

Report to: Policing Plan Group
Agenda item: 2
Date: 28th September 2011
Subject: Outputs from stakeholder workshop
2nd September 2011
Sponsor: Chair Policing Plan Group
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For: Information & discussion

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1. Purpose of paper

- 1.1 To provide an overview of the outputs from the Authority's stakeholder engagement event on 22nd September and to highlight those issues that could be considered as possible priorities for inclusion in the 2012/13 national and/or local Policing Plans.
- 1.2 To invite Members to discuss these priorities and offer some initial guidance to Force colleagues on the content of the Plans for 2012/13. In doing so to identify any further information that they would wish to consider in support of their discussions at the next meeting of the Group on 6th December 2011.

2. Background

- 2.1 This year's Policing Plan workshop built on a very successful event in held in September 2010 and was attended by representatives from 22 TOCs, FOCs, ATOC and Network Rail.
- 2.2 The session sought to;
 - Test the current strategic objectives both to understand what improvements they had delivered thus far in 2011/12 and for their ongoing relevance in 2012/13 and beyond
 - Invite all attendees to explore the current annual operational ('Policing Plan') targets and those that could be generated for 2012/13 to support delivery of the strategic objectives
 - To explore what could and should be done in the remainder of 2011/12 and ongoing in 2012/13, both by the

British Transport Police (BTP) and in partnership with the rail industry, to assist in reducing disruption on the railway

- To identify any other opportunities for greater partnership working either in support of the Policing and Strategic Plans or in the discharging of BTP's wider duties.

3. Currency of strategic objectives

- 3.1 Responses from industry attendees suggested that there is strong support for a continued focus on delivery of the four current strategic priorities of;
- Helping to keep rail transport systems running
 - Helping to make the railway safer and more secure
 - Deliver value for money through continuous improvement
 - Promoting confidence in the use of the railway
- 3.2 Attendees felt that these four categories were broadly reflective of, and capable of capturing, the range of concerns that were relevant to both the national rail network and their local operations. Further, that a focus on these priority areas effectively demonstrated BTP's unique value to the rail network.
- 3.3 Colleagues from the freight industry did offer a challenge to this suite of objectives, suggesting that these did not really reflect their own concerns; however they did offer that the impact of trespass and theft were the major priorities for them. Members may wish to take a view about whether these issues can be adequately accommodated by the strategic objectives set out in section 3.1 above or whether these need to be captured in some other way.
- 3.4 A number attendees also suggested that a meaningful focus on delivering objectives 1&2 around 'reducing crime' and disruption' on the rail network would in large part contribute to the achievement of objectives 3&4 relating to 'demonstrating value for money' and 'increasing confidence'. It was recommended that targeted and creative communications with the industry, its passengers and staff would support progress towards the achievement of these aims and enable BTP to demonstrate what was being delivered to its customers.
- 3.5 Attendees were also invited to review the current Policing Plan targets and comment on their contribution to delivering the

Strategic Plan in the current year. Also to form view about whether these should be rolled forward in their current form or whether some alternative options should be considered for inclusion in 2012/13.

- 3.6 Appendix A to this paper is a summary of the main issues raised by participants under each of the strategic headings as part of the plenary discussions. A summary of other issues captured for review outside of the Policing Plan process is also included in the final section of Appendix A.

4. Objective 1: helping to keep rail systems running

- 4.1 Attendees supported an ongoing focus on reducing disruption though partners suggested that the focus going forward should be reducing the impact of each event rather than simply trying to reduce the overall number of events. The current approach to fatality management was offered as an example of good practice where an SLA around average line handover times had been developed; partners suggested that this principle of an average or maximum line closure time for BTP's involvement in an incident be explored for other events which cause delay.
- 4.2 The Force and Authority were also invited to reflect on the need balance the dual drivers of prioritising those parts of the network where an incident was likely to cause maximum disruption (for example the East and West Coast mainlines) with the quieter parts of the network where disruption had a very high impact on local operators and passengers but a proportionately lesser impact over all.
- 4.3 There was an agreement that the currency of any target needed to be meaningful to both BTP and partners and this challenge might not result in an aggregated national target but a series of disruption reduction initiatives at a local level relating to minutes reduction or improvements in Public Performance Measure (PPM) scores. For example through BTP engagement in the Network Rail led Joint Performance Improvement Plan (JPIP) process or similar freight initiative.
- 4.4 Representatives also supported the inclusion of a fatality management target again in the 2012/13 Plan though a number of attendees asked that the current average response time approach be reviewed. Stakeholders suggested that the 90 mins target could be made more challenging and the target could take the form of a service level agreement; for example with a certain percentage of repairs being delivered within 75 or

