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Minutes

Performance Review Group

14th January 2011

at The Forum, 74- 80 Camden Street

Present:

Mr Howard Collins (Chair)
Mr Michael Holden

Apologies:

Mr James King
Ms Liz France
Mr Paul Beasley, Assistant Chief Constable Protective Services

In attendance:

Mr Paul Crowther, Deputy Chief Constable
Mr Alan Pacey, Assistant Chief Constable Territorial Policing
Ms Teresa Hickman, Acting HR Director
Mr Paul Day, Head of Information Services
Ms Jo Hardy, Mobile Data Manager
Ms Marie Daniels, Head of Strategic Development
Mr Jai Chainani, Force Statistician
Mrs Sam Elvy, Research & Policy Manager BTPA (minutes)
Ms Lisa Brookes, Corporate Support BTP

23/2010 Welcome and Apologies

Non-Agenda

The Chair welcomed all colleagues to the third full meeting of the Performance Review Group and gave apologies for Ms France who had provided some written input (in file) and for Mr King.

24/2010 Minutes of meeting 20.10.10

Agenda Item 1

The minutes were approved.

25/2010 Performance Dashboard and supplementary analysis

Agenda Item 2

The Chair thanked colleagues for their ongoing work in developing the current performance dashboard and supporting papers. By way of follow-up to discussions at the last meeting he proposed to revisit the structure and content of the dashboard for future meetings after reviewing the current performance information.

The Deputy Chief Constable highlighted a number of issues of interest within the performance report including the position on overall notifiable offences. Of particular note was the ongoing work by LU Area, via Operation Silence, to address a recent increase in Theft of Personal Property which was yielding early results. A similar operation on London South to address a recent increase in cycle crime had also achieved initial reductions and the focus was being maintained.

The Deputy Chief Constable asked the Group to note a recent increase in robbery which was having a particular impact in the London Area. Whilst the general seasonal pattern was not unexpected over the Christmas period the view of the force was that BTP was starting to be impacted by an increase in gang related crime that had emerged in the Metropolitan Police's jurisdictional areas. The Assistant Chief Constable Territorial Policing explained that this situation was being briefed regularly through daily, weekly and monthly tasking on all London Areas. He also suggested that to some extent current performance also needed to be considered against a backdrop of a number of years of dramatic reductions. Whilst the current situation was receiving special attention from BTP, background numbers of such crimes had been so low that any movement in the data would indicate significant shift. That said there was good news to report on the number of arrests and detections being achieved through the current operations. Mr Chainani update that the most recent four weeks of data indicated that robbery numbers had started to fall but would be monitored closely.

The Deputy Chief Constable noted that cable theft remained a significant challenge, particularly on the North East Area, with world copper prices currently at a record high and still increasing. He explained that by contrast with previous periods of metal theft when the focus was on theft of cable, thieves were now attacking metal assets across the whole railway estate including depots and substations. ACC Pacey updated the Group that he had recently taken on the cable theft portfolio and his immediate focus was to reinvigorating the interest and focus of the rail industry in working with BTP to protect their own assets. Daily telephone conferences with industry were also taking place with industry partners to secure the ongoing commitment of partners.

The Chair asked for further details about actions currently in place to address the performance challenges on the North East Area. ACC Pacey explained that the key challenge was cable theft and that this was impacting on other areas of business. In support of this additional resources had been moved to the North East and the effect of these should be apparent soon. Regular visits by, and discussions with, the strategic command team were taking place and an ongoing support programme had been put in place by the Territorial Operations portfolio team. The Chair asked for clarification whether a high level action plan and milestones were in place to support improvements. The Deputy Chair added that alongside cable theft policing of football events placed a significant burden on the North East Area; as such the Area would need to prioritise efforts as not all issues could be given equal attention.

ACC Pacey further explained that current performance challenge was against a backdrop of several years of significant improvement on the North East and that, though some of the targets were not being met, performance on the Area was still impressive. For example, though the Area was failing its detection rate target for violent and sexual offences it was still achieving the best detection rate in the Force at 57%. The Chair noted that such context should be drawn out in the accompanying commentary when performance data was presented as this would enable the Authority to take a more balanced view of the challenges individual Areas were facing. ACC Pacey further noted that although it would be a number of months before the benefits of the current actions would become visible it was essential that the Authority was fully sighted on the Force's assessment of the nature of the challenge - including any historical context - the interventions proposed and the outcomes of these.

Mr Holden offered his support to the Strategic Command Team and/or the Senior Management Team on the North East Area if the interest of a Member in understanding the issues at hand would be of assistance. ACC Pacey indicated that a further visit was planned shortly and that Mr Holden's support would be appreciated if he was available to attend.

Action: ACC Pacey and Mr Holden to liaise on arrangements for a future support visit to the North East Area.

