

## Minutes

### Policing Plan Group

Friday 12 January 2018, at 11.30am-1.00pm  
at The Forum, 74-80 Camden Street

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#### Present:

Martin Richards (Chair)  
Liz France  
Stella Thomas (via conference call)  
Dominic Booth (via conference call)

#### Apologies:

Willie Gallagher

#### In attendance:

Deputy Chief Constable Adrian Hanstock, BTP  
Mike Furness, Head of Strategy and Performance, BTP  
Vanita Patel, Head of Performance and Analysis, BTP  
Sam Elvy, Head of Strategy and Stakeholder Engagement,  
BTPA  
Jon Newton, Analyst, BTPA (minutes)

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### 01/2018 Welcome and apologies

#### Agenda Item 1

1. The Chair welcomed attendees to the meeting. Apologies were noted for Mr Gallagher.

### 02/2018 Minutes of meeting 1 - 13.10.2017

#### Agenda Item 2

2. The minutes were approved as an accurate record of discussions.

### 03/2018 Matters Arising

#### Agenda Item 3

3. Actions 1 and 2, which were around proposals for A Division, were to be discussed later on the Agenda.
4. All other actions were noted as complete.
5. It was highlighted with respect to Action 3, around the production of a commissioning letter, that a short letter had been produced setting out the timeframes and process for producing the plans. This had been sent to the Chief Executive and Chief Constable; no concerns were raised.

#### **04/2018 Update on progress with 2018-19 Policing Plan and draft recommendations**

##### Agenda Item 4

6. The Committee was informed that the Force had held local stakeholder consultation meetings. The proposed plans took into account the contributions from stakeholders at these local meetings. As part of the meetings, there had been communications around the emerging strategic plan, with counter terrorism being a theme throughout, and the emphasis on efficiency. It was highlighted that there would be a consistent narrative across the Strategic and Policing Plans.
7. There was a desire to get the A Division included in the Policing Plans. Work to develop these proposals had started and an internal challenge panel was planned for early February. The Deputy Chief Constable (DCC) noted confidence in the timescales for this process. Much of this work was already reflected in the Performance Pillars; this process was about making the work of A Division more visible. The proposals are scheduled to come to the third Policing Plan Group meeting, which the Force was on track for.
8. It was queried whether any work from the Target Operating Model (TOM) project should be reflected in the Policing Plans. It was highlighted that the most immediate area would be around the counter terrorism hubs in C Division; the broader investment in the Counter Terrorism capability will be a critical issue. It was noted that there will be a need to review what elements of the TOM project are approved before deciding on what can be considered.
9. The Group was informed that there had been a few wrinkles along the way with respect to stakeholder engagement, but that there had

been detailed discussions with stakeholders. Work had been headed by the Divisions and ACC Robin Smith. There was, however, still work to do around the proposals, including around what they would mean in practice and whether they will be measurable. There was continuity from last year's Plans, and the proposals were 90% deliverable and realistic, but there were still a few that needed a bit more detail.

10. There was a discussion around how the proposals look to the stakeholders and the workforce. The DCC noted that this was a key point and highlighted that last year saw the introduction of a new performance framework, which removed the more target driven regime. It was a possible that this had resulted in some frontline officers not fully understanding the new approach, so making sure that the model is clear to our employees is important, as is communicating the benefits to stakeholders.
11. The next stage would be to start consultation on the strategy and Policing Plans. The Authority was working with the printers to design a suite of products that are consistent. The content of the Policing Plans will be available for the next meeting. It was noted that the final wording on the commitments would be shared with Ms. Thomas prior to publication.
12. There was a discussion around consulting on the A Division plans, as there had been no chance for stakeholder input. It was noted that in future years, it would be useful to plan for this. There will, however, be a Rail Delivery Group (RDG) and other stakeholder meetings prior to publication, which will provide an opportunity to share and discuss the Policing Plans. The need for transparency and effective aligned communications was reiterated.
13. An overview of the proposed National Policing Plans was provided. The Policing Pillars, introduced last year had not changed. The wording of the National Commitments had been updated slightly to reflect the new Strategic Plan, but had not changed significantly from last year's Policing Plan.
14. The local objectives will sit under the Policing Pillars and include a suite of indicators. This year, performance against the indicators was perhaps not sufficiently communicated externally. There had, however, been significant focus on them internally. The Force had a process in place to review these on a daily basis. Performance exceptions would then be reviewed and discussed at Force Grading meetings, which RDG was invited to, and then Force Performance

Meetings. This same level of focus would be retained. The challenge would be to communicate performance externally.

