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TRM Evaluation and Monitoring Framework

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TRM Evaluation and Performance Monitoring Framework

Project Name: Evaluation and Monitoring of the Tactical Response Model

To: Tactical Response Model Project Leaders

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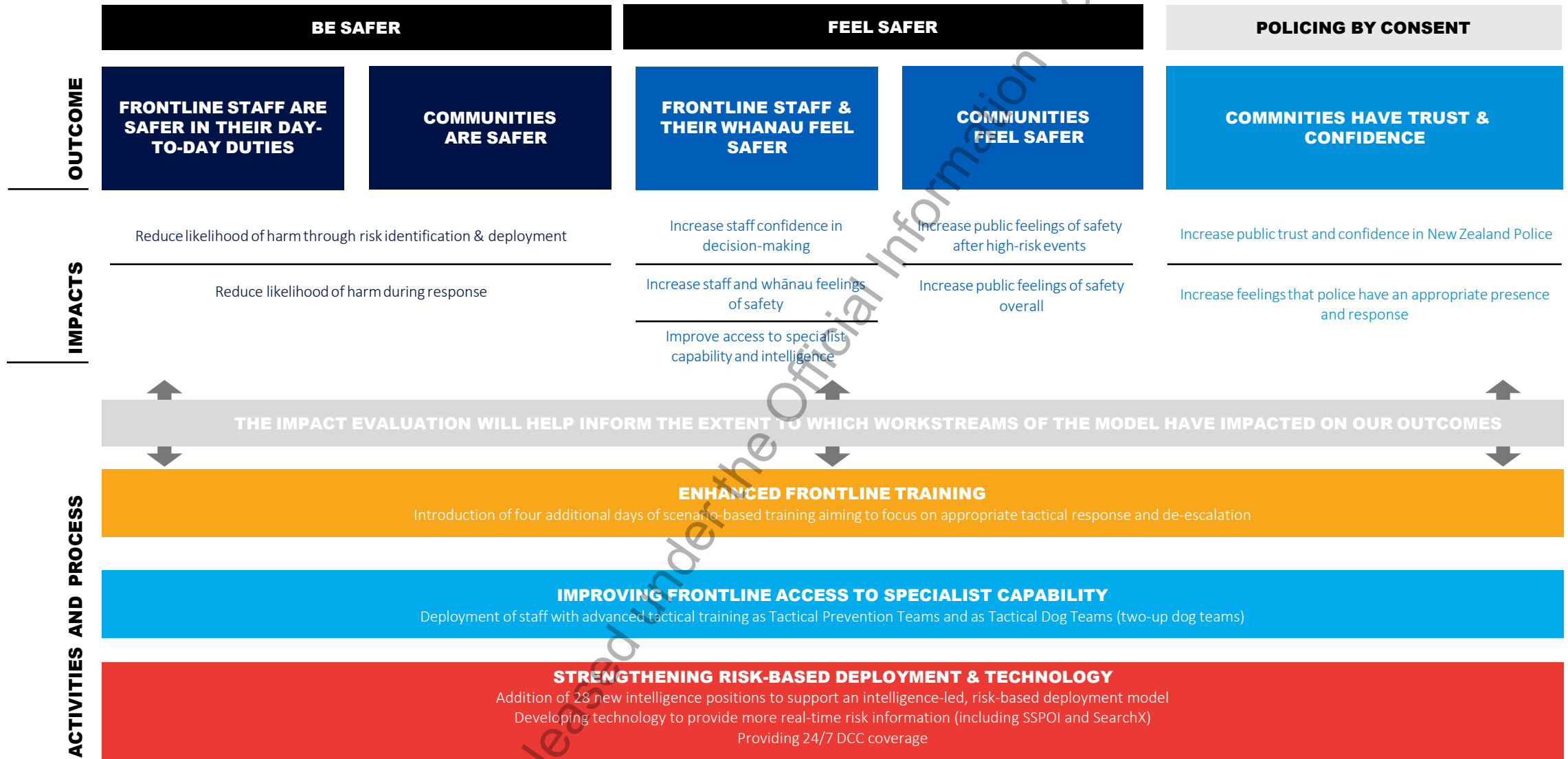
Endorsed by: Sub Portfolio Committee on 11th November 2021.

