

Report to: Performance Review Committee
Agenda item: 3
Date: 20 July 2016
Subject: 2016/17 Membership, Terms of Reference & work plan for approval
Sponsor: Chair, Performance Review Committee
Author: Sam Elvy/Jon Newton
For: Discussion and approval

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 2016/17 business year.

2. Membership

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

For BTPA

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

Head of Strategy and Performance

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. Terms of Reference

3.1 It is proposed that 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 2016-17) – 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 a draft work plan attached at Appendix B.

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, , 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

- Quarterly report on crime and incident audit activity (NCRS and NSIR¹ compliance)
- Performance against 2016/17 Policing Plan targets at a national and sub-divisional level
- Performance against other crime and incident group indicators including
 - Absolute crime/incident numbers by type²
 - 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)
- Scrutiny in trends in BTP's use of force including (but not exclusive to);
 - Deployments of firearms and Taser, police dogs, capTor spray, batons, handcuffs, physical restraints, Stop & Search
- Performance in relation to criminal justice functions including³;
 - Charging and use of police led prosecutions⁴
 - Case preparation and file quality and impact of evidence review gateway
 - CPS interface including rates effective trials, court attrition, cracked or ineffective cases
 - Offender management including initial arrest & bail, bail return, wanted for questioning/on warrant/locate and trace/report for summons

¹ National standards for crime recording and incident recording.

² As these become available.

³ BTP's use of restorative justice to be considered for inclusion in year

⁴ Out of Court Disposals.

- Victim and witness care (Victims' Code and Witness Charter compliance)
- BTP's capability with regard to the Strategic Policing Requirement⁵ including the outlined national threats;
 - Terrorism
 - Serious and organised crime
 - Cyber security
 - Public order
 - Civil emergencies
 - Child sexual abuse (and wider safeguarding)
- Contact management
 - Calls for service – by all methods including telephone and social media in order to understand;
 - Calls answered within force target times
 - Volumes – analysis of proportion requiring immediate/priority response
 - Response/attendance times (by category) and compared with other forces
 - Numbers of complaints arising⁶
- 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 consultation with key statutory stakeholders
- Delivery of the 'operational delivery' strand of BTP's Equality, Diversity & Human Rights (EDHR) Strategy⁷
- Organisational KPIs – significant issues emerging (KPIs currently under review by BTP)

⁵ Home Office (2015) Strategic Policing Requirement
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf

⁶ As for use of powers to Stop & Search, oversight of the detail of those complaints falls within the remit of the BTPA People and Standards Committee

⁷ 'Organisational culture' and 'business processes' strands will be reviewed by BTPA People & Standards Committee

- Stop & Search usage (all powers) and proportionality and compliance with BUSSS⁸
- Fulfilment of any additional statutory obligations arising in year
 - Safeguarding strategy development and implementation
- Operational Transformation strands not covered elsewhere (i.e. Operation Trafalgar, Offender Management Reform Programme, Evidence Review Gateway, First Fix, CJ Review, contact management)
- Delivery against any relevant HMIC improvement plans as they arise
- Programme of thematic reviews as set out in the annual work plan at Appendix B
- Reporting products for external audiences (i.e. the annual report and accounts, industry/Transport Focus reports)

⁸ 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

APPENDIX B: PERFORMANCE REVIEW COMMITTEE WORK PLAN 2016/17

Meeting	Part I: Standing Items	Part II: Strategic Policing Requirement (SPR)/Thematic Items
Meeting 1: 20 July 2016	1 - 2. Minutes of previous meeting & matters arising 3. Agree Terms of Reference and work plan for 2016/17 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 measures) 5. EDHR update (Q1 – year-end report, and scene set for our approach for the coming year)	Report on data quality (crime and incident data recording and other data sources table) Operation Stronghold and Operation Trafalgar, overview and assessment of impact / effectiveness Scoping discussion for thematic reports for meeting 2: Niche – overview of implementation; SPR theme: cybercrime – BTP profile and response; PSPs - overview
Meeting 2: 27 October 2016	Items 1-2 and 4 as above for Q2 (EDHR ¼ly update on ‘operational delivery’ strand of EDHR Strategy) + Stop & Search Report (six month overview) + Use of force (six month overview)	Niche – overview of implementation SPR theme: Cybercrime – BTP profile and response PSPs – overview of topics, approach, and engagement Scoping discussion for thematic reports for meeting 3: SPR theme: Serious and organised crime – BTP profile and response; SPR theme: Civil emergencies – BTP profile and response
Meeting 3: 17 January 2017	Items 1-2 and 4-6 as above for Q2 (EDHR ¼ly update on ‘operational delivery’ strand of EDHR Strategy) + Identify targets to be fed into policing plan	SPR theme: Serious and organised crime – BTP profile and response SPR theme: Civil emergencies – BTP profile and response Scoping discussion for thematic report for meeting 4: OMRP, or Body-worn cameras overview (TBC); PSPs - overview
Meeting 4: 19 May 2017	Items 1-2 and 4-6 as above for Q2 (EDHR ¼ly update on ‘operational delivery’ strand of EDHR Strategy) + Stop & Search Report (six month overview) + Use of force (six month overview) + Draft Terms of Reference and work plan for 2017/18	OMRP overview; or Body-worn cameras overview (TBC) PSPs – overview of topics, approach, and engagement Scoping discussion for thematic reports in 2017/18.