

[10 May 2023] Agenda Pack - Performance and Delivery Committee

MEETING
10 May 2023 10:30 BST

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9 May 2023

Agenda

Location	Date	Time
Hybrid meeting - BTPA Meeting Room, 2nd Floor , 25 Camden Road, London, NW1 9LN	10 May 2023	10:30

	Item		Time	Page
1	Apologies	Chair	10:30	—
2	Declarations	All		—
3	Minutes	Chair		3
4	Actions	Chair		10
5	Strategic Risk / Legitimacy	Chief Executive	10:40	12
	Legitimacy			—
6	Thematic: Annual Custody Update	Head of Governance and Compliance	10:55	16
7	Thematic: Force Approach to Addressing Disproportionality	Deputy Chief Constable	11:15	21
8	Legitimacy Data Q4 2022/23	Deputy Chief Constable	11:45	29
	Performance			—
9	Finance and Commercial Performance Q4 2022/23	Director of Finance and Commercial Services	11:55	36
10	Policing Plan Performance Q4 2022/23	Deputy Chief Constable	12:10	49
	Committee Governance			—
11	Workplan 2023/24	Project Director	12:25	57
12	Terms of Reference Refresh 2023/24	Project Director	12:30	60
13	Any Other Business	All		—
14	Meeting Evaluation		12:35	—

Performance and Delivery Committee – Actions

Serial	Date	Action	Owner	Update
11/2022	10 May 2022	Executive to liaise with Force to develop Member self-service offer for PowerBI. The Head of Analytics noted that the Force presented its use of force data in a consistent format for internal use, and this could be reflected in the Member PowerBI offer.	Head of Analytics / Analyst	In Progress Chair of Committee participated in PowerBI demonstration on 5 May 2023. Way forward to be agreed at Committee meeting on 10 May.
12/2022	7 November 2022	A session and/or piece of work to define conflicting Force / Executive rationale for disproportionality to be delivered. To be factored into Committee workplan for February 2023.	Chief Executive	Closed Merged with Action 4/2023
1/2023	16 February 2023	The Deputy Chief Constable agreed to confirm what processes the Force had in place to monitor the effective move of Force HQ and associated IT into a new London hub from 2024 onwards. The Deputy Chief Constable acknowledged that those processes should ensure the Estates Strategy and associated business continuity plans were aligned.	Deputy Chief Constable	Completed Action referred to Strategy Committee, with update highlighted with both Performance Committee and Audit Committee once complete.
2/2023	16 February 2023	The Deputy Chief Constable agreed to both accompany the Chief Executive for a forthcoming meeting with TfL's interim Chief Operating Officer as well as provide a TfL-specific narrative for that meeting.	Deputy Chief Constable	Completed Meeting took place on 23 March 2023
3/2023	16 February 2023	The Chief Executive noted that the development of income messaging deserved to be incorporated into both the Force and Authority's stakeholder engagement plans, and there was potential to look at this topic in more depth at a future meeting.	Chief Executive	Recommended for Closure Subject to Member agreement at 10 May meeting, to be referred to Stakeholder Engagement Working Group
4/2023	16 February 2023	Members agreed it would be appropriate for the Force's written rationale for the existing levels of disproportionality to be submitted to a future meeting for discussion, to ensure the Authority and Force were meeting their duty under the Police Race Action Plan to explain or reform with regards to disproportionality.	Deputy Chief Constable	Completed Item at May 2023 meeting

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5/2023	16 February 2023	The Deputy Chief Constable noted that Force Executive Board had recently considered a paper on demand management that touched on this issue that could be shared with Members.	Deputy Chief Constable	In Progress
6/2023	16 February 2023	The Chair suggested that a conversation be had on the Force's ambition for PCSOs given the challenge to ensure PCSO numbers were at establishment.		Completed Action referred to People Committee

WEBSITE

Performance and Delivery Committee – DRAFT Workplan 2023/24

Meeting	Standing Items	Additional / Special Focus Items
2023/24 Q1 7 September 2023	<u>Meeting management</u> <ol style="list-style-type: none"> Declarations of interest Minutes of previous meeting Matters arising/actions outstanding Strategic Risks – PDC owned risks <u>Legitimacy Update</u> <ol style="list-style-type: none"> Legitimacy Q1 data update <u>Quarterly Performance Update</u> <ol style="list-style-type: none"> Policing Plan – Q1 Performance update Finance and Commercial – Q1 Performance update <u>Other Business</u> <ol style="list-style-type: none"> HMICFRS inspections/actions/plans relevant to PDC Review of meeting effectiveness Any other business 	<ol style="list-style-type: none"> Legitimacy: BTP External Scrutiny Groups (follow up to June 2023 Full Authority report, update on themes from feedback) Legitimacy thematic: Stop and search
2023/24 Q2 7 November 2023	<u>Meeting management</u> <ol style="list-style-type: none"> Declarations of interest Minutes of previous meeting Matters arising/actions outstanding Strategic Risks – PDC owned risks <u>Legitimacy Update</u> <ol style="list-style-type: none"> Legitimacy Q1-2 data update <u>Quarterly Performance Update</u>	<ol style="list-style-type: none"> Legitimacy thematic: Use of force, including update on Taser use Legitimacy: Race Action Plan and implementation of I&D Strategy (use of powers)

