



Minutes

Performance Review Group

16th July 2010

at The Forum, 74- 80 Camden Street

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Present:

Mr Howard Collins (Chair)
Mr Michael Holden
Mr James King (via telephone conference)

Apologies:

Ms Liz France

In attendance:

Mr Paul Crowther, Deputy Chief Constable
Mr Alan Pacey, Assistant Chief Constable Territorial Policing
Mr Andrew Figgures, Chief Executive BTPA (part)
Mr Simon Peel, T/Head of Strategic Services
Mrs Sam Elvy, Research & Policy Manager BTPA (minutes)
Ms Steph Weller, T/Performance Manager BTP
Ms Lisa Brookes, Corporate Support BTP

06/2010 Welcome and Apologies

Non-Agenda

The Chair welcomed all colleagues to the second meeting of the Performance Review Group and gave apologies for Ms France; he advised that Mr King would be joining the Group remotely. He updated that the main purpose of this meeting was to confirm the work plan for the remainder of 2010/11; to review and comment on a draft of the performance dashboard and supporting papers and to receive an update on progress with the HMIC Report Card/Value for Money Profile project.

07/2010 Minutes of meeting 22.06.10

Agenda Item 1

The minutes were approved.

08/2010 Draft work plan

Agenda Item 2

The Group noted the proposed work plan and the Chair invited any further observations or proposed amendments. The Executive added that since the last meeting the Authority Chairman had tasked the Group with detailed oversight of diversity matters on behalf of the full Authority and that this needed to be reflected in the work plan and Terms of Reference. The Deputy Chief Constable suggested that this might be done by reporting back on progress with BTP's Equality, Diversity and Human Rights Strategy (EDHR), which was the driver for the majority of the Force's work; perhaps best done on a biannual basis.

He also suggested that the proposals around Protective Services might usefully be broken down into a series of thematics on those issues that were of most relevance to BTP; for example vulnerable people/fatalities and cable theft. The Chair asked that the Deputy Chief Constable confirm the proposals to amend the work plan with the Executive who would then update and circulate the plan.

Actions

- Mrs Elvy to update the Group Terms of Reference to include detailed oversight of diversity matters; the Group Chair to follow up with the Authority Chairman to confirm the proposed way forward
- The Deputy Chief Constable to advise the Executive how and when the Protective Services themes and Equality Diversity and Human Rights Strategy work could best be considered as in depth-items
- Mrs Elvy to capture the approved amendments to work plan
- The updated and approved work plan to be attached to the Performance Review Group update paper to be presented to the Authority on 29th July 2010

Agreed

- Subject to the recommended amendments above the work plan for 2010/11 was approved.

09/2010 First quarter performance report and analysis: draft for discussion

Agenda Item 3

The Chair thanked colleagues for their work in developing the draft performance dashboard and supporting papers and invited the Deputy Chief Constable to introduce them. The Deputy Chief Constable explained that work had been done to further develop the idea of a suite indicators

of business health. He explained that the draft presented had been framed around the Force's current priorities to;

- Reduce crime
- Achieve more detections
- Reduce disruption to the rail network
- Focus on developing the organisational culture/behaviours of BTP employees

He added that wherever possible he would seek to eventually use industry as well and BTP data around indicators such as 'delay minutes and cancellations'. The Chair expressed an interest in this approach as it would feed into the rail industry's current areas of concern and would allow BTP and the Authority to provide meaningful feedback. However there would be a need to properly translate between the various currencies used; for example to describe some of the metrics used on London Underground and elsewhere. Also where possible it would be useful to receive trend data to allow the Group to monitor progress with activities such as reducing minutes lost per incident attended.

The Chair asked the Group whether in principle they felt that this was a good executive scorecard and did they believe it contained an appropriate mix of measures to cover basic housekeeping, inputs/outputs and outcomes such as customer satisfaction scores. Members agreed that this was a good starting point but inevitable the indicators would be reviewed and refreshed throughout the year. The Chair asked for proposals for any additions for future meetings; adding that where possible he would also like to see trends and clear indication of status against target (such as Red Amber Green RAG)) expressed.

