

## Minutes

### Policing Plan Group

Friday 13 October 2017, at 1-3pm  
at Holmes House, BTP, Waterloo

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#### Present:

Martin Richards (Chair)  
Liz France  
Stella Thomas (via conference call)  
Willie Gallagher

#### Apologies:

Dominic Booth  
Deputy Chief Constable Adrian Hanstock, BTP

#### In attendance:

Assistant Chief Constable Robin Smith, BTP  
Lara Adamson, Analyst, BTP  
Sam Elvy, Head of Strategy and Stakeholder Engagement,  
BTPA (minutes)

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### 01/2017 Welcome and apologies

#### Non-Agenda

1. The Chair welcomed attendees to the meeting and introduced himself as the new Chair of the Policing Plan Group for the 2018/19 cycle.
2. Apologies were noted for Dominic Booth and the Deputy Chief Constable.

### 02/2017 Terms of Reference

#### Agenda Item 1

The Chair opened the meeting by inviting attendees to reflect on the context for setting the Policing Plan for 2018/19 in particular that a new Strategic Plan for 2018/21 was in development in parallel. As the new Chair of the Group he offered an observation on the plans issued for the prior year, suggesting that the contribution of the non-operational parts of the business should be recognised in the

forthcoming plans with specific commitments and deliverables expressed for BTP's A-Division. He noted that he had tested this development with the Chief Constable who was supportive of the approach.

This change was particularly timely given the development of the new Strategy and the eventual emergence of a new delivery plan for the whole business. As such it was essential that all parts of the business understood their contribution to the successful delivery of the Strategy and that this was visible. Members endorsed the approach asking the Force and Authority Executive to consider how best to present the plans for A-Division as the currently published plans were geographically based and this did not easily accommodate the proposed addition.

**Agreed: plans for 2018/19 to include the specific contributions to be made by A-Division.**

**Agreed: Force and Executive to consider how best to present the commitments for A-Division in the final published plans**

3. The Terms of Reference were approved; the recommendation to issue a commissioning letter from the Group Chair to the Chief Constable and Chief Executive was noted and a copy of this was to be copied to the Chair of the Authority's Strategy and Planning Committee for information.

**Agreed: BTPA Executive to draft a commissioning letter from the Group Chairman to the Chief Constable and Chief Executive for the 2018/19 plan development process which sets out the timetable and required inputs/outputs. Letter to be copied to the Chair of the BTPA Strategy and Planning Committee for information.**

4. The Chair also highlighted that a key challenge for the working group this year was to test whether the balance of national and local priorities was right in the plans when they emerged later in the year and whether this balance was the best way to approach delivering the new strategic intent. In particular the final evaluation of the emerging plans should ensure that all commitments and priorities have a clear link and make a contribution to strategic delivery.

5. The group also discussed options for drafting the plans to ensure they were both aligned with and recognisably linked to the emerging Strategy (and proposed Target Operating Model) and accessible and meaningful to all potential audiences. The group agreed to review the emerging drafts with those considerations in mind noting the challenge this would present initially as the Strategic Plan was still in the early stages of development.
6. Members reviewed the proposed work plan for the remainder of the cycle making a recommendation that the local policing plan meetings were hosted and led by the Authority whilst still being arranged and supported by the Force.
7. A specific query arose around the arrangements in Scotland where work was underway on devolution of BTP D-Division to Police Scotland in April 2019. It was confirmed that the plan for 2018/19 would be entirely the responsibility of BTP in terms of delivery but it coincided with the final stages of work to prepare for transfer. The Authority lead Member on Scottish devolution requested a brief from the Authority Executive for a forthcoming meeting with colleagues in Scotland setting out the proposals for the development of the 2018/19 policing plans; specifically who would own and run the process for the next and subsequent plans for policing the railway in Scotland.

**Agreed: Authority Executive to prepare a brief on development and ownership of the next and subsequent policing plans for policing the railways in Scotland division for the lead Member ahead of his meeting**

### **03/2017 Proposals for 2018/19 Policing Plan**

#### Agenda Item 2

8. Assistant Chief Constable Smith spoke to his presentation which illustrated the level of complexity of demand and the ever changing landscape which the Force was policing. For example the Force found itself preparing for and responding to as wide a range of crimes and incidents as trespass, major terror attacks, life saving interventions and volume crime such as retail theft. It was ever more important therefore, to consider which indicators were the right ones to focus on in the new plans to ensure effort was being directed towards the right activities. Members agreed that the policing pillars needed to be underpinned by the right

measures of performance and reflected on the messages the plans sought to communicate. This might include commitments to absolute reductions or increases but more likely needed to focus on managing levels of risk on an increasingly busy network. The narrative supporting the commitments in the new plan was therefore essential in establishing the context for plans and bringing them to life.

9. The Chair challenged the group to consider whether they were content to continue to build the new plans around the existing policing pillars approach started in 2017/18 rather than reverting to plans based on targets; Members supported the continuation of the current approach which was yet to be fully embedded. He also asked whether the existing policing pillars were compatible with the emerging strategic themes being developed by the Strategy and Planning Committee and set out in the supporting papers; attendees confirmed they believed they were.

#### **04/2016 Review of key messages**

##### Agenda Item 3

10. The Chair summed up the key messages arising from the meeting as follows;
  - The final policing plans for 2018/19 must be clearly linked to and consistent with the forthcoming 2018/21 Strategic Plan and Target Operating Model. Policing Plans should act as a window to the other key Plans of the Authority and Force
  - A-Division was to be included in the plans in terms of commitments to deliver specified activity
  - The process for the plan for D-Division was to be clarified and set in the context of developing plans in future years
  - The Policing Pillars framework was endorsed as the basis for the 2018/19 Policing Plans
  - Local policing plan consultation meetings to be repositioned with BTPA as hosts and co-chairs; BTP to facilitate as in

previous years

**05/2017 Any Other Business**

Agenda Item 4

A clash of the proposed Authority Annual General Meeting with the C-Division Wales policing plan meeting was noted and would be explored.

**Date of next meetings:**

Meeting 2: tbc

Meeting 3: tbc

DRAFT for approval