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Report to: Police Authority

Agenda item: 7

Date: 1st November 2010

Subject: Performance Review Group Q2 update

Sponsor: Chair, Performance Review Group

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For: Information and discussion

1. Purpose of paper

1.1 To provide an overview of the main business done at, and the actions arising from, the quarter 2 meeting of the Authority's Performance Review Group (PRG).

1.2 This rescheduled meeting took place on 22nd October and as a result final minutes have not yet been agreed but these will be circulated in due course and will provide a more detailed commentary.

2. Background

2.1 The Authority's new business cycle was launched in April 2010 and a Performance Review Group established to carry out detailed performance oversight activities in support of the work of the full Authority.

2.2 At its first meeting on 22nd June the Group commissioned further work to identify issues to be reviewed on a regular basis and a series of themes to be considered in more detail throughout the year.

3. Standing items

3.1 **Performance dashboard:**

The Group received the Q2 performance dashboard and supporting commentary (attached to this report at Appendix A) and noted that there was an opportunity now to scale back the

range and number of indicators presented in order to focus on key strategic issues. This work will take place in the next month and will involve feedback from all members of the Group.

3.2 They key issues discussed were;

- New delay minutes data
- Overall increase in recorded notifiable crime and activities in relation to volume crime
- Improvements in sickness management
- Programme management: London North custody suite
- PDA usage
- Disclosure unit performance

3.3 The Group received new data sets around delay minutes relating to BTP activities on the network which had been secured from Network Rail. This was felt to be a useful baselining step in evidencing and monitoring the impact of BTP's activities and will be refined and reviewed at future meetings as part of the ongoing performance dashboard.

3.4 The increase in overall notifiable crime was noted and the challenge that this posed in the coming months was discussed. In doing so BTP's imaginative approach to the increasing challenges of volume crimes such as theft of personal property and cycle theft was welcomed and the approach on LU Area in particular was commended (item 3.8 Appx A). A slight decrease (-1%) in detection rates was noted and will be reviewed again at the next meeting.

3.5 Recent progress on sickness was welcomed and the focus on the management of priority cases across all Areas and employee types was supported.

3.6 Progress on the London North custody project was explored as the revised completion date of 18th October had been missed. This was as a result of a combination of issues including electrical supply problems and failure to meet Home Office custody compliance requirements early on in the project. A new completion date of the end of October was noted and will eb reviewed at the next meeting.

3.7 The Group noted that 800 PDAs had recently been returned to the centre for redeployment and asked what was known about why these devices weren't being used. A training and

redeployment programme is being proposed by BTP but Members expressed concern that this may not be an efficient use of resources unless the reasons for non-use were established. These were believed to be wide ranging and included cultural issues and the current range of applications available. An earlier refresh of the devices which would have added an email application was postponed due to budget pressures but which may have made devices more popular.

3.8 Before further action is taken Members have requested input from a BTP PDA Champion at a future meeting to understand the benefits and the nature of the challenges with the current PDAs. It was felt that an application which made PDAs essential to users, such as email, might be needed to secure wider uptake in the future.

3.9 The position in relation to the disclosure unit performance was also noted and reassurance was given that resources and expertise were being directed to deliver improvements in FOI compliance. Mrs France, in her capacity as a former Information Commissioner, has offered support to ACC Beasley and will liaise with him as needed on the project.

3.10 **Stop & Search**

The Group received an update on BTP's use of a range of Stop and Search and Stop & Account powers over the last twelve months. Members noted a steady overall decrease in the use of all powers across BTP's jurisdiction in the last 12 months and the cessation of stops under Section 44 of the Terrorism Act (S44) from July 2010 when the authority was withdrawn. The process for monitoring any unauthorised use of S44 powers was probed and a single potential unauthorised use of the power in September had been identified and was being investigated; monitoring is ongoing on a monthly basis.

3.11 Use of all powers by the BTP North West Area was explored as these had declined far less, by comparison with other BTP Areas, over the last year and the use of Stop & Account powers had slightly increased over the same period. This was attributed to partner funded operations in relation to both night crime and antisocial behaviour at two locations in the North West. Both of these projects have subsequently won station safety improvement awards.

3.12 The variations in proportionality by ethnicity of the use of S60 (Public Order) powers was also explored and the impact of

operations at the Notting Hill Carnival on the overall picture for BTP for the year was noted.

3.13 The Group was also updated about current government proposals to amend legislation to remove the mandatory requirement for forces to record all 'Stop & Account' encounters. Initial consultation with BTP's community group had indicated a preference to retain the current arrangement for the purposes of community reassurance; a similar message is emerging from the Metropolitan Police consultation. However significant potential efficiency savings of up to £300k have been identified for BTP if this activity is stopped and a proposal paper will be presented to Strategic Command Team (SCT) for review shortly.

3.14 ACC Beasley gave assurance that recording could be reintroduced at any time in relation to a particular operation if monitoring would generate useful performance data. In principle Members supported this more pragmatic approach but would await further information from SCT.

