Report to:	Police Authority
Agenda item:	13
Date:	16 June 2016
Subject:	Performance Review Committee update, Quarter 4
Sponsor:	Chair, Performance Review Committee
For:	Information

1. Purpose of paper

1.1 To provide an overview of the main business done at the quarter 4 meeting of the Authority's Performance Review Committee (PRC).

2. Niche

2.1 The Committee was informed that, although implemented and working, the different Niche systems did not yet communicate with each other, and previously unknown issues were being discovered. The issues could be broken down into three categories; user issues, such as familiarity with the system, data issues, such as with respect to the gazetteer; and system issues. Niche had been brought in for ease of recording rather than reporting, but getting reports out of the system had turned out to be less simple than anticipated.

2.2 It was predicted that the Force would begin to see the benefits once users had developed a better understanding of the system; and that it would take up to 14 months to get from implementation to the optimum period.

2.3 BTP was one of the few Forces to not have a data warehouse to retrieve data for Niche. An Interim Reporting Solution had been developed, but this was described as being 'clunky' and not the option that most Forces used. There were, however, good examples of other Forces, which were in a more mature position, using interim solutions and making them work. There had also been some issues around the Gazetteer, which provides location data in Niche and which had resulted in some location accuracy problems with an error rate in the order of 4%.

2.4 In order to maintain stakeholder confidence, BTP was looking to train a core of 160 'Super Users', who would be given enhanced training. The Force had also established a '24/7' user helpdesk, which had

been extended by three months; although this would result in an increased cost, this extension was needed to maintain confidence.

2.5 It was reported that some system changes required the Force to seek approval. Issues were being reported on a weekly basis; however, there was a process in place as part of the Minerva Group of 23 Forces using Niche, and changes could take three to four weeks.

3. Q4 Performance Report

3.1 The performance dashboard, which provides further details of performance at the end of quarter 4, is appended.

3.2 A 2015-16 year-end update was provided on performance against the strategic objectives.[1]

3.2.1 There was a **6% increase in notifiable crime** (excluding police-generated offences). A 14% reduction is required by 2019 in order to achieve this strategic objective.

3.2.2 There was an **8% increase in police-related lost minutes**. This objective had been one of BTP's biggest challenges. A 34% reduction was required by 2019 to achieve this objective.

3.2.3 The **year-end confidence figure was not yet available**, but the Force was on track to achieve this objective.

3.3 At the end of quarter 4, BTP had achieved 3 out of 9 National and 32 out of 53 Local **Policing Plan** targets. The National target to increase confidence at the 20 lowest ranked stations and the two Policing Plan commitments with respect to cybercrime and safeguarding had been achieved. The three targets to reduce notifiable crime by 3%, violence against the person offences by 10%, and police-related lost minutes by 7% were not achieved.

3.4 Year-end data was not yet available for the two targets to increase passenger and staff confidence; however, BTP was on course to achieve the passenger confidence target, which will be measured against the results of the Spring 2016 National Rail Passenger Survey (NRPS), which will be published in June 2016.

3.5 **Crime:** There had been a **6% increase in notifiable crime** (excluding police-generated offences). Offences were down by 38% between 2005-06 and 2015-16; however, the previous reductions had halted in 2015-16. There were 14.2 crimes per million passenger journeys (excluding police-generated offences) in 2015-16; up from the figure

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[1] 2013-19 Strategic Objectives: reduce notifiable crime and police-related lost minutes by 20%, and increase confidence by 10% by 2019, based on the 2012-13 outturn results.

of 13.9 in 2014-15. The trend in serious crimes had remained stable over the previous four years, and the increases had been in lower level crime.

3.6   There had been a large increase in the number of texts received to the 61016 number, from 8,433 in 2014-15 to 21,019 in 2015-16, which had started to drive up the number of recorded crimes. The 'Report it to Stop It' campaign had also resulted in increased confidence to report sexual offences on the rail network; it was predicted that this increase would continue.

3.7   There were increases in the number of violence against the person offences, shoplifting, sexual offences, graffiti and criminal damage offences. Violence against the person was the largest driver of the increase in notifiable crime, accounting for 51% of the increase, followed by sexual offences, which accounted for 15% of the increase.

3.8   Data from the Office for National Statistics (ONS) showed that, between January and December 2015, BTP was one of five Forces to report a crime reduction; 38 out of the 43 Home Office forces had reported an increase in crime.