15. There will be a suite of A Division indicators. The A Division departments had been invited to submit proposed indicators that will contribute to performance for the Pillars, the DCC will then hold a challenge panel in February, with a view to the indicators being signed off in March. There was a discussion around how the A Division indicators will be reflected in the Policing Plans, it was agreed that the Policing Plans should include an A Division section.
16. For the Local Policing Plans, an overview was provided around the key themes from each local consultation meeting. The Divisions took account of the findings from these meetings in the local plans.
17. For B Division, it was noted that key themes raised included transparency of information, which was key to stakeholder confidence and around which work was already underway to create new regular reports, and themes such as late night patrols, working together to tackle trespass and disruption, and staff assaults. Also highlighted in South was cycle crime. These are key themes that have traditionally been raised.
18. B Division had opted for Divisional commitments, with separate Policing Plans for North and South Subdivisions. There will be dedicated TfL objectives included within these plans. The TfL objectives were developed following separate consultation with them.
19. There was a discussion around whether stakeholders will be satisfied the consultation approach and the proposed Policing Plans. It was noted in the last two years there had been a few issues, in particular in B Division, however, the objectives had been created in direct consultation with stakeholders and as such should reflect their input.
20. It was also highlighted that B Division was more complex when drawing together the objectives because of how busy it is, the number of operators in the Division, and the more complex arrangement of operators. It was also noted that there will be further consultation following this meeting.
21. For the C Division Plans, there will be Division-wide objectives. The key themes raised in the consultation meetings were similar to last year. They included ASB, trespass, staff assaults including verbal aggression, increased partnership working particularly around

disruption, football related ASB, late-night patrols and protecting vulnerable people. The Wales Subdivision will also include a specific cable theft related objective.

22. It was highlighted that, following the local consultation meetings, the C Division had sent out the details of the proposed objectives to stakeholders, Members praised the C Division local consultations, and noted this additional communication as an example of good practice. This additional communication will in future be adopted in other Divisions.
23. It was queried whether officers and staff have a good understanding of partnership working. Members were informed that in the Target Operating Model (TOM) project discussions the concept of place had been introduced. This would place more emphasis on local commanders and station owners to take ownership of the problems in specific locations. However, this would only happen if someone heads the activity in these locations, as such it was envisaged that Inspectors will do this. This will be a new approach for the Force, which was why it was reflected differently in the different plans.
24. Also in support of joint working will be the use of joint Problem Solving Plans (PSPs), which will be reinvigorated for 2018-19. This will be overseen by ACC Robin Smith; performance will be reviewed via four-weekly meetings and the adoption of a grading system for PSPs.
25. For D Division, a range of stakeholders had been consulted. The consultation had highlighted the same key areas as in previous years. As such, the content of the Plans was not significantly changed from last year.
26. There was a discussion around a number of points to be referenced in the final produced versions of the Policing Plan documents, including around the extent to which passengers and members of the public will be mentioned, how BTP staff and officers are referred to, the proposals around providing a partnership approach, some of the Force's success stories, such as around the '61016' number, and the role of the Force's Independent Advisory Groups. It was suggested that these areas could be referred to in the introductory sections of the final versions of the Plans.
27. There was a discussion around partnership working and whether the Policing Plans should signpost where the expectations should be around some of these activities, for example around retail theft, and

why these expectations had been set. It was agreed that these could be presented as examples in the introductory sections of the Plans.

28. There was a discussion around whether there should be communications with the industry around what they can expect in terms of performance reporting around the indicators. It was suggested that joint operational and financial statements would be impactful.
29. It was highlighted that, although not something to include in the Policing Plans, there should be consideration around the impact on staff and collaboration with stakeholders in D Division.
30. The Chair outlined that recommendations 5.1 to 5.3, shown in the Agenda Item 4 paper, had been covered in this meeting. Subject to the discussions in this meeting, Members agreed to approve recommendation 5.4, which was to approve the recommended national commitments, local objectives and general approach outlined in the paper.

## **05/2018 Agreed next steps**

### Agenda Item 5

31. A commitment has been made to go back to stakeholders and consult with them on the proposed plans, details of the deliberations and work so far undertaken, and the recommendations. In the last few years, this has been done via an electronic survey, which lifts the various elements of the proposals, tests whether they fit together and support the strategic proposals, and tests whether they reflect the local discussions that stakeholders think they have had.
32. It was noted that there will also be two opportunities to speak to the RDG following this Group meeting. Once the Force is happy with the wording, it is proposed that there be a four week written consultation survey. The proposals will then be taken to the two RDG meetings between now and the final date for completing this work.
33. The Strategy will be consulted on at the same time so it will be necessary to ensure that the wording and content is clear and consistent.

34. There will be a third and final of this Group at the beginning of March. At this meeting, there will be written report from the Executive summarising the findings from the written consultation.
35. There was a discussion around response rates, the intent of the consultation and how it is communicated to stakeholders. It was noted that others have had similarly low response rates to that had for last year's Plans and that, if the correct people are communicated with, a lack of responses may be an indication that stakeholders are broadly content with the proposals.

**06/2018 Any other business**

Agenda Item 6

36. The Chair summarised the content of the meeting, and reiterated the approval of the recommendations set out in section 5 of Agenda Item 4, subject to discussions held in this meeting.
37. There was no other business.

Meeting closed at 12.45pm.