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**REPORT TO:** British Transport Police Authority  
**DATE:** 9 December 2009  
**SUBJECT:** 2008-11 Strategic Plan  
**SPONSOR:** Deputy Chief Constable  
**AUTHOR:** Michael Furness

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## **1. PURPOSE OF PAPER**

- 1.1 The purpose of this paper is to provide members with an update on progress against the 2008-11 Strategic Plan.

## **2. BACKGROUND**

- 2.1 The current Strategic Plan runs until April 2011. The document attached as Appendix A provides updates against all of the objectives and related actions contained in the Plan.
- 2.2 There are 85 objectives within the Plan and 229 actions associated with the delivery of these objectives. Of the 85 objectives, 81 (95.5%) are rated Green and 4 (4.5%) are rated Amber.
- 2.3 The Objectives currently rated Amber are:

CD13 *Ensuring British Transport Police (BTP) has sufficient capacity and expertise to deal with crime and public safety, including for the 2012 Olympic and Paralympic Games.*  
(HR)

This action is amber due to some slippage in determining the exact resource requirements of the London Olympic and Paralympics Games. The deadline for the completion of the plan has been extended to March 2010.

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CD20 *Improving the quality of briefing of front-line staff through development of better briefing models and processes. (OPS)*

Funding has been withdrawn for a new briefing system although work is being conducted into how the existing system can be improved. The intelligence functions are also being reviewed as part of the *Frontlinefirst2* Programme.

CC28 *Reviewing BTP's pay structures to enable recruitment and retention of talented employees, and implementing the outcomes in the subsequent two years. (HR)*

CC29 *Reviewing all staff contracts so that they meet BTP's operational requirements through negotiated implemented revised terms and conditions. (HR)*

Both of these actions have slipped from their original deadlines. However, a paper was submitted to the British Transport Police Authority's (BTPA's) Strategy, Budget and Performance Monitoring Committee meeting on 11 November 2009 and subsequently to the 9 December 2009 BTPA meeting recommending a way forward.

### **3. FUTURE PLANS**

3.1 BTP is currently out of step with Home Office forces as they now produce a rolling three-year Policing Plans, which combines both the old three-year Strategic Plans with the annual Policing Plans.

3.2 BTP and the BTPA discussed implementing the first rolling three year plan for the 2009-12 period but, due to the imminent appointment of a new Chief Constable and Chair of the BTPA, as well as uncertainty over the budgetary situation, it was decided to defer this new style of plan.

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3.3 There is, however, a statutory obligation to produce a new Strategic Plan by April 2011. A programme of stakeholder engagement and consultation could commence at the start of 2010 and both BTP and the BTPA would benefit from early agreement around the overarching principles of any new strategy.

#### **4. RECOMMENDATIONS**

4.1 Members note the progress achieved detailed in the Strategic Plan monitoring document attached as Appendix A.

4.2 Members discuss the timing and processes regarding the next three year Strategic Plan.

Ref	Key Strategic Aim	Objective	Theme	Responsibility	Action(s)	Action Owner	Target	Progress	Status
CD1	To reduce crime and disorder by:	Developing crime reduction strategies to address disorder and to tackle assaults on railway industry staff and passengers, in partnership with the industry and other relevant stakeholders.	Performance	ACC Crime	Review and rewrite the force violent crime reduction strategy to cover the years 2009-2011, with particular emphasis on the changes in policing style (NPTs) and the challenges we are going to face over the next three years.	Detective Supt MIT	Dec-09	BTP's current violent crime reduction strategy ran from 2005-2008 and was implemented across the force. Violent crime has been reduced during the period 2005-2008 from 13,401 to 11,250 - a 16% reduction. BTP has worked with a number of partners including RPSG, PSATI, NWR, MPS and other forces during the implementation of this strategy. There is now a need to review the strategy for the next three years, 2009-2011 with particular emphasis on the changes in policing style (Neighbourhood Policing Teams (NPTs)) and the challenges BTP is going to face over the next three years. This work is ongoing and is due to report at the end of December 2009.	G
			Performance	ACC Crime	Through analysis of the cause of the key crime types affecting the force jurisdiction, develop a menu of tactical options for each crime type which address the causal issues and draw on successful operational deployments and best practice on Areas. Each tactical option will specify the evaluation criteria for inclusion in the options template and provide an evaluation template for future use. ACTION COMPLETE	Crime Reduction Manager	Aug-09	Tactical options published and email circulated to all DCIs detailing the documents and asking for comments or amendments.	
			Performance	ACC Crime	Carry out a review of operational tactics aimed at reducing priority crime types and identify good practice that leads to success and should be replicated. Similarly, identify ineffective tactics that should not be repeated.	Crime Reduction Manager	Aug-09	A best practice document has been amalgamated into the above task with a menu of tactical options to enable the reader to see what has and hasn't worked in tandem with other options. Documents are reviewed by FIB, with amendments made to documents to incorporate comments received. Documents are placed on the Crime Reduction pages of the intranet and are subject to review by the DCI (FIB).	
			Performance	ACC Crime	Develop strategy with the industry to reduce fraud, particularly customer not present (CNP) transactions.	Detective Supt OCT	Aug-09	At BTP's instigation ATOC has re-energised meetings of the Fraud Forum, which now occur every month and are attended by TOCs, banks, card issuers and BTP. The Forum members discuss and suggest methods to mitigate fraud loss through innovative ideas and intelligence sharing. TOCs have to take the initiative in introducing fraud prevention methods as BTP doesn't own or control their systems. However the CCU is focusing on those criminals who clone and manufacturer cards on a significant scale as this is considered the best use of limited resources. Intelligence from the industry suggests that losses have decreased from £10m to under £3m within 12 months. BTP will still pursue a formal strategy with the industry.	
			Performance	ACC Crime	Develop and implement a forcewide crime reduction initiative aimed at reducing crime at retail and leisure premises within BTP jurisdiction (shops, bars, nightclubs, etc)	Crime Reduction Manager	Mar-10	Four short addendums specific to differing retail outlets have been completed and submitted to BTP's Media & Marketing Department. Addendums will also be referred to in the document currently being developed in partnership with the DIT and CPNI entitled <i>Security In Design Of Stations</i> .	
			Performance	ACC Crime	Develop a proactive strategic approach to design, production and distribution of crime reduction materials to educate passengers and manage the fear of crime and perception of crime.	Crime Reduction Manager in conjunction with Media & Marketing Manager	Mar-10	Meetings held with Media & Marketing Department (09/10/09) regarding the progression of the theft person initiative and associated products, continuing joint Crime Reduction and a corporate media approach. Funding is being sought to market potential anti-theft person products through internal BTP sources and external funding/sponsorship. The Crime Reduction and Media & marketing Departments have worked together to promote and support the Suzy Lamplugh National Personal Safety Day on 12/10/09.	
CD2	To reduce crime and disorder by:	Improving arrangements for gathering, developing and disseminating intelligence to address organised criminal groups that pose most risk of harm and improve co-ordination of intelligence in London.	Performance	ACC Crime	Develop more effective engagement with Multi Agency Public Protection Arrangements (MAPPAs) structures.	Director of Intelligence	Sep-09	A policy document is being drafted that will address BTP's responses and actions with regard to MAPPAs/Visor issues with supporting SOPs. FIB continue to liaise with all Areas in the engagement with local MAPPAs. Recently the Director of Intelligence (DOI) has been involved with a Level 3 MAPPAs review relating to a terrorist released from prison. Good working relationships are being established providing a greater understanding of the role of BTP.	G
			Performance	ACC Crime	Continue to develop Regional Intelligence Unit (RIU) and Counter Terrorism Intelligence Unit (CTIU) engagement – measuring the outcomes that are obtained as a result.	Director of Intelligence	Mar-10	The DOI continues to attend Chairs and Strategic RIU meetings. The National Co-ordinator has been very supportive in the role and engagement of BTP, and ensuring that there is a better sharing of information and intelligence between all parties. The DOI meets with AIB Managers every six to eight weeks and reviews attendance at RIU Managers' meetings and the minutes for issues relating to BTP. Owing to the withdrawal of some funding streams, BTP has had to review the deployment of Special Branch (SB) staff into CTIUs. The DOI has established working links with MPS SO15 to establish more effective ways of accessing and using resources and intelligence. A map of the UK has been developed outlining the current deployment of SB officers which is being reviewed in light of intelligence requirements. An application has been submitted through ACPO TAM for funding to establish these posts, minimising the risk of the withdrawal of funding.	
			Performance	ACC Crime	BTP will develop a national intelligence requirement to establish the information and intelligence required from external organisations. This will help to drive our tactical disruptions against OCGs.	Director of Intelligence	Aug-09	The Principal Analyst and Head of FIB have driven forward work in this area, aimed at improving the proactivity of BTP's intelligence gathering activity. So far the following has been achieved: A national intelligence requirement has been established, which outlines the intelligence and information sought from partner agencies. This is now being refreshed as part of the NIM cycle to reflect BTP's new Force Control Strategy and to help drive BTP's efforts to tackle OCGs operating on the rail network. BTP is fully engaged with all RIUs (as a partner in the London RIUs) and takes part in the RIU Manager Forum -through this BTP is linked to the Border Agency, SOCA and HMRC. Protocols exist within this framework for effective information sharing. The newly created BTP Confidential Unit has forged links with SOCA and other forces. BTP is well linked into the CT network through its SB activity, with staff embedded within the West Midlands CTU, SO15 and CTC at NSY, WECTU, NFIU, NPAC, NPICU and with work underway for placements in the NECTU and CTIU Glasgow.	
Performance	ACC Crime	Review and make recommendations to streamline the intelligence functions within the London Areas.	Director of Intelligence	Mar-10	SDD has produced a proposal document which will streamline intelligence functions in London and achieve a number of efficiencies. However, collaboration of the London Areas is required and T/ACC Crime has arranged a meeting with the three London Area Commanders to seek their views and suggestions to achieve the streamlining and efficiencies required.				