The Deputy Chief Constable updated on progress with building a meaningful management data set for monitoring BTP's contribution to reducing disruption on the railways. He explained that what had initially seemed to be a relatively simple task was increasing in complexity and as a result unsurprisingly there was little appetite amongst partners to undertake additional work in reconfiguring existing industry data. However as this is a key priority for partners dialogue with industry colleagues was ongoing to reach a workable solution. ACC Pacey update that he was informed on a complimentary piece of work with Network Rail to establish a data set for cable theft.

In terms of benchmarking the Force's reported progress on officer and staff sickness, the Strategic Development Department reported that work was ongoing with the Home Office to establish a comparative dataset for use by BTP.

The Chair noted an outstanding action from the November Authority meeting on identifying the drivers of passenger satisfaction. The Executive updated that an initial discussion had taken place but this would need to be concluded offline in time to report back to the January 27th Authority meeting.

Action: Mrs Elvy to liaise with BTP to establish a response to the question raised at the 1st November Authority meeting on the drivers of rail passenger satisfaction with security.

Referring to discussions at previous meeting about the scale of the performance dashboard, the Chair asked attendees for feedback on the draft circulated for discussion (copy in file). He had asked for this piece of work to be developed with a view to reducing down the current number of indicators to a level which was more appropriate to the Authority's strategic oversight role. Attendees highlighted the potential for overlap in some of the indicators proposed; with issues covered at the Authority's other Committees and Groups. The Chair explained that the proposals were offered as a way of taking a moiré balanced overview of the 'health' of the business and so brought together statements about performance against other organisational issues such as progress against financial targets. Attendees wondered whether this high level overview was better taken at the full Authority meeting with the Performance Review Group focusing on operational performance issues/progress against defined improvement plans. A recommendation was made that that the Group Chair's report propose a high level quarterly performance

report be presented to the full Authority with data against key strategic indicators being provided by each of the Authority's Committees and Groups.

Action: Performance Review Group Chair's report from Q3 to recommend development of a quarterly performance report with contributions to the dashboard coming from each of the Authority's Committees/Groups.

The Chair asked that attendees feed back their recommendations on the most meaningful performance indicators to form part of the regular dashboard with a view to receiving a first populated dashboard at the next meeting on 5th May.

Action: Mrs Elvy to co-ordinate collection of responses in support of a final dashboard to be received by the Group from the May 5th meeting onwards.

26/2010 IT update

Agenda Item 3

After explaining that BTP had received a large proportion of its initial PDA funding from the NPIA, Ms Hardy updated the Group on the recent work being done to identify;

- Barriers to and opportunities to improve usage rates of current PDAs in the short term
- The longer term benefits of BTP continuing to have a mobile data capability and the key requirements of any replacement equipment purchased in the future

In terms of current utilisation levels, BTP had liaised with the NPIA to compare BTP's usage rates with other Forces and had noted that BTP's were higher than the national average with at least 70% of handsets being used monthly. However recently a number of potential barriers had been identified which offered immediate opportunities to improve usage rates for the existing devices. These included reducing the number of number of passwords needed to log on to the devices; providing post-training support through the creation of a number 'super-users' who could offer real-time operational advice; enabling 'super-users' to remotely reset devices which had become locked instead of requiring them to be returned to the centre. A network coverage issue has also been identified in

some areas and BTP is working to establish whether Airwave capability can provide a solution.

Current devices are due for replacement shortly and some NPJA funding has already been secured; one of the key objectives of any replacement programme will be to test an email application and the possibility to include a mobile ID function similar to the Lantern fingerprint devices. It was hoped that these functions would make PDAs an essential part of the BTP toolkit.

The Deputy Chief Constable explained that he was now keen to ask whether the PDA is part of BTP's ongoing toolkit or it is part of a higher level organisational strategy; the answer to this question would have implications for the reliability/usability of PDA equipment in the future. If asked whether BTP would willingly give up its entire PDA capability the answer was almost certainly no but a view needed to be taken about how to improve their current usage and what the overall role of PDAs would be in the medium term. The Chair suggested that it was essential that the Force take an informed view about the potential role of PDAs in the future and the costs and benefits of the options considered; the key distinction being were they business critical pieces of equipment or one of a number of useful tools. For example there were clear benefits for NPTs for example in improving communications whilst maintaining visibility.

The Deputy Chief Constable suggested that this specific issue be picked up as one of a number of options papers to be developed as part of the Futures programme. Use of mobile data solutions would clearly have implications for other strategies being explored via the programme such as premises rationalisation and agile working. The Chief Executive recommended that the BTPA Strategy Group would be the best forum to consider the options identified and suggested that an options paper be referred to this Group as part of the ongoing Futures Programme work in due course.

Action: The Deputy Chief Constable to develop an options paper on mobile data for review by the BTPA Strategy Group as part of the ongoing work on the Futures Programme.

