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**REPORT TO:** British Transport Police Authority  
**DATE:** 12 March 2009  
**SUBJECT:** 2009-10 Policing Plan and Policing Pledge  
**SPONSOR:** Deputy Chief Constable  
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**1. PURPOSE OF PAPER**

- 1.1 The purpose of this paper is to present the proposed 2009-10 British Transport Police (BTP) National and Local Policing Plan objectives and targets, and BTP's Policing Pledge.

**2. BACKGROUND**

- 2.1 A British Transport Police Authority (BTPA) Policing Plan Subgroup was formed in September 2008 in order to assist BTP in producing the 2009-10 Policing Plan. In particular, the Group was tasked with overseeing the engagement and target setting processes. The Group is chaired by Sir David O'Dowd with the membership comprising of Suzanne May, James King, Jeroen Weimar and Ian Dobbs. At the full BTPA meeting on 9 December 2008, the Subgroup was also given responsibility for agreeing the final version of the Policing Pledge.

**3. NATIONAL TARGETS**

- 3.1 The National targets (attached as Appendix A) have been produced as a result of consultation with key passengers and industry stakeholders nationally and on Areas. The results from BTP's consultation programme including the victims of crime survey, online survey and the National Passenger Survey have also been taken into account. The targets support the Home Secretary's key priorities for the police service and both the national and BTP Strategic Assessments. They reflect the key challenges that BTP expect to face in 2009-10 and complement BTP's strategic objectives and Efficiency Review Programme (ERP). ATOC have been regularly consulted during the process and are happy with the way Areas have engaged and the agreed targets. The Human Resources (HR) targets have been agreed with the BTPA Human Resources and Remuneration Committee.



- 3.2 For 2009-10 it is proposed that the overall crime reduction target will not include police generated offences. Police generated offences are possession of offensive weapons and possession of drugs offences, which would not normally be discovered other than by proactive police activity such as the use of knife arches and drugs dogs. During 2008-09 it was found that including these offences within the overall crime reduction target could work against Areas in that they were penalised by adopting these proactive policing methods as the offences that they often reveal count against their overall crime reduction targets. The removal of these offences would allow Area to carry on using these proactive methods, which have been so successful for BTP in making the railway network a hostile place for criminals, and concentrate on reducing the victim-related offences which are the most important to passengers and operators. There were just under 4,000 of these offences last year, which accounted for around 6.5% of total notifiable crime.

#### **4. LOCAL TARGETS**

- 4.1 The Deputy Chief Constable has recently had meetings with all Area Commanders, together with the relevant Assistant Chief Constables and representatives from the Strategic Development Department. During these meetings the Area Commanders were rigorously tested on the suitability of their proposed targets and the quality of the local engagement on their Area. The product of these meetings was an agreed set of Local targets, which are detailed in Appendix B. These targets have been scrutinised by the BTPA Subgroup, who agreed all of the targets subject to some amendments, which have been implemented. The proposed Scottish Area targets and framework are outlined in Section 5 of this Paper.
- 4.2 Appendix B gives a detailed breakdown for each Area's targets. Wherever possible, it outlines:
- A description of the crime types targeted
  - The number of crimes recorded April 2008 - December 2009
  - The number of crimes detected April 2008 - December 2009
  - The detection rate April 2008 - December 2009
  - The likely 2009-10 proposed target



- The offences covered by the target
- Predicted end of year performance
- Historic annual performance 2005-06 - 2007-08

4.3 All Areas have entered into meaningful dialogue with their stakeholders, including passenger groups and representatives and Police Service Agreement holders. The targets reflect the local consultation and engagement that commenced in September. The Strategic Development Department has analysed all of the targets and is confident that they can be reported on within the Force Management Information documents and Data Warehouse where appropriate.

## **5. SCOTTISH AREA**

5.1 In consultation with its stakeholders, Scottish Area has developed a problem solving based Policing Plan process for 2009-10. This process is designed to enable stakeholders to identify problems and priorities throughout the year, and to allow the Area to set targets and direct operational priorities in a more timely, flexible and responsive way. It is aligned to the Scottish Policing Performance Framework and will improve both industry and passenger engagement and increase partnership working. It will also bring the Scottish Area in line with the expectations of the Scottish Government. The approach is very innovative, and the Policing Plan Subgroup is minded to trial it for 2009-10. The Scottish Area Commander, Chief Supt Martyn Ripley, has been invited to the meeting to answer any questions members may have.

5.2 There are several reasons why Scottish Area has worked with its stakeholders to implement a new style of Policing Plan for 2009-10. Operationally, the Area has achieved considerable improvements in performance in recent years. It achieved a 34% reduction in notifiable offences between 2004-05 and 2007-08, compared to forcewide reduction of 14%. It also achieved a 28% reduction in violent offences and a 57% reduction in theft of passenger property in the same period (compared to forcewide reductions of 5% and 32%) and currently has a staff assaults detection rate of over 66% (the second highest of any Area). In addition,



the success of the Backtrack initiative in reducing route crime has provided good evidence that a partnership approach to tackling problems does work very well in Scotland.

- 5.3 The model proposed is designed to enable the Area to both maintain this level of performance and to build on these achievements in a way that further improves the Area's accountability through involving partners more and making their continuing feedback central to the priority setting process. It will also drive increased and better quality partnership working, and will ensure that the Area is responsive to changing policing demands and evolving priorities.
- 5.4 Scottish Area's 2009-10 Policing Plan incorporates three main strands:

**BTP 2009-10 National Policing Plan targets**

BTP's National Policing Plan targets address a number of key priorities for BTP as a whole; Scottish Area remains committed to the achievement of these targets, and will continue to be held accountable for performance in the same way as every other Area.

