

## Minutes

### Policing Plan Group

Wednesday 1 March, at 1-3pm  
at The Forum, 74-80 Camden Street

---

**Present:**

Dyan Crowther (Chair)  
Liz France  
Dominic Booth  
Stella Thomas  
Bill Matthews

**Apologies:**

None

**In attendance:**

Deputy Chief Constable Adrian Hanstock BTP  
Vanita Patel, Head of Performance & Analysis BTP  
Mike Furness, Head of Strategy and Performance  
Sam Elvy, Strategy and Performance Manager BTPA  
Anthony Walker, Interim Communications Manager BTPA  
Jon Newton, Performance Analyst BTPA (minutes)

---

**01/2017 Welcome and apologies**

Non-Agenda

1. The Chair welcomed attendees to the meeting. No apologies were received.

**02/2017 Minutes of meeting 2 - 02.12.2016**

Agenda Item 1

2. The meeting minutes were approved as an accurate record.

**03/2017 Matters arising**

Agenda Item 2

3. The Committee was informed that action 16, to develop communications messages around the transition away from the 2013-

19 strategic objectives, would be picked up for the paper to the March full Authority meeting.

4. Action 15, for the attendee list for the D Division Stakeholder dinner attendee list to be communicated to Mr Matthews, had been noted as complete. It was confirmed that although the dinner details were yet to be finalised, Mr Matthews would be invited to the meal and that he would be informed of the details.
5. All other actions were noted as complete.

## **04/2017 Overview of public and stakeholder consultations**

### Agenda Item 3

6. An overview was provided of the engagement that had taken place with stakeholders. There had been over twenty responses to the Policing Plan consultation, including from passenger and freight operating companies and passenger groups, such as Transport Focus and London TravelWatch. The Department for Transport (DfT) had provided verbal feedback around the process and level of consultation, which will be tested at the next meeting of the Rail Delivery Group's Policing and Security Implementation Group (RDG P&S IG).
7. Most of the feedback had been positive, with relatively few comments made. It was, however, noted that some stakeholders had sought reassurance that they would still see some of the data that they currently received. There had been eleven offers from stakeholders to share additional information which BTP could use to measure performance, which the Force would need to follow-up on. Members noted the positive level of engagement that had taken place with stakeholders.
8. The Chair queried whether stakeholder engagement would have been captured in Her Majesty's Inspectorate of Constabulary's (HMIC) recent inspection of BTP. Members were informed that this was more likely to be included in the following inspection, around effectiveness, and that nothing specific had been raised in the HMIC debrief.
9. The Committee received an update on the work of the Force's industry focus group, which has been assisting in the development of the Supporting the Railway Policing Pillar and its underlying National Commitment and key measures. The focus group thought there was

too much focus on disruption, and an action had been created to add one or two lines around developing and working with the rail industry. The focus group did not expect BTP to change the wording of the Pillar, however it was suggested that the wording of the Commitment be reviewed.

10. It was noted that a Transport for London (TfL) delegate had accepted an invite to attend future meetings and the Force had also pushed for a Network Rail representative. It was suggested that passenger representation also be included on the focus group. The Force agreed to invite passenger representation, and noted that they would also be invited to the performance grading meetings.
11. The Authority Members discussed the consultation feedback around the name of the Supporting the Railway pillar. A suggestion had been made in the stakeholder feedback around using the title of 'Supporting Rail Services'. Members questioned whether this would be a meaningful title to members of the public. Members proposed amending the title to 'Supporting the Railways'.
12. There was a discussion about the consultation feedback around the Building Confidence and Satisfaction pillar. It was highlighted that the pillar was wider than only focusing on passenger confidence and should therefore not be renamed.
13. A Member highlighted the three key priorities highlighted in BTP's public consultation,<sup>1</sup> and noted that these should be reflected in the Policing Pillars or Commitments. The Deputy Chief Constable agreed that these were important points to draw out in the performance reporting and that these issues would be communicated through the Force's Performance Boards.
14. There was a discussion around the Improving Effectiveness and Efficiency pillar. A Member queried whether the Policing Pillars should be externally focused, with this internally facing pillar perhaps sitting below the other pillars as an enabler. It was highlighted that this pillar would involve measuring a range of metrics around internal performance, which will send messages to the industry and will be about building confidence, motivating employees, and demonstrating value for money and the effectiveness of the Force.
15. Stakeholders had provided feedback around the proposed measures that will sit under the National and Local Commitments. It was

---

<sup>1</sup> Anti-social behaviour (ASB), greater police presence in the evenings and increase general visibility of uniformed officers

proposed that measures be included around freight, low level crime and ASB, and around using the National Rail Passenger Survey (NRPS) and TfL equivalent to measure passenger confidence. Members were informed that the proposed measures referred to priority crimes. It was suggested that an explanation of this term be included in the Policing Plans.