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CD3	To reduce crime and disorder by:	Enhancing the collection, development and dissemination of intelligence concerning football disorder, event management, and wider criminality.	Performance	ACC Crime	Ensure BTP develop and maintain an effective information and intelligence requirement together with the necessary collection processes to provide information regarding supporter throughput, identify potential pinch-points, and train loadings to drive deployment plans at Area level.	Director of Intelligence in collaboration with Ops	Aug-09	The <i>Tracks</i> system has been developed and is due for demonstration and use in the next few weeks. This system provides a unique opportunity to accurately identify and assess risks around pinch points. It has the potential to be developed further over the next few years, providing an invaluable tool to assist with Olympic deployments.	G
			Performance	ACC Crime	Develop BTP specific intelligence requirement to support policing of the Olympic Games. To include specific requirements in relation to SB which will enable them to focus on any specific security risks.	Director of Intelligence	Mar-11	The DOI attends monthly Olympic Intelligence Board meetings chaired by the Home Office. BTP has established a meaningful role within the development of the Olympic Intelligence Centre (OIC) and has now identified the second post to be deployed there (this is fully funded). BTP plays an active role in contributing to the quarterly Strategic Threat Assessment (STA) and has established an internal Intelligence Group to contribute to and review the STA as well as define specific intelligence requirements internally. One of those persons seconded to the OIC is an SB officer who supports this integral link.	
			Performance	ACC Crime	Develop a strategy for the use and deployment of ANPR systems both overtly and covertly to assist policing of the Olympic Games.	Director of Intelligence	Mar-11	BTP's ANPR Strategy has been circulated for consultation and will be considered again at the next ANPR Steering Group. Further activity has been undertaken in reviewing the current deployment of all fixed cameras to standardise the manner in which data and intelligence is accessed, used and circulated from the back office function (BOF). All Areas have been tasked to identify which forces they require BOF to BOF agreements with. This will be overseen by the DOI. An application nationally for funding for ANPR for the Olympics was turned down, and so it is imperative that the ANPR Steering Group addresses the Olympic requirements.	
			Performance	ACC Crime	Continue to collect, analyse and disseminate relevant intelligence in relation to football OCGs and ensure effective management plans are in place to minimise the harm they inflict on BTP jurisdiction.	Director of Intelligence	Mar-11	A new process and structure has been established within BTP for the collation of intelligence and support to Silver Commanders. This has resulted in an FIO Coordinator being identified for each specific operation who is responsible for collating intelligence and feeding this through to Silver Commanders. Where relevant, DSUs are engaged with tasking CHISs, and this has resulted in some significant disruptions around crime and disorder. The DOI reviews activity against priority football groups and their links with OCGs.	
CD4	To reduce crime and disorder by:	Ensuring BTP's Neighbourhood Policing model is embedded in our service delivery where appropriate.	Performance	ACC Operations	Drive the Force Neighbourhood Policing Strategy and Project.	Supt Neighbourhood Policing and Partnerships Unit (NPPU)	Ongoing	The Project Board is established and meeting monthly. It is attended by all Area NP Champions. Following the HMIC inspection report received in Aug 2008, an action plan to address the recommendations has been implemented and is almost complete with only a couple of actions still outstanding. The impact of the Policing Pledge has been incorporated in BTP's Patrol and Response Strategy which forms part of the overall governance framework. A recent NP evaluation has been completed by the BTPA and the NPPU is driving the recommendations and actions that came out of the evaluation report. The is being consolidated into a single action plan with HMIC recommendations.	G
			Performance	ACC Operations	Work with FIB to develop a way of capturing intelligence to support the Neighbourhood Policing Teams.	Supt (NPPU)	Ongoing	The FIB has been invited to NPPB as a standing member. The DOI is a standing member of the NP Project Board to drive this issue forward and a gap analysis has been undertaken and completed. A protocol has been drawn up and is published.	
			Performance	ACC Operations	Increase the number of Neighbourhood Policing Teams deployed in the force via the Frontline First Efficiency Programme.	ACC Operations	Jan-11	The number of NP teams has increased and will continue to do so throughout 2009. (As of 10 September 2009 there are 52 established NPTs, 17 emerging and 11 proposed. The details of this are contained within the NP Intranet site which covers the established and emerging and proposed NP sites).	
			Performance	ACC Operations	Complete the roll out of the updated training package in response to HMIC recommendation.	Supt (NPPU)	Mar-10	Training on Areas is ongoing and the majority of staff will be trained by March 2010.	
CD5	To reduce crime and disorder by:	Making the best use of Football Banning Orders.	Performance	ACC Operations	Maximise funding opportunities to support football operations and Banning Order applications.	Supt (FEP)	Mar-10	Funding for a Banning Order Team has been agreed with the UKFPU which has also secured £1m funding for the next 4 years. A business case was submitted to UKFPU on 26/02/09 for 2009-10 funding, which has been approved.	G
			Performance	ACC Operations	Develop effective links to football intelligence through FIB.	Supt (FEP)	Sep-09	The Top 7 clubs for significant football disorder have been identified and Areas tasked through Level 2 to develop Management Action Plans to disrupt known groups and nominals. New Football Intelligence structure in place for start of new season with introduction of Football Coordinator London and North supporting Silvers. Operations Football Tasking meeting now held weekly.	
			Performance	ACC Operations	Constantly review processes and progress in relation to Banning Order applications.	Supt (FEP)	Ongoing	Banning Orders now stands at 46x 14a and 4 x14b (another 12 x 14bs being processed). Target packages under development. Constantly reviewing links with HO Forces and UKFPU to develop and share intelligence.	
CD6	To reduce crime and disorder by:	Making the best use of management information to reduce crime and the fear of crime on the railway, including the development of a secure extranet portal and regular crime and incident analysis.	Performance	ACC Crime	Develop and professionalise the analytical function within BTP by investing in specialist analytical training and software, aimed at delivering the right products to drive the National Intelligence Model (NIM) process.	Director of Intelligence	Mar-10	The Principal Analyst has reviewed the roles, skills and training requirements for all analytical staff. The Intelligence Review has overseen the review of all intelligence products and the process by which they are created. With the support from a dedicated IT specialist, the review has identified opportunities to make better use of existing software and to explore opportunities to automate searches and presentation of data. Level 2 is currently being reviewed in the same light.	G
			Performance	ACC Crime	Maintain data sets of crimes per passenger and proactively promote levels in comparison to Borough statistics.	Head of Planning and Performance Analysis	Mar-11	The new online crime mapping system provides data compared to passenger numbers broken down by station and there are links to local force internet sites. The provision and comparison of data in relation to London boroughs and provincial local authority areas is more problematic but is being pursued as Phase 2 of the intranet crime mapping system.	

Ref	Key Strategic Aim	Objective	Theme	Responsibility	Action(s)	Action Owner	Target	Progress	Status
CD7	To reduce crime and disorder by:	Support a dedicated programme/project team to develop and lead a nationwide CCTV programme in order that all CCTV systems across the rail transport industry are aligned and implemented to a set of national standards and support the Home Office National CCTV strategy.	Performance	ACC Crime	Create a CCTV hub for London and the South East.	CCTV Hub Programme Manager	Mar-10	The detailed designs are almost complete and a formal presentation to BTP will be carried out in the next few weeks. This will communicate the design, with the aim to get agreement, so the tender packages can be prepared. The investment paper for the rest of the funding has been submitted to NWR. A decision has been made to keep custody at Ebury Bridge so work is underway reviewing the possibility of refurbishing the ground floor as well.	G
			Performance	ACC Crime	Develop short, medium and long term options to mass digital download issues across the industry.	National CCTV Manager	Mar-10	BTP's output requirements for mass export were communicated to the seconded Inspectors for <i>First Group</i> and <i>National Express East Anglia</i> at a meeting on 30/09/09. Both Inspectors are going to approach the relevant companies to consult them with regard to new procedures being written. FGW are arranging a meeting with Petards (on train CCTV company) to discuss the manufacturer holding spare hard drives as well as looking into the matter of a common pool of hard drives across different TOCs with the same system. Research is underway to see which TOCs use Petards on their trains; they will then be approached to see if they are interested in funding a common pool of spare hard drives.	
			Performance	ACC Crime	Seek to improve internal processes and procedures for the recovery and use of CCTV evidence.	National CCTV Manager	Mar-10	The Ashford pilot is now underway following the "to-be" mapping process. It is hoped that the pilot will flush out any issues with the "to-be" processes and inform the re-write of the CCTV SOPs. The SOPs will be finalised in January to take account of the Ashford pilot's findings.	
			Performance	ACC Crime	Develop a strategy for the use and deployment of CCTV systems both overtly and covertly to assist policing of the Olympic Games.	National CCTV Manager in collaboration with Olympics Project Board	Mar-11	Workshops are being arranged by the Olympic Project Team to capture the various stakeholder requirements. Once captured the CCTV Team will progress the work to produce indicative costs that will inform the required business cases. The Olympic CCTV & ANPR Working Group was held on 23/09/09 and the Chair stated that the only requirement to view rail industry images will be BTP's, and that no other Olympic stakeholder will be required to view rail images.	
CD8	To reduce crime and disorder by:	Increasing the number of successful prosecutions, by improving the quality of investigations and of the files presented to the Crown Prosecution Service	Performance	ACC Crime	Develop an offender management strategy looking at how we manage prison intelligence, track offenders and provide interventions to prevent future offending on BTP.	Supt Criminal Justice	Aug-09	The strategy for dealing with PPO's has been agreed by the ACC Crime and the Justice Directorate is preparing SOPs for implementation.	G
			Performance	ACC Crime	Develop Key Performance Indicators (KPIs) for Area Justice Units (AJUs) to create a performance regime around file quality and investigations.	Supt Criminal Justice	Mar-10	Ongoing: NWNJ Compliance performance data collated and reports circulated to COG, Area Commander, DCI's AJU Heads and WCU Heads on a regular basis. PTPM report circulated first week in March 2009 as part of further regular reporting. Quarterly telephone conferences will be held with Area CJ Champions to address and improve performance - matters will also be addressed at quarterly CJSG meetings chaired by ACC Crime.	
			Performance	ACC Crime	Implement a Custody Strategy to support the Policing Model of the Force.	Supt Criminal Justice	Aug-09	The BTP Custody SOP has now been published. Liverpool custody has been opened and planning permission has been granted for the London North Custody Project.	
			Performance	ACC Crime	Explore collaborative projects with Crown Prosecution Service (CPS) and Criminal Justice (CJ) partners to improve effectiveness of investigations.	Supt Criminal Justice	Mar-11	Meetings have been held with CPS and HMCS regarding proposals to move BTP's casework out of Westminster Magistrates Court and Southwark Crown (Reps from all three London Areas and FHQ present). Meetings have been held with the CPS and HMCS regarding the necessary IT links and deployment in 2010. These negotiations have resulted in £250,000 being made available from OCJR to fund deployments and testing.	
CD9	To reduce crime and disorder by:	Promoting a positive arrest policy.	Performance	DCC	Promote a positive arrest policy through Force Management Team meetings, Chief Officer Leadership Visits, the DCC's performance visits, Supervisor's seminars and other relevant forums.	DCC	Complete	This message is regularly promoted and reinforced by the DCC and Chief Officer colleagues at BTP meetings such as the Force Management Team. It is also being reinforced by the Chief and Deputy Chief Constable at the current supervisors seminars.	G
CD10	To reduce crime and disorder by:	Ensuring BTP has sufficient capacity and capability to deal with serious and organised crime and major crime.	Performance	ACC Crime	Continue to minimise abstractions from Areas to service major and serious and organised crime enquiries	Detective Supt MIT	Mar-11	There have been no abstractions from Areas to support major crime and the MIT has been deployed with Area led investigations. <i>Operation Transposal</i> required short-term abstractions from LN (Host Area) which were quickly reduced and currently involve only two people.	G
			Performance	ACC Crime	Continue to develop serious and organised and major crime capability through enhancement of skills through training, secondment and mentoring for investigators and analysts.	Detective Supt MIT / Detective Supt OCT / Director of Intelligence	Mar-11	One T/DCI sits on South West Region K+E Group as do SOCA who has requested closer liaison with BTP. A meeting has been arranged for January 2010. Arrangements made for selected MIT personnel to visit SOCA K+E Operations Room in Leicester FIB 2010. DI Martin has begun a secondment to the MPS SCD Homicide Unit at Hendon in order to enhance and develop skills towards PIP3. T/ACC Crime has also agreed the secondment of DCI Williams to the south east regional TKAP programme. OCT officers are being rotated with Area staff to ensure that there skills are not being narrowed. There have been 10 week attachments for T/DS Mellor to LN EUSTON CID, PC Ajay to LS Robbery Sq, DC Iroko has worked with London North CID, DC Burdett is just about to embark on an 8 week attachment to the Rayners Park neighbourhood team to improve his operational experience but also to assist the Area improve its knowledge of POCA.	
			Performance	ACC Crime	Continue to collect, analyse and disseminate relevant intelligence in relation to OCGs and ensure effective management plans are in place to minimise the harm they inflict on BTP jurisdiction.	Director of Intelligence	Mar-11	The DOI regularly reviews the submission of intelligence against particular OCGs at Level 2. During six to eight weekly visits to AIB, DOI reviews activity at Level 1 and the use of the Management Plans. Areas are being encouraged to score these appropriately and to use the Management Plans to outline rationale for any activity or not as the case may be.	
			Performance	ACC Crime	Develop capacity to undertake more Financial Investigations by developing a range of options to improve capability at both FHQ and Areas and by introducing Frontline First methodology to review FHQ crime resources.	Detective Supt OCT	Aug-09	Papers produced for ACC Crime introducing guidance on the distribution of POCA to Areas and a quarterly process has been set up in line with JARD returns to BTP. There will still be some ambiguity surrounding confiscation money as this could be paid over several years and track such amounts can be difficult in the amalgam of an overall amount. Quarterly conference call also set up with all FI's to bring visibility on work load and to iron out on call and sharing of experience and cases. Value of seizures have increased significantly during 2009/10 which has in turn ensured significant increase in the funds returned to BTP as part of the incentivisation programme.	

