

[7 September 2022] Agenda Pack - Performance and Delivery Committee

MEETING
7 September 2022 10:30

PUBLISHED
31 August 2022

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
G1/G2, BTP/BTPA, 25 Camden Road, London, NW1 9LN	7/09/22		10:30
1. Apologies		Chair	10:30
2. Declarations of Interest		All	
3. Minutes		Chair	
4. Actions		Chair	
5. Risk Profile		Chief Executive	
6. External Scrutiny Review		Deputy Chief Constable	10:45
7. Legitimacy			
7.1. Thematic: Legitimacy / Stop and Search		Deputy Chief Constable	11:00
7.2. Thematic: Legitimacy / Arrests		Deputy Chief Constable	11:15
7.3. Legitimacy Data Q1 2022/23 (Use of Force, Custody)		Deputy Chief Constable	11:30
8. Policing Plan Performance Q1 2022/23		Deputy Chief Constable	11:40
9. Finance and Commercial Performance Q1 2022/23		Director of Finance and Commercial Services	11:55

Agenda

<i>Location</i>	<i>Date</i>	<i>Owner</i>	<i>Time</i>
G1/G2, BTP/BTPA, 25 Camden Road, London, NW1 9LN	7/09/22		10:30
10. Committee Workplan 2022/23		Chair	12:10
11. Any Other Business		All	
12. Meeting Evaluation		Willie Gallagher	12:15

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Minutes

Performance and Delivery Committee

Tuesday 10 May 2022 at 10.30am via Microsoft Teams

Present:

Craig Mackey (Chair)
Mike Gallop (Deputy Chair)
Graham Evans
Willie Gallagher

Apologies:

Bev Shears

In attendance:

British Transport Police Authority Executive

Hugh Ind (Chief Executive)
Sarah McGarel (Chief Financial Officer and Deputy Chief Executive)
Sam Elvy (Head of Strategy, Planning and Engagement)
David Browning (Governance Manager)
Jon Newton (Analyst)
Alistair MacLellan (Board Secretary / Minutes)

British Transport Police

Allan Gregory (T/Assistant Chief Constable)
Tracey Martin (Director of Finance and Commercial Services)
Harriet Harvey (Head of Transformation)
Vanita Patel (Head of Analytics)

Apologies

Agenda Item 1

1. Apologies were received from Bev Shears.
2. The Board Secretary noted that Willie Gallagher and Graham Evans would be arriving late.
3. Those present noted that three Members were required for the meeting to be quorate, and only two were present at the published start time for the meeting. Given a quorum would likely be achieved shortly, it was agreed that the meeting would proceed with any decisions deferred until the point of the meeting when a quorum had been achieved.

Declarations of Interest

Agenda Item 2

4. There were no declarations of interest.

Willie Gallagher arrived at this point of the meeting. The meeting achieved a quorum.

Minutes

Agenda Item 3

5. **RESOLVED**, that the minutes of the meeting held on 16 February 2022 be approved.

Actions

Agenda Item 4

6. Members considered a report of the Board Secretary regarding actions arising from previous meetings and agreed that actions 1/2022; 5/2022; 6/2022 and 7/2022 could be closed.

Action 15/2021 – External Scrutiny

Agenda Item 4.1

7. Members considered a report of an Assistant Chief Constable and an associated visual regarding external scrutiny of the Force and the following points were made.
 - a. The Chief Executive noted his interest in the non-statutory oversight groups, particularly given the risk that strategic cross-cutting trends arising from those groups could fall between established reporting lines within the Force. The Strategic Independent Advisory Group was used as an example, where the Strategic Head of Diversity and Inclusion reported to the Director of People and Culture, and the officer responsible for stop and search reported to the Chief Constable.
 - b. Members agreed that the report and associated visual was a welcome first step in identifying the totality of external oversight of the Force. The next step was for the Chief Executive to liaise with the T/Assistant Chief Constable to develop a paper setting out a framework to ensure crosscutting themes arising from external scrutiny was adequately overseen and captured by the Force, Executive and Authority (Action 8/2022).
8. **RESOLVED**, that the report be noted and the Action 15/2021 closed.

Action 2/2022 – P12 Finance Reporting**Agenda Item 4.2**

9. Members considered a report of the Director of Finance and Commercial Services regarding Finance Period 12. The Chief Financial Officer noted that Members would have the opportunity to discuss the report as part of Item 9 on the agenda, and moreover significant items including London Estate, Information Technology and *A Force on the Move* would all be examined in-year during 2022/23.
10. **RESOLVED**, that the report be noted and Action 2/2022 closed.

Action 3/2022 – Integration of 61016 and ControlWorks**Agenda Item 4.3**

11. Members considered a report of an Assistant Chief Constable regarding the integration of 61016 and ControlWorks.
12. **RESOLVED**, that the report be noted and Action 3/2022 closed.

Action 4/2022 – Non-Emergency Calls from Industry**Agenda Item 4.4**

13. Members considered a report of an Assistant Chief Constable regarding non-emergency calls from industry. A Member noted that he would be visiting the Force callcentre in Birmingham at the end of June 2022 and requested that the issue of recruitment and performance in call handling be reviewed by an appropriate forum within the Authority from September 2022.
14. **RESOLVED**, that the report be noted and Action 4/2022 closed.

Risk Profile**Agenda Item 5**

15. Members considered the British Transport Police Authority Risk Profile and the following points were made.
 - a. The Chief Executive noted the profile now made explicit which risks were owned by with Committee, and that whereas some risks were trending red there was accompanying narrative to explain the reasons for this.

Legitimacy – Performance and Delivery Committee

- b. The Chief Executive continued, noting that the Legitimacy risk was a sprawling one that posed a challenge for the Committee to oversee effectively. There would be an opportunity for Members to debate this issue at the Full Authority workshop on 25 May 2022.

People – People and Culture Committee

- c. A Member expressed anecdotal concern regarding recruitment and retention, citing the example of Scotland where a pension dynamic within Police Scotland had resulted in junior BTP officers being tempted to transfer to Police Scotland where there was more generous remuneration. Another Member concurred, noting he would welcome sight of the Strategic Workforce Plan.
- d. The Chief Financial Officer was heard, noting that the Committee would be holding a joint risk deep dive with People and Culture Committee in September 2022. In terms of the Strategic Workforce Plan, the Audit and Risk Assurance Committee had received an internal audit report on Strategic Workforce Planning with a Limited rating.
- e. The Chief Financial Officer noted that an emergency recruitment plan had been implemented within the Force overseen by the Deputy Chief Constable. An associated factor within the People risk was Force capacity in areas such as training facilities; and gaps in specialist areas such as Occupational Health.
- f. Members concluded discussion, noting the importance for the Strategic Workforce Plan to have single owner responsible for delivery to ensure accountability; the drivers impacting on recruitment and retention; and the complexities of ensuring specialist roles within the Force were attractive for prospective applicants.

Change Management – Strategy and Planning Committee

- g. In response to a question, the Director of Finance and Commercial Services noted that a rebalancing profile had been developed within the Force that was with the Chief Constable and the Chief Officer Group for sign-off. The Force planned to submit a potential financing proposal to Strategy and Planning Committee on 1 June 2022.

16. **RESOLVED**, that the risk profile be noted.

Legitimacy Overview

Agenda Item 6

- 17. **RESOLVED**, that the Legitimacy Oversight visual be noted. The Chief Executive commented that the Committee's oversight of legitimacy would not be achieved through quarterly meetings alone and would rely on e.g. scrutiny afforded through a programme of Member visits.

Thematic: Custody Oversight

Agenda Item 6.1

18. Members considered a report of the Head of Governance and Compliance regarding Custody Oversight and the following points were made.

- a. The Chief Executive noted that on balance the Authority had made a good level of progress over the past two years in improving its oversight of custody, and the report before Members provided a sufficient level of background for communication to the public. That said, the focus on custody needed to move away from Brewery Road and move towards a focus on UK-wide custody.
- b. A T/Assistant Chief Constable agreed, noting that the Force could establish a Force Board-level forum to scrutinise custody issues across the Force, including any associated Estates challenges. The T/Assistant Chief Constable would liaise with the Chief Executive on the establishment of this Force Board.
- c. A Member commented that custody was a potential topic for scrutiny by Scottish Railways Policing Committee.
- d. A Member noted the level of assurance provided by Her Majesty's Inspector of Constabulary, Fire and Rescue Services, and the Independent Custody Visitors' Scheme.
- e. The Chief Executive noted there were custody suites at West Ham and Hammersmith at least one of which was subject to regular cleaning and yet had not been used for some years – factors such as this could be considered by the forthcoming Force Board in the context of *A Force on the Move*.
- f. The T/Assistant Chief Constable briefed Members on the Custody Performance Q4 21/22 dashboard and made the following points.
 - i. Use of force in custody reflected activity such as (re)applying handcuffs to clients – the 417-figure reflected not the number of individual incidents, but rather the number of individual reports made by all officers involved. To give context, a single incident of removing an uncooperative client from a cell would involve up to seven separate incident reports from the individual officers involved.
 - ii. The high proportion of 'not stated' ethnicity was due to the Force policy to allow clients to self-identify their ethnicity on presentation in custody. Whilst custody officers could choose to apply IC codes to determine perceived ethnicity, these codes were narrow and their use by the Force was avoided.

19. **RESOLVED**, that Members,

- a. Note the latest position as set out within section 4 of the report.
- b. Confirm that the current approach to custody oversight provides sufficient assurance; and
- c. Agree that annual reporting through Performance and Delivery Committee remains the appropriate forum and frequency of reporting.
- d. Note the Custody Performance Q4 2021/22 data dashboard.

Legitimacy Performance Q4 2021/22

Agenda Item 6.2

20. Members considered a report of the Deputy Chief Constable regarding Q4 2021/22 performance in Stop & Search and the Use of Force and the following points were made.