Summary

This document sets out the framework for monitoring and evaluating the impact and implementation of the Tactical Response Model (TRM). The below diagram, *Tactical Response Model Evaluation and Monitoring Framework*, summarises the outcomes and impacts of the TRM from a monitoring and evaluation perspective. The impact evaluation of TRM will be supported by a process evaluation that, through a range of data sources and analysis methods, will assess the extent to which the TRM has been implemented and is operating as intended to achieve those outcomes. This document also reflects a broad evaluation management plan that sets out how we propose to implement the evaluation.

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TRM Draft Evaluation and Performance Monitoring Overview



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Background

The Policing environment in New Zealand is constantly evolving with direct impacts on frontline staff. To ensure frontline staff can respond safely to keep homes, roads, and communities free from harm, capabilities need to stay ahead of this changing environment. Within this context, and as part of the broader Frontline Safety Improvement Programme, the Tactical Response Model (TRM) aims to improve frontline capability, ensuring that it is fit for purpose within current and future operating environments.

The TRM intends to achieve the following three specific **outcomes**:

1. Frontline staff feel safer and more confident in their day-to-day duties
2. Frontline staff are safer in their day-to-day duties and
3. Communities are safer.

The model aims to make frontline safer and feel safer through increased capability and capacity: enhanced tactical training, improved frontline access to specialist capability, and strengthened risk-based deployment, and technology.

We will be evaluating the TRM through three major workstreams. These are reflected in the **Table 1**, below.

TRM Workstreams		
Enhanced frontline training	Improving frontline access to specialist capability	Strengthening risk-based deployment and technology
Components		
Four added days of tactical safety training	Tactical Dog Teams (handler accompanied by tactical operator) Tactical Prevention Teams	New tactical intelligence staff and products New technologies (SSPOI risk prediction tool; SearchX information search tool) New processes (24/7 DCC support for tactical deployment; tactical deployment model)

Table 1: Summary of the TRM workstreams and components

The components of each workstream, outlined in **Table 1**, are intended to operate, to some degree, both individually and holistically to achieve the TRM's impacts and outcomes. The frontline training workstream equips frontline staff to respond to threats to their safety as they go about their day to day jobs, to make them safer and feel safer. The new specialist capability workstream intends to provide new tactical teams with advanced training and skills to be deployed to high risk situations, implemented to keep frontline safe through resolving high risk situations in a way that keeps the community safe. The risk-based deployment workstream intends to provide better tactical intelligence to decision-makers in a timelier manner, enabling risks to be identified and responded to in a way that maximises the safety of our people and our communities.

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Evaluation Objectives

This evaluation comprises two objectives. These are (1) to evaluate the outcomes of the TRM (**impact evaluation**) and (2) to assess the extent to which the TRM has been implemented and operated as intended (**process evaluation**). In addressing these objectives, the evaluation will:

- Evidence the extent to which the TRM has delivered its intended outcomes
- Explain, where relevant the contribution of each workstream to TRM outcomes
- Identify factors that impacted the delivery of intended outcomes through the TRM
- Identify ways in which the TRM could be improved to deliver intended outcomes and
- Identify any unintended effects of the TRM model

Evaluation Questions and Key Term Definitions

To address the objectives of the evaluation, the following overarching evaluation questions have been developed, and are reflected in **Table 2**.

TRM Workstreams		
Enhanced frontline training	Improving frontline access to specialist capability	Strengthening risk-based deployment and technology
Overarching Impact Evaluation Questions		
Do frontline staff feel safer and more confident in their day-to-day duties as a result of the TRM?		
Are frontline staff safer in their day-to-day duties as a result of the TRM?		
Does the TRM improve the wellbeing of the whānau of frontline staff?		
Are communities safer as a result of the TRM?		
Overarching Process Evaluation Question		
To what extent is the TRM model operating as intended?		

Table 2: Evaluation questions

A more detailed description of the specific evaluation designs for each evaluation question, as well as their limitations and risks can be found in **Appendix A**.

Within each of the above overarching questions are sub questions tailored to assess the impact of individual components of the model.

Training:

- Does the tactical training make frontline officers safer compared to before they had received the training and/or officers who are yet to receive the TRM training?
- Do frontline officers who have received the TRM Training make safer decisions compared to before they had received the training and/or than officers who are yet to receive the TRM Training?
- Does the TRM training make frontline officers feel safer and more confident than officers compared to before they had received the training and/or officers who are yet to receive the TRM training?