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			Performance	ACC Crime	Implement strategy and embed POCA as business as usual for BTP in line with NPIA guidelines.	Detective Supt OCT	Mar-10	BTP is receiving over £1500 per day from the Home Office since the beginning of 2009. DCI Jones is working with the two Areas who have not appointed FI's to bring these in. A recommendation has been made to turn one of the Northern OCT posts into a further FI to ensure there is resilience and capability to tackle serious and organised criminality through POCA opportunities which will improve efficiency and effectiveness.	
			Performance	ACC Crime	Undertake a review of Level 2 surveillance capability across BTP.	Detective Supt OCT	Aug-09	This work is ongoing but its already been considered that BTP would either have to make significant investment to set up further Area Covert Units or there would need to be a firm commitment by Area Commanders to maintain multi-competent covert assets if there was not going to be a permanent team on an Area.	
CD11	To reduce crime and disorder by:	Introducing a criminal justice performance regime and Standard Operating Procedures (SOPs) to assess BTP's performance against partners in the wider criminal justice system.	Performance	ACC Crime	Develop a suite of performance measures designed to increase detections, file quality and compliance with Victim Code and Witness Charter.	Supt Criminal Justice	Complete	The Offenders Brought To Justice performance measure is included in the Data Warehouse. This has been developed to show the split by offence type in accordance with three tiers (1 - Serious sexual offences and serious assault 2 - Serious acquisitive crime 3 - All other offences). This data is refreshed every 24 hours from CRIME and JAS. The <i>No Witness No Justice</i> (NWNJ) compliance report is published bi-annually at present and is circulated to ACC Crime, Area Commanders, DCIs, JU and Witness Care Heads.	G
			Performance	ACC Crime	Maintain performance monitoring and management processes in relation to persistent young offenders in order to achieve Attorney General's targets.	Supt Criminal Justice	Complete	BTP has regularly met the AG's targets in recent months. The latest MoJ PYO performance statistics show that BTP achieved a rolling quarterly average of 62 days from arrest to sentence to April and if predicted figure (49 days) for May is confirmed BTP will achieve 51 days for the rolling quarter to May. Since November 2007 BTP has achieved the 71 day rolling quarterly target for every period to present and BTP has achieved the 65 day stretch target for every period since February 2008. BTP has not been required to meet the AG since October 2007.	
CD12	To reduce crime and disorder by:	Making the best use of forensic science to bring more offenders to justice.	Performance	ACC Crime	Develop an overarching intelligence strategy.	SSU Manager	Aug-09	A first draft document outlining how BTP can develop an overarching intelligence strategy has been completed and awaiting consideration.	G
			Performance	ACC Crime	Develop a forensic investigative strategy for volume and serious and organised crime cases (e.g. graffiti).	SSU Manager	Mar-10	The Graffiti and Operation Drum strategies have been completed, other volume crime areas have been drafted. These have now been completed. The NE Area has requested a review of its Op Drum Forensic Strategy at the next FSG meeting.	
			Performance	ACC Crime	Explore new technologies and new methods to tackle priority crimes and to maximise remote scene work.	SSU Manager	Mar-11	Remote transfer of crime scene marks has been set up. A pilot scheme is running in May and then will be rolled out across BTP. This project has been delayed due to the virus issues affecting BTP. SSU are waiting for laptops to be configured, after this RTOCSM will go live.	
			Performance	ACC Crime	Conduct a full review of SSU processes, capacity and capability to ensure that it matches demand. This will also be linked to Frontline First methodology.	SSU Manager	Sep-09	The Review is complete and an action plan has been created for all recommendations and assigned to individuals. It is reviewed monthly at SSU Managers' meeting. The action plan is discussed at each SSU Managers meeting and the plan updated. The actions are also part of the IPA process.	
			Performance	ACC Crime	Develop BTP national graffiti database linking forensic intelligence.	SSU Manager	Mar-10	This was being looked at by the Graffiti Working Group. A number of database options are being looked at with a possible option of linking FIS to FotoWeb internally. Birmingham City Council has suggested working in partnership with Birmingham University to progress some actions. A paper has been issued to revitalise the Graffiti Working Group and this has been submitted to the Head of FIB.	
CD13	To reduce crime and disorder by:	Ensuring BTP has sufficient capacity and expertise to deal with crime and public safety, including for the 2012 Olympic and Paralympic Games.	People	Director of Human Resources	Create a workforce plan covering Olympic requirements. Carried forward to 2009/10. Completion date Nov 09.	HR Policy & Strategy Manager / Head of HR	Nov-09	There has been a high level of activity between the Operations Department and HR to determine the exact resourcing requirements for the Olympics. The Operations Department has the work package for 'operational deployment' and is awaiting Areas to determine their needs. The HR work package timescale has been extended until March 2010.	A
			People	Director of Human Resources	Attend Olympic Project Board Meetings and liaison meetings with the MPS Programme Board. Closed as it is 'business as usual'	HR Policy & Strategy Manager / Head of HR	Complete	Project meetings regularly attended by HR Olympics Lead. Olympics is an agenda item on HR&RC meetings.	
			People	Director of Human Resources	Create a standard skills database in line with CC Integration with NSPIS HR. Carried forward to 2009/10. Completion date June 09.	HR Policy & Strategy Manager / Head of HR	Complete	The Project was closed on 27 July 2009 after successfully meeting the deliverables. The benefits include effective deployment of resources to incidents based on skills, ability to plan rosters according to skill demands, accurate identification of skills and ability to meet Olympics planning requirements.	
CD14	To reduce crime and disorder by:	Ensuring our staff have appropriate equipment for the tasks they are expected to perform.	People	ACC London and 2012 Olympic Games	Review terms of reference and working of the Clothing Committee.	ACC London	Complete	The new Terms of Reference of the Clothing Committee were introduced in May 2008. The Committee continues to function and meet its objectives.	G
			People	ACC London and 2012 Olympic Games	Review current uniform and equipment as a result of recommendations made by the Clothing Committee.	ACC London	Complete	The uniform and equipment entitlements have been reviewed as a result of Clothing Committee recommendations and amended entitlement lists published in September 2008.	
			People	ACC London and 2012 Olympic Games	Procure any uniform and equipment as a result of recommendations made by the Clothing Committee.	ACC London	Mar-10	All recommended uniform and equipment items have been procured. The final item, a fleece will be issued in February 2010. The SCT decided in September 2009 that the Scottish style replacement uniform will not be introduced.	
			People	ACC London and 2012 Olympic Games	Review Terms of reference and working of the Vehicle Board.	ACC London	Complete	The new Terms of Reference of the Vehicle Board were introduced in May 2008. The Committee continues to function and meet its objectives.	
			People	ACC London and 2012 Olympic Games	Implement Driving Standards Policy and procedures for use of vehicles.	ACC London	Complete	The new Driving Standards Policy and Standard Operating Procedures (SOPs) for the use of vehicles was published in July 2008	

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CD15	To reduce crime and disorder by:	Identifying and defining the operational training requirement for front-line staff to enable them to detect and prevent crime and disorder, in consultation with Learning and Development.	People	ACC Crime	Develop training to increase effectiveness in custody procedures and offender management.	Head of L&D	Dec-08	It has been agreed that a certain percentage of each Area's training budget will be spent on custody next year after it was highlighted that BTP could be in breach of NPJA and ACPO recommendations on custody training. Current custody training is outsourced to COLP and an action has been given to CI McMunn at the latest London North Custody Project Board to explore with L&D the possibility of in-house training.	G
			People	ACC Crime	Increase resilience in relation to PIP Level 3 SIOs by extending the training to Major Investigation Team / Organised Crime Team Senior Investigators and encourage PIP accreditation at the new intermediate level for Senior CID on Areas .	Detective Supt MIT	Mar-11	Four DCIs provide first call on the FHQ SIO on call roster to provide further development and evidence towards PIP 3 accreditation. DI seconded to the Met Police MIT Homicide Command to enhance skills and attain PIP level 3 accreditation.	G
CD16	To reduce crime and disorder by:	Targeting uniform patrol to prevent crime and tackle anti social behaviour in line with BTP's Anti Social Behaviour Strategy.	Control	ACC Operations	Ensure that TOC tasking arrangements address ASB issues.	Area Commanders	Mar-10	The BTP ASB strategy has been agreed and TOC tasking is established within each territorial area. The ASB delivery plan is monitored by the NP and ASB Board.	G
			Control	ACC Operations	Increase the use of ASBO's and other ASB tools and legislation.	Area Commanders/ Supt (NPPU)	Mar-10	FIB now collate the use of ASBOs on an area by area basis. There is now a need to ensure Areas are making the best use of the powers available. The plan for 2009/10 is to establish a baseline for future activity which is in progress.	
			Control	ACC Operations	Identify current and emerging hotspot vulnerable locations.	Area Commanders	Mar-10	Level 1 and TOC tasking oversee this activity on a continual basis. Several proactive operations are ongoing to address this issue.	
CD17	To reduce crime and disorder by:	Ensuring that major events and regular sporting occasions are well planned, risk managed and appropriately resourced.	Control	ACC Operations	Create a Force Football and Event Planning Unit.	Supt (FEP)	Complete	The unit is now established and planning major force events. In addition the unit is overseeing cross border football policing via Level 1 and Level 2 tasking processes.	G
			Control	ACC Operations	Include Performance Indicators in relation to football events in BTP Policing Plans.	ACC (Operations)	Complete	PIs in relation to reduction of serious incidents and obtaining banning orders included in 2008-09 Force Policing Plan. Both being achieved at time of reporting. A cadre of silver commanders for major events has been established. A national football policing objective is included in the 2009-10 Plan.	
			Control	ACC Operations	Review and update the Football Policing Standard Operating Procedure.	Supt (FEP)	June 09'	Draft version of SOP is in process of consultation. In addition, a risk rating assessment is being established which determine which events are managed at Area level and those that will be managed centrally.	
CD18	To reduce crime and disorder by:	Implementing an effective patrol strategy.	Control	ACC Operations	Develop a Patrol Strategy that is bespoke to BTP's unique national operation and risks.	ACC (Operations)	Sep-09	The first draft of the strategy has been produced and is currently being refined. A final draft has been approved by FMT in July. A further Single Patrol Strategy is being devised which will be operational by December 2010.	G
CD19	To reduce crime and disorder by:	Reviewing custody facilities, both in terms of capacity and capability to ensure compliance with Safer Detention and Handling of Persons in Custody guidance and to meet the operational need.	Control	ACC Crime	Match custody demand to capacity across the London areas.	Force Custody Manager	Mar-11	As part of the comprehensive investigations into custody capacity across London, a business case has been developed for a 20 cell custody suite on London North. This business case has taken into account future impact factors that will increase demand and include CTRL demand. London North Project has gone to tender and tenders received. Work is underway to lower costs and identify preferred supplier. London North custody project has now received planning permission which will result in a further 20 cells within BTP's London custody estate by September 2010. Hammersmith BTP custody is now designated and request made to also designate West Ham	G
CD20	To reduce crime and disorder by:	Improving the quality of briefing of front-line staff through development of better briefing models and processes.	Control	ACC Operations	Review BTP's briefing systems and make recommendations where necessary.	Director of Intelligence	Mar-09	Funding for a new briefing system has been withdrawn at this time however research has been conducted by the Director of Intelligence into the failings of the current system and, through the AIB Managers, what were the user requirements of a new system. The AIB Managers will continue to develop the user requirements to ensure that if funding is obtained BTP will be ready to progress.	A
			Control	ACC Operations	Develop a Force Briefing Model.	Director of Intelligence	Sep-08	Recently commissioned work as part of the <i>Frontline</i> first Programme is looking at AIB functions across BTP and will provide an opportunity to consider the issue together with this efficiency aspects.	
CD21	To reduce crime and disorder by:	Developing further the crime recording system (CRIME) and the Police Operational Information and Tasking System POINTS to improve the management and investigation of crime.	Control	ACC Crime	Maintain and review the POINTS and CRIME systems to ensure they meet current needs.	Detective Supt MIT	Mar-11	A report produced on operational systems which has been submitted to DCC. This made recommendations for functionality across a number of BTP systems, many of which have been taken forward in the new draft Force IT Strategy. RFCs to improve functionality and keep pace of legislative changes have been scrutinised and agreed at CRM UG. POINTS has been updated to fresh every hour to improve timeliness of information and a forcewide marketing programme to improve system's use has been commissioned of CRM UG members and Media & Marketing.	G
			Control	ACC Crime	Maintain a forcewide user forum for driving crime management issues, ensuring audits and quality requirements are implemented.	DCS	Mar-11	Crime management issues are being addressed through the CRM User Group which deals with change, development and user requirements. Both CRM UG and SG exist and drive business in this area.	
			Control	ACC Crime	Develop interfaces with Case & Custody systems and Mobile Data solutions to streamline processes.	Supt Criminal Justice	Mar-10	Technical requirement and interface cannot be developed further until the Beta version of Custody IT is delivered by Northgate.	
CD22	To reduce crime and disorder by:	Working within a partnership framework with the industry and passengers, and providing links to Crime and Disorder Reduction Partnerships, Local Area Agreements and Government Office regions where appropriate.	Relationships	ACC Operations	Develop an overarching framework model for engagement with the industry, passengers and Government Office Regions (Crime and Disorder Reduction Partnerships / Community Safety Partnerships).	Supt (NPPU)	Sep-09	A model has been produced as part of the BTP ASB Strategy. This has been agreed and signed off as part of the Force's ASB Strategy and delivery plans are in place. ACC Ops monitoring progress as part of the ASB delivery plan.	G
			Relationships	ACC Operations	Ensure that tasking arrangements include the Industry as appropriate.	Area Commanders	Sep-09	All Areas include Industry Representatives in their TOC/Railway tasking arrangements as appropriate.	
CD23	To reduce crime and disorder by:	Continuing to participate in the work of the Association of Chief Police Officers in Scotland (ACPOS) particularly the Crime and Operational Policing Business Areas to ensure BTP Scotland plays a full part in crime and disorder reduction strategies affecting the wider Scottish police service.	Relationships	ACC Scotland	Attend meetings of ACPO Scotland Crime and Operational Policing. Where appropriate, ensure colleagues are briefed with relevant issues which emanate from these groups.	ACC Scotland	Mar-12	BTP has representation at quarterly ACPOS Business Areas for Crime and Operational Policing. Briefings are circulated to COG and SMT where appropriate.	G
		Making people feel safer about using or working on the	Relationships	ACC Operations	Ensure that BTP play an active role within Railway Community Safety Steering Group.	ACC (Operations)	Sep-09	ACC Ops represents BTP at this meeting and is a standing member of CSSG. This group considers and directs strategy regarding the links between Railway Community Safety and the wider community. The current drive is to ensure that the Railway Community Safety Groups are progressing, and at present most of the groups are operating successfully with appropriate BTP support.	



