

**Report to:** Performance Review Group  
**Agenda item:** 2  
**Date:** 19<sup>th</sup> July 2012  
**Subject:** 2012/13 Membership, terms of reference & work plan for approval  
**Sponsor:** Chair, Performance Review Group  
**Author:** Sam Elvy  
**For:** Discussion and approval

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## 1. Purpose of paper

- 1.1 To propose the revised membership, terms of reference and an initial work plan for the Authority's Performance Review Group for the 2012/13 business year. This has been developed following the Executive's review of the business cycle for 2011/12 and where possible reflects the feedback received from colleagues at BTP and Authority Members.

## 2. Membership

- 2.1 The standing Performance Group membership for 2012/13 will be;

For BTPA

Howard Collins (Chair)

Michael Holden

Liz France

Anton Valk

BTPA Performance Review Manager (BTPA Executive lead)

BTPA Performance Analyst

For BTP

Deputy Chief Constable

Assistant Chief Constable Territorial Policing & Crime

Head of HR

Head of Strategic Services (BTP Staff lead)

- 2.2 As in previous years other Authority Members will have an open invitation to attend performance review meetings if there is an item of interest on the agenda. Other BTPA or BTP representatives will also be invited to attend to speak to, or

support discussions on, agenda items as they arise throughout the year.

### 3. Draft Terms of Reference

3.1 In 2012/13 the Performance Review Group will:

- Monitor and provide supportive challenge on BTP's operational and organisational performance and efficiency against criteria which are defined and refreshed annually to include operational, organisational and HR KPIs, outputs from external inspections and project delivery.
- To have oversight of deployment of Taser and firearms to include delivery of mandatory training to maintain these capabilities
- Oversee the development and maintenance of the Force's capability and representation through the monitoring of key HR data relating to recruitment, retention, progression, training and management of attendance
- Provide a regular update to the full Authority on progress with performance including the key issues identified and any actions arising
- 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
- Make recommendations to the Policing Plan Group to inform its annual deliberations on potential themes for inclusion in the forthcoming Plan
- Oversee development of a data set for inclusion in an annual performance report from the Authority

### 4. Style of working

4.1 The group is primarily intended to be a discussion and challenge forum with all attendees being encouraged to become actively involved in work to;

- Jointly identify exceptional performance (both good and bad) and to explore the reasons for this performance
- Identify opportunities to share good practice (internally and externally) and track the positive impacts of acting on any lessons learned
- Identify opportunities for improving efficiencies and value for money
- Identify relevant benchmarking data from both policing and non-policing sources, in order to better understand BTP's relative performance

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- Develop and monitor action/improvement plans to drive performance improvements in agreed areas of risk

4.2 Wherever possible the work of the group will;

- Be based on joint working and supportive challenge
- Focus in detail on the reporting and discussion of exceptions
- Seek to use existing sources of information or properly understand the resource implications of requesting new information

## 5. Work plan

5.1 In previous years the Group developed a work plan to allow it to plan supporting activities and make most productive use of Group members' time in meetings. This approach was successful and has been replicated for the 2012/13 business year.

5.2 Following initial discussions with the Group Chair and the Deputy Chief Constable a draft work plan is attached at Appendix B and is recommended for approval following appropriate discussion by the Group. This year's plan has, where possible, been developed with the intention that each of the four meetings will be focused on exploring topics relevant to one of the four current strategic themes;

1. Reduce disruption
2. Reduce crime
3. Improve confidence
4. Deliver value for money

The Executive, on behalf of Members, will make every effort to ensure to that discussions at each meeting are focused on the scrutiny of matters relating to the relevant strategic theme. This approach will not prevent key exceptions/risk issues being raised as they arise regardless of their relevance to the strategic theme of the meeting.

## 6. Evaluation & Review

6.1 The work of the committee/group will be reviewed and evaluated annually and a draft work plan developed for the following year. Feedback will be sought from the group membership, from the wider authority membership, executive staff, force colleagues and stakeholders and will include;

- Scope/coverage of the group's oversight work
- The approach to performance reporting and scrutiny

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- The extent to which the work of the group has effectively identified good and/or poor performance and supported continuous improvement - i.e. what results have been achieved?
- The effectiveness of the group's reporting back to, and discussions led at, the full Authority.