Specialist Capability

- Does the deployment of Tactical Dog Teams make frontline safer compared to when they don't have access to Tactical Dog Teams?
- Does the deployment of Tactical Dog Teams make frontline feel safer and more confident compared to when they don't have access to Tactical Dog Teams?
- Does the deployment of Tactical Prevention Teams make frontline safer compared to when they don't have access to Tactical Prevention Teams?
- Does the deployment of Tactical Prevention Teams make frontline feel safer and more confident compared to when they don't have access to Tactical Prevention Teams?

Definitions of Terms

The following terms from the above evaluation questions have been defined through a series of workshops held with members of both the EPBC evaluation team and TRM teams:

Frontline staff feel safer. Officer safety is defined as to whether frontline officers feel that: 1) *they can respond to situations as part of their job in a way that minimises the risk of harm to themselves, their colleagues and others;* and 2) *they have the resources and feel supported to do their job.*

Frontline staff feel confident. Frontline officer confidence is defined as to whether frontline officers feel that: *Their skills, knowledge, and training enable them to respond effectively to situations as part of their job.*

Are frontline staff safer. Safety is defined as: *providing frontline staff with training, equipment, and capability, allowing them to respond to situations in a way that minimises*

risk of harm to themselves, colleagues, and others.

Communities are safer. Safety is defined as: *ensuring police use justifiable, appropriate, proportionate, and necessary, tactical responses that minimise the risk of physical and emotional injuries to the community.*

Overall Evaluation Approach

A mixed-methods approach will be used to answer the evaluation questions. The use of both quantitative (e.g. surveys and police data) and qualitative methods (e.g. interviews, focus groups and thematic analysis) for evaluation data collection and analysis provides a more holistic view and offsets the limitations of using either methodology on its own. The validity and reliability of evaluation findings are further reinforced through use of data triangulation, which involves drawing on multiple methods, sources, and perspectives.

Impact Evaluation

The impact evaluation is concerned with understanding the extent to which the TRM delivered its intended outcomes.

The components of the TRM in the risk-based deployment workstream (i.e., tactical intelligence staff, training, products, and tools, 24/7 DCC support and the Tactical Deployment Model) operate collectively to support risk-based deployment of frontline and new specialist teams. It is difficult to separate the effects of each individual component through individual impact evaluations. As such, we will assess the impact of the risk-based deployment workstream through the overall impact of the TRM on feelings of frontline officer safety. We will examine in greater detail the operation of each component of risk-based deployment through the process evaluation, when considering the extent to which they have operated as intended within the TRM system.

To help us understand additional impacts of each of the other TRM workstreams we have designed additional impact evaluations. We plan to evaluate outcomes of TRM both as a whole, as well as the contributing impacts of workstreams 1 (frontline training) and 2 (specialist capability). These contributing impacts include the effects of these workstreams on safety and feelings of safety and confidence of frontline, as well as improvements in capability. We will evaluate each TRM workstream against questions that include but are not limited to:

- **How and in what ways has decision-making changed under the TRM model?** This question is important to understand *how* the TRM is making our people and communities safer by improving decision-making. This includes targeting high-risk

offenders, de-escalating situations, deployment of specialist capability, and use of tactical intelligence products.

- **How and in what ways our people think that TRM has affected them?** This question is important to understand whether people think that their safety or feelings of safety can be attributed to the TRM model and which of its workstreams they think are contributing to their safety/feelings of safety.

A high-level summary of the measures, methodological approach and sources of information are provided in Figure *Tactical Response Model/ Evaluation Approach* below. Further detail is provided in **Appendix A**.

Process Evaluation

In addition to examining the impacts and outcomes of the TRM, we will also concurrently explore how these impacts and outcomes were enabled through the operation of the TRM in the Proof of Concept (PoC) districts and the extent to which the TRM was implemented as intended. The process evaluation is important because it will establish what factors facilitated or presented barriers to implementation, informing improvements to TRM processes as the model is implemented nationally.