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CD24	To reduce crime and disorder by:	rail and underground network by tackling crime and disorder through joint problem solving initiatives with rail partners and key stakeholders.	Relationships	ACC Operations	Ensure that BTP play an active role within regional Community Safety Partnership.	Supt (NPPU)	Sep-09	As part of the ASB framework an engagement model has been put together which is being rolled out. Areas do link in already on a local basis with CDRPs.	G
			Relationships	ACC Operations	Ensure that Neighbourhood Policing Teams are addressing local problems in conjunction with stakeholders.	Supt (NPPU)	Sep-09	Priorities for the teams are in place and these are updated regularly to NPPB on a monthly basis.	
CD25	To reduce crime and disorder by:	Supporting Network Rail in their role to ensure safe use of level crossings through a joint control strategy.	Relationships	ACC Operations	Work with Network Rail to identify the risk rating of Level Crossings nationally.	Chief Supt (Operations)	Sep-09	Supt NPPU is BTP's lead for Level Crossings and a joint strategy between Network Rail and BTP has been agreed. Points of contact have been identified on all Areas who link into Network Rail Level Crossing SPOCs and joint operations under Operation Galley using the industry accepted 4 'E's have commenced starting with the European day of action which was a success. Further days of action are taking place on a monthly basis. A background log on NSPIS Command & Control has been started which captures all activities around Level Crossings.	G
			Relationships	ACC Operations	Ensure that BTP play an active role in the Railway safety and Standards Board led National Levels Crossings Group.	Chief Supt (Operations)	Mar-10	This group no longer exists, instead the C/Supt Ops has followed up the need to re-form the group which has now happened and exists under the title of 'Road and Rail Interface Group'. The first meeting was recently attended. BTP continues to be heavily involved in RRISG and is working closely with RSSB to develop more detailed understanding of level crossing incidents. Information sharing between analysts are being developed and is working on criminal justice issues regarding CPS and Impact statements. BTP has also taken part in the 2009 European day of action. A strategic level meeting has been arranged for BTP, RSSB, NWR and ORR to discuss the ongoing level crossing strategy.	
			Relationships	ACC Operations	Develop a Control Strategy with Network Rail to reduce the rating of the top 20 high risk crossings.	Chief Supt (Operations)	Mar-10	Identification of top 20 Level Crossings has proved problematic due to the inadequate reporting of near misses. Work is ongoing using RSSB and BTP analysts to refine data.	
PR1	To protect the railway economy by:	Combating cable theft across the rail network.	Performance	ACC Crime	Continue to proactively target hotspot areas and develop relationships with the Scrap Metal Industry.	Detective Supt OCT	Mar-11	The OCT has already carried out over five joint metal theft operations this year and supported the ACPO National Day of action on the 11 November which involved Home Office forces and utilities.	G
			Performance	ACC Crime	Maintain support, enforcement and education initiatives at local and Force level aimed at reducing and disrupting cable theft.	Detective Supt OCT	Mar-11	The OCT maintains the 2 weekly Op Drum tasking process by which Areas can bid for central resources and for national days of action. FHQ staff are assisting on LU and NW Area. The northern OCT continues to assist BTP Areas by taking on proactive enquiries which are complex and therefore frees up Area staff. All the details of these operations are contained in a confidential tasking document which is marinated weekly by Det Supt OCT.	
			Performance	ACC Crime	Continue to work with the industry to design out opportunities for cable theft from depots and reduce opportunities for line-side thefts.	Crime Reduction Manager	Mar-11	A number of initiatives have been ongoing and a significant reduction in theft from depots has been achieved. BTP continues to work with partners to design out crime. The OCT is still working with BT and NWR to roll out a number of pilot sites (approx 30) where fibre optic cable will be placed in the ground which can pick up the sound of a cable being cut. The pilot will start in May 2009 and runs for 3 months. The evaluation will take place in August 2009. Contact made with Jarvis to identify all Depots, Yards and Storage Areas. Contact also made with CROs to establish contact points with other Depot/Yard maintainers. The resultant information will be used to establish a full database of all premises with details of responsibility. Smartwater has received NWR approval for the use of their product on the railway, this can now. Contact made with WW Area regarding identification of suitable site for trialling of product with grant funding. A meeting with NWR was held in October regarding the Nuneaton crime problem with suggestions and advice being identified to disrupt criminal activity.	
			Performance	ACC Crime	Actively seek to influence the national policing agenda to obtain greater focus on metal thefts - (to include pursuing the concept of a BTP led national task force).	Detective Supt OCT	Mar-11	A roll over of funding (approx £150 - 175k) and some new money in 2009 has enabled Operation <i>Valuator</i> to continue and it is currently working in the Barnsley, Wakefield and Knottingly areas. Further funding opportunities are being pursued with partners in order to continue with this initiative through 2009/10. Subject to the available level of funding it may be possible to enlarge the scope of the teams and its coverage across the UK. An additional day of action was carried out on 11/11/09.	
PR2	To protect the railway economy by:	Developing more effective ways to investigate graffiti crimes and bring offenders to justice.	Performance	ACC Crime	Produce and implement a graffiti investigation strategy.	DCS	Complete	The strategy has been completed and the delivery plan is being implemented by the Director of Intelligence and the SSU Manager.	G
			Performance	ACC Crime	Implement effective processes for forensic intelligence in order to link offences and bring more offenders to Justice.	SSU Manager	Complete	The new electronic system is up and running, which allows Areas to update the system remotely.	
			Performance	ACC Crime	Maintain a National Association chart to help drive operational activity.	Director of Intelligence	Complete	This has been achieved, with over 50 crews identified; 38 recorded as OCGs and the chart complete, this will be maintained.	
			Performance	ACC Crime	Develop and implement a BTP graffiti database.	Director of Intelligence	Mar-10	This action is part of the Graffiti Working Group. A number of database options are being looked at with a possible option of linking FIS to FotoWeb internally.	
PR3	To protect the railway economy by:	Enhancing the response to incidents on the system where fatalities occur in order to minimise disruption and the risk to others.	Performance	ACC Operations	Ensure that fatality management targets remain in the BTP Policing Plan.	ACC (Operations)	Annually	Fatality Management Performance Indicators are included in the 2009/10 Policing Plan in respect of fatality management.	G
			Performance	ACC Operations	Monitor all fatalities and debrief where problems have occurred to enable shared learning.	Supt (NPPU)	Sep-09	Fatalities are monitored daily and reviewed with the OIC where appropriate. In addition, unexplained and suspicious fatalities are reviewed with the Supt Crime on a monthly basis. There is ongoing work with NR and TOCS to improve response time and share best practice. LN has secured funding for fast response motorcycle team in their area covering WCML.	
			Performance	ACC Operations	Build relationships with the Coroner's Officers Association.	Supt (NPPU)	Sep-09	The relationship with Coroners nationally has significantly improved. BTP has contact and influence with the coroners law review committee and invites to and regular contact with regional Coroners meetings. Supt Price has spoken at the London forum, West country and Black country regional meetings, ended the London Coroners Association meeting and addressed issues that affect fatality management. The Operations Department supports Areas through monitoring issues with Coroners.	

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			Performance	ACC Operations	Refresh the fatality management training package to ensure inclusion in the 1st and 2nd Line Supervisors learning and development.	Supt (NPPU)	Jun-09	The fatality team regularly input into the CLDP at first and second line. In addition, the Hydra pilot for fatality management has taken place at Wyboston and was successful. Full training is now being rolled out.	
			Performance	ACC Operations	Continually liaise with Force SIO's to ensure up to date policy and practice is complied with.	Supt (NPPU)	Complete	SOP has been renewed and signed off by ACC Operations. Currently under review against Flanagan recommendations.	
			Performance	ACC Operations	Liaise with the relevant industry strategic group which oversees fatalities.	Supt (NPPU)	Ongoing	BTP meets regularly with Network Rail and TOCs. Discussion centres on improving performance, especially around minutes lost, and a table top exercise to ensure understanding of all agencies procedures.	
PR4	To protect the railway economy by:	Enhancing BTP's response to major incidents that affect the rail and underground network in partnership with the industry and other agencies.	Performance	ACC Operations	Produce a Force Mobilisation Plan	Supt (FEP)	Sep-09	New Force Mobilisation has been drafted and consulted upon. Revisions now included in final document. Areas have been sent this document (Aug 09) to base their own Area Response plans upon. To be fully implemented by January 2010.	G
			Performance	ACC Operations	Work with the Force Contingency Planning Unit to ensure effective delivery of training around major incidents.	Supt (FEP)	Mar-10	Tactical and Operational Command training continues with two more courses planned this year which will ensure 80-90% of suitable officers trained. Two Gold courses held and one more planned which means all Area Commanders and ACPO ranks trained. Major command exercise planned for Sept 09 with MPS/CoLP. Further command exercise planned with N Yorks Police to test NE and FCRB response. Exercise <i>Harrier</i> held on 22 October 2009.	
			Performance	ACC Operations	Implement the recommendations from the Operation Alert review.	Supt (CTSU)	Complete	Operation Pegasus - Force CT Strategy has been launched and is now in effect. This action has been discharged.	
PR5	To protect the railway economy by:	Enhancing the investigation of fatalities and major incidents to improve outcomes and timeliness.	Performance	ACC Crime	Continuously improve measures for handling unexplained or suspicious deaths.	Detective Supt MIT	Mar-11	A revised SOP with guidance on minimum standards of investigation has been implemented (November 2007). This improves the measures for handling unexplained and suspicious deaths. In addition, plans are in development to provide interactive HYDRA training to duty officers, senior detectives and industry representatives on decision making and handling of these incidents. The HYDRA training in fatality management for senior detectives and duty officers together with mentors of the industry at a strategic and tactical level commenced in July 2009. Feedback from both internal and industry sources have been extremely positive so far.	G
PR5.5	To protect the railway economy by:	In partnership with the rail industry, drive initiatives aimed at preventing accidents, suicides and other fatalities on the railway network in order to protect life and reduce disruption.	Performance	ACC Crime	Create and implement effective intervention tactics aimed at preventing suicidal and vulnerable people from injuring themselves or others.	DCS in collaboration with Ops	Mar-11	Interim guidance for intervention tactics and management of those vulnerable to suicide and self harm has been piloted on LN and rolled out across the force. This process uses the PIER plan approach. New data standards have been set and closing codes for NSPIS to allow cases of attempt suicide to be more easily identified. A joint BTP/RSSB data pack produced analysing suicide together with rudimentary mapping showing attempt locations and Mental Health institutions in London. BTP and NSPWG have also supported RSSB research T845 which look at a number of suicide prevention issues and consequential cost of suicide to industry.	G
			Performance	ACC Crime	Create and implement an effective assessment process to ensure bereaved people are risk assessed for vulnerability and where necessary support mechanisms put in place.	DCS in collaboration with Ops	Mar-11	This work is still ongoing, however the BTP bereavement guide and NHS Help is at Hand advice has been briefed out to areas for distribution in applicable cases.	G
PR6	To protect the railway economy by:	Reviewing Operation Alert, and improving our efforts to prevent and disrupt terrorist activity, working in conjunction with partner agencies working within the overarching Government Counter Terrorism Strategy.	Performance	ACC Operations	Review the standard Operation Alert policy and make recommendations.	Supt Counter Terrorism Support Unit (CTSU)	Complete	The revised BTP CT strategy (Op Pegasus) has been agreed at COG level. The initial 'CONTEST' Board took place on 23 April 2009 to link the strategy to the 'Prevent' strand of CONTEST in tandem with Special Branch.	G
			Performance	ACC Operations	Implement the recommendations from the Operation Alert review.	Supt (CTSU)	Jun-09	The new CT Patrol Strategy was launched on 01 April 2009.	
			Performance	ACC Operations	Maintain working relationships with key partners: Network Rail, London Underground Ltd, Transec, ACPO (Terrorism and Allied Matters), Armed Forces (District & Specialist Assets), Private Sector (e.g. JP Morgan), International Liaison (e.g. Transportation Security Administration (TSA)), European Liaison (e.g. Railpol).	Supt (CTSU)	Mar-10	A regular pattern of informal and formal meetings with key CT partners is in place. This includes six weekly meetings with NWR and LUL and meeting with Transec at all levels in the organisation. Further work has been undertaken to strengthen ties with the Security Service, DSTL and AWE. CT Railpol Working Group meetings are ongoing and take place on a 6 monthly basis. A Railpol meeting took place on 17 March 2009 with regards to the use of police dogs including explosive search dogs. Liaison with Belgian forces regarding the use of explosive search dogs for Eurostar is ongoing.	
PR7	To protect the railway economy by:	Maintaining an effective response to both suspected and actual terrorist incidents and threats.	Performance	ACC Operations	Monitor the bomb threat data regarding threats to the industry and railway network.	Supt (CTSU)	Ongoing	Data is monitored on a monthly basis by BTP's CT Risk Advisor and updates to policy made where necessary.	G
			Performance	ACC Operations	Deliver the CT response briefings to all Duty Officers, MICC & Areas.	Supt (CTSU)	Sep-09	Rich Picture briefings have now been delivered. CTSU have prepared a number of briefings for FCR supervisors which will be delivered in the near future. Briefings and scenario based briefings are available for Area supervisors from the CTSU.	
			Performance	ACC Operations	Ensure that SRU assets are available at all times.	Supt (CTSU)	Complete	The situation is constantly monitored. No staffing shortfall has affected deployments.	
			Performance	ACC Operations	Ensure the latest developments in equipment are monitored and make recommendations where necessary.	Supt (CTSU)	Sep-09	Ahura First Defender now operational on the SRU. This new technology has closed a capability gap. Close links with technology providers maintained to ensure BTP has access to most up to date detection equipment.	
			Performance	ACC Operations	Attend relevant Counter Terrorism exercises to ensure staff are trained and briefed on current policy and procedure.	Supt (CTSU)	Ongoing	Systems in place with Civil Contingencies Unit to monitor exercises. Access now gained to national CT Exercising Extranet. Linking into HO exercises which include railway based scenarios on an ongoing basis. Register of CT exercises attended maintained by CTSU CT Contingency Planner.	
PR8	To protect the railway economy by:	Ensuring that BTP operates effectively within the UK regional counter terrorism structure.	Performance	ACC Operations	Build relationships with Special Branch Units where appropriate.	ACC (Operations) / Director of Intelligence	Complete	BTP SB have officers seconded with SO15, WECTU, West Midlands CTU, NPAC, Felixstowe Freight Intelligence Unit and NPIOU. Further work is being done to establish links with Leeds and Scottish CTU.	G