## **7. Recommendations**

- 7.1 The Performance Group is asked to discuss and approve the recommended draft terms of reference and style of working set out above.
- 7.2 The Group is also asked to review and approve, or suggest amendments to, the proposed coverage of the group as set out at Appendix A.
- 7.3 Also to discuss and approve the draft work plan set out at Appendix B.

## APPENDIX A

### Proposed coverage of Performance Review Group in 2011/12

- Delivery of year 2 of the 2011/14 Strategic Plan (including progress against the Futures Programme)
- Performance against 2012/13 Policing Plan targets
- Performance against other crime group indicators - with reducing disruption to be a particular focus in 2012/13
- Delivery of BTP's Equality, Diversity & Human Rights (EDHR) Strategy
- Organisational KPIs - identifying and addressing any significant issues emerging
- Human Resources management information - significant issues emerging relating to maintaining and developing BTP's capability
- Delivery of BTP's Protective Services capability
- Stop, Search and Account usage (all powers) and proportionality
- Resource deployment including the relationship between demand, availability and performance
- Progress against post HMIC/NPIA inspection action/improvement plans (e.g. Critical Incidents, Major Crime, Serious & Organised Crime, Public Order, Civil Contingencies, Neighbourhood Policing and PNC)
- Fulfilment of any additional statutory obligations arising in year
- Progress against non-financial elements of major projects as monitored by the BTP Programme Board

**APPENDIX B: PERFORMANCE REVIEW GROUP DRAFT WORK PLAN 2012/13**

Meeting	Part I: Standing Items	Part II: Additional/Thematic Items
<p>Reducing disruption theme:</p> <p>19 July</p>	<p>1. Minutes of previous meeting</p> <p>2. TORs and work plan for 2012/13</p> <p>3. Performance Report (including BTP Dashboard), and supplementary analysis and issues raised by BTPA Executive + use of firearms and Tasers (six month overview)</p> <p>4. Reducing Disruption (Cable theft; Fatalities; Disruption reduction PSPs)</p> <p>5. EDHR update – end of year review</p> <p>6. Review of Strategic Plan yr1 delivery</p> <p>+ Update on progress from HMIC Inspection reports</p>	<p>* Protective Services Theme – Counter Terrorism and Domestic Extremism</p> <p>* Data Quality assurance report</p> <p><i>Scoping discussion for thematic reports for meeting 2: Volume crime: impact of Olympics; and training and development: Learning and Development plan.</i></p>
<p>Reducing crime theme:</p> <p>17 Oct</p>	<p>Items 1-5 as above for Q2</p> <p>EDHR update – suggest organisational development</p> <p>Stop &amp; Search Report (six month overview)</p> <p>+ Any updates from HMIC Inspection reports</p>	<p>* Protective Services Theme – Policing Events: The Impact of Olympics on volume and other crime:</p> <p>* Training and Development: Learning and Development Plan to include mandatory training to maintain capability</p> <p><i>Scoping discussion for thematic reports for meeting 3: safeguarding and promotion of child welfare and football policing;</i></p>
<p>Improving confidence theme:</p> <p>17 Jan</p>	<p>Items 1-5 as above for Q3</p> <p>EDHR update – suggest people and culture</p> <p>Use of firearms and Tasers (six month overview)</p> <p>Review of progress with Strategic Plan</p> <p>+ Any updates from HMIC Inspection reports</p>	<p>* Protective Services Theme – Protecting vulnerable people: safeguarding and promotion of child welfare</p> <p>* BTP’s approach to football policing</p> <p><i>Scoping for thematic reports to come to meeting 4: Policing rail freight; and visibility/deployment of front-line officers; and Occupational health / sickness management.</i></p>
<p>Delivering value for money theme:</p> <p>15 May</p>	<p>Items 1-5 as above for Q4</p> <p>EDHR update – suggest operational delivery</p> <p>Stop &amp; Search Report (six month overview)</p> <p>+ Any updates from HMIC Inspection reports</p>	<p>* Policing rail freight <u>OR</u> CJU review and delivering improvements</p> <p>* Maximising the frontline; 1) improving visibility / deployment of front-line officers AND managing absence</p> <p><i>Scoping for thematic report to come to meeting 1 2013/14 tbc</i></p>