Stop and Search Q4 2021/22

- a. The T/Assistant Chief Constable noted the increase in stop and search as the rail network emerged from COVID lockdown. Whereas the found rate of 41.5% compared favourably with peer Forces, conversely this meant there were 58.5% of searches where nothing was found.
- b. The T/Assistant Chief Constable developed this point, noting that stakeholders such as the independent chair of the National Police Chiefs' Council could justifiably note BAME communities were more likely to be subject to stop and search, with a corresponding impact on community confidence in the police and disenfranchisement through the aggregated impact of disproportionate stop and searches.
- c. The T/Assistant Chief Constable continued, noting that in addressing those challenges, the Force could review the way in which it reported data to Members to better capture associated benefits from stop and search tactics, including intelligence harvest; and safeguarding of vulnerable persons (Action 9/2022).
- d. The Head of Analytics noted the importance of effective data collection within the Force to support this emerging approach, including ensuring officers did not create duplicate entries for the same person. Moreover, Members were asked to note that the Force had recently adopted a new Use of Policing Powers dashboard.

Use of Force Overview and Tactics used Q4 2021/22

- e. The T/Assistant Chief Constable highlighted recent data collection issues noted within the dashboard.
- f. The T/Assistant Chief Constable continued, noting the conduct of a subject was a subjective interpretation for officers, with an identified issue within the Force of officer knowledge around what constituted active or passive resistance – this was being addressed through Professional Standards Department training.
- g. Members noted that use of force on compliant persons was due to the technical definition of stop and search as a use of force.
- h. The T/Assistant Chief Constable noted the low level of taser usage and agreed to confirm outside of the meeting how this compared with peer Forcesⁱ.

21. **RESOLVED**, that the report be noted.

Policing Plan Performance Q4 2021/22

Agenda Item 7

22. Members considered a report of the Deputy Chief Constable regarding Policing Plan Performance Q4 2021/22 and the following points were made.
- a. The T/Assistant Chief Constable highlighted the 177% increase in reports of unwanted sexual behaviour driven by media campaigns and increased patrols across all Divisions.
 - b. The T/Assistant Chief Constable noted the increase in disruption and 97min average handback time following non-suspicious fatalities and the following points were made.
 - i. A Member commented that the speed at which an event could be classified as suspicious or non-suspicious had a significant impact on resulting handback time.
 - ii. A Member commented that another factor impacting the speed of handback was the deployment of negotiators. In reply, the T/Assistant Chief Constable assured Members the Central Disruption Team worked hard to ensure negotiator deployment was applied as effectively as possible as a tactic; and that work was ongoing to ensure the scene commander (who was potentially junior in rank to a negotiator) retained overall control of the scene.

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- iii. The T/Assistant Chief Constable noted that red performance in handback across C and D Divisions was primarily due to geographic challenges.
- iv. The T/Assistant Chief Constable concluded by noting the Force was working to build a problem profile that could be shared with Rail Delivery Group, and then engage with industry to develop handback solutions that were data based rather than reliant on anecdote.
- c. In response to a comment on synergies between anti-social behaviour, unwanted sexual behaviour, and football travel, the Chief Executive agreed that a note on Force activity in this area would be welcome (Action 10/2022).
- d. Members noted that robbery was a continuing trend – even during COVID – and welcomed the fact tasking teams were in place to deal with emerging patterns of offending.

23. **RESOLVED**, that the report be noted.

Policing Plan 2022/25 Key Performance Indicators Agenda Item 8

24. Members considered a report of the Chief Executive regarding proposed Policing Plan Key Performance Indicators for 2022/23 and the following points were made.

Graham Evans arrived at this point of the meeting.

- a. The Head of Analytics was heard, noting that the emergence from COVID posed an opportunity to review the spectrum of metrics that the Force examined. Some core policing metrics had been developed that would be reviewed on a monthly basis in-Force, with any data exceptions escalated to the Force Performance Delivery Board.
- b. Members welcomed the use of Power BI by the Force, and welcomed the opportunity for elements of it being made available to Members provided this was done in a controlled way to ensure Members were able to interrogate the data effectively, and retain high-level oversight of trends. The Chief Executive agreed to ensure the Executive liaised with the Force to develop a Member self-service offer for Power BI (Action 11/2022).

25. **RESOLVED**, that the report be noted, and the proposed dashboard formats be approved.

Mike Gallop left the meeting at this point.

[Background Paper] Policing Plan 2022/25**Agenda Item 8.1**

26. **RESOLVED**, that the Policing Plan 2022/25 be noted.

Finance and Commercial Performance Q4 2021/22**Agenda Item 9**

27. Members considered a report of the Director of Finance and Commercial Services regarding Finance and Commercial Performance Q4 2022/23 and the following points were made.

- a. The Director of Finance and Commercial Services noted the P12 report provided earlier on the agenda at Item 4.2, acknowledging that the Force had spent 28% of its budget in the final quarter and the resulting work to break that spend down to better understand the reasons for this.
- b. The Director of Finance and Commercial Services continued, noting that at P13 there had been underspend in pay and overspend in non-pay that had allowed the Force to meet budget pressures. The Director was confident that no pressures from 21/22 would manifest in 2022/23.
- c. The Director of Finance and Commercial Services noted the Force's high cash balance of £53m was due to early payment of an invoice by Transport for London.
- d. The Chief Financial Officer noted that it would be helpful for the Force to refresh the Contracts pipeline slide to better assist with governance planning; and for Members to be shown a capital forecast spend profile. Lastly it would be helpful to understand why Baskerville House/New Birmingham spend was shown as unbudgeted, as this had been a foreseen item of spend¹.
- e. In response to a comment by the Chief Financial Officer regarding annual leave accrual, the Director of Finance and Commercial Services noted the Force leadership had been clear that officers and staff should approach a 'use or lose' approach to accrued leave.
- f. In response to a question, the Director of Finance and Commercial Services confirmed that the Force had budgeted for pressures such as interest, and

¹Post-Meeting Note (12 May 2022) The Director of Finance and Commercial Services advised that the New Birmingham business case was to be funded from reserves and hence, capital and revenue were not budgeted. As capital was subsequently funded by Department for Transport, the Force chose to fund the revenue from budget headroom, rather than from reserves. Overall there was no oversight or omission in the budget process.

variables such as fuel and utilities would be scrutinised by in-year monitoring.

28. **RESOLVED**, that the report be noted.

Committee Workplan 2022/23

Agenda Item 10

29. **RESOLVED**, that the Committee Workplan 2022/23 be approved.

Any Other Business

Agenda Item 11

30. There was no other business.

Meeting Evaluation

Agenda Item 12

31. Willie Gallagher provided an evaluation of the meeting and the following points were made.

- a. As a new Member of the Committee he had found the papers difficult to interrogate.
- b. The timings allocated to items on the agenda had been ambitious.

The meeting ended at 12.42pm.

ⁱ [Post-Meeting Note, 30 May 2022] For the period 2019-2020 (the only comparable period available as at May 2021), there were 411 Taser deployments within the Force. This included the Taser being drawn, arced, or fired. Taser was used on 12 occasions. This is a usage rate of 2.9%. The national average usage is 14% (5,000 of 32000 incidents).

As a comparison, here are figures from Home Office peer Forces:

Force	Usage %	Total incidents
MPS	9.2 % (935)	10068
GMP	11% (174)	1543
WMP	12.7% (309)	2427
Avon & Somerset	17% (188)	1078
TVP	12% (127)	1037
Sussex	9% (80)	897
West Yorks	9% (80)	868
South Wales	10% (79)	764
North Wales	11% (18)	169

ITEM 4 – ACTIONS

OFFICIAL

PERFORMANCE AND DELIVERY COMMITTEE

No.	Date	Topic	Action/Paper	Owner	Due Date	Outcome
8/2022	10 May 2022	External Scrutiny	Chief Executive to liaise with the T/Assistant Chief Constable to develop a paper setting out a framework to ensure crosscutting themes arising from external scrutiny was adequately overseen and captured by the Force, Executive and Authority	Chief Executive / T/Assistant Chief Constable (Network Policing)	7 September 2022	Recommended for Closure Agenda Item (External Scrutiny Review Proposal) at September 2022 meeting
9/2022	10 May 2022	Legitimacy Performance	Force to review the way in which it reported data to Members to better capture associated benefits from stop and search tactics, including intelligence harvest; and safeguarding of vulnerable persons	T/Assistant Chief Constable (Network Policing)	7 September 2022	In Progress Verbal update to be provided at September 2022 meeting
10/2022	10 May 2022	Policing Plan Performance	Briefing note on Force activity to address synergies between anti-social behaviour, unwanted sexual behaviour, and football travel to be issued to Members.	Assistant Chief Constable (Specialist Capabilities)	7 September 2022	In Progress Verbal update to be provided at September 2022 meeting
11/2022	10 May 2022	Policing Plan Key Performance Indicators	Executive to liaise with the Force to develop a Member self-service officer for Power BI	Analyst / Head of Analytics	7 September 2022	In Progress Verbal update to be provided at September 2022 meeting

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Report to: Performance & Delivery Committee
Date of meeting: 7th September 2022
Subject: External Scrutiny
COG Sponsor: ACC Allan Gregory
Author: Karen Wiesenekker, Head of Strategic Inclusion and Diversity
For: Endorsement

1. PURPOSE OF PAPER

- 1.1 This paper articulates a review of the current state of non-statutory external scrutiny (hereinafter described as 'external scrutiny') as it applies to BTP's work. It describes how such assurance and scrutiny is currently managed, and highlights opportunities for an improved, streamlined approach.
- 1.2 The encouragement for a review of arrangements arose from April's Performance and Delivery Committee, with its focus upon trust and legitimacy. This area of BTP business is recognised as being a critical strategic priority, and therefore is also likely to be a subject for consideration by Full Authority.
- 1.3 This review is not reflecting on HMICFRS or similar statutory scrutiny.
- 1.4 This review will provide an opportunity to consider improvements in line with imminent HMICFRS recommendations from their most recent PEEL inspection activity.