Meeting	Standing Items	Additional / Special Focus Items
	6. Policing Plan – Q1-2 Performance update 7. Finance and Commercial – Q1-2 Performance update <u>Other Business</u> 8. HMICFRS inspections/actions/plans relevant to PDC 9. Review of meeting effectiveness 10. Any other business	
2023/24 Q3 Date TBC.	<u>Meeting management</u> 1. Declarations of interest 2. Minutes of previous meeting 3. Matters arising/actions outstanding 4. Strategic Risks – PDC owned risks <u>Legitimacy Update</u> 5. Legitimacy Q1-3 data update <u>Quarterly Performance Update</u> 6. Policing Plan – Q1-3 Performance update 7. Finance and Commercial – Q1-3 Performance update <u>Other Business</u> 8. HMICFRS inspections/actions/plans relevant to PDC 9. Review of meeting effectiveness 10. Any other business	1. Legitimacy: Justice outcomes, including out of court disposals 2. Legitimacy: Under represented groups as victims
2023/24 Q4 Date TBC.	<u>Meeting management</u> 1. Declarations of interest 2. Minutes of previous meeting 3. Matters arising/actions outstanding	1. Deep-dive thematic: Custody (annual update), including quarterly dashboard

Meeting	Standing Items	Additional / Special Focus Items
	<p>4. Strategic Risks – PDC owned risks</p> <p><u>Legitimacy Update</u></p> <p>5. Legitimacy Q1-4 data update</p> <p><u>Quarterly Performance Update</u></p> <p>6. Policing Plan – Q1-4 (Year-end) Performance update</p> <p>7. Finance and Commercial – Q1-4 (Year-end) Performance update</p> <p><u>Other Business</u></p> <p>8. HMICFRS inspections/actions/plans relevant to PDC</p> <p>9. Review of meeting effectiveness</p> <p>10. Any other business</p>	

Report to: Performance and Delivery Committee

Date: 10 May 2023

Subject: Terms of Reference Refresh 2023

Sponsor: Head of Governance and Compliance

Author: Board Secretary

For: Decision

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1. Purpose of paper

- 1.1 To seek Member feedback and approval of a refreshed terms of reference for the Performance and Delivery Committee.

2. Background

- 2.1 Paragraph 10.4 of the BTPA Code of Governance (June 2022) notes each Committee, to contribute to Board Effectiveness, will review its terms of reference in conjunction with its workplan.
- 2.2 Any changes to a committee terms of reference are referred to the Audit and Risk Assurance Committee for scrutiny (22 June 2023) and finally to the Full Authority for approval as part of the annual refresh of the overall BTPA Code of Governance (28 June 2023).
- 2.3 BTPA Executive has reviewed each of the BTPA Committees' terms of reference(s) alongside its Legitimacy Map and Oversight Map to ensure any gaps in oversight are addressed. NB some identified gaps will be addressed through Committee workplans rather than through explicit reference in a Committee's terms of reference.

3. Issues encountered

- 3.1 The proposed changes to Performance and Delivery Committee's terms of reference are set out in the appendix. The changes focus on removing duplication in remit between Performance Committee and peer Committees on the Authority, including People Committee and Strategy Committee.
- 3.2 There is also a deletion of reference to some operational indicators to make the sentence less prescriptive (although NB the deleted indicators will continue to be scrutinised).

4. Recommendations

4.1 That Members

- Consider the overall terms of reference and suggest any amendments for inclusion.
- Approve the proposed amendments to the terms of reference.

Performance and Delivery Committee

Purpose

5.50 This Committee holds the Force to account for its operational and business performance and delivery of its current ~~strategic and~~ annual plans by aligning review and challenge of financial inputs with that of operational outputs.

Reporting

5.51 A digest of key issues arising at each meeting will be circulated to the Full Authority for information. The minutes of each Committee meeting will be reported to the next meeting of the Full Authority, with any reports or issues requiring the attention of the Full Authority highlighted by the Chair of the Committee.

Responsibilities

- Assessing financial reports, including performance against annual and medium-term financial plans and ensuring the effective review by the Authority of financial performance
- Assessing progress against delivery and spend on capital projects and major revenue schemes approved by the Authority in accordance with the scheme of delegation
- To assess and provide supportive challenge on BTP's operational and organisational performance and efficiency against criteria which are defined in the rolling strategic plan and Policing Plan(s), ~~(and supporting plans such as the people and estates strategy) and~~ refreshed annually to include operational and organisational, KPIs and outputs from external inspections.
- To have oversight of 'Legitimacy' with respect to BTP's use of its policing powers and service delivery,
- To have oversight of other business as usual operational indicators such as the use of Stop and Search and use of force ~~including deployment of Taser and firearms to include delivery of mandatory training to maintain these capabilities~~
- Oversee BTP compliance with legislative requirements and guidance with respect to referral of cases to the IOPC, complaint and conduct handling and custody facilities.
- ~~Track trends in relation to public complaints, non-complaint investigations and investigations into civil claims and internal matters conducted by the Professional Standards Department (PSD) and make recommendations as appropriate.~~
- 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

- Deep dive(s) of any risks referred to the Committee from the Audit and Risk Assurance Committee.

Meetings

5.52 The Performance and Delivery Committee will meet at least quarterly ahead of Authority meetings. The Chair of the Committee may convene additional meetings as they deem necessary.

Chair and Deputy Chair

5.53 The Chair and Deputy Chair of the Committee shall be appointed by the Chair of the Board.

Quorum

5.54 Half of Committee membership (where overall membership is an odd number, the quorum figure is rounded up e.g. membership of five = quorum of three.)

Membership

5.55 Up to five Members of the Full Authority

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