Process evaluation questions will be answered using a mixed methods research design, collating as much information as possible from a range of quantitative and qualitative sources. Where possible, we will triangulate between multiple sources of data, which will include our administrative data, documents (e.g. policies and procedures, debrief forms, intelligence products), interviews and focus groups with our people and communities, and observations of the TRM in practice—though field observations will be limited to situations that do not pose risk to observers, such as observing training sessions, DCC deployment processes, and intelligence processes. Note that the interviews and focus groups aimed at answering process evaluation questions may also be used to address impact evaluation questions (as described above), rather than being conducted with the same participants on separate occasions. We expect the interviews and focus groups to be extensive, with representatives from all police workgroups involved in the implementation of each TRM workstream. We will evaluate each TRM workstream implementation against questions that include but are not limited to:

- **Has the TRM been implemented as intended?** This question is important to understand whether all workstreams of the TRM were implemented, when and how well in accordance to guidelines and principles. Within this broad question are more specific questions such as:

- Have the workstreams and components been implemented in the expected timeframes?
 - How well have the workstreams and components been implemented?
 - To what extent have the workstreams and components been utilised? By whom, and in which districts?
 - How well have processes been supporting implementation of the workstreams and their components?
 - Have the workstreams and components reached the people they were intended to?
 - How adequate is capability and capacity for frontline staff? (e.g. workforce and training)
 - How adequate, accurate, and timely is communication around the workstreams and components?
- **Has the TRM been implemented differently in different districts?** This question is important to understand whether certain ways of implementing TRM appear to be more effective, and in explaining any district differences observed in the impact evaluation.
 - **What factors have facilitated or prevented implementation?** This question is important to understand what could be done to help the TRM to be more effective. Within this broad question are more specific questions such as:
 - What barriers to implementing and delivering the workstreams and components can be identified? How have/can these been addressed or overcome?
 - Have any external factors influenced the delivery or implementation of the TRM?
 - Has the TRM been supported by the organisation in order to be effective?

Performance Monitoring

Performance monitoring will help ensure that we continue to track against outcomes and inform continuous improvement efforts across our tactical response capabilities. This will form a part of our wider operational performance monitoring, including against our three goals of safe homes, roads and communities, and our vision of being the safest country.

The focus on the adequacy of our frontline capability and capacity will continue beyond the phases of PoC across the country. Continuing to monitor our tactical response and frontline and community safety as part of performance is key to explaining and understanding any observable changes, what might be driving them, and therefore, what strategic levers we could pull to have a positive impact.

The deployment data collection and analysis workstream of the evaluation will overlap and

transition into ongoing performance monitoring across our tactical response capabilities. See **Appendix B** for further detail of our initial timelines for deriving a shortlist of measures for development, primarily based on usefulness and feasibility. The shortlisting process is also intended to inform future developments, for areas that are much harder to measure, but vital for understanding the impacts of policing efforts on our desirable outcomes.

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TACTICAL RESPONSE MODEL | EVALUATION APPROACH

1982

OUTCOMES	FRONTLINE		COMMUNITIES		
	FRONTLINE STAFF ARE SAFER IN THEIR DAY-TO-DAY DUTIES	FRONTLINE STAFF & THEIR WHĀNAU FEEL SAFER	COMMUNITIES ARE SAFER	COMMUNITIES FEEL SAFER	COMMUNITIES HAVE TRUST & CONFIDENCE
Enhanced frontline training	<p>Measures Reaction to training, perceived value, and applicability of training, and impacts on decision making</p> <p>Approach Analysis of training forms, surveys, observation of debriefs/reflections POC/non-POC comparisons of performance in decision-making scenario</p> <p>Sources Training Schedules; QID and HR Data; Lesson Plans; End of Training Forms; Survey; Training Assessments; Scenario-Based Assessments; Focus Groups; Interviews</p>	<p>Measures Self-reported Safety and Confidence</p> <p>Approach Comparative analysis of staff/whānau perceptions of safety and confidence related to enhanced frontline training in POC/non-POC districts before and/or after the introduction of TRM</p> <p>Sources Surveys; Focus Groups and Interviews</p>	<p>Measures Public and Offender Injuries During Deployment Reported Crime and Victimitizations</p>	<p>Measures Self-reported Feelings of Safety</p>	<p>Measures Trust and confidence</p>
Improving frontline access to specialist capability	<p>Measures Staff injuries, Deployment/event outcomes, Deployment decision-making, Deployment response times, Targeting high-risk offenders</p> <p>Approach Comparing deployment data, decisions and outcomes, and injury rates in POC/non-POC districts before and after TRM. Deployment briefing and debriefing analysis within POC districts</p> <p>Sources CARD; NIA; DAS; EOD Forms; AOS Deployment Forms; TOR; TPT Briefings and Intel Packs; Focus Groups and Interviews</p>	<p>Measures Self-reported Safety and Confidence</p> <p>Approach Comparative analysis of staff/whānau perceptions of safety and confidence related to specialist capability in POC/non-POC districts before and/or after the introduction of TRM</p> <p>Sources Surveys; Focus Groups and Interviews</p>	<p>Approach Matched comparison of deployment outcomes in POC/non-POC districts before and/or after the introduction of TRM</p>	<p>Approach Analysis of community feelings of safety and perception of police in POC districts</p>	<p>Approach Comparative analysis of community feelings of safety and perception of police in POC districts</p>
Strengthening risk-based deployment & technology	<p>Measures Assaults on police, near misses, staff turnover and leave, use of force</p> <p>Approach Matched comparison of districts before and after introduction of TRM</p> <p>Sources Administrative and Workforce Data; Focus Groups and Interviews; Surveys</p>	<p>Measures Self-reported Safety and Confidence</p> <p>Approach Comparative analysis of staff/whānau perceptions of safety and confidence related to strengthened risk-based deployment/tech in POC/non-POC districts before and/or after the introduction of TRM</p> <p>Sources Surveys; Focus Groups and Interviews</p>	<p>Sources CARD; NIA; EOD Forms; TOR; NZCVS and other surveys</p>	<p>Sources Focus Groups/Existing Community Forums; NZCVS and other surveys</p>	<p>Sources Focus Groups/Existing Community Forums;</p>

