

**Report to:** Performance Review Committee  
**Agenda item:** 3  
**Date:** 24 July 2015  
**Subject:** 2015/16 Membership, Terms of Reference & work plan for approval  
**Sponsor:** Chair, Performance Review Committee  
**Author:** Sam Elvy/Jon Newton  
**For:** Discussion and approval

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## 1. Purpose of paper

- 1.1 To propose the membership, terms of reference and an initial work plan for the Authority's Performance Review Committee for the 2015/16 business year.

## 2. Membership

- 2.1 The standing Performance Committee membership for 2015/16 will be;

For BTPA (TBC)

Liz France (Chair)

Andrew Pollins

Bill Matthews

Dyan Crowther

Mark Phillips

BTPA Strategy & Performance Manager (BTPA Executive lead)

BTPA Performance Analyst

For BTP

Deputy Chief Constable

BTP Head of Performance & Analysis

- 2.2 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 Following discussions within the Authority about the focus and reach of each of the BTPA Committees – it is proposed that, while higher level discussions about the overarching governance structure are on-going, the Performance Review Committee will;
- Monitor and provide supportive challenge on BTP's operational and organisational performance and efficiency against criteria which are defined and refreshed annually (see Appendix A for proposed coverage in 2015/16) – this will not include oversight of financial (capital/revenue expenditure) performance data which is within the remit of the Finance Committee.
  - Include a programme of thematic reviews to focus in more depth on specific operational issues and areas of work, to include BTP's capability to deliver protective services and have regard to the Strategic Policing Requirement.
  - 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
  - Contribute relevant performance information to the Authority's Strategic Dashboard.
  - Oversee development of an annual operational and organisational performance commentary from the Authority to be included in the Authority's Annual Report and Accounts.

Possible additional areas of coverage are set out in Appendix A.

### 4. Style of working

- 4.1 The committee is primarily intended to be a discussion and challenge forum with all attendees being encouraged to become actively involved in work to:
- Jointly identify and focus on 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

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

4.2 Wherever possible the work of the committee 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 Following initial discussions with the Committee Chair the draft work plan attached at Appendix B is recommended for approval.

## **6. Evaluation & Review**

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

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

## **7. Recommendations**

7.1 The Performance Review Committee is asked to discuss and approve the draft terms of reference and style of working.

7.2 The Committee is also asked to review and approve/suggest amendments to the proposed coverage of the committee 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 Committee in 2015/16

New areas of focus as introduced in section 3.1 above are included in italics below.

- Quarterly report on crime and incident audit activity (NCRS and NSIR<sup>1</sup> compliance)
- Performance against 2015/16 Policing Plan targets at a national and sub-divisional level
- Performance against other crime and incident group indicators including
  - Absolute crime/incident numbers by type<sup>2</sup>
  - Crime/incident rates per million passenger journeys by type
  - Detections/other outcomes
  - The above by rail operator (passenger, freight and Network Rail)
- Comparison of BTP's quarterly crime data against the quarterly Home Office Crime Statistics and Crime Survey for England Wales (and Scottish Crime and Justice Survey)
- Performance in relation to criminal justice functions including;
  - Charging and use of police led prosecutions<sup>3</sup>
  - Case preparation and file quality
  - CPS interface
  - Offender management
  - Bail management
  - Restorative justice
  - Victim and witness care (Victims' Code and Witness Charter compliance)
- Delivery of BTP's Protective Services capability and have regard to the Strategic Policing Requirement, including preparedness for and deployments of firearms and Taser

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<sup>1</sup> National standards for crime recording and incident recording.

<sup>2</sup> As these become available.

<sup>3</sup> Out of Court Disposals.