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PR9	To protect the railway economy by:	Working in partnership with the ACPOS Counter Terrorism Sub Group and Scottish Guardian Group to ensure a joined up national counter terrorism strategy is in place which links Scotland with the rest of the United Kingdom.	Performance	ACC Scotland	Attend meetings of the Scottish Guardian Group (SGG) and ACPOS CTSG. Where appropriate, ensure colleagues are briefed with relevant issues which emanate from these groups.	ACC Scotland	Mar-12	Representation at quarterly meetings. Relevant issues briefed as required.	G
PR10	To protect the railway economy by:	Creating an Olympic Project Team to ensure that BTP has the funding, capacity and capability to meet the challenges of the 2012 Olympic and Paralympic Games.	People	ACC London and 2012 Olympic Games	Obtain budget provision from the DfT and BTPA to fund BTP's 2012 preparation and activity.	ACC London	Mar-10	Full funding of BTP's Olympic operations between 2008/13 have been obtained from DfT with BTPA support. This funding was ratified by a Ministerial decision on 25th February 2009. It will be confirmed at the DfT Rail Investment Board on 18th November 2009.	G
			People	ACC London and 2012 Olympic Games	Establish BTP's Olympic project team.	ACC London	Complete	The BTP Project Team are recruited and in post. They continue to work towards achievement of our Olympic requirements.	
PR11	To protect the railway economy by:	Ensuring that BTP has fit for purpose accommodation in Stratford to deal with the demands of the Olympic Games, and the subsequent use of the infrastructure.	Control	ACC London and 2012 Olympic Games	Establish working group to deal with all aspects of Accommodation needs at Stratford.	ACC London	Complete	Working Group established in June 2008 consisting of representatives of the Olympic Project Team, Estates, London North Area and 'L' Area. They continue to work towards achievement of our Olympic accommodation requirements.	G
			Control	ACC London and 2012 Olympic Games	Explore all options for provision of accommodation.	ACC London	Mar-10	TfL are unable to assist. Discussions are taking place with Network Rail regarding the possibility of a site at Stratford Regional Station.	
			Control	ACC London and 2012 Olympic Games	Obtain suitable accommodation.	ACC London	Mar-10	Target date March 2010	
PR12	To protect the railway economy by:	Working in partnership with Channel Tunnel Rail Link (CTRL) stakeholders to create a secure and safe environment.	Relationships	ACC London and 2012 Olympic Games	Establish partnership working arrangements with all agencies involved at CTRL.	ACC London	Complete	Emergency Planning partnership arrangements have been established from which, regular meetings are held and chaired by Supt Roney 'LN' in regards to the Channel Tunnel Rail Link.	G
			Relationships	ACC London and 2012 Olympic Games	Obtain appropriate accommodation for BTP officers within CTRL.	ACC London	Mar-09	Suitable accommodation has been obtained at St Pancras, Stratford International and Ebbw Vale Stations.	
PR13	To protect the railway economy by:	Working in partnership with the industry to protect the infrastructure against route crime and disruption.	Relationships	ACC Operations	Attendance at National CSSG.	ACC (Operations)	Ongoing	ACC Ops is the established lead for BTP on this forum. Last meeting took place 22 October 2009.	G
			Relationships	ACC Operations	Ensure route crime targets are included in Area Policing Plans where relevant.	ACC (Operations)	Annually	Areas have included Route Crime targets within their Policing Plans for 2009/10. This will be reviewed in Policing Plan development for 2010/11.	
			Relationships	ACC Operations	Engage with the National Industry Route Crime Group.	Supt (NPPU)	Complete	The NIRCG has closed down. A meeting was held with Alan Davies to discuss the need for a new NIRCG and to ensure that all issues revolving around route crime would be covered. It was decided by the industry that a further meeting was not add value as the existing arrangements with CSSG and CSPGs are more than sufficient.	
			Relationships	ACC Operations	Undertake an analysis to highlight route crime 'hot spot' areas.	Supt (NPPU)	Complete	The analysis of Route Crime is now carried out routinely as part of the level 1 tasking process. Hotspots are identified and appropriate action is taken via the tasking process.	
			Relationships	ACC Operations	Develop a joint Control Strategy with the industry to reduce route crime.	Supt (NPPU)	Mar-10	The Community Safety Steering Group focuses on community safety initiatives; this is the most effective forum to drive this additional workstream. In addition the Railway Personal Security Group meeting is attended by the Head of the Crime Department around crimes against the person. Community Safety Partnership Groups are managed locally and cover trespass and vandalism, staff assaults, fatalities etc. It is intended that this will be driven at the Community Safety Steering Group which is attended by ACC Pacey as a new work stream.	
PR14	To protect the railway economy by:	Working in partnership with the Scottish Executive, Transport Scotland, ACPOS and the rail industry in Scotland to ensure BTP Scotland has the capability to meet the challenges of an expanding Scottish rail network.	Relationships	ACC Scotland	Attend meetings of the Scottish Guardian Group (SGG) and ACPOS CTSG. Where appropriate, ensure colleagues are briefed with relevant issues which emanate from these groups.	ACC Scotland	Mar-12	On-going liaison with Scottish Government in particular Transport and Justice Ministers. Regular meetings with senior management of Transport Scotland, First Scotrail and Network Rail providing briefings as required. Continues secondment of BTP to Transport Scotland.	G
PR15	To protect the railway economy by:	Continuing to take the lead on corporate communications issues on behalf of the Scottish police service through the ACPOS Media Sub group. Create a cohesive media strategy for major policing events which affect BTP Scotland and relevant partners within the Scottish police service.	Relationships	ACC Scotland	Chair the ACPOS Corporate Communications Sub Group. Closely liaise with Crown Office and key members of media where necessary.	ACC Scotland	Mar-12	ACPOS Corporate Communications meetings are held on a quarterly basis. Meetings are also held with the Crown Office and the media as and when required. The final draft of a protocol document in respect of release of photographs, productions was considered by relevant stakeholders on 30 October 2009. Thereafter to be submitted to ACPOS for endorsement and publication in February 2010.	G
PR16	To protect the railway economy by:	Working in partnership with the Welsh Assembly, Welsh police forces and the rail industry in Wales to ensure that BTP (Wales and Western Area) has the capability to meet the challenges of an expanding rail network in Wales.	Relationships	ACC Operations	Build relationships with Welsh Assembly Government.	ACC (Operations)	Aug-09	The ACC Operations has a regular six monthly meeting with the Transport Lead for the Welsh Assembly Government. The next meeting is scheduled for 13 January 2010.	G
			Relationships	ACC Operations	Build relationships at strategic level with Arriva Trains Wales.	ACC (Operations)	Sep-09	The ACC Operations has a six monthly stakeholder meeting with the Managing Director of Arriva Trains Wales. Last meeting was on 18 November 2009.	
			Relationships	ACC Operations	Identify policing issues for Wales and the Wales and Western Area policing plan.	Area Commander (Wales and Western)	Sep-09	Wales and Western Area is continuing the rollout of Neighbourhood Policing Teams (NPTs) within the Welsh sector, with Neighbourhood Policing now established as part of everyday business. The NPT at Pontypridd is already well established; new NPTs continue to be developed in line with the force NP Strategy. A bespoke Policing Plan for Wales is in place 2009-10.	
			Relationships	ACC Operations	Build relationships at strategic level with Welsh forces.	ACC (Operations)	Ongoing	The ACC Operations has met ACPO representative from all the Welsh forces; this activity is ongoing.	
			Relationships	ACC Operations	Keep the BTPA member with special interest for Wales updated on policing and organisational issues affecting Wales.	Area Commander (Wales and Western)	May-09	A regular pattern of meetings is in place: 6 monthly meetings with the Welsh Minister. Quarterly meetings of the Welsh Strategic Group held at Cardiff, last meeting on 1 May 2009. The meeting is chaired by the Area Commander and members include Arriva Trains Wales, Network Rail, First Great Western, Cross Country Trains and the Welsh Assembly.	

Ref	Key Strategic Aim	Objective	Theme	Responsibility	Action(s)	Action Owner	Target	Progress	Status
CC1	To increase our capacity and capability through improved efficiency by:	Continuing to roll out mobile data to operational staff to reduce bureaucracy, increase visibility on the rail and underground network, and make front line staff more efficient.	Performance	ACC Crime	Introduce user group to develop future applications.	Chief Information Officer	Mar-09	Area User Groups are now being established in the NE & LU. LU have a monthly group that will be opened up to LN & LS in December once the group has had the chance to establish itself. Feedback and ideas in relation to future enhancements will be fed back to the Mobile Data Project Board. Mobile Data Team will be working with remaining Areas to ensure that groups capture the views and options from Officers across the Force.	G
			Performance	ACC Crime	Evaluate effectiveness against agreed indicators.	Chief Information Officer	Aug-09	BTP continue to work with NPIA in relation to Business Benefits and provide usage data on a monthly basis. NPIA then create a monthly report based on this data. BTP continue to be one for the highest users of mobile data and we are working to explore further areas of analyses, in particular around increased Officer visibility on the frontline due to PDA's.	
			Performance	ACC Crime	Deploy further devices across the Force on an intelligence-led, demand based approach.	Chief Information Officer	Mar-10	A total of 1350 PDA's were deployed as of last October following additional funding from the Home Office. 50 Airwave PDA's are still awaiting issue, having been held up due to technical difficulties getting the devices working on the Airwave Data network. During the last 6 months, full auditing of usage has taken place across the Force, resulting in a number of devices being returned due to Officer movements or devices being wrongly deployed. The current total deployed stands at approximately 1050 with 300 to be re-deployed. The majority of these devices belong to FHQ and training course are currently being scheduled to ensure that the re-deployment takes place ASAP.	
			Performance	ACC Crime	Explore future applications that streamline frontline processes.	Chief Information Officer	Mar-10	BTP is working closely with ACPO in the identification and implementation of relevant applications.	
CC2	To increase our capacity and capability through improved efficiency by:	Ensuring that maximum benefit is gleaned from BTP's complementary policing strategy utilising the assets of our wider BTP family.	Performance	ACC Operations	Successful redeployment of resources via the Frontline First Efficiency Programme.	Project Director, Front Line First	Mar-11	A total of 54 Officers have been redeployed. The total equivalent addition to frontline resources from non-cashable (increased productivity) gains (e.g. Accredited Staff / Special Constables / Use of PND / PDA etc) is 95 PCSOs and 145 Police Constables.	G
			Performance	ACC Operations	Increase BTP's Complementary Policing Resources (using 31.03.08 as a baseline).	Supt (NPPU)	Mar-11	There has been an increase of Railway Safety Accreditation Scheme (RSAS) personnel as compared to the same period last year (174 as of 31 August 2009 compared to 163 for previous year.) In addition, Carlisle Security who operate within the NW and NE Areas have been accredited. The Volunteer Manager's post is being recruited to develop the Volunteers Scheme. The ACPO/NPIA Specials Action Plan focussing on making best use of the Special Constabulary will also be implemented. Trialling of the Special Constabulary Lead role on LS Area had produced positive results in terms of increased hours of deployments of Specials. It is intended to develop this model for the other Areas. Overall, numbers of Complementary Policing Resources have been increasing. W&W Area piloting BTP staff as Specials scheme.	
			Performance	ACC Operations	Develop a Complementary Policing Strategy.	Supt (NPPU)	Complete	The Complementary Policing Strategy has been completed and signed off. This will be reviewed for the 2012 Olympics.	
CC3	To increase our capacity and capability through improved efficiency by:	Maintaining a rigorous performance monitoring regime, including Headquarters Departments, so that all staff are accountable for their performance, underachievement is properly dealt with and good performance is recognised and rewarded.	Performance	DCC	Review and improve Force Headquarters Department's Key Performance Indicators.	Head of Strategic Services	Jun-08	All BTP's FHQ Performance Indicators have been reviewed by Strategic Development and amendments actioned as appropriate.	G
			Performance	DCC	Provide accurate and relevant monthly Force Management Information and performance analysis.	Head of Strategic Services	Mar-09	The Force Management Information document is produced monthly. Recent improvements have included the inclusion of the Frontline First productivity scorecard and an improved automated executive summary document.	
			Performance	DCC	Review terms of reference for Force Management Team meetings.	Head of Strategic Services	Jul-08	The terms of reference for the Force Management Team Performance Meeting have been reviewed. The meeting is now face to face and has been extended to include a more detailed review of FHQ Department performance.	
CC4	To increase our capacity and capability through improved efficiency by:	Continuing to develop BTP's inspection regime and to share best practice across BTP.	Performance	DCC	Meet all HMIC evidence and data submission requirements for moderated assessment criteria to agreed deadlines.	Head of Management Services	Ongoing	HMIC carried out a re-visit of L&D during October 2009. All requested documentation was submitted.	G
			Performance	DCC	Follow up Action Plans of audit and inspection recommendations quarterly and through annual risk-based audit.	Head of Management Services	Quarterly	Following the outcome of every HMIC inspection BTP create relevant action plans on behalf of the portfolio leads. These action plans are updated and monitored regularly to ensure that progress is being made. Action plans are in place for PNC, Major Crime and Serious & Organised Crime.	
			Performance	DCC	Quarterly Action Plan updates to be provided to COG and Programme Board.	Head of Management Services	Quarterly	All current HMIC action plans are submitted for review at BTP's new style Programme Board.	
			Performance	DCC	Crime audit reports and action plans to be submitted and monitored by ACC Crime through the Crime Recording & Detection Management Steering Group.	Head of Management Services	Ongoing	The Force Crime Registrar (FCR) published the annual crime audit methodology and timetable at the start of the year. All crime audit reports and recommendations to date have been submitted to ACC Crime for endorsement.	
CC5	To increase our capacity and capability through improved efficiency by:	Reducing sickness absence for all employees to an average of eight days per employee.	Performance	Director of Human Resources	Review Sickness Absence Standard Operating Procedure.	Head of HR	Complete	The SOP is being reviewed in line with the Taylor Reforms. This was circulated for consultation by the end of October with a launch date of December 2008. New SOP launched December 09. Further refinements were implemented at the end of April 2009.	G
			Performance	Director of Human Resources	Review provision of Occupational Health through the Frontline First Programme (Transforming HR). Carried forward to 2009/10. Completion date end of 2009.	Head of HR	Apr-10	The four OH Advisors are in place and the system continues to progress positively. The change to a remote case management process has been well received, managers are indicating that they are receiving more information to enable them to supervise the absences effectively. Continuous improvements are being made to the referral process. As at end of Sept 09 all employee groups, except for the PCSO group, are achieving the mid-yearly targets.	
CC6	To increase our capacity and capability through improved efficiency by:	Working with other agencies to apply the CIPFA (Chartered Institute of Public Finance & Accountancy) financial management model; to develop a profile of the strengths and weaknesses of financial management, and its predominant style in BTP and then change this where necessary to ensure it is aligned to supporting the organisation's strategic goals.	Performance	Director of Finance & Corporate Services	Review financial management in the organisation using the FM Model.	Head of Finance	Mar-09 Revised target - Dec 09	Work is underway to assess against PURE (Police Use of Resources) rather than applying the CIPFA model. This will enable us to benchmark ourselves against other forces and yet still provide us with detail on the areas we need to improve upon. Sample PURE returns from a couple of Forces have been requested and work is underway.	G
CC7	To increase our capacity and capability through improved efficiency by:	Implementing a new system of case management and custody that will be integrated with the wider criminal justice system.	Performance	ACC Crime	Through the Omega Gateway streamline processes with CJ portal.	Supt Criminal Justice	Sep-09	Central funding has now been received (£250k) end to end testing against HMCS has been signed off, and deployment strategy is being developed (dependant upon delivery of Cucase IT). Meetings held with CMS re workshops to discuss processes.	G