16. A number of stakeholders had agreed to share data with BTP, which the Force would need to follow-up on to identify what suitable data could be shared. The Committee was informed that the Supporting the Railway focus group had discussed data sharing and that a list of datasets was going to be provided. Members highlighted that most Train Operating Companies (TOCs) would have consistent data and that it would be better to work with one to identify a narrower range of data and then progress from there.
17. It was highlighted that there would be an opportunity in the next few RDG P&S IG meetings to communicate how the Force was following up on the feedback to the consultation.
18. There was a discussion around the TfL response to the consultation. Their feedback had been generally quite positive but there were some issues highlighted, including the view that the proposals did not reflect the local discussions that had taken place. The Deputy Chief Constable agreed that further discussions with TfL would take place. It was also noted that there had been feedback around the local proposals for C and D Division not being consistent with B Division, and another item of feedback which had suggested that the some of the key measures for B Division were too TfL focused.
19. The presentation was noted.
20. **Agreed**
  - 20.1 BTP to review the industry offers to share data which could be used to measure performance.
  - 20.2 BTP to rename the 'Supporting the Railway' Policing Pillar to 'Supporting the Railways'.
  - 20.3 BTP to invite passenger representation to the Supporting the Railway focus group.
  - 20.4 BTP to include in the Policing Plans an explanation of the term priority crimes.

20.5 BTP and BTPA to conduct follow-up discussions with TfL with respect to the consultation feedback received.

## **05/2017 Overview of 2017-18 Performance Products**

### Agenda Item 4

21. The Committee received an overview of the Agenda Item 4 report, which in addition to outlining the proposed Policing Pillars, Commitments and key indicators for 2017/18, provides a description of the performance framework and the reasons for the move away from binary targets. The Deputy Chief Constable highlighted, however, that the narrative would be updated, as it was too focused on the 20:20:10 strategic objectives rather than how BTP will be policing the railways and what this will mean.
22. The Committee was informed that BTP's Corporate Communications Team will be reviewing the way that the performance framework is presented so that it looks less like a complex business model and more of a public facing document. It was also highlighted that the grading system, which will be used to assess performance, had been mostly mapped out. The Force's Analysis and Performance Department was looking at the processes to collate the required data, which will be tailorable by Sub-Division, and were working with the various BTP departments around this.
23. An example of a performance grading report was shown on page 21 of the Agenda Item 4 report. Members were informed that these reports would be produced for each of the Policing Pillars on a monthly basis, with questions then raised around low scoring areas. The most up to date versions will be presented to Authority meetings, with exception based reporting on the action plans in place around the low grading areas. It was noted that Kent Police had found that, at performance meetings and with their Police and Crime Commissioner (PCC), they had changed their indicators at least 18 times in a year.
24. A Member requested an update on the Demand Review. The Committee was informed that there were some issues still to be resolved, for example around the work/life balance for PCSOs, who would potentially be asked to work late nights to meet demand but would finish after the last trains had finished running, but the Force was confident that the updated rostering would go live on 9 April.

## **06/2017 Agreed next steps**

### Agenda Item 5

25. The Chair noted that, having reviewed the proposed performance plans, there was a reasonable level of assurance around the proposals. Some work was required to follow up on the consultation feedback received by TfL, fill the gaps in the data, and to follow-up on offers of industry data. The next steps would be around outlining the governance for the proposed plans with the Authority and within the force.
26. It was highlighted that BTPA will develop a communications plan to outline the proposals to the full Authority, a brief communications statement to Members, a letter from the BTPA Chairman, a more detailed narrative which will go into the introduction of the Policing Plan and a further developed narrative to be included in the Annual Report. It was also noted that BTP will coordinate with the Authority with respect to including some narrative within their Annual Report, which would be released in the first quarter of 2017/18.
27. The National and Local proposals will need to be refined, further to the discussions in this meeting, before being put before the Authority for approval at its meeting on 28 March. Members were informed that the Authority was required to issue the Policing Plan on 1 April. The published version of the Policing Plan will then be produced for around May. The BTPA Communications Manager had been liaising with the BTP equivalent with respect to developing the Policing Plan.
28. **Agreed**
  - 28.1 The BTPA Executive to circulate to Policing Plan Group Members a draft of the brief communications statement around the Policing Plan proposals.
  - 28.2 BTP and BTPA Executive to invite the new Authority Members to receive a brief introduction to the proposed performance framework prior to the next Authority meeting.

## **07/2017 Any other business**

### Agenda Item 6

29. The Deputy Chief Constable and Members recorded their thanks to everyone involved in developing the proposed Plans for their efforts.