

Minutes

Policing Plan Group

Friday 2 December 2016, at 1-3pm
at The Forum, 74-80 Camden Street

Present:

Liz France (Interim Chair)
Dominic Booth
Stella Thomas
Bill Matthews (via teleconference)

Apologies:

Dyan Crowther (Chair)

In attendance:

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

06/2016 Welcome and apologies

Non-Agenda

1. The Interim Group Chair welcomed attendees to the meeting. Apologies were received for the Group Chair, Ms Crowther. Mr Matthews joined the meeting via teleconference.

07/2016 Minutes of meeting 1 - 14.10.2016

Agenda Item 1

2. The minutes were approved as an accurate record.

08/2016 Proposals for 2017-18 Policing Plan

Agenda Item 2

3. The Committee was informed that, further to action 2, the communications timetable would need updating after the meeting.

4. The Policing Plan process letter from the BTPA Chairman to stakeholders and the commissioning letter from the Group Chair to the Chief Constable, at actions 3 and 5 respectively, would be updated following this meeting to take into account the revised dates for the Policing Plan consultation and the next Group meeting.
5. The Policing Plan Group was updated, further to action 11, that a 3.4% increase in the budget envelope had been agreed by the Finance Committee. There were, however, ongoing Finance Committee discussions around the details of this increase.
6. It was noted that, further to action 12, a sample letter from the BTPA Chairman's meeting at Manchester had been included at Agenda Item 3.2. A copy of the letter following the Cardiff meeting was also available, however, the useful points to note were the actions included in the Manchester letter. Actions 11 and 12 were complete.
7. Further to Action 14, the Committee was informed that Item 3.3 showed a presentation from one of the local consultation meetings, and that a distillation of the discussions had also been distributed to the Group. The D Division meeting was taking place on the same day as this Group meeting; a representative from the BTPA Executive was in attendance. A Member queried whether a stakeholder dinner was planned for Scotland. It was stated that dates were being considered and that the BTPA's Scottish representative would be a key attendee at the meeting.
8. All other actions were noted as complete.
9. **Agreed**
 - 9.1. BTPA Executive to update the Policing Plan process letters from the BTPA Chairman and the Group Chair to take into account the revised dates for the Policing Plan consultation and the next Policing Plan Group meeting.
 - 9.2. Mr Matthews's availability for the D Division stakeholder dinner to be confirmed. Attendee list to be communicated to Mr Matthews.

09/2016 Update on progress with 2017-18 Policing Plan

Agenda Item 3

10. Members were informed that the local Policing Plan discussions had endorsed BTP's approach which, rather than having reduction targets, would take a more holistic approach and may include a range of measures around key themes, similar to key performance indicators. It was highlighted that the Force would continue to collect data, and that there would be an increase in the amount of data considered around the areas of focus. It was reported that there had been a broad sense of enthusiasm from all stakeholders so far consulted.
11. The Deputy Chief Constable raised the question around how keen the Authority was for 2017-18 to be a transitional year in moving away from the '20,20,10' strategic objectives¹. Members discussed transitioning from the current strategy next year. A Member noted that the strategic objectives should not be continued with; the external environment, funding and TOC expectations had changed and the objectives were undeliverable. It was noted that, politically, it may give the impression that the Authority was reversing its position on the current strategy, but that it would be better to transition to a new strategy sooner rather than later. The Chair stated that this was a decision for the full Authority and agreed that the Group recommend to the Authority, at its meeting on 8 December, that a transition away from the 2013-19 strategic objectives is made in 2017-18.
12. It was highlighted that clear communications around the transition would be important. A Member noted that there was a legitimate argument that the current strategy was no longer relevant, but that this needed to be communicated effectively to the industry, and that once the decision had been made to transition the strategy, there needed to be some form of targets that the industry would support. The Group was informed that the new approach had received support from the industry at the local Policing Plan meetings.
13. It was noted that there had been feedback from stakeholders suggesting that they did not want to lose the focus of the '20,20,10' strategic objectives. The Chair reiterated the importance of stakeholder communications.

¹ 2013-19 strategic objectives are to reduce crime by 20%, police-related disruption by 20%, and increase confidence by 10%, with cost increases within RPI.