**Anti-Social Behaviour reduction target**

Scottish Area recorded a 10% increase in anti-social behaviour (ASB) offences between 2005-06 and 2007-08, based on the offences included in the Area's target for 2009-10. Anti-social behaviour has a disproportionate effect on those travelling and working on the railways and the Area is committed to reducing these offences. This target will be a challenging one; the introduction of Fixed Penalty Notices on the Area may lead to an increase in recorded crime for some ASB offences. In addition, the Area Commander is conscious of the need to avoid criminalising offenders for very minor offences that do not warrant a criminal record, and will be encouraging his officers to use discretion in this regard.

**Problem solving – identify and address stakeholder priorities**

The problem solving process will be central to achieving a more responsive and flexible policing service for the Area's stakeholders. The Area will develop, agree and implement Problem Solving Plans in response to problems raised by stakeholders via the monthly Area



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Tactical Tasking and Coordination Group (ATT CG) meeting. This process is described in detail below.

- 5.5 In addition, the Area will maintain a strong focus on priority crime (such as staff assaults) and detections throughout the year. Crime will be reviewed at the monthly tactical meeting – this will be supported by the existing tactical assessment submitted to each meeting. The Chief Inspector (Operational Performance) will manage day to day performance in this respect outside the tactical meeting, and will assess and direct sector priorities to complement the activity agreed through the problem solving process.

#### **Problem solving process**

- 5.6 A wide range of stakeholders – including all Train Operating Companies (TOCs) and relevant passenger representatives – will be invited to attend the monthly tactical tasking meeting and to raise problems or issues to be addressed. Feedback from other stakeholders such as local forces, local authorities and MSPs will also be taken into consideration – this will be managed by the community safety co-ordinator. The Area already works closely with Passenger Focus and takes into account feedback from its community safety co-ordinator and via TOC 'Meet the Manager days'. In addition, it will be trialling on-train passenger questionnaires in the coming months and will work to further improve passenger involvement where possible.
- 5.7 Stakeholders will be asked to notify the Area of problems or issues that they wish to be addressed in advance of the meeting whenever possible, so that crime analysis may be carried out and appropriate options developed for discussion and agreement at the meeting.
- 5.8 A standard template for these Problem Solving Plans has been developed. This will ensure that the problem is clearly defined and evidenced, and will detail the findings of the analysis carried out. The problem will then be discussed at the monthly meeting, and wherever possible, a measurable target will be set, in addition to whatever actions are agreed (e.g. additional patrols).



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- 5.9 Both the agreed actions and targets will centre on the outcome desired by the stakeholder (e.g. reduced staff assaults), to ensure that the focus stays on the problem itself rather than an activity related to addressing it (e.g. additional patrols). The Problem Solving Plan will be updated accordingly and signed off as agreed by both BTP and the stakeholder concerned. It will also specify the agreed timescale in which the problem will be addressed and the date on which progress will be reviewed.
- 5.10 Performance against the Problem Solving Plan will be measured as follows:
- Primarily via an overall satisfaction target for stakeholders – this will measure whether the problem has been resolved to their satisfaction in the manner agreed
  - In addition, specific measurable targets will be set where possible – e.g. a measurable reduction (or an increase in detections) for specific offences.
- 5.11 Performance against the first objective (stakeholders' overall satisfaction) will be measured by stakeholders' responses to a very short survey at the end of each Problem Solving Plan. This will consist of an overall satisfaction question, and three or four additional questions relating to Area's communication, follow up and collaboration with the stakeholder throughout the life of the plan. This feedback will be used to improve the Area's activity on future Problem Solving Plans. A target of 70% overall satisfaction will be set for the year.
- 5.12 Performance will be reported on within the monthly Force Management Information document. This will include the headline satisfaction rate, and high level summary information of the nature and progress of each Problem Solving Plan agreed. In addition, the Area Commander will be held to account via the monthly Force Management Team performance meeting, and a detailed report will be included in the Chief Constable's report to the Strategy, Budget and Performance Monitoring Committee.



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- 5.13 In addition, an Area single point of contact (SPOC) has been nominated who will be responsible for ensuring that the plans are completed correctly and to the required standard. The SPOC will also provide SDD with an agreed monthly return of key documentation and will retain all relevant paperwork on Area to ensure that an effective audit trail is in place.

## **6. POLICING PLEDGE**

- 6.1 The December Policing Plan Subgroup meeting discussed a draft of a BTP Policing Pledge and asked that it be made more BTP-specific and more concise. A revised draft was then presented to the full BTPA meeting on 9 December 2008. After some discussion, it was agreed that the Policing Pledge would continue to be developed by the Policing Plan Working Group and that all members would email their comments to Michael Furness.
- 6.2 The proposed Pledge attached as Appendix C reflects Members' feedback and has been further amended after discussions at the January Policing Plan Subgroup meeting. In particular, the commitment to engaging with passengers has been made more explicit, as has the link between the Pledge and the Policing Plan performance framework. This version has been endorsed by the Policing Plan Subgroup.

## **7. RECOMMENDATIONS**

- 7.1 Members approve the national targets outlined in Appendix A.
- 7.2 Members approve the local targets outlined in Appendix B.
- 7.3 Members approve the proposed Scottish Policing Plan framework outlined in Section 5.
- 7.4 Members approve the BTP Policing Pledge attached as Appendix C.