

Minutes

Performance Review Group

Tuesday 22nd June 2010
at The Forum, 74- 80 Camden Street

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Present:

Mr Howard Collins (Chair)
Mr Michael Holden

Apologies:

Mr James King

In attendance:

Mr Paul Crowther, Deputy Chief Constable
Mr Eamonn Carroll, Chief Superintendent Territorial Policing
Mr Miles Flood, T/Assistant Chief Constable
Mrs Sam Elvy, Research & Policy Manager BTPA (minutes)
Ms Steph Weller, T/Performance Manager BTP

01/2010 Welcome and Apologies

Non-Agenda

The Chair welcomed all colleagues to the first meeting of the Performance Review Group. He gave apologies from Mr King and assured members that he would be kept updated with the work and progress of the group in his absence. Any additional membership from the recently appointed BTPA Members was yet to be confirmed by the Chairman.

The Chair explained that his ambitions for the Group were to provide a supportive challenge to the Force and to work together to identify opportunities to improve the performance of the Force. This would be done by both setting the right performance measures and by receiving and reviewing the appropriate performance data. Wherever possible this should include opportunities to compare BTP's current and historical performance, and BTP's performance with external good practice. Members recommended that in carrying out its work the Group give must appropriate consideration to data relating both to input and outcome measures.

Members noted that the work of the group was not intended to, and should not, duplicate the Force's internal operational and organisational management processes.

02/2010 Draft Terms of Reference and Membership

Agenda Item 1

The Group noted and agreed the proposed standing Membership. The Deputy Chief Constable explained that additional representation from BTP might be needed on occasion depending on the topics being considered; this was noted.

The Group reviewed and agreed the terms of reference as detailed in the paper and as follows;

- Monitor and provide supportive challenge on BTP's operational and organisational performance and efficiency against criteria which are defined and refreshed annually - this will not include oversight of financial (capital/revenue expenditure) performance data which is within the remit of the finance group
- Request and consider information from BTP, BTPA, stakeholders and other sources to support scrutiny activities in terms of internal and external comparison and benchmarking of performance
- Provide a regular update to the full Authority on progress with performance including the key issues and actions arising
- Oversee development of an annual performance report from the Authority

Members asked for clarification about the Group's remit in terms of oversight of issues such as efficiency and external inspections as there was some concern that this might result in some unnecessary overlap with the work of other Groups. The Executive gave assurance there would be an opportunity to review and clarify the detail of the TORs for all groups via a discussion item to be presented to the next full Authority meeting on 8th July 2010.

The Group then considered the scope of its coverage as set out in the paper at Appendix A. There was some concern that some of the proposed options might be of too narrow a focus to review on a regular basis and these might better be considered as part of a broader oversight category or as a thematic topic for in-depth review. For example, could Neighbourhood Policing be considered as part of a wider 'resource deployment' or 'confidence' theme; NP being an important activity in terms of both levels of investment and a site of customer interface. BTP

also suggested that the topics of recent and forthcoming HMIC Inspections might also generate themes for detailed oversight for the coming year.

Members reiterated the need to consider both input and outcome measures, historical and current performance and external benchmarking when analysing BTP's performance.

Agreed

- TORs as set out in the supporting were agreed for recommendation and discussion at the full Authority on 8th July 2010

Action

- BTPA Executive to present a paper the full Authority on 8th July 2010 - to summarise the TORs agreed for all Groups/Committees thus far and highlight areas of possible overlap where clarification is needed
- Mrs Elvy to circulate to the Group an updated list of items to be covered on a regular basis (Appendix A of Agenda Item 1) for any further amendments or additions
- Following consultation with Group members, Mrs Elvy to include an updated list of regular and in-depth/thematic items (see also discussion under agenda item 3) in an updated work plan proposal to be discussed at the Group's next meeting on 16th July

03/2010 Quarterly Reporting and Feedback Arrangements

Agenda Item 2

The Group noted the proposed reporting arrangements, emphasising that as far as possible existing reports should be used/adapted rather than generating demands for new information. The Group also sought to work to support BTP in ensuring that the right metrics were being used to drive the desired performance improvements. BTP suggested that current internal briefings could be summarised to give a quarterly review of performance trends with exceptions or potential risks being highlighted for discussion and action. The Executive would also independently review the information available from BTP, and other sources, to suggest areas of interest for discussion by the Group.

A report for the full Authority would be prepared by the Executive (in consultation with BTP) after each meeting which would capture the main issues tabled for review, the themes of the discussion which took place

and any actions arising. Members noted the proposal to also circulate all the supporting information with the summary report to the Authority, there was some concern that this might provide too much data and might lead discussions at too detailed a level. Members suggested that this information be made available elsewhere for Members to review. The Executive suggested that this could be archived on the BTPA Member extranet site and signposted from the supporting report.

The Chair encouraged the Group to focus on reviewing those high-level/headline indicators that gave a snapshot of the health of the business. He suggested that this would include input and output measures relating to operational and organisational performance and cultural/human resource issues. He asked members of the Group to consider and feedback on a possible top 10 set of indicators of business health for BTP to be discussed at the next meeting of the Group. Mr Holden and the Chair suggested that they circulate rail industry examples of performance dashboards to support this work. The Executive and BTP would lead on collating and scoping a draft suite of indicators for the next meeting; the Chair emphasised that these should be at sufficiently high level though sensitive enough to reflect the driver of performance at a lower level.

Agreed

- Detailed information presented to the Performance Review Group will be archived on the BTPA Member extranet site

Actions

- Mrs Elvy to circulate examples of scorecards provided by the Chair and Mr Holden to the Group
- Attendees to propose any initial indicators of business health to Mrs Elvy by 2nd July
- The Executive and BTP to scope a suite of possible business health indicators for consideration at the next meeting on 16th July 2010

04/2010 Draft Work Plan and Proposed Meeting dates

Agenda Item 3

The Group noted and agreed the following meeting dates;

- **16th July 2010** (reporting back to 29th July Authority meeting)
- **20th October 2010** (reporting back to 1st Nov Authority meeting)
- **11th January 2011** (reporting back to 27th Jan Authority meeting)
- **5th May 2011** (reporting back to 26th May Authority meeting)

In relation to the proposed work plan members reflected on the earlier discussion around breadth and depth of coverage and possible thematic topics. Where amendments were proposed these were to be updated and circulated for further reflection and amendments. Members again noted the need for the full Authority to consider where there was potential for overlap/duplication of oversight activity.

Actions

- Mrs Elvy to update and circulate to the Group the list of items to be covered on a regular basis (see discussion at Appendix A of Agenda Item 1 above) for any further amendments or additions
- Following consultation with Group members, Mrs Elvy to include an updated list of regular and in-depth/thematic items (see also discussion under Agenda Item 1) in an updated work plan proposal for the Group's next meeting on 16th July 2010

05/2010 AOB

Agenda Item 4

There was no AOB.

Date of Next Meeting: Friday 16 July 2010

Signed.....

Chairman