14. The Chair stated that there was a need to look at how to develop the framework into the 2017-18 Policing Plan, and to consider how the Authority will hold the Force to account for performance. The Group was informed that there would be a suite of indicators and a range of measures, which would provide more detail than is reported for the existing Policing Plan targets. A Member agreed that if there is a suite of measures which can identify a steep credible growth in performance, then the industry would be supportive.
15. The Deputy Chief Constable noted that a refocus of the higher level strategic objectives should also include counter-terrorism, tackling crime, but with a focus on those that most affect staff and passenger safety and confidence, protecting vulnerable and at risk vulnerable people, an overt concentration on lost minutes, which is core to BTP's specialism, and visibility, where BTP makes a difference by patrolling platforms and which adds confidence. It was questioned whether the '20,20,10' figures should just be removed from the existing themes.
16. There was a discussion around the Policing Pillars, identified in the 2017/18 Performance Framework. It was queried whether the Pillars would become the suite of national commitments. The Group was informed that the Pennine Sub-Division Commitments would feed into two of the Policing Pillars; it was not required that they feed into all of the commitments. It was highlighted that, although the areas of focus were shown at Item 3, there would, at a later date, need to be a discussion about the requirement for a linked National Policing Plan.
17. There was a discussion around the outputs that sit under the primary indicators. It was highlighted that beneath the primary indicator level, the Force will also continue to monitor other areas of performance, such as cycle crime and theft of passenger property, for performance exceptions. It was questioned whether the Force would be prepared for the level of effective communications and data assurance that this approach would require. Members were informed that many of the areas in the performance framework were already being monitored within BTP.
18. The Deputy Chief Constable proposed that the National Policing Plan should be a manifesto rather than a numerical statement. The Group was informed that the new approach would enable Sub-Division Commanders to share more performance data with stakeholders. The TOC's, however, also wanted to continue receiving the current TOC crime and disruption reports. It was noted that there needed to be a

consideration of what the risks were around the delivery of the new performance delivery framework.

19. It was highlighted that some TOCs had offered to provide assistance with the new performance framework, for example by sharing data. It was noted that BTP were putting together an industry focus group to inform the 'Supporting the Railway' pillar.
20. The Group was informed that the Policing Pillars, shown in the Performance Framework, identified the Force's national commitments. These would provide key areas of focus for the Authority's Performance Review Committee (PRC). There will be a suite of indicators under each of these areas, which will help to identify performance trends and exceptions, around which plans of action can be developed. The Chair agreed that this would assist the PRC to receive the relevant details around any performance issues and how the Force is responding.
21. A Member suggested that there be a fourth strategic objective around counter-terrorism, as these activities involve a large amount of activity and expenditure. The Chair suggested that moving forwards, the figures could be removed and that the new strategy could involve the objectives being updated.
22. There was a discussion around the presentation of the strategic objectives and national commitments. It was proposed that the current performance framework diagram, shown on slides 1 and 2, was useful for communicating the framework to stakeholders but that it could now be refined.
23. Members were informed that the minutes from the Pennine consultation meeting clearly identified the four themes which comprised the four Pennine Local Commitments for 2017-18.² It was noted that the Primary Indicators and Outputs outlined at Item 3 were proposals rather than the final version. The Primary Indicators identified the key areas which the Force would continue to monitor, but had no targets attached to them. The Outputs, which should have been presented as Inputs, would identify what the Force will do to achieve those indicators. It was noted that these indicators would allow for a richer debate between the Force and Authority, for example when having budget decisions.

² Focus on late night trains, focus on staff assaults, tackle disruption, and access to tasking for freight industry.