Members asked whether it was actually possible to compare BTP with industry data sets; if so did the relevant data sets exist and was it useful for the Authority to look at them? The Assistant Chief Constable Territorial Policing explained that there had been gaps in data in the past but better local tasking and liaison meant that the current position was greatly improved. The Chair suggested that this was something that it would be useful for the Authority to consider and recommended that a dip-sample be taken from each area on one particular theme, for example cable theft or fatalities, for review at the next meeting.

Action: BTP to bring forward a dip-sample of Force and industry data on a theme to the next meeting for review by the Group.

The Deputy Chief Constable asked whether, following discussions at this meeting, he could make some further amendments to the dashboard and present an updated draft offline. For example he suggested adding a line to capture the current position on the totality of national/local targets

being met. Members asked that where appropriate trend/RAG status data and a high level commentary also be included.

Action: Deputy Chief Constable to update and circulate the performance dashboard report for review at the Authority meeting on 29th July 2010.

The Chair asked how the Performance Review Group's report to the full Authority would interface with the Chief Constable's regular report. The Deputy Chief Constable suggested that this needed to be tested but would likely change over time, perhaps with the Chief's report focusing on the detail of individual operations and incidents rather than rigorous performance reporting.

Members asked whether the Group needed to be updated on both notifiable and non-notifiable crime; the Deputy Chief Constable explained the Home Office forces typically did not report on non-notifiable crime but there was probably value in BTPA reviewing this information as the crime types it covers were of such significance for BTP. The Chair proposed that review of non-notifiable offences should focus on those issues of greatest concern to industry and passenger stakeholders and should also consider changes in volume and any trends emerging.

The Chair asked why training abstractions appeared separately on the dashboard but other abstractions were not separated out. The Group suggested that overall deployable resource availability would be the most useful indicator for the Group to review regularly. The Deputy Chief Constable agreed to revise this indicator.

Action: Deputy Chief Constable to revise the dashboard to include an overall 'deployable resources' indicator.

Members proposed the addition of an indicator of overtime hours worked; the Deputy Chief Constable explained that the detailed/financial oversight of this area would sit with the Finance Group and that this information was due to be reviewed at its next meeting. The Chair explained that, within the rail industry, analysis of vacancies and use of overtime was taking place and that this might be worthy of review within BTP in due course.

In relation to the impact of BTP's deployment to a range of rail incidents the Chair was clear that the focus for oversight should be on those incidents where BTP's activities had an impact on the running of the railways. Members suggested that industry partners would collect a range of suitable data around cancellations, delay minutes, fatalities etc. The Deputy Chief Constable suggested that if this data could be accessed then a simple coding activity would turn it into a form which the group could usefully review against BTP's own data; this could also usefully feed

into the Policing Plan process for 2011/12. Mr Holden directed BTP to the Trust DA database maintained by Network Rail.

Members asked for an update on progress with the National Passenger Survey (NPS) satisfaction data. The Deputy Chief Constable explained that this had been discussed at the last Force Management Team (FMT) meeting and the issue of lag time with receiving data from Passenger Focus was noted. The Force also noted that its ambitions to effect change also needed to be realistic in terms of their reach; it was highly unlikely that an impact on passenger perceptions of personal security would be detected at all 2000 stations on the rail network. Mr King noted that this was a complex issue and that it might be appropriate for him to provide an update on a current Rail Standards and Safety Board (RSSB) research project (T954) that was looking into the benefits of investing in personal security on the rail network.

Action: Mr King to provide an update on the RSSB research project T954.

The Executive asked why the proposed dashboard indicator for antisocial behaviour (ASB) was focused on football related disorder occurring between 8pm and 2am rather than for all ASB incidents which was the scope of the current policing plan target. The Deputy Chief Constable explained that this was an area of particular concern for both the public and rail staff; particularly in relation to the movement of football fans after games at weekends. At these times the influence of alcohol and drugs on the volume and severity of antisocial behaviour was particularly noticeable. The Chair suggested that this focus be retained as the dashboard indicator until such time that it was not considered to be a separate risk issue. Performance against the overall policing plan target for ASB would also need to be reviewed regularly.