3.15 No significant issues relating to Stop & Search complaints were identified.

3.16 **HMIC Report Card Inspection:**

The Group received a verbal update that the information gathering phase of the Her Majesty's Inspectorate of Constabulary (HMIC) Report Card Inspection and Value for Money inspection had been completed during the week of 4th-8th October. Where appropriate the inspection template had been modified to better reflect BTP's jurisdiction and specific operating arrangements; however it was still focused on the four headline domains covered by inspections of Home Office forces and would allow for some comparison and benchmarking. These inspection domains were;

- Local crime and policing
- Protection from serious harm
- Value for money
- Confidence and satisfaction

3.17 This initial inspection phase included detailed site visits to BTP North West and London Underground and had involved interviews with Millie Banerjee, Howard Collins and Jeroen Weimar from BTPA as well as representatives from staff associations and support groups.

3.18 Early feedback has indicated that the inspection was generally positive there were no issues arising which would give rise to significant concern at this stage. The HMIC inspection team is due to have an initial debriefing session with the Deputy Chief Constable early in November with a draft report to follow shortly thereafter.

3.19 A change in position by HMIC on the future publication of the vfm profile (due to data quality and sensitivity issues) means that this data has not formally been released yet. However the Force is making best use of the 2009 data results received earlier this year to identify outliers and focus initial activities.

4. Thematic reports received

4.1 Protective services theme i) cable theft

Following the detailed presentation from ACC Beasley at the Authority meeting on 30th September; a verbal update was provided which reviewed progress and updated on the activities undertaken to date. The following was noted;

- The current approach to cable theft has been reviewed to achieve standardisation across all BTP areas – this includes flagging all cable theft reports for immediate response
- SMT thematic leads have been identified on each BTP Area
- All future media activity has been suspended until a revised approach has been developed – there is a concern that the historic approach by rail partners has focused on the wrong demographic and has been too general. An overarching approach for BTP with a capacity for focus on local Area issues is being developed.
- BTP is now involved in developing the Network Rail Cable Theft Strategy and will play a supporting role particularly around shaping the enforcement element of the strategy
- Targeted operations have taken place on London South and London North and these have received good media coverage and have resulted in a number of arrests
- National media coverage of a joint BTP/rail industry appeal to revise legislation around scrap metal dealers was planned for Monday 25th October.

4.2 **Protective services theme ii) vulnerable people**

ACC Beasley gave a presentation on BTP's approach to vulnerable people highlighting the complexity abd scale of challenge for BTP and annual cost impact of this area of work on the rail industry – some £50m per annum. While policies and support processes are in place at BTP, a lack of initial baselining data means it is it is difficult to robustly evaluate the impact of these activities. Much of this activity is not reflected in the current policing plan or in BTP's performance measures and as a result it is neither visible to the Authority nor rail industry partners.

4.3 Due to the impact this work currently has on both the force and industry partners, and the pressures which need to be considered in the planning for future years, the Group Chair recommended that the full Authority receives this presentation at a future meeting.

4.4 **BTP Equality, Diversity & Human Rights (EDHR) Strategy: operational delivery theme.**

This was the first such report received by the PRG and provided an overview of the EDHR Strategy process and a detailed report on the first strategic theme of 'operational delivery'. The Acting Human Resources Director (A/HRD) explained that forces were now required to gather evidence of how they meet various criteria within the new police Equality Standard.

4.5 Members noted the significant amount of work that had been done and welcomed alignment of activities with the national standard but asked for an indication of the themes and activities that would be the specific priorities for improvement in the coming months. Following BTP consultation with the National Police Improvement Agency (NPIA) BTP is now focusing its activities on improving performance in relation to those criteria within the standard which support delivery of the BTP Policing Plan.

4.6 Members will receive a 'people and culture' thematic report at the January meeting which will highlight priority areas good practice of weakness and planned activities to address these.

4.7 **Grievances**

This item was raised by the Authority in response to a recent series of grievance related correspondence received at the Authority Executive. The Acting Human Resources Director (A/HRD) provided an overview of the current position in relation to grievances and gave reassurance that generally numbers of grievances were reducing and there were no significant new trends emerging.

4.8 Current performance against the Force's organisation KPI for time taken to process grievances was also noted; the average time taken to resolve a grievance currently at 12 weeks against a target of 7 weeks. The A/HRD updated the group that a piece of work was currently underway to identify the nature of this challenge; in particular this would focus on the timeliness and accuracy of grievance recording processes. An update on progress will be provided to the next PRG meeting.

4.9 In relation to the recent correspondence received at BTPA a possible issue had been identified in the wording of the current BTP Grievance Policy which could be read to indicate a role for the Authority in a fourth stage of the grievance process. This might occur if issues relating to Senior Command Team (SCT) members were involved; as correspondence with BTPA was related to the application of Force policy rather than personal conduct it might be that grievances were being sent to BTPA as SCT members are viewed as ultimate owners of the application of internal policy. The policy wording has been changed and a consultation on the amendment is now underway. The ongoing position will be monitored.

5. Issues for Q3 meeting

5.1 In addition to the standing items the Performance Review Group will be considering the following at its next meeting;

- Findings, recommendations and actions arising from the HMIC Report Card inspection
- Resource deployment (linked to outputs and recommendations of VfM/Report Card project)
- Protective Services Theme 'Counter Terrorism'
- Update on EDHR Strategy theme: 'People & Culture'

6. Recommendations

6.1 That Members note progress made and issues noted by the Group at its quarter 2 meeting.

6.2 That Members ask any supplementary questions arising from the issues reported in this paper or the supporting documentation.

6.3 That the Authority receives ACC Beasley's presentation on 'vulnerable people' at a future full Authority meeting.