversity were toward the end of the process and that there was a perception in the control rooms that this was too late in the

conversation to ask these types of questions, as they did not aid with the flow of the conversation. It was also noted that some control room staff could feel uneasy if they considered that they were asking a question that was not relevant, and that the victim might also not answer the question if they felt that it was not relevant. There were some opportunities coming up within the Force to communicate internally why equality and diversity was important, which could be translated into the service provided.

21. **Agreed**

21.1 BTP to produce a report around the night time economy, perhaps using Leeds as a case study, to identify the level of demand on BTP resources, and the Pennine Sub-Division Commander to provide an overview to PRC.

21.2 BTP to add normalised crime figures to the performance dashboard.

21.3 BTPA Executive to review the BTP operational risk register to ensure that the PRC work plan is aligned.

22. The presentations and report were noted.

05/2017 Diversity and Inclusion update

Agenda Item 4

23. The Committee received a presentation on recorded hate crimes. It was highlighted that the most vulnerable communities were generally those who were over 30 years of age, less integrated into UK culture and did not use social media. It was noted that these factors explained some of the plateauing in the number of offences compared to the increases seen by Home Office forces.

24. There had been a spike in offences following the EU Referendum but this was in line with an increase seen by Home Office forces. BTP had not seen a reduction to pre-referendum levels, possibly because of an increase in reporting following the 'We Stand Together' hate crime campaign and possibly contributed to by offences being incorrectly reported to BTP rather than the Metropolitan Police Service. There had, in quarter 3, been a reduction in the number of hate crimes compared to quarter 2, but offences remained higher than in quarter 1.

25. It was queried how confident the Force was that the correct hate crime markers were being applied; it was outlined that they were being applied for hate crimes related to race and ethnicity, but less so for other hate crimes. There may be some overlap between religious and ethnic hate crime categories, but this may partly be caused by victims not understanding the recording categories. It was reported that hate crime data was becoming more accurate. This was partly because control room staff were becoming more experienced in using Niche, but also because there was an improved understanding of why these recording markers were being used.
26. The Committee was informed that hate crimes against rail staff had increased, with the figures comparable with the overall hate crime statistics. A disproportionate number of rail staff were repeat victims of hate crime. Rail staff composed approximately two-thirds of repeat hate crime victims in October and November. Rail staff accounted for around a quarter of all hate crimes between April and December 2016. It was agreed that the Committee would receive a further update on hate crimes against rail staff in six months.
27. There was a discussion about BTP's work with the Train Operating Companies (TOCs) around rail staff assaults. It was noted that most TOCs monitored repeat incidents against their own staff and may provide training if any issues were identified around their ability to deal with the public.
28. **Agreed**
 - 28.1 Update on hate crimes against rail staff to be provided at the 2017/18 Q2 PRC meeting.
29. The presentation was noted.

**06/2017 Update on matters emerging from annual audit plan 2016 -
Timeliness of crime recording on Niche**

Agenda Item 5.1

30. The Committee, in response to the findings of a BTP crime audit report, received a presentation on the timeliness of crime recording on Niche.
31. Members were informed that crimes reported in England and Wales must be recorded within 24 hours from the initial report and that crimes reported in Scotland must be recorded within 72 hours. BTP

strives to do this within 24 hours within Scotland. This time limit applies to notifiable crimes, which are prioritised, based on the level of threat, risk and harm. It was reported that there had been an issue around the timeliness of reporting for theft offences reported from other police forces.

32. It takes longer to record on to Niche compared to previous systems. This was because of the increase in the amount of data being recorded. The implementation of Niche and ControlWorks was a significant change and following implementation there was a dip in performance. There were issues around training and staff familiarity with the new systems. There had also been internal discussions about staffing levels; BTP had 14% fewer resources than the nearest force.
33. A Member queried the staff perception of Niche. It was reported that in London and Birmingham staff were currently receiving training. Staff in the First Contact Centre (FCC), who had been trained in Niche and were familiar with it, thought that it was a good system.
34. It was outlined that BTP was benefitting from lessons learned from other forces. There were however areas that could have been improved during the implementation, such as around the level of funding and user training. A decision was made to train users on the new systems once they were operational, rather than beforehand. This however meant that there was no familiarity with the systems at a corporate level. This was consistent with other forces' findings. It was noted that Sussex Police were the quickest to become fully familiar following implementation, taking between two and two and a half years.
35. A Member requested a review into the implementation of Niche, to include details around cost, business benefits, any long term impacts resulting from a short term decision to spend less, any risks identified and how these were mitigated, and lessons learned for future projects. It was requested that this is produced for the Audit Committee, prior to going to the full Authority.
36. The Committee was informed that there had been an improvement in the timeliness of notifiable crime recording, from 69% of crimes being recorded in 24 hours in April 2016 to 94% during January 2017. There were queries around whether 100% compliance could be achieved and the longest time taken to record. It was noted that the Force Crime Registrar's audits would identify these records and that the Deputy Chief Constable also challenges the timeliness figures. BTP compared well when benchmarked against Home Office forces.