24. The Group was informed that trends from all Sub-Divisions would be considered bi-monthly at BTP's internal Force Performance Meeting. Every other month the meeting would then focus on a thematic, with the month in-between being a performance meeting. The industry focus group, which was being set up, would meet prior to the PRC meetings. The PRC would then be informed of any performance exceptions and subsequent plans.
25. A Member queried how the performance framework would inform the Demand Review. It was highlighted that the Review will ensure that employees are in the correct place to meet the requirements of the performance framework and that they are on duty at the correct times. The Review would also introduce additional flexibility so that people can be tasked to deal with specific issues as they arise.
26. There was a discussion around whether BTP was able to respond to all of the issues raised by stakeholders in the local consultation meetings, or whether there were any that could not be responded to, for example because of a lack of resources. It was noted that there would always be additional demands which the Force had to respond to. It was highlighted that the Force should be able to identify these demands and any requirement for additional resources.
27. There was a question around whether BTP collaborated with local Forces when responding to local issues, for example when putting in place crime prevention plans around cycle theft. Members were informed that the Force works collaboratively, for example when providing trespass prevention messages at schools near to trespass hotspots, BTP had worked to join up these messages with those provided by other Forces. It was also noted that all BTP intelligence plans included something around collaborating with local Forces.
28. A Member highlighted that the TOCs seemed pleased with the service they were getting. It was also noted that the new approach provided a better indication of the level of service being provided, and that much of the detail included in the new performance framework was not previously visible. As such, it provided confidence that these details were being monitored.
29. It was highlighted that value for money was not included in the performance framework, but that it was a fourth heading under the current strategic objectives. The Deputy Chief Constable suggested that as this becomes more of an interest to the industry it could be considered in more detail.

30. Members agreed that, when considering the Policing Plan at this level, it was in recognition that the proposals were consistent with the budget being considered by the Finance Committee.

31. The presentation was noted.

32. **Agreed**

32.1. BTPA Executive to develop communications messages around the transition away from the 2013-19 strategic objectives.

32.2. Performance Framework to be refined to communicate the national and local Policing Plan commitments.

9/2016 Agreed next steps

Agenda Item 4

33. The Chair recognised the good Plan following the Pennine Sub-Division meeting, but stated that it was also necessary to see the Plans for the other Sub-Divisions, and that the national proposals were not clear. The following points were also noted:

33.1. The Group was aware of what the proposed 2017-18 budget was, but the position around how this would be achieved was at the time undecided.

33.2. The Group agreed with, and understood, the new performance framework and reporting.

33.3. Evidence from the local consultation meetings had shown that stakeholders were confident in the new performance framework. There was, however, a need to ensure that the Policing Plans were understood by stakeholders, and that although the current format had been correct there was a need to now to develop the plans into a format for the next stage of consultation.

34. There was a discussion around developing a National and Local level proposal document. It was highlighted that the current plan was to consult in the new year and the Group to meet again in February, but that this seemed to be slightly early given the amount of work still required. A Member noted that the 2017-18 Plans were a fundamental

change from previous years and that they should be reported to the next Authority meeting. It was agreed that the Deputy Chief Constable and Group Chair would brief the Authority meeting on 8 December to notify them of the performance framework and Policing Plan proposals, and ensure that the proposals have the confidence of the full Authority.

35. There was a discussion around revising the Policing Plan timetable to allow sufficient time before the next stage of consultation on the Policing Plans to allow for the development of the plans and draft manifesto. It was outlined that there would be sufficient time for the consultation to be pushed back by up to two weeks. The Chair stated that letters from the BTPA Chairman to stakeholders and from the Policing Plan Group Chair to the Chief Constable would need to include the revised dates.
36. It was suggested that the letter from the Chairman could inform stakeholders that the feedback was being built on, notify them of achievements, and state that because of the changing context the strategic objectives were being reconsidered.
37. It was highlighted that the Office of the Kent Police and Crime Commissioner had been very positive about their use of the performance framework, which BTP's framework was being based around, and that BTP was one of the last UK police forces to move to this type of performance reporting.
38. **Agreed**
 - 38.1 Policing Plan Group report to 8 December Authority meeting to provide a briefing on the performance framework and proposals for the 2017-18 Policing Plan, and to request Authority approval for moving away from the 2013-19 strategic objectives.
 - 38.2 BTPA Executive to revise the consultation and meeting dates in the Policing Plan timetable in order to allow more time for the proposed plans to be developed prior to consultation.
 - 38.3 BTPA Executive to brief the Policing Plan Group Chair and BTPA Chairman prior to 8 December Authority meeting on the performance framework and proposal to move away from the 2013-19 strategic objectives.