Mr Day provided an update on the '50 days of change' project which had sought to address a number of immediate IT issues ahead of the WAN replacement and telephony upgrade projects. A range of challenges were tackled by the project including software upgrades, replacing old equipment and increasing memory capacity on desktops. An audit of all sites had also taken place to identify where were the slowest responding sites on the IT network ahead of the WAN upgrade. 26 priority sites were identified that have now had riverbed devices installed to speed up response times and reduce demands on the current bandwidth.

The project had also undertaken to clear the service desk backlog and improve service response times; the historic backlog had been reduced to zero. Work was also ongoing to update telephony and progress the desktop virtualisation project. Recent discussion with West Mercia police indicated that their own desktop virtualisation project had delivered huge benefits. The Deputy Chief Constable gave reassurance that this interim work would continue to be of benefit to users once the WAN replacement project was completed. The Force had already received anecdotal reports that the interim measures had improved end user experiences.

27/2010 Stop & Search update

Agenda Item 4

As a detailed report is due to the quarter 4 meeting ACC Pacey provided a very brief update that discussions around the future arrangements for recording of BTP Stop & Account encounters had been ongoing and that the Force was awaiting further guidance on a possible replacement for Section 44 Stop & Search powers previously carried out under the Terrorism Act 2000 . In summary the updates noted were;

- Recording Stop and Account encounters – The necessary change to the relevant Codes of Practice have not been enacted as yet by the Home Office, therefore the force is still fully recording these encounters. If the situation is not resolved in the near future the force will look to a technical solution to reduce the bureaucracy involved
- Replacing S44 – The force is considering what other powers are available now or in the future to close any gap following the current approach taken by the Home Office, whereby Section 44 authorities will not be supported.

28/2010 EDHR Strategy update: people & culture

Agenda Item 5

Ms Hickman introduced the item referencing the Authority Chairman's earlier request to take a more detailed look at progress made with implementing the recommendations arising from the BTP SAME¹ staff survey carried out in 2010. This information was

¹ Support Association for Minority Ethnic staff

therefore being presented as part of the programmed 'people and culture' update on the EDHR Strategy. Ms Hickman explained that the Force had sought to measure the impact of the recommendations on both the 'stability' and 'health' of the organisation and had therefore developed a set of indicators to assist with this evaluation. Both BME and female headcount were assessed as static and the BME turnover rate had been reduced since the recommendations were adopted.

Members asked whether there was any evidence of progression for these employee groups to senior ranks. Ms Hickman explained that this was difficult to assess as some progression was lateral to specialist posts as well as vertical within the rank structure. She explained that there was some evidence of increased representation at Inspector levels but more work was needed to achieve progression to higher ranks and that the number involved were small so opportunities for movement were somewhat limited.

Ms Hickman also invited Members to note BTP's recently improved position from 38th to 35th in the Stonewall annual top 100 employers' workplace equality index. The Chair asked how BTP compared with other forces in the Stonewall index; Ms Hickman confirmed that BTP was one of the better ranked forces. Ms Hickman also asked Members to note ongoing work on the application of BTP's tenure policy which set out specific limitations for length of time in specialist posts. A review of the application of the policy should have positive implications for the mobility of individuals within and between ranks.

29/2010 HMIC report card and POA inspection report

Agenda Item 6

The Deputy Chief Constable explained that due to delays at HMIC the Force and Authority had only received an early draft for a factual accuracy check so far. The final report was expected during the ending 20th January and would be circulated in due course. The Value for Money element of the report had been delayed further at HMIC and was expected within the next two weeks.

The Chair suggested that the Group may want to review and comment on the findings offline before the next meeting of the Group so that the report and recommended actions could be shared with the full Authority at the earliest opportunity; possible at the March Authority meeting.

30/2010

Agenda Item 7

Due to current operations this item was deferred to the July 2011 meeting of the Group, regular updates would be provided to the full Authority in the interim.

31/2010 Scoping discussion: Resource deployment thematic

Agenda Item 8

Group attendees discussed current work that it would be useful to review as part of this thematic discussion. The following were agreed for possible inclusion in a presentation to the next meeting of the Group on 5th May;

- Ongoing rostering project
- Call handling project and response times
- Visibility/availability of officers
- NPT availability including abstractions
- Work on the current and proposed policing plan targets around proportions of officers involved in post 8pm deployment
- The impact of the single patrolling policy
- Work on London North to identify where resources are currently deployed versus areas of demand

The Chair also noted proposals on London Underground Area to align deployment of resources with specific operating lines and asked how BTP would be monitoring any changes in perceptions about visibility/availability if this approach was taken forward.

32/2010 Scoping discussion: HMIC Report Card inspection

As discussed under Agenda Item 6 the Chair asked that a significant proportion of the May 5th meeting be allocated to reviewing the Report Card and Value for Money reports and the recommendations and proposed actions arising.

23/2010 AOB

There was no AOB.

Date of Next Meeting: Thursday 5th May 2-4pm.

Signed.....

Chairman