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CC8	To increase our capacity and capability through improved efficiency by:	Improving the leadership capability within BTP by attracting new staff and developing existing members of BTP.	People	Director of Human Resources	Implement Talent Management Programme. Carried forward to 2009/10. Review the Programme by the end of 2009.	Head of Learning & Development	Dec-09	The Talent Management Programme has proceeded as planned. Roll-out of coaching sessions agreed. A full review of the programme is underway with a report scheduled to be produced by the end of December 2009.	G
			People	Director of Human Resources	Implement 'mock' exam as part of the OSPRE programme. Carried forward to 2009/10. Programme to be reviewed end of 2009.	Head of Learning & Development	Dec-09	The 'mock' exam process has been implemented. The first mock exams were held in Dec 2008. The review of the process is scheduled for completion by end of December 2009.	
CC9	To increase our capacity and capability through improved efficiency by:	Getting more value and improving the performance of our staff by responding to key issues raised within the staff survey.	People	Director of Human Resources	Monitor progress against 2007 Staff Survey through FMT/DAG (quarterly). Carried forward to 2009/10 Survey to be officially closed Summer 2009.	Head of Performance & Strategy	Closed	The new CC has developed a new media/engagement strategy which will be roll-out within the next 3 months. The 2007 survey will be officially closed by the end of 2009.	G
			People	Director of Human Resources	Review Staff Survey mechanism. Change objective wording to 'Implement 2009 Staff Survey. By Sept 09.	Head of Performance & Strategy	Closed	The new CC has developed a new media/engagement strategy which will be roll-out within the next 3-months. The 2007 survey will be officially closed by the end of 2009.	
CC10	To increase our capacity and capability through improved efficiency by:	Implementing the Frontlinefirst efficiency review programme in order to deliver additional front-line resources, including additional Neighbourhood Policing Teams (NPTs) for BTP Areas.	Control	DCC	Frontlinefirst Programme Board to be established - Challenge Panels to be arranged to scrutinise the outcome of all reviews.	Frontlinefirst Programme Director	Ongoing	The <i>Frontlinefirst</i> Programme now reports into BTP's monthly Programme Board. The HR Challenge Panel met on 27 June 2008 and further Challenge Panels met for Corporate Services on 1 September 2008, and for Strategic Development Department, Media and Communications, Information Technology on 8 September 2008. The BTPA has endorsed the outcomes of all of the Challenge Panels.	G
CC11	To increase our capacity and capability through improved efficiency by:	Collating and evidencing efficiency gains in BTP.	Control	DCC	Quarterly Efficiency Register will be maintained and presented for scrutiny at the BTPA SB&PM Meetings.	Frontlinefirst Programme Director	Quarterly	The latest Efficiency Register and Productivity Scorecard was presented to the BTPA SB&PM Committee in November 2009 for scrutiny.	G
CC12	To increase our capacity and capability through improved efficiency by:	Ensuring that lessons learnt from Professional Standards investigations are fed back promptly and acted upon.	Control	DCC	Review all Lessons Learned recorded in 2007 and ascertain if any further instances have been captured.	Head of Professional Standards	Complete	A review has been conducted by PSD's complaint reduction officer. This has resulted in capturing a reoccurring instance of officers who are not trained, stopping vehicles on the motorway. Further guidance has been issued by PSD as instructed by the DCC in a FMT guidance document. This also was published on the Lessons Learned Intranet site.	G
			Control	DCC	Work with Media and Marketing to introduce an Intranet front page link to Lessons Learned.	Head of Professional Standards	Complete	A front page link has been included on the front page of the Intranet.	
CC13	To increase our capacity and capability through improved efficiency by:	Implementing the recommendations of the Taylor report in order to provide a proportionate, just and effective process for the investigation and disposal of conduct and complaint matters and to increase the confidence of the public and staff.	Control	DCC	In conjunction with Learning and Development, ensure that training on the Taylor recommendations is delivered to relevant officers and staff. Effectively capture record training on the Training Administration System.	Head of Professional Standards	Complete	All Sergeants, Inspectors and Police Staff equivalents have received one days training on the Taylor Report each. Chief Inspectors and HR managers have also received 1 days training. ACPO Supts and above and police staff equivalents received training between November and January 2009. Any other untrained staff were updated via the Blue Line and the Taylor project website. An electronic learning package regarding the Taylor report is also available via NCALT.	G
			Control	DCC	Ensure the effective monitoring of performance against the timescales introduced by Taylor by the introduction and achievement of a suite of Key Performance Indicators.	Head of Professional Standards	Apr-09	Taylor reforms were introduced on the 1st December 2008. For this PSD has new KPI's linked to the timescales introduced by Taylor ready for introduction after this point. KPI's introduced and monitored via FMT.	
			Control	DCC	Hold monthly case meetings with the Police Federation in relation to on going discipline cases, ensuring transparency and openness.	Head of Professional Standards	Ongoing	Meetings are held every month between the Police Federation and Det Supt Gent PSD in relation to this.	
			Control	DCC	Host seminars for staff associations and support groups to explain the discipline process and role of PSD and the role of other agencies such as the CPS and the IPCC.	Head of Professional Standards	Ongoing	PSD facilitates 2 seminars a year for all areas for persons who needed to be educated on the role of PSD/CPS/IPCC/PCCS in the complaints process.	
			Control	DCC	Survey selected complainants and staff subject to the complaints process with regard to the quality of service provided by PSD and their level of satisfaction. Publish the results on the BTP Intranet site.	Head of Professional Standards	Dec-08	A questionnaire has been revised and the survey process reviewed taking account of the IPCC's performance framework project which seeks to introduce a standardised questionnaire. From the 1st Oct 2008 new questionnaires have been issued to all complainants and those subject of complaint. Details published on PSD Intranet page.	
CC14	To increase our capacity and capability through improved efficiency by:	Improving compliance with BTP's policy and procedures.	Control	DCC	Provide an ad hoc internal service, which will be supplementary to that of PWC and aimed at improving processes and ensuring compliance with policy and SOPs.	Head of Management Services	Ongoing	When requested, Management Services will carry out reviews on different business areas within BTP. To date the team have carried out reviews of CMUs and control rooms.	G
			Control	DCC	Facilitate the inspection programme carried out by HMIC.	Head of Management Services	Ongoing	Management Services co-ordinate and facilitate all HMIC inspections of BTP. BTP is currently waiting to receive the draft report following HMIC re-visit of L&D that took place in October 2009.	
			Control	DCC	Facilitate the non-financial internal audit programme carried out by PWC on behalf of the BTPA.	Head of Management Services	Ongoing	Management Services manage and co-ordinate BTP's management responses to the non financial PWC internal audits.	
			Control	DCC	Conduct a programme of crime data audits across BTP.	Head of Management Services	Ongoing	The Force Crime Registrar (FCR) published the annual crime audit methodology and timetable at the start of the year. This will be subject to revision during the year following advice / notifications of changes by the Home Office in relation to crime recording or auditing	
			Control	DCC	Carry out a programme of training to improve BTP's compliance with NCRS and Home Office counting rules.	Head of Management Services	Ongoing	The FCR and the Deputy FCR's carry out a number of training courses throughout the year to ensure NCRS compliance. These include providing training to new CRC staff, training on the use of Penalty Notices for Disorder, and annual training for BTP Designated Decision Makers in relation to the clearing of crime.	