2. PROPOSAL

- 2.1 The proposal – beyond scoping the current state of external scrutiny - is to understand current strengths, and consider further opportunities for effective and efficient critical friendship.
- 2.2 An initial mapping exercise has been conducted to review the current position of all external scrutiny (see Appendix 1). This review has found that there are twenty-five external scrutiny groups made up of Independent Advisory Groups and others. These groups are owned and managed to varying degrees across BTP. It is clear from the mapping exercise that the outcomes from external scrutiny are critical for BTP's drive for trust and legitimacy, with a strong link to the National Race Action Plan and our Violence Against Women and Girls (VAWG) workstream. It would be advantageous to embrace the scrutiny that currently exists and use innovative improvements to enhance the opportunities and add greater value.
- 2.3 This initial mapping exercise has been conducted by the Head of Strategic Inclusion and Diversity (I&D) which has enabled a fresh perspective on diversity, equity and organisational learning.
- 2.4 The current state is described thus:

Governance: There is no centralised oversight, ownership or management in place to grasp the totality of external scrutiny and its contribution. Groups are serviced – to varying degrees - by Strategic I&D, Network Policing Support, Departments and Divisions. Links between each group are ad hoc and can be strengthened. Feedback is gathered from the work of each one although this can also potentially be more co-ordinated to ensure that COG, BTPA and other interested parties have sight, and are able to benefit from the outcomes and learning.



Assurance: The assurance provided by each group is considered to be credible and beneficial, with feedback from the work of each being shared internally for decision-makers, and published where appropriate. There is opportunity to streamline, remove duplication and share learning from and between each group to identify and develop thematic issues and solutions. Feedback to the external scrutiny groups could also be enhanced to provide assurance to the groups of the activities which are undertaken as a direct result of their engagement, advice and support.

Membership: Members have been recruited through various routes. Some have been head-hunted for specific skills, experience and diversity, and others have been recruited through more formal application processes. Divisionally, B-IAG has 19 members, C-IAG has 22 members, D-IAG has 8 members. The strategic IAG (S-IAG) has 16 members. A youth membership is being developed and has a specific intent to ensure it is diverse; we have recruited the first ethnic minority female neurodivergent youth member for B-IAG, and a youth from an ethnic minority background is being interviewed for the C-IAG. Records are maintained that provide equality monitoring data as well as capturing the backgrounds and credentials of members. This provides an overview of diversity and fair representation, and an ability to target individuals for their skill and experience. Recruitment is based on individuals rather than organisations and is focused on those with strong community ties who can represent communities. By way of example, we have a member who represents the Hasidic Jewish community. Some members sit on more than one group and have multiple areas of interest or expertise. In one IAG alone the membership's diversity around skills and expertise is considerable - cultural intelligence, child exploitation, safeguarding, social work, communications, HR, leadership, homelessness and broadcasting.

Themes: Appendix 1 outlines the themes and topics for scrutiny. At the IAGs the themes vary and are based on local need, current problems, risks, issues and questions of BTP's strategic direction. Typically, the groups are fed the information by BTP reactively, and proactive engagement driven by the groups themselves is less frequent. Some recent examples of themes and focus for the various panels:

- **B-IAG** – Layers & Spans Project; County Lines operations.
- **C-IAG** – Community impact of Stephen Port and Sarah Everard murders; Special Constabulary and TASER carriage; Neighbourhood Policing Strategy; Manchester Arena Inquiry.
- **D-IAG** – Youth ASB and carrying of weapons.
- **S-IAG** – Institutional Racism; Victim of Crime Survey; Race Action Plan.
- **Stop & Search Panel** – Reasonable grounds panel at the University of Law; body worn video scrutiny; dip sampling of search records.
- **Other Group Activity** – Decision making around domestic abuse cases; review of Out of Court Disposals process; full review of every rape case; review of every fatality and injurious attempt within the force footprint that is being considered for closure; best practice; improvement plans; training plans and tools in order to deter, prevent and reduce assault on staff.

Summary: Although the observations from the various scrutiny panels are recognised as adding benefit, these observations are not always being transferred into organisational learning. The



identification of strategic issues from this scrutiny is also inconsistent. Knowledge and outcomes are too often remaining within the commissioning local Division or Department and are not always amplified wider or to COG for their awareness. Additionally, and in terms of frequency, there is no agreed operating model for external scrutiny, and the groups themselves manage their schedule of meetings. Some have interim contact with members of the Force between scheduled meetings in order to engage on late notice issues, and others have little meaningful contact in between scheduled meetings. Many concerns have been resolved using our external scrutiny groups. Input to complaints or operational challenges are most common - TASER and use of force; commentary around Institutional Racism, and hearing the voice of those impacted by Violence Against Women and Girls. The benefits primarily revolve around informing our own thinking about issues with community resonance, ensuring ethical decision making, and educating those with ownership responsibilities within BTP, all with the aim of better informing operational decision-making.

3. RISKS

3.1 The risks - should the current external scrutiny arrangements remain - are estimated as follows:

- Organisational learning, the identification and management of thematic issues, and the sharing of knowledge is not going to be maximised or escalated to inform strategic awareness and policy making.
- Duplication of effort, duplication of themes being explored by groups, and duplication of membership will remain.
- Diversity and representation will not always be fully reflected in the membership of external scrutiny groups, reducing the ability to truly understand community issues and perspectives.
- A lack of group self-selection of themes for scrutiny will continue to reduce the impact of their critical friendship.
- No central governance, ownership or formal strategic direction to gauge the totality of external scrutiny.
- No mature channels of feedback to external scrutiny groups from the Force to inform the work and the value-adding of their advice and direction.
- Terms of Reference and definitions for the groups will remain inconsistent.
- An absence of resourcing to support the work of external scrutiny groups.
- Vetting, and the levels of vetting not being consistently applied to members of external scrutiny groups.

4 ENGAGEMENT

4.1 All owners of the current groups have been consulted during the mapping exercise.

4.2 The College of Policing have been engaged and are currently conducting research on external scrutiny with the aim of updating the 2015 College guide for IAGs. This is for the NPCC Race Action Plan remit to employ external scrutiny against our service delivery. They are working with



National Association of IAGs and other relevant stakeholders and partners. This should be complete in October and we will have early sight of the findings.

- 4.3 The Home Office are leading work to create a community scrutiny framework however this is unlikely to be complete until Summer 2023.

5. RECOMMENDATION

- 5.1 That a comprehensive transformational review of external scrutiny takes place to unify present efforts, identify additional opportunities and mitigate risk.
- 5.2 The transformation review would be led by the Head of Strategic Inclusion and Diversity, reporting to ACC Allan Gregory with the senior sponsorship sitting with the DCC Alistair Sutherland as the Force's lead for Legitimacy. The review would have the remit to:

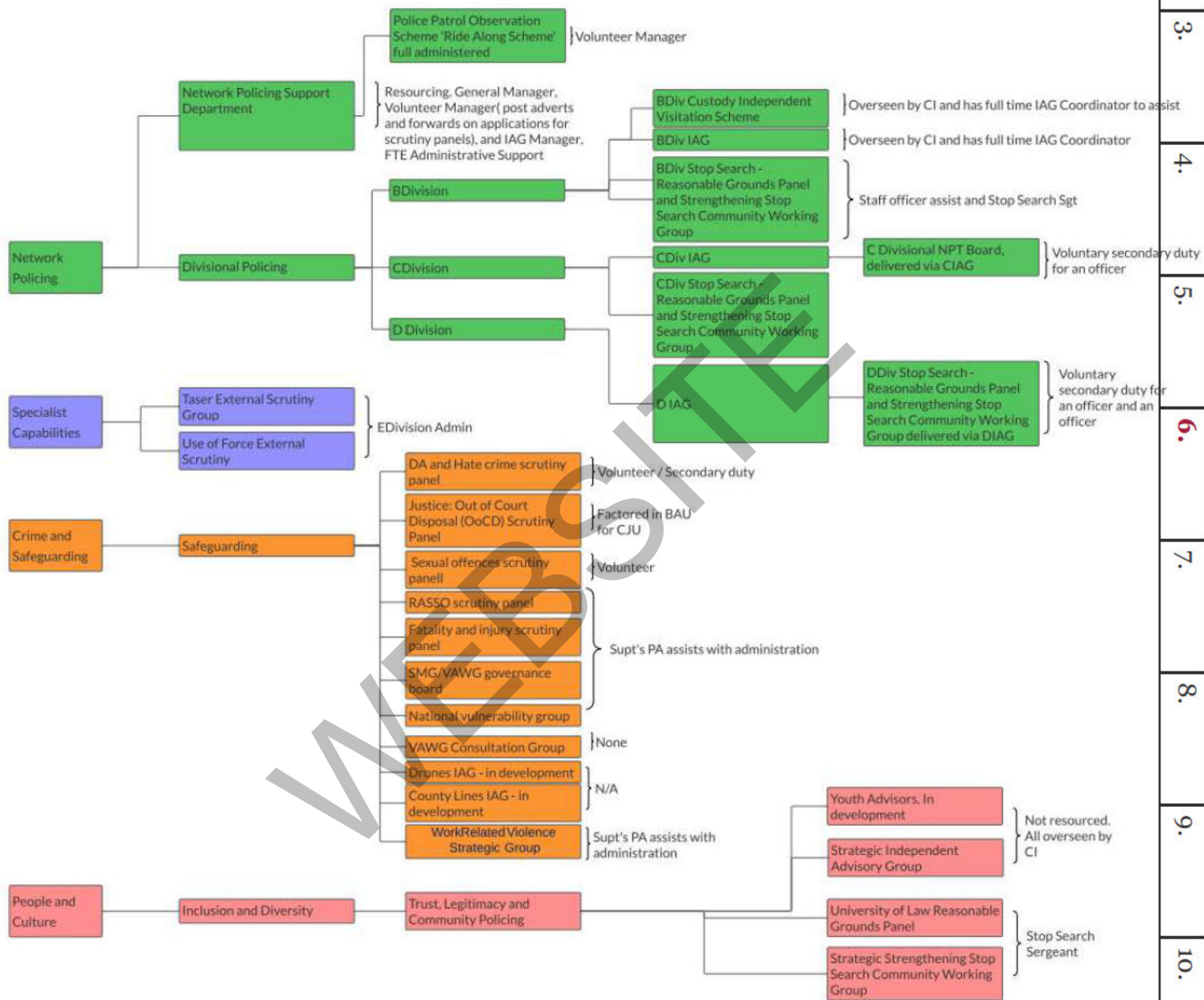
- Create a framework and mechanisms that will allow the Chief Officer Group and the Authority to benefit from and feed into the outcomes and outputs from external scrutiny groups.
- To codify the framework for centralised ownership of external scrutiny.
- Streamline all current external scrutiny to remove duplication and overlaps.
- Ensure all scrutiny groups and IAGs have clear links and relationships to be able to work collaboratively.
- Create new governance structures and processes that support each group.
- Create Terms of Reference and definitions for external scrutiny.
- Review diversity of membership and manage campaigns to attract and recruit new and diverse members by fair, open and inclusive methods.
- Consider the recommendations from reviews conducted by HMICFRS, IOPC, College of Policing and Home Office.
- Provide clarity of ownership and links between the Divisions and Departments who currently have roles linked to external scrutiny.
- Work with current members of IAGs and scrutiny groups to develop processes and build engagement.

