

## Minutes

### Policing Plan Group

Friday 14 October 2015, at 10-12pm  
at Force Headquarters, BTP, Camden

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#### Present:

Dyan Crowther (Chair)  
Liz France  
Bill Matthews  
Stella Thomas

#### Apologies:

Dominic Booth

#### In attendance:

Deputy chief Constable Adrian Hanstock, BTP  
Vanita Patel, Head of Performance & Analysis, BTP  
Ashley Auger, Performance and Analysis Manager, BTP  
Sam Elvy, Strategy and Performance Manager, BTPA (minutes)

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#### 01/2016 Welcome and apologies

##### Non-Agenda

1. The Chair welcomed attendees to the meeting and announced herself as the new Chair of the Policing Plan Group for the 2017/18 cycle.
2. Apologies were noted for Dominic Booth.
3. The Chair opened the meeting by inviting the Group to reflect on the context for setting the Policing Plan for 2017/18; in doing so it was necessary to consider a range of opportunities and challenges which might impact the forthcoming planning cycle. The pilot industry dinner in Manchester had generated some positive feedback and there was clear willingness for the industry to engage on next year's priorities and longer term planning. However in parallel the industry had been briefed that information shared at the recent Rail Delivery Group Policing and Security sub-group (RDG P&S) should be a cause for concern, particularly with respect to financial management and the perceived impact this was having on resource availability. A copy of that industry briefing note was available and could be shared with Members for information. The Authority Executive confirmed that a similar verbal briefing had been provided at the RDG P&S

Implementation group (IG) meeting which suggested that growing anxiety about value for money might generate a follow-up communication from the industry to the Authority.

**Agreed: Letter to attendees at Manchester dinner to be circulated to Group members for information.**

**Agreed: Industry briefing note to be shared with Group members for information**

**Agreed: A follow-up meeting to be offered to RDG P&S to explore issues captured in the briefing note and to develop an appropriate response**

4. The Chair emphasised that what the Authority needed to take away from recent developments was that the work to develop the forthcoming Policing Plan must be carried out in a spirit of genuine consultation. To support this process the Executive was commissioned to develop the current planning timetable to include clear communications activities and objectives at each stage.

**Agreed: BTPA Executive to develop the plan timetable to include a clear communications plan.**

5. To begin to inform this work, the Group asked that the stakeholder maps for BTP and BTPA also be updated and compared to identify any existing or emerging pressure points, in particular where it would be useful for the Chair and the Deputy Chief Constable to make an offer of a meeting to discuss proposals. Finally, once the communications timetable had been updated, a letter from the Authority Chairman should be sent out to the industry signalling the intent and the consultation process come.

**Agreed: BTP and BTPA stakeholder maps to be updated and compared to identify any pressure points for which separate briefing meetings should be offered.**

**Agreed: Letter from BTPA Chairman to be sent to stakeholders signaling the process to follow.**

## **02/2016 Terms of Reference**

Agenda Item 1

6. The Terms of Reference were approved; the addition of a commissioning letter from the Group Chair to the Chief Constable was noted.

**Agreed: BTPA Executive to draft a commissioning letter from the Group Chairman to the Chief Constable for the 2017/18 plan development process which sets out the timetable and required inputs/outputs.**

### **03/2016 Proposals for 2017-18 Policing Plan**

#### Agenda Item 2

7. The Deputy Chief Constable spoke to his presentation explaining the overarching ambition to develop a greater focus on threat, risk and harm and the consequences of this for likely proposals for the 2017/18 plan. For example, the Force was likely to recommend a focus on preventing crimes that cause harm to people and affect the confidence of people to use and work on the railway. This would include tackling matters such as sexual offending, anti-social behaviour, crimes of violence, cybercrime etcetera which could then be translated into a series of measures of effectiveness.
8. Such measures might reflect activities such as responding quickly to incidents involving vulnerable people, collaborative working to tackle persistent concerns which affect confidence, preparatory and protective activities in relation to counter terrorism (CT) and establishing standards around delivering policing services with integrity. He added that demonstrating a supported workforce should be another commitment in future plans. Members noted the need to be conscious of any potential overlaps in subsequent monitoring responsibilities between the Authority's various committees to ensure the risk of duplication, and any gaps in coverage, were minimized.
9. Members supported the development of a continuous improvement philosophy, thus maturing the binary approach taken to date. Further, given the recent level of additional investment in CT, Members welcomed the proposal to provide a visible commitment relating to use of CT resources to protect the railway.
10. The Deputy Chief Constable then set out high level proposals around grading of assurance for service delivery which sought to

identify areas of satisfactory/improving performance and areas where further improvement should be expected. The Chair recommended that the Group consider developing a narrative to support the proposed changes in approach, reflecting that benchmarking within the industry had recently changed to reflect system changes on the railway. Members confirmed their support for the proposed performance reporting based on demonstrating effectiveness but noted there was a need to make a compelling case to stakeholders about the benefits of the new approach to assure them that the change was purely based delivering improved outcomes not on withdrawing from challenging objectives.

11. The Group also suggested that the new model should be shared with the Performance Review Committee quickly and tested from the perspective of various user groups such as the industry and passengers. The Deputy Chief Constable noted that the evidential burden of the new approach would be greater and would likely require reporting a combination of qualitative and quantitative information to a range of committees. This message on greater assurance could also form part of the communications work on the 2017/18 plan and its subsequent monitoring.

**Agreed: New performance reporting model to be shared at next PRC meeting**

12. Members agreed that the narrative for the development of the 2017/18 Policing Plan should refer to the fact that this was start of a transition to a new Strategic Plan and the current '20:20:10' objectives were set in a different period and it was now right to revisit and mature the existing approach. The Deputy Chief Constable was commissioned to develop a short narrative on a page document setting out the journey so far and driver for change.

**Agreed: BTP to develop a single page narrative, keeping sight of the 20:20:10 objectives, to describe success delivered so far and the areas of priority emerging from a SWOT analysis to inform a matured approach. An analysis of threats and opportunities should be clear drivers for change.**

13. A brief, ahead of any external engagement, should be offered to any internal stakeholders (BTP and/or BTPA) to ensure the rationale for change was understood and supported.

**Agreed: Pre-brief(s) on above proposals for BTPA internal stakeholders and BTP internal stakeholders to be arranged (including any 1:1/group meetings)**

14. The Group reflected on the need to make sure value for money aspirations were appropriately visible in the forthcoming plan as this had been a particular challenge since the start of the Strategy. The Deputy Chief Constable reported that the Force was reviewing opportunities around estates efficiency and frontline deployments, Members were invited to come forward with any further ideas for exploration at the next committee meeting.

**04/2016 Agreed next steps**

Agenda Item 3

15. In addition to the actions noted above, Members agreed the following work was to be completed by the end of November.

**Agreed: Dates for local planning meetings to be finalised**

**Agreed: Local planning meetings and follow-up consultation activity on emerging priorities to be completed**

**Agreed: Local and emerging national proposals presented to Group for review and endorsement**

**05/2016 Any Other Business**

Agenda Item 4

16. The Chair asked for clarification about where budget discussions would have reached by the next meeting and what certainty could be provided to BTP and the industry about the resource assumptions for the forthcoming plan. It was confirmed that the Finance Committee should be making recommendations about the agreed budget envelope to the next Authority meeting on 10<sup>th</sup> November.

**Agreed: Position on budget envelope for the 2017/18 plans to be clarified**

**Date of next meetings:**

Meeting 2: 2 December 2016, 1-3pm

Meeting 3: 3<sup>rd</sup> February 10-12pm