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CC15	To increase our capacity and capability through improved efficiency by:	Maximising value for money from improved procurement.	Control	Director of Finance & Corporate Services	Implement the Action Plan resulting from the outcome of the Procurement efficiency review.  Further developments from the efficiency review will include further rationalisation of suppliers; greater understanding of spend profile; increased use of framework agreements; improvement in the use of e-procurement and adopting a more strategic approach to procurement.	Head of Procurement	Quarterly review	Improvements have been made in the procurement function including the two key approach to expenditure; separation of financial approval and procurement authority roles; establishment of an electronic contract database which now contains almost 600 contracts; contract files set up; implementation of e-procurement purchase to pay; introduction of no order = no pay policy; professionalism of the function and training for staff on new Remedies Directive; further use of e-procurement; development of terms and conditions; rationalisation of registered suppliers; use of collaborative procurement and use of national framework agreements. We also utilise other collaborative public sector arrangements. Strategic contractual arrangements, the aggregation of spend on a number of work categories across the whole force has commenced; networking with other bodies; sending out purchase orders electronically to suppliers; supplier quotations paper clipped electronically to requisitions. The management of STRAG programme monitoring key suppliers during time of recession continues.	G
CC16	To increase our capacity and capability through improved efficiency by:	Ensuring that resource capability and capacity matches the demand and risk profile in order to maximise the resources available for front-line policing.	Control	ACC Operations	Analyse demand to ensure shift patterns are matched appropriately.	ACC (Operations)	Oct-09	Shift patterns have been analysed and a standard roster for 24/7 police stations is being introduced. Ballot results were announced w/c 07 September 2009 with implementation of the new shift pattern planned for 10 January 2010. Non 24/7 rosters are also being realigned to demand profiles as part of the Demand, Response and Resourcing project. Project workstreams completed October 2009.	G
			Control	ACC Operations	Devise a system to accurately measure BTP response performance.	ACC (Operations)	Complete	An automated performance monitoring mechanism for response performance has been developed. This is issued daily to Areas and FHQ.	
			Control	ACC Operations	Improve BTP response performance by March 2010.	ACC (Operations)	Sep-10	Current performance is being monitored via the DRR project. This will continue throughout the year to ensure a shift in service delivery takes place.	
CC17	To increase our capacity and capability through improved efficiency by:	Improving resource planning and utilisation through the integration of technology systems – NSPIS (National Strategy for Police Information Systems) HR, Duty Management, Command and Control and Payroll.	Control	ACC Operations	Implement the interface and supporting business processes (NSPIS HR, DMS and Command and Control).	ACC (Operations)	Sep-09	The implementation of the interface is now complete and operating as from August 08. Issues with data quality need to be addressed, meeting to be scheduled with Technology to progress.	G
			Control	ACC Operations	Identify project lead for 2nd phase of implementation to payroll.	ACC (Operations)	Sep-09	The 2nd Phase has been put on hold due to the ongoing HR Transformation programme. This will be reviewed by the Director of Finance & Corp Services.	
CC18	To increase our capacity and capability through improved efficiency by:	Enhancing BTP's risk management processes so that BTP is well placed to meet future challenges and opportunities. (Director of Finance and Corporate Services)	Control	Director of Finance & Corporate Services	Review processes and methodology to ensure relevance, identify weaknesses and plan and implement improvements.	Head of Risk Management & Insurance	Complete	A variety of processes and methodologies have been reviewed. Changes are being introduced in stages to prevent confusion. Risk matrix and analysis definitions improved and implemented July 2008. Risk register formats revised and implemented August 2008. Escalation and reporting procedures reviewed. Agreed by SCT and changes implemented w/c 1st April 2009.	G
			Control	Director of Finance & Corporate Services	Plan and implement actions arising from internal and external reviews and audits	Head of Risk Management and Insurance	Jun-09	Action plan produced and agreed by CAG. Target date amended to reflect agreed audit action date and action plan date.	
			Control	Director of Finance & Corporate Services	Undertake detailed compliance audits and reassess processes in light of findings	Head of Risk Management and Insurance	Complete	Audits completed and guidance amended in light of findings.	
			Control	Director of Finance & Corporate Services	Introduce methodology for dealing with opportunities as well as threats	Head of Risk Management and Insurance	Complete	Methodology agreed at CAG. Training provided to risk representatives. Individual held meetings to clarify. Implementation date 1/10/08	
CC19	To increase our capacity and capability through improved efficiency by:	Ensuring that all BTP projects are managed properly, so their outcomes provide best value and improve what we do.	Control	DCC	Ensure that all new projects included in the BTP Portfolio of projects provide BTP with best value, improve what BTP does and are consistent with the objectives of the Strategic Plan.	Head of Management Services	Complete	Business Cases for proposed projects showed an average level of compliance of 90%.	G
			Control	DCC	Ensure that all BTP Portfolio projects are managed properly and are at least 90% compliant with a checklist of project controls that must be set up for each project.	Head of Management Services	Complete	Eight new projects were assessed and had an average level of compliance of 91%.	
			Control	DCC	Ensure that all Portfolio projects are evaluated to identify all lessons that can be learned and that planned benefits are realised.	Head of Management Services	Complete	End of Project Reviews including lessons learned completed for six projects in 2009 and lessons learned collated with those from earlier projects. One Post Implementation Review has been completed in 2009.	
CC20	To increase our capacity and capability through improved efficiency by:	Improving financial controls and compliance with regulatory standards in accordance with the recommendations of BTP's internal and external auditors.	Control	Director of Finance & Corporate Services	Timely implementation of internal audit recommendations and monitoring of ongoing compliance to them.	Head of Finance	Quarterly Review	A protocol for the tracking of audit recommendations is in place. Internal meetings are held to fit in with the timetable for Audit and Corporate Governance Committee, which are followed by meetings with Audit. These meetings review outstanding recommendations and those responsible for "out of time" responses are chased up. Audit plan for 2009/10 prepared for A&CG 17 March 2009.	G
CC21	To increase our capacity and capability through improved efficiency by:	Improving the financial operating regime and the planning processes in BTP.	Control	Director of Finance & Corporate Services	Revise the budget setting and bidding rules and a general approach to conform with future funding and efficiency expectations. Define information requirements and approach for monitoring monthly budget performance.	Head of Finance	Every period reporting	Revenue budget and capital programme monitoring reports are provided each period to Programme Board and these provide forecasts of the outturn for the year. Revised reporting arrangements for 2009/10 considered to provide more relevant information reported, including monitoring AWTs. No further action required. MTFP and Budget reports FOR 2009/10 completed according to agreed timetable. Budget allocations completed. AWTs verified against budget allocation for pay. No further action required.	G
CC22	To increase our capacity and capability through improved efficiency by:	Analysing causation factors of claims against BTP to ensure lessons learned and prevention or minimisation strategies are considered and acted upon.	Control	Director of Finance & Corporate Services	Ensure reports from claims handlers indicate possible lessons.	Head of Risk Management and Insurance	Complete	Claims handlers required to complete closing report indicating lesson learned. Once claims handling system is implemented adherence to requirements can be monitored.	G
			Control	Director of Finance & Corporate Services	Determine appropriate analysis methodology	Head of Risk Management and Insurance	Complete	Analysis tables received and currently being analysed.	
			Control	Director of Finance & Corporate Services	Implement claims handling information system to allow consistent and accurate capture and analysis of causation factors	Head of Risk Management and Insurance	May-09	STARS Project was initially delayed due to collaboration and IT issues but server installation now complete, screen sign off and conversion sign off nearly complete. Project has objective of going "live" early in 2010.	

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			Control	Director of Finance & Corporate Services	Report to Area Commanders, Portfolio leads and Corporate Assurance Group quarterly on factors and options for improvement	Kay Black Head of Risk Management and Insurance	Jun-09	This is dependent on claims handling system implementation to produce management information. Target date revised in light of STARS system project implementation. Delays in implementation of IT system have prevented this action from being completed. Reports will be produced within 3 months of go live date for IT project.	
CC23	To increase our capacity and capability through improved efficiency by:	Reviewing exposures and maintaining appropriate risk financing and transfer arrangements to minimise the financial impact of an incident or aggregation of incidents that could threaten the operational performance or financial health of BTP.	Control	Director of Finance & Corporate Services	Determine and implement strategy for renewal of risk financing programme in light of current exposures.	Head of Risk Management & Insurance	Complete	Strategy was to ensure appropriate cover and renew with nil rating increases. Level rating achieved and renewal within budget. COMPLETED	G
			Control	Director of Finance & Corporate Services	Review exposures in readiness for tender of risk financing programme in 2009	Head of Risk Management and Insurance	Ongoing	Review was completed and established that tender of risk financing programme was not necessary or desirable in 2009. COMPLETED	
			Control	Director of Finance & Corporate Services	Review options for alternative risk financing and collaborative working in relation to risk financing	Head of Risk Management and Insurance	Complete	Part of national project looking at ARF / collaboration options -(National project now Regional). Attending SEERPIC group meetings as observers. SEERPIC contract may not be viable since insurers have indicated adverse terms, verbally. Options for joining SEERPIC liability and motor contract in 2011 renewal have been communicated to SEERPIC Chairman.	
			Control	Director of Finance & Corporate Services	Determine strategy and undertake full tender of risk financing programme	Head of Risk Management and Insurance	Oct-09	Strategy was determined following receipt of Broker report and analysis of options. Tender of risk financing programme was not necessary or desirable in 2009. Renewals were completed as in original award. Further review of Broker/new tender will occur early in 2010.	
CC24	To increase our capacity and capability through improved efficiency by:	Reviewing and assessing the findings of the Memorandum of Understanding of BTP as a Non-Departmental Public Body (NDPB).	Control	Director of Finance & Corporate Services	Programme of capital works agreed for 2008/9 which is aligned to BTP operational needs. Statutory compliance works to premises priority action for 2008/9; other maintenance activity targeted at improving the condition and fitness for purpose of the estate.	Leigh Stringer	Mar-10	Work underway and draft proposals for amendments suggested by PWC. BTPA and DFT involved. A/Head of Finance liaising with BTPA. Delayed due to Judicial Review	G
CC25	To increase our capacity and capability through improved efficiency by:	Developing and delivering a medium term workforce plan in light of the financial strategy.	Control	Director of Human Resources	Implement a Workforce Planning post within the FHQ HR structure through the Frontline First (Transforming HR) Programme. Objective closed.	Head of HR	Closed	Post advertised Sept 08. Appointment made Jan 09. Objective closed.	G
CC26	To increase our capacity and capability through improved efficiency by:	Improving people data to manage staff resources and linking people data systems across HR functions.	Control	Director of Human Resources	Implement ORIGIN HR. Change objective to 'implement Phase II ORIGIN throughout 2009/10'.	Head of HR	Closed	ORIGIN is 'on track' for 'go-live' at the end of Oct 08. ORIGIN implemented on time and within budget Oct 09. Objective closed. (updated Mar 09)	G
			Control	Director of Human Resources	Create audit reports to allow Area/Departments to audit data quality. Carried forward to 2009/10. Audit reports to be completed by Dec 09.	Head of HR	31/11/2009	Audit reports have been created to allow Areas to self-audit their System. Central audits have been conducted to improve data quality. Reporting requirements to be identified for the new HR Operating model and new audit reports required. By Sept 09. (updated Mar 09). A Management Information Project has been commissioned. Deliverables by end of November 09.	
CC27	To increase our capacity and capability through improved efficiency by:	Implementing identified efficiencies in the HR Department.	Control	Director of Human Resources	Deliver the FrontLine First (Transforming HR) Programme. Carried forward to 2009/10. Objective to 'read' continue HR Transformation Programme, including the structure changes to Learning & Development. First phase roll-out by end of 2009.	Head of HR	Dec-09	Transforming HR Delivery Project is progressing in accordance with the Project Plan. New governance arrangements have been introduced. HR Transformation roll-out commenced Feb 09 (NW Area). (updated Mar 09). All Areas have now transitioned into the new HR model.	G
CC28	To increase our capacity and capability through improved efficiency by:	Reviewing BTP's pay structures to enable recruitment and retention of talented employees, and implementing the outcomes in the subsequent two years.	Control	Director of Human Resources	Deliver Police Staff Employment Package Project. Carried forward to 2009/10. PSEPP to be rolled out by end of Jan 10.	Head of HR	Dec-09	This project has been delayed. A paper is being prepared for SB&PM on 11th November 2009 and the final decision on the implementation of this project is expected to be taken by BTPA on 9th December 2009.	A
CC29	To increase our capacity and capability through improved efficiency by:	Reviewing all staff contracts so that they meet BTP's operational requirements through negotiated implemented revised terms and conditions.	Control	Director of Human Resources	Deliver Police Staff Employment Package Project. Carried forward to 2009/10. PSEPP to be rolled out by end of Jan 10.	Head of HR	31/11/2009	This project has been delayed. A paper is being prepared for SB&PM on 11th November 2009 and the final decision on the implementation of this project is expected to be taken by BTPA on 9th December 2009.	A
CC30	To increase our capacity and capability through improved efficiency by:	Improving the resilience and capacity of the technology infrastructure in order to support service delivery more effectively, including a more coherent approach to application management and consideration of video conferencing.	Control	DCC	Issue an Application Management Strategy, policy and SOP, and set up a governance process to audit compliance.	Chief Information Officer	Apr-11	The Application Management Policy was published in October 2008. All business software applications at BTP are managed in accordance with a published Policy and are subject to periodical governance checks, to ensure they achieve an acceptable level of compliance.	G
			Control	DCC	Review all applications to identify where the same data is being double keyed, prioritise those that cause the greatest volume of additional effort and identify solutions to remove double keying.	Chief Information Officer	Apr-10	The implementation of mobile data has gone a long way to eradicating double keying. However, IT are still reviewing applications in order to make further improvements. Single sign on is a possibility, however needs to be given serious consideration due to the security issues involved and potential for breaches is high. Northgate have compatible crime and intel systems that reduces double inputting. An adobe system was looked into by the former CIO but was felt to be far too expensive.	
			Control	DCC	Create a central data warehouse capability for all reporting, leveraging from latest Business Objects technologies where appropriate.	Chief Information Officer	Apr-11	Funding has been agreed and is in the Medium Term Financial Plan. A team is in place and early work has commenced.	
			Control	DCC	Develop automated internet reporting solutions to ensure that the public and rail industry partners can see BTP performance in a format and at a time appropriate to their need.	Chief Information Officer	Apr-10	A crime mapping site has been developed for BTP, which shows crime at station level and is navigable by map or by text entry.	
			Control	DCC	Develop a personal dashboard approach on the intranet for all staff to ensure that they can view performance indicators containing information relevant to their areas of responsibility.	Chief Information Officer	Apr-11	Work will commence on this action when the project terms of reference have been scoped and agreed.	
			Control	ACC Operations	Ensure that officers are trained, and use the status update facility within their Airwave unit.	Supt Contact Management	Complete	This is continually ongoing as officers join the force. The Force Control Room staff raise awareness with officers in the event it is identified this is not being complied with. Supervisors being sent on TACT training course. Use of status updates being monitored.	