6. FINANCIAL, LEGAL & EQUALITY IMPACT

- 6.1 As a consequence of a transformational review, the potential for streamlining through a reduction of external scrutiny groups along with improved collaboration would likely reduce the resourcing impact and release BTP resource time back to BAU.
- 6.2 Improving the diversity of the groups would enhance our insights and our decision-making. It would also support our public sector equality duties.
- 6.3 Central governance may require resourcing. A comprehensive review would indicate the numbers and levels required.



Appendix One





SECURITY CLASSIFICATION - OFFICIAL

HANDLING INSTRUCTIONS - Management

DISCLOSABLE (FOI / PUBLICATION SCHEME) - Yes

Report

Report to: BTPA Performance and Delivery Committee

Date: 07/09/2022

Subject: Stop and Search - Explanatory Note

Sponsor: ACC Allan Gregory

Author: Sergeant Tarrick Patrick

For: Noting

1. PURPOSE OF PAPER

1.1. This is an explanatory note focusing on specific areas of Stop Search activity for the Performance Delivery Committee to be held on 7 September 2022.

1.2. The commissioned areas of focus:

- Scrutiny groups – are these independently run, any geographical gaps, any main feedback points or themes arising?
- Update on disproportionality work and any accompanying narratives
- Is additional / top-up training provided to officers on use of powers / Stop Search. If so, how often and in what format?
- Any commentary on Stop Search figures

2. SCRUTINY GROUPS – ARE THESE INDEPENDENTLY RUN, ANY GEOGRAPHICAL GAPS, ANY MAIN FEEDBACK POINTS OR THEMES ARISING?

2.1. Stop Search scrutiny is facilitated and owned by BTP and it adopts the approach of police and community 'co-production'. See appendix Item 1 '*Stop Search Divisional Scrutiny on a Page*' for full detail.

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Security Classification and Handling Instructions of document are detailed on page 1

2.1.1. The panel has two functions. 1) review data, such as disproportionality at events, or from particular units, and incidents of note, and 2) to assess the reasonable grounds the officers have written out, applying the lay person test (Body Worn Video will also be shared).

2.1.2. Each of the written elements in relation to a Stop Search record is appropriately redacted. This means that Stop Search volunteers do not have to go through a vetting process as no personal information is shared.

2.2. D Division offers Stop Search scrutiny within their Independent Advisory Group (IAG) and has had support to launch an additional Stop Search scrutiny function.

2.3. All officers are provided with feedback received from the Reasonable Grounds Panel - both in terms of development points and good practice - by the divisional strategic lead (minimum of a Chief Inspector).

2.4. The Stop Search scrutiny groups offer a performance product i.e. *'as a result of panel's review 80% from the random dip sample were deemed reasonable'*.

2.5. Scrutiny assesses between 2.5% to 5% of a month's activity per quarter, and is undertaken through a thematic approach, i.e. by location, by events, Child and Young Person (CYP) searches, searches by specific function, searches which exposed intimate parts etc.

2.6. At present the most common issues encountered through additional scrutiny are:

- Officers are writing insufficient grounds which are overly generic. The grounds do not point towards why the subject may have the contraband item on them there and then. This was reflected in HMICFRS's review of BTP revealing 14% did not pass their reasonableness test.
- Not harnessing prevailing intelligence, or an over-reliance on general characterisations i.e. officers writing 'County Lines hot-spot' which could be true of any hub location. Further detail as to why and how a specific briefing may add to grounds by linking it to the objective factors present
- Putting in detail that only comes to light during (or after) the search, when in fact a decision to search should be formed of objective factors prior to the search.

2.7. Present challenges for scrutiny:

- Sharing of BWV – This has been a historic challenge due to the need for redaction. However, the showcasing of the first redacted BWV clip during a Stop Search scrutiny panel is due shortly following Information Security sign off, and a service level agreement being achieved with the redaction team. N.B. Stop Search panellists are not vetted like the Independent Advisory Group, as vetting was seen as a barrier to entry from under-represented communities.

Security Classification and Handling Instructions of document are detailed on page 1

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- A lack of diversity in terms of age, ethnicity and lived experience within the panel. This has been partially mitigated by collaboration with the University of Law who offer a more diverse range of engagement and potential panellists. Diversifying the means and channels of recruitment are being pushed forward - e.g. moving away from a single website to more diverse and far reaching platforms.
- The need to publicise the findings and key messages identified by the panel and providing panellists with support to increase the 'reach' of our messaging, particularly to those communities which have lost faith and trust in the police.
- Attracting individuals with the knowledge and expertise who will be able to hold us statistically accountable to complement those who will provide social and ethical oversight.
- Addressing the capacity and capability to support Stop Search centrally from a Force perspective. We are presently considering the question of an uplift to this resourcing, and harmonising roles and responsibilities with BTP's Inclusion and Diversity portfolio.

3. UPDATE ON DISPROPORTIONALITY AND ANY ACCOMPANYING NARRATIVES

- 3.1. A number of Senior Leadership 'Masterclasses' are taking place to equip senior commanders with the ability to extract, analyse and action their own Stop Search data. This will allow each function and Sub-Division to report more easily, and to be aware of their performance ahead of the Stop Search Board, identify areas for mitigation and promote best practice. This will enable more rigorous and transparent ownership of Stop Search at a local level, improving accountability and reducing a reliance upon central reporting functions.
- 3.2. Divisional Score Cards have been commissioned, and the Legitimacy Analyst working within the Analysis & Insight function has created a concept piece. Each Division / function can be asked to account for levels of disproportionality or particular trends.
- 3.3. Stop Search activity has seen a reduction in the volume of individuals who declare their Self Defined Ethnicity. Going forward this will be a performance area which will be monitored at the Stop Search Board, with subsequent learning being focussed on how our officers can sensitively and effectively engage with individuals to provide the reassurance and confidence for them to voluntarily disclose information.

4. IS ADDITIONAL TRAINING PROVIDED TO OFFICERS ON STOP SEARCH?

- 4.1. There are monthly CPD (Continuous Professional Development) events for officers regarding Stop Search.

Security Classification and Handling Instructions of document are detailed on page 1

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- Security Classification and Handling Instructions of document are detailed on page 1
- 4.2. The Force is looking to adopt an annual e-learning package from the College of Policing to provide a regular refresher on the best means and approaches to Stop Search.
 - 4.3. The Lessons Exploitation Centre provides regular Force-wide broadcasts covering best practice and development opportunities.
 - 4.4. Further consideration is ongoing as to whether to include Stop Search refresher training as part of joining a bulk-user discipline (i.e. Operational Support Unit, County Lines Task Force).
 - 4.5. The C-Division 'Step Up to Sergeant' programme includes a supervisory session on Stop Search.
 - 4.6. New recruits receive a practical, operationally-focused input.

5. COMMENT ON STOP SEARCH FIGURES

- 5.1. As footfall, crime and incident levels on the network return to something approaching pre-pandemic levels, there is a squeeze on proactive opportunities which is believed to be a contributor to the reduction in Stop Search.
- 5.2. The targeting of training and the focussed scrutiny on bulk users of Stop Search - such as the County Lines Task Force - may account for higher find rate.
- 5.3. There has been a marked decrease in use of S60 (suspicion-less) searches, both by Home Office forces and BTP. S60 search use historically had a find rate of just 10%. Given that BTP are not assisting as regularly in supporting a lower number of Home Office S60s, nor generating our own S60s, this could account for some of the higher find rates as we default to suspicion-based Stop Search activity which always elicits a higher find rate.