The Deputy Chief Constable suggested offering an open invitation for Mrs Elvy, and any of the Members, to attend FMT meetings which might provide some insight into how BTP is currently managing its own performance. The Chair agreed and stated that this would be particularly useful for the new Member. Ms France.

Actions:

- Mrs Elvy to be invited to attend all future FMT meetings.
- Ms France to be invited to attend a future FMT meeting.
- BTP to circulate dates for future FMT meetings to the Group.

In terms of providing supporting analysis to the Group, the Deputy Chief Constable suggested that a joint paper be prepared by the Force's analysts and the Executive to ensure that duplication of effort was avoided. Members emphasised the need to retain an independence of

oversight and sought reassurance that any joint paper should reflect the issues identified as being of interest by both BTP and the Executive. The Executive explained that the intention was that an early meeting would take place with BTP analysts in advance of all future Group meetings to highlight the issues that the Executive had identified in the performance data. In this way they could be noted and briefings prepared so they could be addressed at the forthcoming meeting.

Members emphasised the need to ensure that any relevant Member feedback received was reflected in inputs from the Executive. The Executive confirmed that this was intended for future reports; once Members portfolio activity had resumed adding that more robust arrangements for capturing and using feedback were currently being scoped.

Action: BTPA Executive and BTP analysts to prepare a joint analysis paper for the next meeting.

10/2010 Progress with HMIC Report Card/ value for money project

Agenda Item 4

BTP explained that the report presented was a first iteration of its Report Card data and the analysis and was intended to support Member discussion. The results as presented had compared BTP with all 43 Home Office forces only for those indicators which 'fit' best with BTP's areas of operation. A supporting note was circulated (copy in file) which identified which police functions/activities BTP had collected and analysed data against. Also of note was that BTP was not currently allocated to a group of Most Similar Forces (MSFs) which was typically done for other forces on the basis of either size of establishment or recorded crime volumes. However, work was ongoing with HMIC in order to identify an appropriate MSF group for BTP. The Force added that the data presented currently excluded BTP Scotland headcounts as a similar report card exercise was not currently carried out for Scottish forces.

Members asked whether the exclusion of Scottish data meant that the actual picture for BTP was properly reflected; in particular because central support functions were also used by Scottish officers and staff. Clarification of the impact of including this data would enable Members to direct their focus to the appropriate issues. The Chair asked that any further questions/feedback arising now should be directed to Ms Brooks at BTP for review off line.

Actions:

- Data to be reconfigured to include Scottish headcount data where appropriate.
- BTP data be presented both against the national average (adjusting the scale for MPS data) and for the MSF group when this was available.
- Any further feedback from Members to be forwarded to Ms Brooks at BTP for review offline.

Members further noted that what the HMIC report card results did not indicate was whether other policing organisations were actually performing well. It was noted that this information was available via individual force reports published on the HMIC website and that these could be reviewed in the future.

The Deputy Chief Constable explained that HMIC was due to visit BTP for a preliminary orientation meeting on 20th July and this meeting would be the opportunity to ensure that the subsequent Report Card inspection would be focused on those areas of greatest relevance/interest to BTP.

11/2010 AOB

The Chair summarised that the messages to feed back to the full Authority at its meeting on 29th July were;

- That a work plan with regular and thematic issues and a dashboard report with supporting data had been developed and reviewed
- That arrangements for providing independent analysis at future meetings had been reviewed
- That a first iteration of the HMIC report card/vfm profile had been reviewed and that further work had been commissioned around establishing a group of MSFs to compare BTP with and to clarify the impact of including/excluding Scottish data in the report

Date of Next Meeting: Wednesday 20 October 2010

Signed.....

Chairman