37. It was highlighted that all crimes were being captured by the Force but that non-notifiable non-entity based offences, such as trespass offences where no trespasser was found, were not being prioritised. Notifiable offences and notifiable offences with higher threat, risk and harm were being prioritised. Recent audits on notifiable crime had found that 97% were correctly recorded and 99% were correctly classified. It was noted that the Force Crime Registrar conducted regular crime recording audits.
38. The Committee was informed that there was currently a proposal with BTPA about the removal of non-notifiable non-entity based offences from Niche and the criming of these offences on ControlWorks. The aim was to improve efficiency while balancing risk. There was a discussion about the impact on the BTPA Cost Apportionment Model. The Force had checked this change with the BTPA Income and Compliance Manager, who was satisfied that for their purposes there was no loss of service to BTPA. There was a discussion about whether more work was required around ensuring that the Authority did not lose sight of this non-notifiable crime data and around quality assuring the data. It was agreed that this discussion would be continued out of the meeting.
39. The Chair queried the requirement to 'double-key' data into ControlWorks and Niche. Members were informed that there was an interface between the two systems, but that only five fields could be moved across. The Force was looking at expanding this to pull more fields across the two systems, however further work was required.
40. The Committee highlighted that there had been a backlog of non-notifiable offences needing to be inputted into Niche and queried whether this still existed. Members were informed that these were previously the in-trays and that, where there could have been hidden crimes, and that these had gone.
41. **Agreed**
 - 41.1 A review into the implementation of Niche to be completed for the Audit Committee, before going to the full Authority. Review to include details on cost, business benefits, any long term impacts resulting from a short term decision to spend less, risks identified and how they were mitigated, and lessons learned for future projects.
 - 41.2 BTPA Interim Chief Executive and Superintendent Jones to continue discussions around the impact on the Cost

Apportionment Model from the removal of non-notifiable non-entity based offences from Niche and the criming of these offences on ControlWorks.

42. The presentation was noted.

07/2017 Use of police led prosecutions

Agenda Item 5.2

43. The Committee, in response to the findings of a BTP crime audit, received a presentation on the Force's use of out of court disposals. It was reported that the Force had identified a need for urgent improvement in this area.
44. Out of court disposals are outcomes which are used by forces to divert offenders from the criminal justice system. Out of court disposals differ slightly in Scotland. In England and Wales, the four types of out of court disposal are community resolutions, cautions, penalty notices for disorder and drugs warnings.
45. The Force Crime Registrar assesses BTP's compliance around the issuing of out of court disposals. This follow up scrutiny could reveal problems with the issuing of these disposals. It was noted that following their probationary training officers received no further training around criminal justice issues.
46. The results from a series of Force Crime Registrar audits on out of court disposals showed that in England and Wales there had been improvements in compliance with the guidance around the issuing of community resolutions, cautions and penalty notices for disorder, but a drop in compliance for drugs warnings. It was noted that there were no set standards for auditing out of court disposals and that other forces conducted audits differently, but that anecdotal results from audits nationally were quite poor.
47. In response to the audit findings a range of actions were taken, including the introduction of quick guides, encouraging the use of the Evidence Review Gateway (ERG), updating policies and processes, amendments to the forms used for community resolutions, and increased scrutiny around the use of out of court disposals. Also planned were an updated two day justice training package, updates to forms used for cautions and drugs warnings, and updates to Niche.

48. The Chair noted the useful presentation and proposed that the Committee return to the topic of out of court disposals at a future meeting.

49. **Agreed**

49.1 Update on BTP's use of out of court disposals to be provided to a future PRC meeting.

50. The presentation was noted.

08/2017 Scoping discussion for thematic reports at meeting 4: SPR themes: Civil emergencies - Serious and organised crime - BTP profile and response

Agenda Item 6

51. Members were informed that delivery of the crime review would start in April and that details could be included in the performance report.

52. **Agreed**

52.1 Thematic on BTP's approach to civil emergencies to be provided at the Q4 PRC meeting. An update around serious and organised crime to be included in the performance report.

09/2017 Any other business

Agenda Item 7

53. There was no other business further to agenda item 7.1.

10/2017 Discussion on item for next meeting - reporting proposals/requirements for new performance model

Agenda Item 7.1

54. It was agreed that a draft performance report based on the 2017/18 performance framework would be tested at the quarter 4 PRC meeting.

55. **Agreed**

55.1 BTPA Executive to work with BTP to develop a draft quarterly performance report for the 2017/18 performance framework.