6. Appendix

Stop and Search Oversight-on-a-Page

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Stop and Searches – Q1

(A) Number of Stop Searches By Month



(B) Self-Defined Ethnicity

SDE Category	20/21	21/22	22/23	22/23 vs 20/21	22/23 vs 20/21 %	22/23 vs 21/22	22/23 vs 21/22 %
(Blank)	40	33	153	113	282.5%	120	363.6%
Asian	175	162	176	1	0.6%	14	8.6%
Black	407	427	300	-107	-26.3%	-127	-29.7%
Mixed	105	130	112	7	6.7%	-18	-13.8%
Not Stated	691	930	660	-31	-4.5%	-270	-29.0%
Other	20	33	43	23	115.0%	10	30.3%
White	1,203	1,521	1,114	-89	-7.4%	-407	-26.8%

22/23 Searches Count	Object Found Count	Found Rate
2,558	1,099	43.0%
21/22 Searches Count	Object Found Count	Found Rate
3,236	1,301	40.2%
20/21 Searches Count	Object Found Count	Found Rate
2,641	1,018	38.5%

Year Differences

22/23 vs 21/22

Difference	% Difference
-678	-21.0%

22/23 vs 20/21

Difference	% Difference
-83	-3.1%

(D) Reason of Search

Drugs - other contr...	1,779
Stolen goods	222
Bladed article	177
Offensive weapons	132
Articles for use in t...	58
Evidence of offenc...	58
Anything to threate...	41
Other	27
Articles for use in ...	19
Going equipped	17
Firearms	10
Goods - duty not p...	6

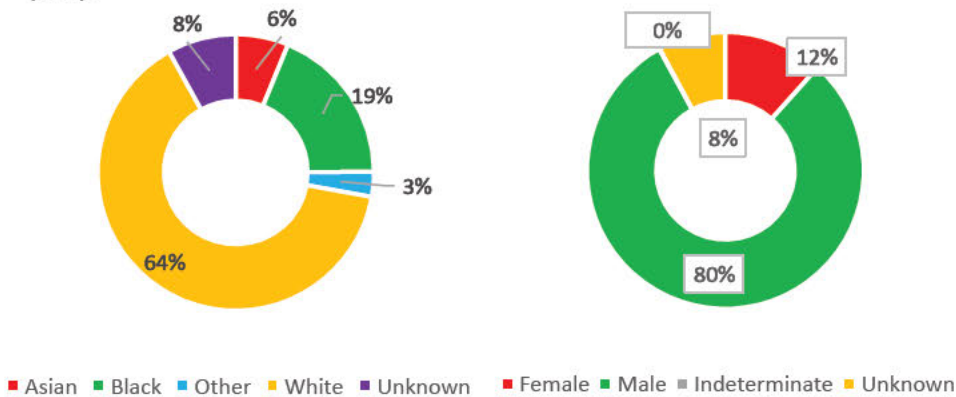
(E) Legal Power

Misuse of Drugs ...	1,796
PACE 1984 (s1)	724
Scot - Civic Govt ...	9
Criminal Justice ...	7
Terrorism Act 20...	5
Firearms Act 196...	4
Scot - Crim Law (...)	4
Criminal Justice ...	3
Psychoactive Su...	3
Deer Act 1991 (s...	1
Misuse of Drugs ...	1
Wildlife and Cou...	1

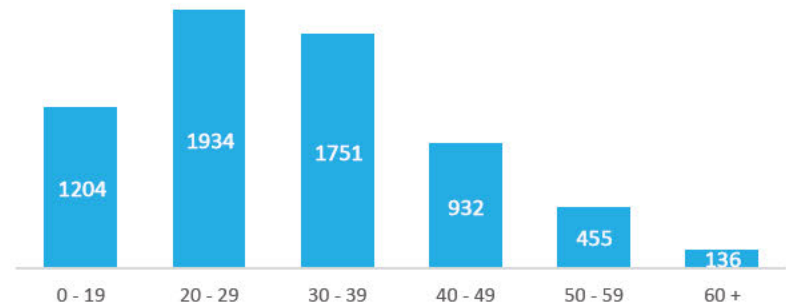
Principle Outcome

	#	%
No Further Action	1,847	72.20%
Arrest	208	8.13%
Police Discretionary Resolution	160	6.25%
Community Resolution	116	4.53%
Voluntary Attendance	102	3.99%
Summons / Charged By Post	100	3.91%
Caution (Simple Or Conditional)	11	0.43%
Alcohol / Tobacco Seized	6	0.23%
Drugs Warning	4	0.16%
Penalty Notice for Disorder	4	0.16%

In the policing year 2021/22, BTP recorded 6,432 arrests in England & Wales. 92% (5,916) of the arrests had recorded a police defined ethnicity whilst 8% (516) were unknown. The highest recorded ethnicity was White with **64%** (4,125), followed by Black – **19%** (1,206), Asian – **6%** (398) and Other – **3%** (187).



8% (506) of arrests had an unknown gender, whilst 92% were known. Males dominated the arrests at **80%** (5173), with majority being within the **20 – 29** and **30 – 39** age brackets. Females represented **12%** of arrests with top age ranges being **0 – 19** and **20 – 29**. 5 recorded arrests were classed as a gender of Indeterminate.



The top arrest crime group was Violence Against Person at **30%** of all offences, followed by Serious Public Order at **15%**. Top arrest reason was *drunk and disorderly in a public place* – **12%** followed by *common assault* – **10%**.

Are We Disproportionately Arresting Any Ethnic Group Over Another?

Census Population

Using the England & Wales 2011 Census as a population, the disproportionality has been calculated for 21/22 arrests. **Out of the police defined ethnicities known**, the percentage breakdown of arrests are:

	White	Black	Asian	Other
Arrests	4,125	1,206	398	187
% of Total	70%	20%	7%	3%

The disproportionality calculations are as follows:

Disproportionality				
England & Wales	White	Black	Asian	Other
2011 Census Population	48,209,395	1,864,890	4,213,531	563,696
Demographic (%)	88%	3%	8%	1%
Disproportionality Ratio		7.56	1.10	3.88

Looking at the demographics we can already see a stark difference. Whilst Black individuals make up only **3%** of the population, **20%** of arrests are of Black ethnicity. Other is represented as **1%** in the population but counts for **3%** of arrests. On the contrary, White individuals make up **88%** of the population yet count towards **70%** of arrests; and the Asian ethnicity make up **8%** of the population and count towards **7%** of arrests. Focusing on the disproportionality ratio, a Black individual is **7.6** times more likely to be arrested than a White individual; a person of Other ethnicity is **3.9** times more likely to be arrested and Asian is **1.1** times more likely to be arrested than a White individual.

Suspect Description Population

The issues with using the census are as well as being outdated, it isn't reflective of BTP's travelling population. The census is based on where people live rather than where they travel to. This can skewer the data and give false readings, therefore suspect description dataset of England & Wales 2021/22 has been used to provide another calculation.

This in itself isn't without bias as majority of the crimes where the suspect descriptions are given come from Violence (**27%**) and Serious Public Order (**21%**). Furthermore **a third** of the suspect's ethnicities are unknown.

Disproportionality				
England & Wales	White	Black	Asian	Other
Suspect Population	9,121	3,155	863	262
Demographic (%)	68%	24%	6%	2%
Disproportionality Ratio		0.85	1.02	1.58

Using suspect population BTP are not shown to be as disproportionate when arresting black ethnic, however we have similar levels for individuals of Asian and Other ethnic appearances.

Are We Disproportionately Arresting Any Gender Group Over Another?

Census Population

Using the England & Wales 2011 Census, the disproportionality has been calculated for 21/22 arrests. Out of the genders known, the percentage breakdown of arrests are:

	Male	Female
Arrests	5173	748
% of Total	87%	13%

The disproportionality has been calculated as:

Disproportionality		
England & Wales	Male	Female
2011 Census Population	27,573,376	28,502,536
Demographic (%)	49%	51%
Disproportionality Ratio		0.14
Disproportionality Ratio	7.15	

According to the 2011 census population, BTP are not being disproportionately arresting Females in comparison to Males (0.14); however Males are being disproportionately arrested, 7.2 times more likely than a Female.

Suspect Population

Using the suspect description data set as a population, disproportionality has again been calculated for arrests:

Disproportionality		
England & Wales	Male	Female
Supect Population	15,292	2,859
Demographic (%)	84%	16%
Disproportionality Ratio		0.77
Disproportionality Ratio	1.29	

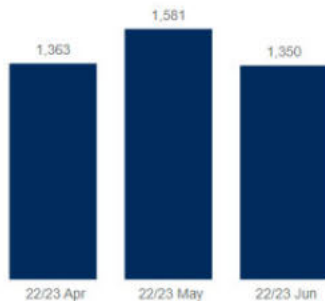
Like the census disproportionality, using the suspect population shows no disproportionality with Females being arrested, however Males are 1.3 times more likely to be arrested than a Female.

Current BTP Scrutiny

- Chief Constable Lucy D’Orsi currently chairs the internal Equality, Diversity & Inclusion quarterly board where issues of this nature are routinely raised & discussed (from arrests and stop searches to promotions & recruitment).
- Various internal dashboards are available on the Datahub to provide Divisional Commanders, Heads of Dept and others detailed data on their particular area of the focus/business.
- Data quality is one of the main issues of concern, particularly the impact it has upon reliability of results shown and also as a subsequent data source itself (i.e. suspect population)
- Working is taking place to mitigate this issue as much as possible as well as researching various alternative datasets that can be used as a basis for reliable benchmarking & disproportionality calculations.

Use of Force – Q1

Submissions by Year & Month



Incident Locations



Subject Profile

Perceived Ethnicity



Over half the submissions for Use of Force were against White individuals (64%), black individuals make up 23%. The remaining 13% consist of Asian (7%), Mixed (3%), Other (2%) & Unknown (1%)

Top 5 Locations

Over half of submissions had an incident location of 'At Railway/Underground station' (63%, 2722). 'Street/Highway' (18%, 1107). 'Other Railway Location' (6%, 242). 'On Train' (4%, 163). 'Custody Suite (BTP)' (4%, 158).

Reason for Force

For over half the submissions officers used force to protect themselves (58%) and to protect other officers (56%).