- Contact management
  - Call handling- volumes – proportion of emergency/non-emergency
  - Response/attendance times (by category)
  - Social media
- Performance in relation to staff, passenger and wider stakeholder confidence as monitored via the rail staff survey, the National Rail Passenger Survey, TfL Customer Survey, BTP rail staff survey and research with key statutory stakeholders - methods to be developed in year
- Delivery of the ‘operational delivery’ strand of BTP’s Equality, Diversity & Human Rights (EDHR) Strategy<sup>4</sup>
- Organisational KPIs – significant issues emerging
- Stop & Search usage (all powers) and proportionality and compliance with BUSSS<sup>5</sup>
- Fulfilment of any additional statutory obligations arising in year
  - Safeguarding strategy development and implementation
  - Cyber strategy development and implementation
  - (crime rates review – see above)
- Operational Transformation strands not covered elsewhere (ie. Operation Trafalgar, Offender Management Reform Programme, Evidence Review Gateway, First Fix, CJ Review, contact management)
- Delivery against the relevant HMIC improvement plans
  - Stop & Search
  - Crime Data Integrity
  - (To be added as reports received)
- Programme of thematic reviews as set out in the annual work plan

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<sup>4</sup> ‘Organisational culture’ and ‘business processes’ strands will be reviewed by BTPA People & Standards Committee

<sup>5</sup> Best Use of Stop & Search Scheme

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/346922/Best\\_Use\\_of\\_Stop\\_and\\_Search\\_Scheme\\_v3.0\\_v2.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/346922/Best_Use_of_Stop_and_Search_Scheme_v3.0_v2.pdf)

- Reporting products for external audiences (i.e. industry/Transport Focus reports)

## APPENDIX B: PERFORMANCE REVIEW COMMITTEE WORK PLAN 2015/16 [DRAFT FOR COMMENTS]

Meeting	Part I: Standing Items	Part II: Transformation/Thematic Items
Meeting 1: 24 July	1 - 2. Minutes of previous meeting & matters arising 3. Agree Terms of Reference and work plan for 2015/16 4. Performance Exception Report (including Dashboard) to include sections on (tbc); - crime/incident audit activity - delivery against policing plan targets + BTP recorded crime against Home Office/Scottish quarterly results - route-based crime reporting - criminal justice - contact management - analysis & issues raised by BTPA Executive - progress on policing plan commitments (safeguarding and cyber strategy and vfm measures) 5. EDHR update – year end report, and scene set for our approach for the coming year 6. HMIC reports on progress against action plans	Report on data quality (crime and incident data recording and other data sources table)  Transformation oversight – overview of ‘operations’ strand in 2015/16 - to inform plan for coming year (including Op Trafalgar, Offender Management Reform Programme, Evidence Review Gateway, First Fix, CJ review, contact management)  Scoping discussion for thematic reports for meeting 2: Counter Terrorism  <i>[Sign off content off operational performance commentary for BTPA Annual Report and Accounts]</i>
Meeting 2: 20 Oct	Items 1-2 and 4-6 as above for Q2 (EDHR ¼ly update) + Stop & Search Report (six month overview) + Use of firearms and tasers (six month overview)	Transformation Strand 1 - suggest Op Trafalgar (B & C rolled out)  Protective Services: Counter Terrorism  Scoping discussion for thematic reports for meeting 3: Public order – football & events policing
Meeting 3: 14 Jan 2016	Items 1-2 and 4-6 as above for Q2 (EDHR ¼ly update) + Identify targets to be fed into policing plan (safeguarding, cyber, vfm – other emerging)	Transformation Strand 2 – OMRP overview Protective services: Public order – football & events policing  Scoping discussion for thematic report for meeting 4: Serious and Organised Crime – BTP Profile and response
Meeting 4: 19 May 2016	Items 1-2 and 4-6 as above for Q2 (EDHR ¼ly update) Stop & Search Report (six month overview) Use of firearms and tasers (six month overview) Draft Terms of Reference and work plan for 2016/17	Transformation Strand 3 – Contact Management Protective Services Theme: Serious and Organised Crime – BTP Profile and response Scoping discussion for thematic reports in 2016/17.