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Evaluation Management

A high-level overview of the evaluation plan and data collection periods is provided in the flow diagram figure *TRM Evaluation Plan* below. Effective project management is critical to a successful evaluation and specific details will be developed systematically on approval of the high-level proposal.

Project Resourcing

The evaluation project requires the design, coordination, undertaking, and analysis of a number of tasks; as such, human resourcing needs are quite high.

Most of these positions will be held by staff at EBPC, however there is the option to outsource some areas of the evaluation such as the training implementation and process evaluation. Other roles such as transcription services will need to be recruited from outside of EBPC. District coordinators will be required for communication and continuity from each PoC district.

A full break down of personnel, responsibilities and tasks will be developed once the evaluation plan has been finalised. Note: Some of these roles may be held simultaneously or periodically by a single individual as required by the project tasks.

Other requirements include a large amount of travel (TBC), and software needs for analysis and project management.

Milestone Reporting Periods

Once the expected start dates for the TRM are announced, more clarity can be provided around interim reporting periods. There will be ongoing monitoring and regular reporting milestones throughout the evaluation period. Specific workstreams may have varying reporting frequencies.

Deliverables

Deliverables will be due in draft form at each milestone reporting period. At the commencement of the evaluation period, work will commence on producing the final evaluation document for the entire evaluation period.