ReasonForForce	#	% of Total
Protect self	2,498	58%
Protect other officers	2,321	56%
Protect public	1,886	44%
Protect subject	1,310	42%

Key Impact Factors

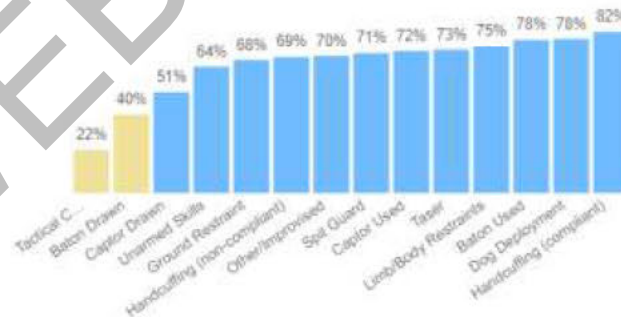
Alcohol 1719 (43%)

Other 1048 (26%)

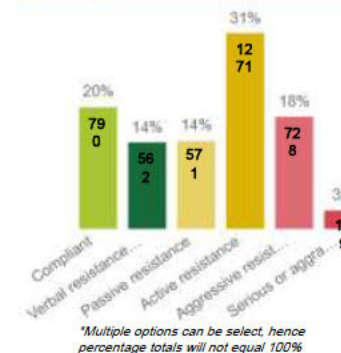
Mental Health 1008 (25%)

Size/Build/Gender 1409 (35%)

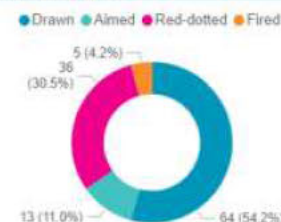
Tactic by Effectiveness (%)



Primary Conduct



Taser Use Type



Effectiveness

4,097

Effective Tactics

3,161

Non-Effective Tactics

56%

% Effective

(A) Stats

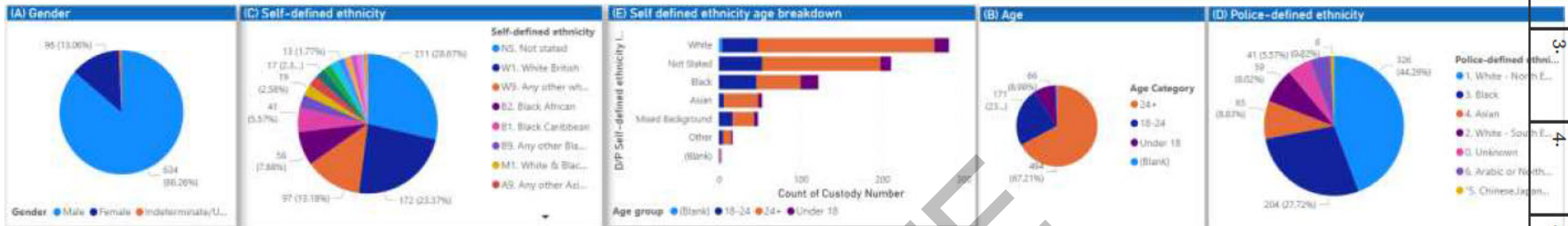
1,730	28.4%	118	6.8%
Taser Carried	% Taser Carried	Taser Used	% Taser Used when C...

7,258 tactics were used in 22/23 Q1. Officers recorded 4,097 to have been effective (56%). The tactic which was most utilised was 'Tactical Communication' (2,111) and was effective 22% of the time. The most effective tactic was 'Handcuffing (compliant)' (used 1,271 and effective 82% of the time).*

*Multiple tactics can be selected per submission

Custody – Q1

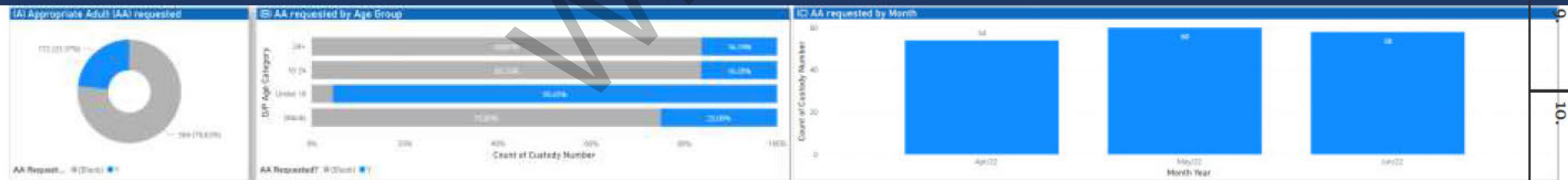
Arrested Individuals



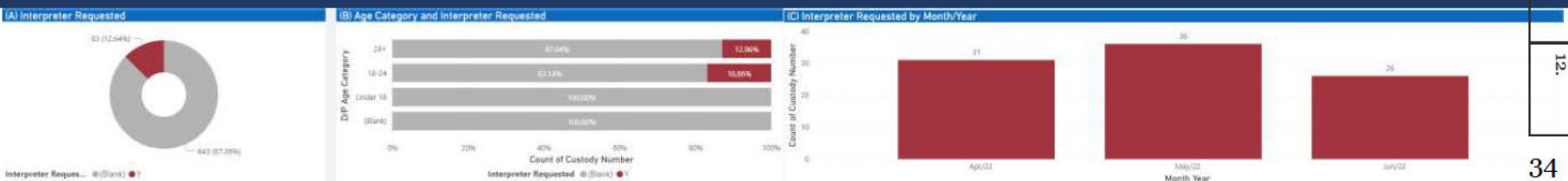
Strip Searches



Appropriate Adult requested



Interpreter requested



BTP Forcewide Policing Plan Objectives – Q1

Data period covers Apr-Jun '22 compared to same period 21/22

Ensure passengers and staff can work and travel free from the threat of violence	Against passengers	<div>2,390 (+35%)</div> <div>S.R. 21% (+2%)</div> <div>Serious violence offences</div>	<div>305 (+56%)</div> <div>S.R. 14% (-5%)</div> <div>Robbery offences</div>	<div>406 (+9%)</div> <div>S.R. 34% (-3%)</div> <div>Weapon-enabled offences</div>	<div>1,975 (+34%)</div> <div>S.R. 14% (-4%)</div> <div>Public order</div>	<i>Both Serious Violence & Robbery offences are reducing month on month albeit still above previous yr. Weapons offences are mainly linked to Robbery. Common assault is the main rail staff offence currently being recorded.</i>	
	Against rail staff		<div>700 (+38%)</div> <div>S.R. 29% (-7%)</div> <div>Violence against the person</div>	<div>667 (+3%)</div> <div>S.R. 18% (-5%)</div> <div>Public order against rail staff</div>			
Tackle those crimes and incidents that most impact on the confidence of those who work and travel		<div>1,310 (+64%)</div> <div>S.R. 16% (-9%)</div> <div>Volume crime at key locations</div>	<div>8,874 (+5%)</div> <div>ASB Incidents</div>	<div>101 (7 in 21/22)</div> <div>S.R. 22% (+22%)</div> <div>Football related offences</div>	<i>Top Locations to see the biggest increases at Key locations are: Kings Cross St. Pancras (Shoplifting) – +48 offences Euston (TPP) – +39 offences Victoria (TPP) – +38 Offences</i>		
Tackle violence against women, and girls, sexual harassment and hate crime		<div>1,303 (+29%)</div> <div>S.R. 25% (+1%)</div> <div>Violent crimes against women and girls</div>	<div>224 (+59%)</div> <div>S.R. 9% (+1%)</div> <div>Crimes involving sexual harassment</div>	<div>597 (+37%)</div> <div>S.R. 12% (-5%)</div> <div>Sexual offences</div>	<div>907 (+44%)</div> <div>S.R. 17% (-4%)</div> <div>Hate crimes</div>	<i>Continued media awareness campaigns and increased patrols around sexual offending are driving the increases in reporting across all Divisions.</i>	
Protect, support and safeguard vulnerable people and those at risk of exploitation and harm		<div><div>Vulnerability reports</div><div>Adults at risk971 (+11%)</div><div>Children and young persons2,826 (+6%)</div><div>Lifesaving interventions497 (+23%)</div><div>Crisis interventions:2,298 (-10%)</div><div>Missing persons:277 (+16%)</div></div>	<div><div>County Lines Disruptions</div><div>Charges25 (-68%)</div><div>Drug/weapons/cash seizures</div><div>Drugs15,233g (+680%)</div><div>Weapons41 (+14%)</div><div>Cash£92,162 (+136%)</div><div>Safeguarding Interventions & referrals</div><div>CYP27 (-47%)</div><div>AAR4 (-71%)</div><div>NRM Referrals4 (-56%)</div></div>	<i>Life saving interventions are continually increasing compared to previous years.</i> <i>County Lines workforce have seized larger amounts of drugs & cash through their ongoing disruption activity.</i>			
Reduce disruption on the network through collaboration		<div>Data Not Available</div> <div>Disruption incidents at key locations</div>	<div>190,438 (+69%)</div> <div>Primary disruption mins</div>	<div>100,848 (+56%)</div> <div>Trespass – Primary disruption mins</div>	<div>40,454 (+65%)</div> <div>Fatalities/injuries – Primary disruption mins</div>	<div>98 mins (-4%)</div> <div>Average fatality handback time (<90 mins)</div>	<i>NDFU have been informed that Network Rail Team who manage the Data entry in SMIS are currently experiencing Staff shortages resulting a backlog of entries</i>