80mins and a maximum clearance time for all incidents. It was also suggested that a more stretching target be set for those parts of the network where four lines were in operation and a partial reopening could be achieved whilst the incident was still being cleared. The pilot on London North Area was noted as an example of good practice in this respect.

- 4.5 Following the workshop session the Authority Chairman suggested that it was not within the gift of BTP or BTPA to develop a solution to these challenges alone and proposed that this could be best resolved by establishing a partner working group to explore these issues collectively.

5. Objective 2: helping to make the railway safer and more secure

- 5.1 Attendees were in favour of retaining an overall crime reduction target for 2012/13 and in making this recommendation noted the excellent and consistent progress made by BTP in reducing crime and improving detection rates in recent years.
- 5.2 Specifically, stakeholders invited the Authority to again consider including a target around staff assaults in the 2012/13 plan as this would send out a positive message to rail staff. It was proposed that this target might also be considered alongside a 'staff assaults' detection rate target focused either nationally or locally through Area plans as appropriate.
- 5.3 A further general recommendation for retaining a focus on Anti-Social Behaviour (ASB) was also recorded though, as in the current Plan, this might be best considered as part of the delivery of the 'increasing confidence' strategic objective.

6. Objective 3: deliver value for money through continuous improvement

- 6.1 Attendees noted progress on the current Policing plan targets and welcomed an ongoing focus on this area of work in 2012/13. Stakeholders also noted the importance of regular external communications on the Force's successes in this respect as much of the Force's work to date on improving efficiency and effectiveness was not visible to partners.
- 6.2 As with the development of the current year's Policing Plan targets, partners were unable to suggest specific targets for inclusion but amongst others offered 'maximising the outcomes

of criminal justice processes' and proportions of 'non-staff vs staff costs' for consideration.

- 6.3 Stakeholders suggested that there was much to be considered (outside of the formal Policing Plan process) around increased partnership working in the coming year. In particular there was a great deal of interest in shared services, collaboration, and reviewing approaches to complementary policing and the opportunities this could bring to maximise the deployment of the totality of policing and security resources currently on the rail network. In this respect attendees welcomed the Force and Authority's engagement on any activities around these issues in the coming year.

7. Objective 4: promoting confidence in the use of the railway

- 7.1 Maintaining frontline visibility and focusing on ASB were highlighted as themes that stakeholders wished to take forward from the current Policing Plan. Members may wish to reflect on the specific focus of the current targets for these themes and consider whether these should be carried forward in their current format or revised for 2012/13.
- 7.2 Some attendees also requested a target for 2012/13 which sought to improve passenger confidence scores on the National Passenger Survey (NPS). There was a great deal of debate about the practicality of this approach particularly given the experience of developing such a target in 2010/11; there was also some concern (amongst partners and internal colleagues) as to whether the NPS score was really an accurate reflection of the result of BTP's efforts. Generally support for such a target was mixed so Members may want to discuss the advantages and disadvantages of developing a similar target in 2012/13.

8. Recommendations

- 8.1 That Members review and consider the feedback from the stakeholder Policing plan workshop held on 22nd September 2011.
- 8.2 That Members endorse the initial development of a national plan to be framed around the four strategic priority areas. Also that these draft national targets be supported by more tailored local targets to be developed later in the planning process; but which will also be informed by the same strategic themes.

- 8.3 That Members agree to the establishment of a small working group to take forward the early work on scoping an approach to possible national/local targets on reducing disruption. Further that membership of this group be drawn from BTP, the Authority and stakeholder representatives.
- 8.4 That Members request any further inputs they require to inform the review of a draft national Plan at the next meeting of the Group on 6th December; for example the headlines emerging from the BTP Strategic Assessment 2011/13.