3.9   BTP was proposing to change the way it recorded certain public order offences, which were currently included in the violence against the person force crime group. This change would bring BTP in line with the Home Office Forces; BTP had previously been converting its crime data when submitting it to the Home Office.

3.10   **Disruption: Police related lost minutes were up by 8%**, with primary lost minutes up by 4% and reactionary lost minutes up by 11%. It was estimated that Chief Superintendent Brogden's joint work with the rail industry, to improve the management of and response to delays, would have an impact toward the latter part of this year.

3.11   There were 305 suspected suicides and 84 attempted suicides across the UK rail network in 2015-16. There were, however, 1,269 life saving interventions made by BTP and others, which was a 36% increase compared to 2014-15, and over 9,000 calls to people with suicidal behaviour.

3.12   In the first two weeks of 2015-16, there was double the number of fatalities compared to the same period in 2014-15 and this had put the target at risk almost immediately. Nationally there were seasonal peaks in the number of suicides in April and December; this was not limited to the rail network. BTP had planned future activity around these times.

3.13   There was a discussion about BTP's response to suicidal people and incidents relating to mental health. Interventions could take several hours to deal with, resulting in an impact on resources as officers

may spend hours away from the rail network supporting vulnerable people awaiting assessment by other agencies. Home Office Forces faced a similar demand in responding to mental health issues but this posed a specific risk to BTP achieving its strategic objectives and was a significant and costly abstraction of resources.

3.14 There was, in 2015-16, an average of **7.51 days sickness per employee**, above the target of 7.30 days. BTP's sickness rates, however, compared well with those of Home Office Forces; 2.65% of days were lost to officer sickness in BTP, compared to an average of 4.15% across Home Office Forces.

4. 2016-17 Policing Plan – Q1 Activity Plan

4.1 Following an action from the Policing Plan Group, BTP had produced an activity plan for 2016-17 quarter 1. This outlined BTP's activities in pursuance of the 2016-17 Policing Plan; it identified crime types and locations that could be targeted to achieve the strategic outcomes. The development of the plan was overseen by the Deputy Chief Constable, and was performance managed on a daily basis, supported by tasking meetings and weekly holding to account. A more detailed report will be produced for the quarter 2 PRC meeting. This will include an analysis of the Force's activities in quarter 1 and the plan for quarter 2.

5. Diversity and Inclusion update

5.1 The Committee received a presentation on BTP's operational diversity and inclusion performance data, with a particular focus around the availability of management data relating to the 'protected characteristics'[2] of BTP's service users.

5.2 Gaps were identified in the information currently available, for example, of the hate crimes recorded in quarter 4, only 69.9% of victims had declared their ethnicity. It was unclear whether this was due to the caller not being asked or the details not being properly recorded. BTP was considering how to close those gaps; the Force Crime Registrar was confident that data relating to crime victims could be improved at first contact.

5.3 BTP was about to launch its hate crime campaign. This aimed to build on last year's campaign; it was anticipated that it would lead to an increase in reports of hate crimes.

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[2] Defined in the Equality Act 2010 as being age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation

6.   Use of stop and search six-monthly update

6.1   It was reported that, because of Niche related issues, stop and search data was only available up until December 2015. Data could be recorded but, as was noted under the earlier discussion around Niche implementation, there were difficulties extracting it from the system.

6.2   The Best Use of Stop and Search Scheme (BUSSS) had been embedded as best practice and was being used as the framework around which BTP's stop and search activities were being directed. The voluntary Government scheme aims to achieve greater transparency, ensure community involvement in the use of stop and search powers, and support a more intelligence-led approach that leads to better outcomes.

6.3   There had, in 2015, been a 60% reduction in BTP's use of stop and search and stop and account, compared to the previous year; there had also been a 60% reduction in the number of ineffective drugs searches. This reduction was driven by increased awareness of what reasonable grounds were and the impact of new training and oversight regimes informed by an assumption that stops and searches should find something more often than not. BTP's stop and search arrest rate was between 17% and 19%, and the positive find rate was around 33%, which compared well with other Forces.

6.4   In terms of proportionality of the use of Stop and Search powers, BTP was six times more likely to stop and search a black male. This figure, however, was based on old census data, and the majority of stops and searches took place in London; many were also football related all factors which may affect the apparent accuracy of BTP's proportionality data.