*S.R.: Solved Rate

BTP Divisional Policing Plan Objectives – Q1

B Division	Ensure passengers and staff can work and travel free from the threat of violence			Tackle those crimes and incidents that most impact on the confidence of those who work and travel		Tackle violence against women, and girls, sexual harassment and hate crime			Protect, support and safeguard vulnerable people and those at risk of exploitation and harm		Reduce disruption on the network through collaboration
	Passengers		Rail staff								
	2,030 (37%) Serious violence offences	266 (58%) Robbery offences	939 (27%) Violence & public order against rail staff	748 (83%) Volume crime at key B Division locations	4,703 (7.5%) ASB incidents	859 (36%) Violence against women & girls	414 (31%) Sexual offences	629 (41%) Hate crimes	253 (-11%) Lifesaving interventions	1,147 (-18%) Crisis interventions	79 mins (-24%) Average fatality handback time (<90 mins)
C Division	Ensure passengers and staff can work and travel free from the threat of violence			Tackle those crimes and incidents that most impact on the confidence of those who work and travel		Tackle violence against women, and girls, sexual harassment and hate crime			Protect, support and safeguard vulnerable people and those at risk of exploitation and harm		Reduce disruption on the network through collaboration
	Passengers		Rail staff								
	957 (44%) Serious violence offences	39 (70%) Robbery offences	402 (3%) Violence & public order against rail staff	512 (41%) Volume crime at key C Division locations	3,319 (11.7%) ASB incidents	415 (28%) Violence against women & girls	162 (46%) Sexual offences	271 (53%) Hate crimes	227 (43%) Lifesaving interventions	1,027 (-4%) Crisis interventions	98 mins (-3%) Average fatality handback time (<90 mins)
D Division	Ensure passengers and staff can work and travel free from the threat of violence			Tackle those crimes and incidents that most impact on the confidence of those who work and travel		Tackle violence against women, and girls, sexual harassment and hate crime			Protect, support and safeguard vulnerable people and those at risk of exploitation and harm		Reduce disruption on the network through collaboration
	Passengers		Rail staff								
	103 (17%) Serious violence offences	0 Robbery offences	78 (-3%) Violence & public order against rail staff	42 (20%) Volume crime at key D Division locations	761 (-30%) ASB incidents	29 (-43%) Violence against women & girls	20 (100%) Sexual offences	34 (0%) Hate crimes	42 (+31%) Lifesaving interventions	137 (-9%) Crisis interventions	86 mins (-25%) Average fatality handback time (<90 mins)

Ensure Staff can work and travel free from the threat of violence

Pennine Sub Division experienced an increase in the number of both Violence and Serious Public Order Offences against the previous year over the same period. The main factor was identified as being Staff completing revenue based checks while on duty checking valid tickets for traveling individuals. To try and mitigate the rise in the levels the Sub Division have conducted work within their Teams, but also with Staff members from TOCs. In Manchester the Neighbourhood Policing Team introduced a “weekly huddle” with external partners to promote a joint working approach to tackle the issue. There has been joint work with partners at other locations within the Sub-Division where there has been opportunities for BTP to support locations that have seen an increases in Staff Victim offences by offering conflict management training to staff and inputs on the usage of Body Warn Video where usage is low.

South Sub-Division worked with Govia Thames Link Railway with the ambition to bring BTP and GTR working closer than ever before. The aim is to delivery a safer working environment for staff and drive to reduce crime and disruption across the GTR network. This will serve to provide benefits for not only BTP and GTR but aim to ensure that the railway continues to be a safe and reliable form of transport for the public.

In the Glasgow Sector, Officers routinely engage with station staff as part of patrols to listen to any concerns which assist in adapting our patrol plans to meet demand in line with threat/harm/risk. Within Glasgow Central BTP attend a monthly “Cross Party Meeting” where managers from all train operating companies, retailers and other station service teams discuss any risks or concerns of their staff.

In Quarter 1 the Elizabeth Line began and with this brought higher Passenger demand, which in turn increased demand on BTP and TOC resources. Since the opening of the Line, BTP has carried out Staff engagement presentations for all new starters, Station visits along with Security Managers to engage with Staff members and increase communication between BTP and Staff members via Internal Communications, the use of Yammer to update Staff with good news stories on arrests and Court results and the use of a Staff Assaults Tracker to lead Intel and evidence based patrols to deal with emerging risks and trends.

Ensure Passengers can work and travel free from the threat of violence

B-Operation’s Operational Support Unit (OSU) and Violent Crime Taskforce (VCTF) play a significant role in tackling serious violent crime and robberies on the railway. The OSU action a significant number of warrants on behalf of CID and other Divisions to detain outstanding suspects responsible for robbery and violent offences such as attempted murder and GBH. Therefore, apprehending offenders who pose significant risk of harm to the public.

Good Work - Bermondsey Railway Arches Apr ‘22 - OSU were requested to assist NWR and their bailiffs in the eviction of squatters at a rail arch in Bermondsey. The premises were found to be heavily fortified and following entry and a search to contact a cannabis farm was discovered. The plants were valued around £80k, however the operation is believed to be worth approx. £1.25 million with significant investment being made in the premises. Large cannabis farm found inside, over 120 mature plants.

Op Regency has been running now since the beginning of the year in direct response to the increase in robbery offences in the South of London particularly around the Croydon/Bromley area. It’s a multiagency operation involving BTP, MPS and TOCS with the operation created by the Croydon PNT. This involves working with the MPS to deal with robbery and violence offences both on and off BTP jurisdiction. The PNT team has also been working close with CID and have made proactive arrests by utilising their time effectively and carrying out bail checks that otherwise may not be done due to resourcing issues.

C-Operation’s Operational Support Unit (OSU) support the Sub Divisions with activities to tackle crime trends at risk areas through Taskings and Intelligence led activity across the Division. Ops also support the areas by providing visibility to maintain staffing levels at key locations when and where required as well as providing extra visibility. Ops also lead on football Policing to tackle Serious Public Order, Violence Against Women and Girls and Violence Against the Person during football and events.

Tackle those crimes and incidents that most impact on the confidence of those who work and travel

C Division Operations have worked with industry partners on a new Rail Football Partnership to establish more effective ways of collaborative working during events and football to drive down ASB and football related offences. The DFO community are currently developing problem profiles of clubs that present the most difficulty and this will be used to set goals when devising proactive Operations. There is a continued working relationship with UKFPU to gather evidence to change legislation relating to drug related football offences. The TOCs have also been invited to be involved in more of the football planning meeting to create a better understanding of the Policing challenges on a football day.

Pennine Sub Division has had joint working initiatives with BTP Special Constabulary who have worked with Home Office Forces to target ASB at key locations. Recent Operations in Warrington, Liverpool and Manchester have allowed Special Constables to work with local Police Force Specials to target the railway network and local town centres to reduce late night economy offending.

The Waverley ASB Forum is chaired Waverley Mall management team/Oltec Group, representatives from BTP, Police Scotland and Network Rail attend. Other stakeholders like Edinburgh City Council will often be invited on a quarterly basis. An E-PSP has been created to capture the problem solving & joint working taking place. The City of Edinburgh has seen joint working between Police Scotland and BTP, with both Forces working together on shared problems when possible, including joint patrols of the city centre footprint which Waverley station is part of.

In Ayrshire and Inverclyde BTP maintains strong relationships with the community through the Inverclyde Community Hub and the Ayrshire Beach Co-ordination group (Safer Shores). These multi agency working groups encourage information sharing through incident and crime reviews, improve resource management in the lead up to events and ensures each organisation understand show it's role can help minimise crime and incidents to make the railway safer. In the first quarter of the year BTP has taken part in weekly joint working with Police Scotland to tackle youth ASB in Inverclyde and throughout Ayrshire. Regular debriefs and reviews ensure that lessons are learned where required to improve service delivery.

Protecting, supporting and safeguarding vulnerable people and those at risk of harm on the railway

During the last quarter, C-Division have used Criminal Behaviour Orders to try and prevent the individuals that wont engage with Mental Health Serves coming onto the Network and threatening to cause harm to themselves. On the Division one Criminal Behaviour Order was used on an individual who came to police attention 47 times in the past 3 Years for similar occasions. Working with South Yorkshire Police an Order was obtained, and the lessons learnt from this has brought the opportunity of similar work for an individual who is showing the same behaviour.

B Division Operations whilst during Violence Against Women and Girls (VAWG) patrols the Priority Crime Taskforce (PCTF) assist victims of sexual offences of the railway by a number of means. During their patrols they deploy to assist victims who have reported an offence to a member of staff or by contacting the police directly. The PCTF provide sensitive victim care due to the nature of the offence as well as attempt to locate suspects near to the scene after the victim provides a suspect description and fast time CCTV enquires occur. The PCTF aid victims by being sensitive to their needs and being sensitive & understanding whilst obtaining their account of the incident. The request of a Sexual Offences Liaison Officer (SOLO) officer is always a priority as they have additional training to provide this care as well as the prompt and important use of the Early Evidence Kit (EEK) to achieve best evidence and conviction of suspects. The PCTF also do additional work with victims particularly young vulnerable victims of sexual offences. The PCTF will escort juvenile victims on their journeys or to school to provide further reassurance and to potentially identify and arrest a suspect pointed out by the victim.

At Richmond station planning had taken place for a 'Safe Space' outside the Station which will be open from July '22. the Safe Space is a joint working partnership between BTP, St John's Ambulance, Richmond Community Safety Service, Richmond Safer Neighbourhood Teams, South Western Railway Rail Community Officers, Met Police and Street Pastors. A gazebo will be set up outside the station during the Summer Period on Fridays and Saturdays between 2100HRS and 0100HRS, providing viable reassurance to members of Public in the area during the Night Time Hours.

Tackling violence against women and girls, hate crime, sexual offences and sexual harassment

Op Cerium (Forcewide)/Op Swan at Hub locations (London Bridge, London Victoria, Waterloo). Hub locations have taking the lead with regards to unwanted violence and sexual offences against women and girls. This is including intelligence led activity to specifically focus on the behaviour of people on the station by plain clothes officers and those BAU trained, as well as being a visible presence at locations at specific times. It also includes the 'Walk and Talk' approach where rather the stopping people from their journeys officers are engaging and walking to check if their journey was okay and that there were no issues en-route.

Across the Pennine Sub Division there have been various approaches to tackle VAWG, with the Manchester Piccadilly Neighbourhood Policing Teams conducting regular focused patrols within the Station ensuring they are as visible as possible. At Preston a Stall has been set up by BTP in partnership with Chaplains, Samaritans and the Train Operator Avanti, with the lessons learnt have allowed a similar event that took place but with more TOCs. VAWG and Unwanted Sexual Behaviour focused patrols are part of regular patrol plans at Wigan to Warrington and St. Helens, Crewe to Stoke and across the Liverpool City Centre. In Leeds the LSAVI scheme (Licensing, Safeguarding and Vulnerability Initiative) work is on going with premises within the Station to sign up to the initiate, with one location so far achieving 5 stars. Staff and partners are being invited to participate in the 'switch on to women's safety' workshop which is being offered by Women's Lives Leeds (WLL) and the council which is a workshop to support male allies to develop their understanding of women's experiences of safety, and explores practical tools, ideas and solutions to address the issue. Officers continue to work with partners to promote the 'Ask Angela' campaign within our licensed premises and at the railway station more broadly.