Risk register

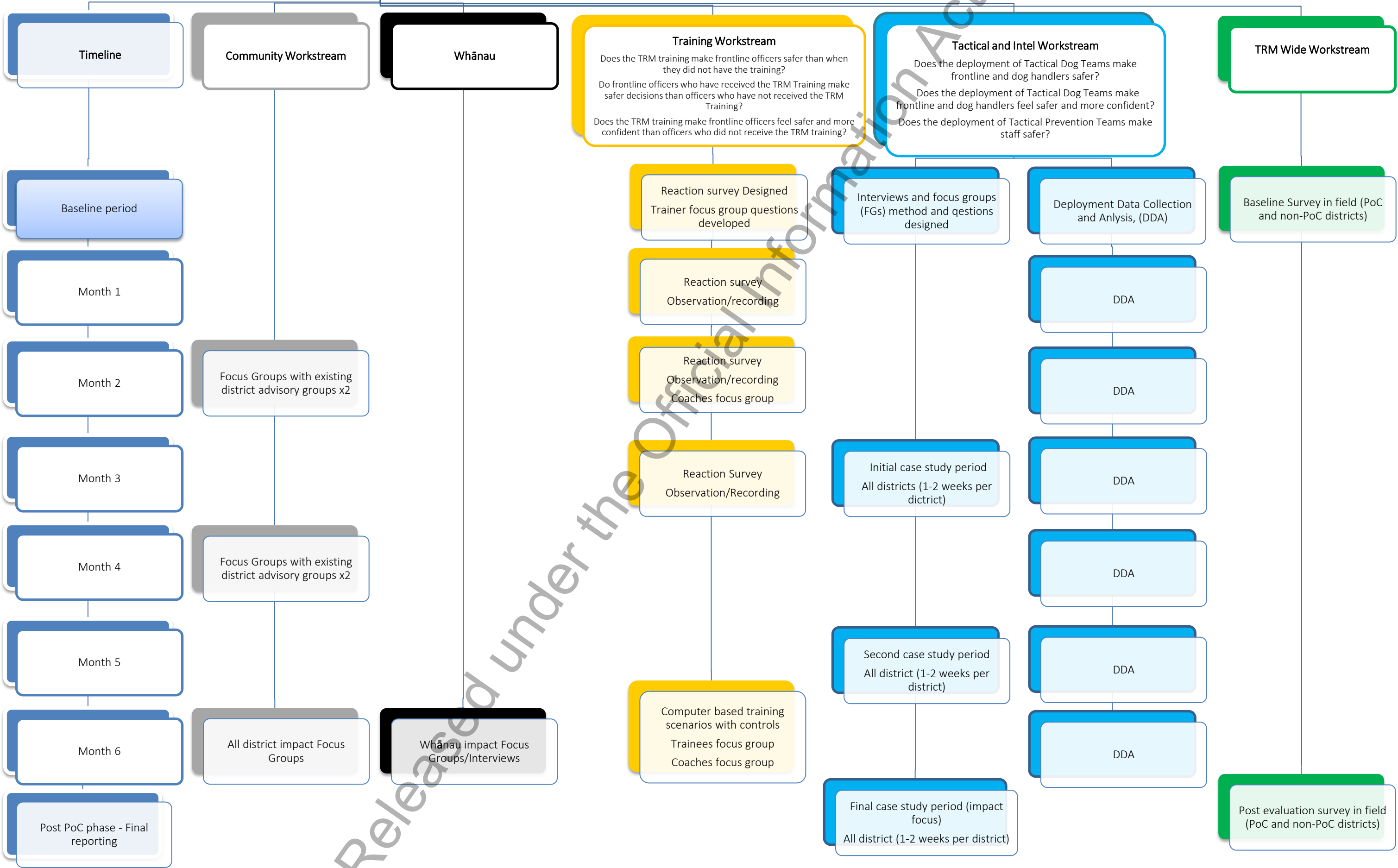
Specific risks and limitations of evaluation designs have been outlined in the attached appendix. However, a risk register will be developed and maintained once the evaluation plan has been finalised, which will also encompass overarching project.

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TRM | Evaluation Plan

Community/Whānau

Frontline



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The table below lists potential data sources/resources we will need for the process evaluation. Note, it does not include any of the data sources the team currently has access to (such as CARD, NIA etc), nor the bespoke data sources to be created for the evaluation (such as surveys or interviews). It is limited to data the project has access to, and EBPC does not. Data sources highlighted are indicative, and it is anticipated that specific requests will be sent when more detailed evaluation planning is undertaken.

Data sources/resources	Training	Dogs & TPT	Tactical intel staff	Tactical intelligence training	Tactical intel products	24/7 DCC support	SSPOI	SearchX tool	Tactical deployment model	Communication to the public
QID's of all staff in POC Districts, along with role titles, whether they will be trained, whether they are part of a tactical dog team, and whether they are part of a TPT team.	X	X	X	X		X				
QID's for frontline staff in control districts	X									
Training schedules for each district, including what is going to be taught when where, and who is attending	X			X						
Detailed lesson plans	X			X						
Staff call signs for TPTs and TDTs		X								
Observers may be used during training, briefing/debriefing, field observations.	X	X	X	X	X	X	X	X	X	
Full TRM communication plan	X	X	X							X
Staff Roster Information for selected roles		X	X			X				
Deployment briefings/packs including tactical intelligence products		X			X	X	X		X	
DAS data for all staff in district.		X				X			X	X
End of deployment forms		X			X	X			X	
AOS Deployment forms for POC Districts and control districts					X	X	X		X	
Tactical intelligence product templates					X					
Policy and process documents					X	X	X	X	X	
Intelligence product feedback forms					X					

Table 3: potential data sources/resources needed for the process evaluation

Appendix A: Detailed outline of evaluation

Evaluation question: Are frontline staff safer in their day-to-day duties as a result of the TRM?