6.5   It was highlighted that BTP's D Division had been working proactively with the police in Scotland to ensure that BTP Scotland is well positioned to adopt forthcoming changes, which will require police in Scotland to record stops and searches.

6.6   The Home Office had announced a new requirement for all Forces to record all vehicle stops. The Force was working to ensure that it was fully aligned with Home Office Forces, but it was predicted that this would not have a significant impact for BTP because of the relatively small number of vehicles it stopped.

7.   Use of force six-monthly update

7.1   BTP has been working to widening its reporting around use of force to also include other tactics as well as firearms and taser. This data

was not yet available at the end of quarter 4, but it is expected that this wider reporting will come to future PRC meetings.

7.2 There were, in 2015-16, 122 Taser deployments, up from 62 the previous year. This increase was driven by an increase in the number of Taser officers during this time, from 250 to 557. Red-dot was the most common Taser deployment method[3], accounting for 39% of total use. There were 11 Taser firings and three negligent discharges. The negligent discharges were all at the point of loading and did not result in any injuries; all officers received refresher training before being allowed to carry a Taser.

7.3 Of the 122 uses of taser by BTP, 54% were on white persons, 33% on black persons, and 12% on people that were either Asian or did not have a stated ethnicity recorded.

7.4 There were 33 firearms authorities granted in 2015-16. Of these, 16 were to reports of persons armed with bladed weapons; 16 were to persons reported to be carrying firearms, and one was to a report of a person with explosives.

8. Crime and incident recording

8.1 The Committee received a presentation from the Force Crime Registrar (FCR) who had been in post for about 12 months following previous service at another Home Office Force and involvement in the HMIC inspection on Crime Data Integrity. On starting in the role, the FCR identified opportunities to improve BTP's compliance with the National Crime Recording Standards (NCRS), data provided demonstrated the improvements achieved over the previous 12 months.

8.2 In relation to compliance with National Standards for Incident Recording (NSIR) an overview was provided of the Force's recording of crime related incidents (CRIs). These are incidents that are reported by a third party and subsequently the victim cannot be traced and the police are satisfied that recording as a crime is neither appropriate or necessary; or the victim when traced fails or declines to confirm the crime; or the incident is being dealt with and recorded by another Force. There had previously been some confusion around the recording of CRIs, around third party reporting and the point of confirmation. Subsequent audits, however, had shown a clear improvement in compliance with national guidelines, with the most recent results, from April, showing a 96% compliance rate.

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[3] Taser deployment includes: drawing Taser from holster; aiming; red-dotting of subject; arcing of Taser; firing; angled drive stun; or unintentional/negligent discharge

9. Contact Management

9.1 The PRC received a presentation on BTP's contact management service, followed by a tour of the First Contact Centre (FCC). Each year the FCC and Control Rooms handle around 710,000 telephone contacts, including 40,000 emergency, 370,000 non-emergency, and other internal and external calls. They also handle other forms of contact, including 21,000 texts to the 61016 text messaging service, emails, twitter and exchanges from other Forces. The Force has a number of initiatives underway to manage the anticipated growth in demand, for example certain internal calls, such as sickness reporting, were now routed elsewhere.

9.2 The FCC was created in 2015, following BTP's contact management restructure project. The restructure also resulted in the closure of the Crime Recording Centre (CRC), in Cardiff, and the introduction of the Data Integrity Unit (DIU), which is responsible for data input and standards verification and contact management audit, and the Force Incident Manager role, which replaces the Control Room Duty Officer role, releasing six inspectors to front line policing.

9.3 In respect of key performance indicators, the Force aims to answer non-emergency calls within 40 seconds; the Committee noted that performance dropped following the closure of the CRC and establishment of the FCC in Birmingham. The changeover meant that significant recruitment, training and up-skilling of staff was required but after the initial transition period the call answering times subsequently improved. However, the Committee noted that since January 2016, they have again started to drop and that this had been caused by abstractions for Niche training and the introduction of the new system.

9.4 BTP aims to answer emergency calls within 10 seconds. There was a dip in performance around April 2015, caused by abstractions for training on the new command and control system. The abandonment rate, however, generally remained at no more than 1%; this compared to the Home Office Forces which generally had targets of around 5%.

10. Recommendations

10.1 Members are asked to note progress made and issues noted by the PRC at its quarter 4 meeting.