In D Division, as part of our Forcewide Campaign "Op Cerium" to tackle violence against women and girls they have conducted targeted patrols on specific lines of route where reporting of sexual offences has previously been recorded but also focussed on wider engagement to encourage reporting in areas where reporting is low. This approach has seen a rise in reporting of sexual offences and unwanted sexual offences but maintaining a strong detection rate.

On Central Sub Division, as part of the Forcewide Op Cerium work NPT officers continue leading patrols across the LU for the 5 sexual offences taskings on the London Underground Footprint. Overt plain clothes patrols training has been completed whereby officers identify suspicious behaviour whilst in plain clothes and then stop the suspect before any offences can be committed or risk they can be committed. During the stop and account robust investigation of their behaviour is undertaken and strong guidance can be given and/or intelligence submitted

The Western Sub Division use the Taskings Returns from the Force's Level 1 Taskings along, with crime and incident data and through multi-agency meetings highlight priority locations for high visibility patrols. The commanders in the Sub Division also chair a public transport Violence Against Women and Girls group in the South West Sector, where lessons learnt from other agencies and previous work help to create a strategy to deal with the issues and target the risk locations across all public transport.

24,870 Officers Deployed	604 Arrests	1,774 Processes	1,229 Stop & Searches	112 Weapons recovered	348 Intel Submissions
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Submissions from all Level 1 Taskings that have either Sexual Offences or Violence Against Women and Girls Focus during Quarter 1

Reduce disruption on the network through collaboration

BTP's NDFU have been advised that the Network Rail Team who manage the data entry into SMIS are currently experiencing staff shortages which has led to a backlog in the number of SMIS events to be entered onto the System. As a result the figures would be low and wouldn't be accurate

Op Notice was the Force wide Operation to manage the Rail Network during the Industrial Days of Action in June. The operation drew on the support and deployment of uniform and police staff resources nationally. All Divisions of BTP were affected. The Operation was supported by a significant number of teams across BTP who participated in four daily meetings throughout the days of action. The teams who supported were the FRPU, Planning teams, EPSOU, HR, Finance, CID and Justice department, Communications External & Internal, Protest liaison teams, FCR, Intelligence department, OSU, Police tactical response lead and Disruption Leads. There were incidents of inappropriate picketing behaviour being reported however when attended and investigated by an officer was found not to meet a level of police action. Officers used communication and polite engagement to create mitigating options and excellent communication was utilised. Officers engaged professional and sensitively with both picketers and railway managers thus ensuring a positive solution during each attendance negating the use of police powers which not required and could have caused a wider reaching political issue.

Challenges for the next financial year in particular Q2 (July – Sept 22) for each of the areas above and any plans to mitigate

Notting Hill Carnival which will occur on Saturday 27th August to Monday 29th August 2022 may be a significant challenge for policing this year. The Carnival will be returning for the first time since 2019. It is possible there will be a significantly high attendance as previous years were missed due to Covid restrictions. If there are significant increases in footfall it may severely impact BTP's and other emergency services ability to respond effectively and impede the police's use of public order tactics to protect a crowd from causing further danger such as stampeding and suffocation which can occur within a large uncontrolled crowd.

The **football fixtures** have just been published and already the friendly matches are beginning ahead of the new season. Football is such a significant issue for the Leeds District and impacts on various crime types: Violent crime, serious public order, staff assaults and abuse, unwanted sexual behaviour and violence against women and girls. Planning and joint working is just starting with our partners and Home Office force colleagues in readiness for the new season next month.

The cost of living increase and inflation, temporary or not, is affecting all aspects of society. This leads to financial stress for all members of public. There may be a significant increase in robberies and pickpocketing offences. The financial stresses may increase ability for OCGs to coerce individuals and the use of modern slavery techniques. There may be an increase in blackmail of vulnerable persons and cuckooing offences that target vulnerable victims during county lines activity.

COVID remains a challenge and can lead to a sudden and dramatic loss of resources – typically we have seen spikes following the policing of persons travelling to and from large events.

Summer City 2022 will be a huge challenge for BTP East Sector on D Division given the reduction in establishment. To mitigate the risk the East Sector has been supported with some overtime and the OSU have been requested for dates where demand is likely to be greater. A request was made for support from other BTP Divisions.

Summer holiday & August bank holiday period. To mitigate this there are several joint initiatives planned with the railway & MPS. Including the Look Up Look Out campaign; Op Tornado; knife arches & drugs dog ops. Following this it will be Schools returning in September, ongoing work from individual sectors to re-engage schools where historical issues impact nearby stations, in order to build a good partnership to deal with issues as and when they appear. Along side this Op Cerium project underway to identify suitable schools to contact and seek invitation to freshers fairs etc whereby crime prevention advice and awareness material re: sexual offences and VAWG can be given.

Upcoming summer festivals and activities, as well as the impending heat wave may lead to a rise in ASB and drinking in public. This could cause an increase in ASB and assaults on the railway as commuters who also utilise the railways to travel to the coast and attend popular events and swimming locations encounter aggressive drunken behaviour. This could cause increased seasonal footfall on the railway not seen since the Covid restrictions have been lifted. There may be an increase in calls to service for fires and members of public suffering ill health due to the heat wave which may cause significant railway disruption.

There are however some other uncertainties. It is likely that industrial action affecting Scotrail services will continue into the summer. RMT strike action is also likely to continue impacting upon thirteen train companies and Network Rail. Very little can be done to mitigate these risks which can also have an impact on the ability of staff to get to work.

Operational Objectives from A Division Policing Plan* – Q1

Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	88% answer rate Emergency calls – achievement of at least 95% answer rate	77% crimes recorded in 24hrs At least 95% of Priority Crimes to be recorded within 24 hours	Priority Crimes include: Sex Offences (89%) Robbery (89%) Hate Related Offences (76%) Staff Assaults (67%)
Target our efforts to ensure fewer victims of the most serious crime	22% (25/112) Outcome Rate for Tier 4 Categorised Offences*	2 Number of Months in the Quarter where Cyber Disruption has taken place	*Figures for this metric have been calculated by filtering crimes that have been assigned to the Major, Serious and Organised Crime Team based on the Crime Tier Code (4). Crimes that fall into the category are Serious Violence, Weapons, Sexual Offences and Robbery
Innovate and collaborate with our partners to reduce disruption	100% (31/31) of disruption hotspots to have Problem Solving Plans in place	171 Drone flights undertaken to reduce disruption 98 Operational Drone flights undertaken	
Build the trust and confidence of passengers and rail staff to defeat criminality together	89% compliance Victim Code of Practice rating of at least 90%	95% compliance Achieve at least 90% compliance across all Crime Audits	

* Excludes the Policing Plan objectives 'Generate value for money through the exploitation of technology, adapting to meet the future' and 'Build a modern and inclusive Force where our people are well-equipped, well-trained, well-led, well-cared for and reflect the best of our communities'

Performance and Delivery Committee – DRAFT Workplan 2022/23

Meeting	Standing Items	Additional / Special Focus Items
2022/23 Q2 7 November, 10.30am- 1.00pm	<u>Meeting management</u> <ol style="list-style-type: none"> 1. Declarations of interest 2. Minutes of previous meeting 3. Matters arising/actions outstanding 4. Risk profile – for information <u>Legitimacy Update</u> <ol style="list-style-type: none"> 5. Legitimacy Q1-2 data update <ol style="list-style-type: none"> 5.1 Use of force 5.2 Custody <u>Quarterly Performance Update</u> <ol style="list-style-type: none"> 6. Policing Plan – Q1-2 Performance update 7. Finance and Commercial – Q1-2 Performance update <u>Other Business</u> <ol style="list-style-type: none"> 8. Review of meeting effectiveness 9. Any other business 	<ol style="list-style-type: none"> 1. Legitimacy thematic: Use of force, including update on Taser use 2. Thematic: Football policing
2022/23 Q3 Date TBC.	<u>Meeting management</u> <ol style="list-style-type: none"> 1. Declarations of interest 2. Minutes of previous meeting 3. Matters arising/actions outstanding 4. Risk profile – for information <u>Legitimacy Update</u> <ol style="list-style-type: none"> 5. Legitimacy Q1-3 data update 	<ol style="list-style-type: none"> 1. Legitimacy thematic: Victim, public and rail staff confidence (BTP survey findings) 2. Risk deep-dive: Financial control and planning

Meeting	Standing Items	Additional / Special Focus Items
	5.1 Stop and search 5.2 Use of force 5.3 Custody <u>Quarterly Performance Update</u> 6. Policing Plan – Q1-3 Performance update 7. Finance and Commercial – Q1-3 Performance update <u>Other Business</u> 8. Review of meeting effectiveness 9. Any other business	
2022/23 Q4 Date TBC.	<u>Meeting management</u> 1. Declarations of interest 2. Minutes of previous meeting 3. Matters arising/actions outstanding 4. Risk profile – for information <u>Legitimacy Update</u> 5. Legitimacy Q1-4 data update 5.1 Stop and search 5.2 Use of force <u>Quarterly Performance Update</u> 6. Policing Plan – Q1-4 (Year-end) Performance update 7. Finance and Commercial – Q1-4 (Year-end) Performance update <u>Other Business</u> 8. Review of meeting effectiveness	1. Deep-dive thematic: Custody (annual update)

Meeting	Standing Items	Additional / Special Focus Items
	9. Any other business	
Extraordinary meeting of PDC and People and Culture Committee Date TBC		1. Risk deep-dive: Legitimacy

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