Evaluation design	Details of evaluation design	Limitations and risks
<p>Matched comparison districts pre and post introduction of TRM. This will be used to identify and attribute differences in frontline safety to the TRM.</p>	<p>This option proposes to compare frontline safety in districts with the TRM and districts without the TRM that are matched as closely as possible to the TRM districts, at two time points: before and after TRM is introduced.</p> <p><i>Potential measures:</i> The evaluation proposes to use a range of proxy indicators of safety, such as the number of assaults on police, number of near misses, staff turnover and leave, and use of force reports.</p> <p><i>Potential analytical approach:</i> Statistical analysis will be undertaken to see whether there is a significant difference between TRM and non TRM districts' change in the above measures.</p> <p><i>Potential data sources:</i> Deployment data, administrative data on assaults on police, injuries, staffing. Large scale frontline staff survey on feelings of safety and confidence. Focus groups and interviews.</p>	<p>We may not be able to control for all possible causes of differences between the TRM and non-TRM districts to be able to say for sure that any difference between the TRM and non-TRM districts is attributable to the TRM.</p> <p>Some aspects of TRM (intelligence staff, intelligence products and SSPOI) are being rolled out to all districts. We will only be able to attribute any difference between the TRM and non-TRM districts to the workstreams of TRM that are only in the POC districts and not in the non-TRM districts.</p> <p>Without establishing an effective baseline, gauging changes resultant from TRM components will be difficult, and may require a design where we only survey after TRM is implemented and ask officers to report their change in feelings of safety and confidence.</p>

Evaluation question: Do frontline staff feel safer and more confident in their day-to-day duties as a result of the TRM?

Evaluation design	Details of evaluation design	Limitations and risks
<p>Matched comparison districts pre and post introduction of TRM. This will be used to identify and attribute differences in frontline feelings of safety to the TRM.</p>	<p>This option proposes to compare frontline feelings of safety and confidence in districts with the TRM and districts without the TRM that are matched as closely as possible to the TRM districts, at two time points: before and after TRM is introduced. We then compare the change in feelings of safety and confidence (from before to after) between the TRM districts and matched districts.</p> <p><i>Potential measures:</i> The evaluation will measure self-reported feelings of safety and confidence in relation to a range of tactical scenarios. Questions about specific tactical scenarios will be designed to enable us to understand which of the various components of TRM are most likely to be contributing to any difference.</p> <p>To help to understand how specific components of TRM are contributing to officers' feelings of safety and confidence we will include measures such as whether they have received the frontline training, whether they were accompanied by TPT (in the scenarios considered above), and whether they received any of the new intelligence products (in the above scenarios). Frontline staff will also be asked through focus</p>	<p>We may not be able to control for all possible causes of differences between the TRM and non-TRM districts to be able to say for sure that any difference between TRM and non-TRM districts is attributable to the TRM.</p> <p>Some aspects of TRM (intelligence staff, intelligence products and SSPOI) are being rolled out to all districts. We will only be able to attribute any difference between the TRM and non-TRM districts to the workstreams of TRM that are only in the POC districts and not in the non- TRM districts.</p> <p>This design relies on a high response rate to the survey. Having a high response rate is important so that we can reliably detect any difference between the groups, even if it is small.</p> <p>This design relies on the survey having respondents are representative of frontline. This is important so that we can generalise the results of the survey to the frontline population as a whole.</p> <p>Without establishing an effective baseline, gauging changes resultant from the TRM will be difficult.</p>

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	<p>groups and interviews as to the reliability, timeliness, appropriateness, and whether they feel safer as a result of the intelligence they receive.</p> <p><i>Potential analytical approach:</i> Statistical analysis will be undertaken to see whether there is a significant difference between TRM and non TRM districts' change in the above measures, controlling for pre-existing differences between the TRM and non-TRM districts. The statistical analysis will also examine whether, controlling for district, officers feel safer and more confident if they have received the training, and been accompanied by TPT or received any of the new intelligence products.</p> <p><i>Potential data sources:</i> Administrative data on assaults on police, injuries, staffing. Large scale frontline staff survey on feelings of safety and confidence. Focus groups and interviews.</p>	
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Evaluation question: Does the TRM improve the wellbeing of the whānau of frontline staff?

Evaluation design	Details of evaluation design	Limitations and risks
<p>Matched comparison districts post introduction of TRM.</p> <p><i>Rationale:</i> We need to establish what would have happened but for the TRM. To do this we need to compare two groups where the only difference between them is the intervention and to establish a baseline of how the two groups already differed before the TRM. However, with this design we ask people to report their own baseline, which is less robust.</p>	<p>This option proposes to gain insight into and compare whānau’s views, opinions and feelings around:</p> <ul style="list-style-type: none"> • If the TRM has increased the actual and/or perceived safety of their loved ones, and • if the TRM has improved the wellbeing of frontline staff thereby improving the wellbeing of their whānau. <p><i>Potential measures:</i> The evaluation proposes to use measures of whānau’s views, opinions, and feelings such as self-reported change in feelings of officer safety and perceptions of the TRM (exact questions tbc). These will be created from synthesis and theming of focus group outputs</p> <p>Views, opinions, and stories gathered in focus groups will be synthesised and themed.</p> <p><i>Potential data sources:</i></p> <ul style="list-style-type: none"> • Focus groups and interviews with whānau members • Interviews and visits with whānau members 	<p>We may not be able to control for all possible causes of differences between the TRM and non-TRM districts to be able to say for sure that any difference between TRM and non-TRM districts is attributable to the TRM.</p> <p>Some aspects of TRM (intelligence staff, intelligence products and SSPOI) are being rolled out to all districts. We will only be able to attribute any difference between the TRM and non-TRM districts to the workstreams of TRM that are only in the POC districts and not in the non-TRM districts.</p> <p>It would be preferable to have a 2, 3- or 4-week lead time to ensure we can book enough people. There is a risk of workshop fatigue, and we would potentially only hold workshops in the post-trial assessment phase, preferring interviews or group interviews while the trial is in-flight.</p>

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Evaluation Question: Are communities safer as a result of the TRM?

Evaluation design	Details of evaluation design	Limitations and risks
<p>Matched comparison districts pre and post introduction of TRM.</p> <p>This will be used to identify and attribute differences in community safety to the TRM.</p>	<p>This option proposes to compare community safety in districts with the TRM and districts without the TRM that are matched as closely as possible to the TRM districts, at two time points: before and after TRM is introduced. We then compare the change in community safety (from before to after) between the TRM districts and matched districts.</p> <p><i>Potential measures:</i> The evaluation proposes to use measures of community safety such as the number of crime types and crime harm committed by the high-risk offenders targeted by the TRM and measuring public and offender injuries during deployment.</p> <p><i>Potential analytical approach:</i> Statistical analysis will be undertaken to see whether there is a significant difference between TRM and non TRM districts' change in community safety, controlling for pre-existing differences between the TRM and non-TRM districts.</p> <p><i>Potential data sources:</i> Reported crime (NIA), NZCVS victimisations, CARD, EOD Forms, and TORs.</p>	<p>We may not be able to control for all possible causes of differences between the TRM and non-TRM districts to be able to say for sure that any difference between TRM and non-TRM districts are attributable to the TRM.</p> <p>Some aspects of TRM (intelligence staff, intelligence products and SSPOI) are being rolled out to all districts. We will only be able to attribute any difference between the TRM and non-TRM districts to the workstreams of TRM that are only in the POC districts and not in the non-TRM districts.</p>

Appendix B: Performance monitoring timeline of activities

Week 0 Week commencing 4 Oct	Week 1 Week commencing 1 Nov	Week 2 Week commencing 8 Nov	Week 3 Week commencing 15 Nov	Week 4 Week commencing 22 Nov
<ul style="list-style-type: none"> - Agree the Evaluation and Performance Monitoring Framework (see Appendix One for a suggested draft) - Collate measures of performance derived from existing material to date(see Appendix Two). 	<ul style="list-style-type: none"> - Receive complete set of TRM documents. - Agree the prioritisation criteria. - Agree the TRM value chain. 	<ul style="list-style-type: none"> - Complete review of documents provided. - Collate all existing measures. - Agree drivers and additional measures of performance (if any). - Collate long-list of measures. 	<ul style="list-style-type: none"> - Prioritise long-list of measures using agreed prioritisation criteria. - Agree short-list of measures mapped to the Evaluation and Performance Monitoring Framework. - Test short-list of measures with the TRM leads. - Identify data sources, owners, and frequency of collection for each short-list measure. 	<ul style="list-style-type: none"> - Test alignment of the short-list measures to the OPF and develop a plan for integration. - Agree workplan to develop short-list measures that do not currently exist. - Governance approval of TRM Performance Framework and short-list measures.

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