Ref	Key Strategic Aim	Objective	Theme	Responsibility	Action(s)	Action Owner	Target	Progress	Status
CC31	To increase our capacity and capability through improved efficiency by:	Ensuring BTP is effectively using Airwave and PNC so that maximum operational benefit is derived at least cost.	Control	ACC Operations	Ensure that officers use the point to point facility on their Airwave unit.	Supt Contact Management	Sep-09	This is currently being implemented throughout the Areas and carried out by the area training staff who have been provided the course content. A recent audit has shown that all areas have carried out airwave speak training but this is also an ongoing process as new staff come on board.	G
			Control	ACC Operations	Ensure that officers allocated with PDAs utilise the PNC facility where appropriate.	Supt Contact Management	Sep-09	This has been incorporated into the PDA training package and the result of which demonstrates increased activity of the use of PNC through the PDAs. This activity is monitored through the PNC steering group and the Mobile Data Project board. This action is now complete. The use of the PDA to carry out PNC checks is monitored at the Mobile data Board and there is evidence of the increase in usage.	
			Control	ACC Operations	Introduce the AVLS system within Command and Control to ensure improved deployment of resources.	Supt Contact Management	Sep-09	Currently Sungard Vivista have identified an issue with the gateway that passes the information from the radios and Command & Control which may identify why this is not working to full capacity. It is hoped that the enhanced gateway will be in place by mid September 2009 whereby BTP will then be able to test it for its operational effectiveness.	
CC32	To increase our capacity and capability through improved efficiency by:	Ensuring that BTP's Information Management Strategy (IMS) is compliant with Management of Police Information (MOPi) requirements, and provides a co-ordinated approach to information, information systems and information technology.	Control	DCC	Through the IMS, work towards full MoPI code of practice compliance in time for PND becoming available, enabling personnel to know what information is held, where it is located and how up to date it is.	Chief Information Officer	Apr-10	An approach and team structure has been agreed by COG. Work commenced in December 2008. The IMS has been re-written by two separate CIO's and is currently under review in a final draft for submission.	G
			Control	DCC	Review Information Management compliance with the NIM principals with a view to aiding all operational and support functions in moving to or improving their intelligence-led approach.	Chief Information Officer	Apr-11	This will principally come through the review and revision of the Briefing System, which is scheduled for 2009-10.	
			Control	DCC	Review briefing dissemination processes to ensure that all staff are adequately briefed and that best practices and all appropriate technologies are used.	Chief Information Officer	Apr-11	This will principally come through the review and revision of the Briefing System, which is scheduled for 2009-10.	
CC33	To increase our capacity and capability through improved efficiency by:	Improving the data quality within BTP, in particular emphasising getting it right first time.	Control	DCC	Develop solutions where a single data entry will update multiple systems removing the need for staff to access multiple systems.	Chief Information Officer	Apr-11	The implementation of mobile data has contributed to this action. Supplementary work will commence during 2009-10. Still under investigation Single sign on is a possibility, however needs to be given serious consideration due to the security issues involved and potential for breaches is high. Northgate have compatible crime and intel systems that reduces double inputting. An adobe system was looked into by the former CIO but was felt to be far too expensive.	G
			Control	DCC	Deliver a communication programme to remind staff of the need and consequences of poor data entry onto systems ensuring a 'Right First Time' approach is developed as a core competency.	Chief Information Officer	Apr-10	This is noted in the IMS, which was formally launched in September 08. A marketing initiative has been agreed between IT and Operations to promote better data quality when entering onto computer systems. This is on-going and screen saver has already gone out.	
			Control	DCC	BTP will develop tools and processes to review and monitor data quality. Identify, via reporting to the individual, supervisor and FMT, those areas where quality is not to an acceptable standard.	Chief Information Officer	Apr-11	A combination of the implementation of MOPi, IMPACT and the Police National Database will enable this action to be achieved. IT will work on reporting tools throughout the remainder of the Plan.	
CC34	To increase our capacity and capability through improved efficiency by:	Ensuring implementation of the IMPACT Nominal Index (INI) within BTP.	Control	DCC	Implement and monitor the use of the IMPACT Nominal Index within BTP.	Chief Information Officer	Complete	The IMPACT Nominal Index has been fully implemented throughout BTP.	G
CC35	To increase our capacity and capability through improved efficiency by:	Implementing a programme of improvement to BTP's Estate to ensure that it meets legal requirements for staff and those who need to access BTP's services.	Control	Director of Finance & Corporate Services	Programme of capital works agreed for 2008/9 which is aligned to BTP operational needs. Statutory compliance works to premises priority action for 2008/9; other maintenance activity targeted at improving the condition and fitness for purpose of the estate.	Head of Facilities and Estates	Mar-09	Capital works implemented in accordance with capital programme agreed by Property Board. New premises completed at Cardiff, Blundell Street, HR Hub Axis, Liverpool Custody. Completed reinstatement (following fires) at Baches Street and substantially completed reinstatement at Peterborough. Delivered a number of neighbourhood policing stations, including Bromley South, Shortlands, Finsbury Park, Hackney Downs, Ifford, Ealing Broadway, Raynes Park, Watford, Stratford International. New premises secured and planning consent obtained for development of new 20 cell custody unit at Brewery Road for completion by mid 2010. New premises secured for new central London training facility for completion by March 2010. Substantial progress in developing schemes and specifications for CCTV Hub and revisions to custody provision at Ebury Bridge. Maintenance programme delivering day to day works and Statutory Compliance programme.	G
CC36	To increase our capacity and capability through improved efficiency by:	Implementing improvements to the utilisation and management of BTP's fleet.	Control	Director of Finance & Corporate Services	Develop and implement an action plan following the Fleet Efficiency Review.	Head of Vehicle Fleet	Mar-09	Improvements to the utilisation and management of BTP's fleet include the use of the NPFA frameworks; reduced number of framework suppliers; reduced number of duty cycles (the daily activity of the vehicles) resulting in standardisation and reduced costs; changes to the funding of additional vehicles capital and revenue spends are reviewed each period to ensure costs are managed; the implementation of an enhanced tyre framework; and more recently the switch to an enhanced British Car Auctions framework for the sale of used assets. Vehicle Board accepted proposals for further developments including improvements in arrangements for short term hire; changes in allocating costs for Service/Maintenance/Repair (SMR) and accident damage; and changes to the apportionment of the fuel budget. Work is on target to re-let Hire and SMR provision scheduled for Jan 2010 and Oct 2010 respectively.	G
CC37	To increase our capacity and capability through improved efficiency by:	Maintaining close liaison with the Scottish Police Services Authority (SPSA) in order to identify best practice measures and to capitalise on any efficiencies which might arise.	Relationships	ACC Scotland	Meet regularly with the Chief Executive of the SPSA to ensure an effective two-way flow of information exists between the organisations. Cascade issues of best practice present in SPSA to colleagues in BTP and BTPA in an effort to improve our overall organisational efficiency where opportunities exist.	ACC Scotland	Mar-12	Meetings held quarterly.	G



Ref	Key Strategic Aim	Objective	Theme	Responsibility	Action(s)	Action Owner	Target	Progress	Status
SP1	To provide a better service to passengers and the railway community by:	Ensuring that BTP provides a service focused on the needs of victims of crime by achieving all victim and witness care targets under the Victim's Code of Practice and Witness Charter.	Performance	ACC Crime	Establish performance regimes to provide oversight to compliance into Victim Code and Witness Charter.	Supt Criminal Justice	Sep-08	Draft SOP was submitted to Policy in April 2008 - Det Supt Field has set up a working group. Management decisions will need to be made to determine what level of service will be provided particularly for pre charge investigation progress (Updates once per month - 1st six months, and then as per agreement with witness thereafter - weekly updates, fortnightly) - key issue is resources. Working Group is still considering and SOP still awaits sign off/publication. Draft SOP - sits with FHQ CID led working group. NWNJ report has now been take to FMT by Chief Constable and a quarterly telephone conference will be attended by Area and FHQ DCI's to address performance issues connected to the NWNJ report.	G
			Performance	ACC Crime	Develop automated process to update crime records and flag up compliance issues.	Supt Criminal Justice	Sep-08	Requests for change to Crime have been submitted to the 'Crime Board' on 21 04 09 - this work had been approved by CuCase project Board Chair but is required to go through process. Changes required are: ASNs for non recordable offences to be generated by the Crime System, sequential URNs to be extracted from Case Prep system and crime to populate Case Prep, Crime offence codes to be mapped to Case Prep offence codes. These have remitted back from the CRMUG for better definition and for clarification of where funding can be sought. Work has all been done.	
SP2	To provide a better service to passengers and the railway community by:	Providing a citizen-focused policing service which meets BTP's commitments under the National Quality of Service Commitment.	Performance	DCC	Building on progress in 2007-08 by designing and implementing a strategy to raise forcewide awareness and understanding of the Quality of Service Commitment.	Head of Strategic Services	Complete	Area QoS SPOCs have been in place since April 2008. They are provided with monthly data on performance on the QoS target, along with detailed analysis of the verbatim responses from victims of crime. They are responsible for addressing the issues raised with their Area. A SPOC workshop on QoS in September reviewed performance to date and encouraged the sharing of best practice across Areas. Additional input at two Force Management Team meetings has helped to ensure QoS remains high on the Force agenda.	G
			Performance	DCC	Conduct process mapping of victim contact with BTP to identify and address opportunities for improving service provision.	Head of Strategic Services	Jul-08	This process map was produced by the Performance Inspection department. Whilst the map did not identify any particular process gaps to fill, through the project the team have developed closer relationships with the victim care managers across all Areas. One of them is a QoS SPOC. Through regular engagement with them, and the standing invitation to the victim care meetings, the team are making regular improvements, for example to the letters the victims receive and recommendations regarding suitable methods for contacting victims. A QoS database is also in development, to allow Areas to log initiatives related to victim care.	
			Performance	DCC	Annually review BTP's performance against the Quality of Service Commitment and make recommendations for improvement where appropriate.	Head of Strategic Services	Ongoing	Performance is reviewed monthly, and recommendations are provided as appropriate. An annual review will occur at the end of performance year. Another QoS workshop will be delivered at this time, at which performance over the year will be reviewed with all Area SPOCs.	
SP3	To provide a better service to passengers and the railway community by:	Improving communication and response by call handling and contact management, through the delivery of a new control room infrastructure and enhanced real time management of information, in order to provide a better service to everyone who requires assistance.	Performance	ACC Operations	Include contact management and call handling targets in Annual Policing Plan.	Supt (Control Rooms and Contact Handling)	Complete	This is now complete and is included in Annual Policing Plan and the FMI document monthly. Comparison data for the previous year is also being submitted demonstrating current performance.	G
			Performance	ACC Operations	Deliver the Control Room Project on time and within budget.	Supt (Control Rooms and Contact Handling)	Mar-10	The implementation of the new control room infrastructure is complete. Phase 2 of the project is ongoing and is implementing Incident Exchange with selected forces, AVLS, ASPIRE, Airwave codes 31-49. CCTV link Network Rail/Birmingham New St in line with the National Contact Management Strategy. This is due to be completed by March 2010.	
SP4	To provide a better service to passengers and the railway community by:	Ensuring the completion of the Airwave special coverage solutions within BTP.	Performance	ACC Scotland	Provide ongoing project management to deliver currently identified solutions through to in-life status.	Supt National Policing Improvement Agency (NPIA)	Mar-10	Severn Tunnel: Commercial negotiations between Network Rail and Airwave Solutions continue satisfactorily. Airwave Solutions will pass on an additional site rental of £5k per annum to BTP due to Network Rail's contract with Radio Sites. BTP continues to engage with Crossrail with the next meeting with the Commercial scheduled to take place by the end of October 2009. Negotiations now focusing on how the GSMR system could provide a short term solution to both UK and French Responders. There are signs that the feasibility study to introduce Airwave into the tunnel will be delayed. Continuing engagement with Airwave and DLR re special schemes. DLR has response to BTP's letter on funding to the effect that TFL faces budget cuts and that no commitment can be made on the vast majority of schemes.	G
			Performance	ACC Scotland	Liaise with Network Rail and other relevant operators to ensure that BTP's Airwave requirement is captured for all future new rail infrastructure projects.	Supt NPIA	Mar-12	Quarterly liaison with National Rail continues to ensure Airwave is an integral part of new and existing projects. Thameslink Enhancement Project: Airwave is providing consultancy to Network Rail and its contractor to finalise the technical design. Airwave to provide indicative costs to BTP and Network Rail. Phase 1 completion date is end 2011, Phase 2 is end 2015. Crossrail: quarterly progress meetings with Airwave / Crossrail / BTP / NPIA. Meeting held with Network Rail re: Birmingham New Street refurbishment and User Requirement being drafted. Formal contact with Edinburgh Waverley team still outstanding.	
SP5	To provide a better service to passengers and the railway community by:	Recruiting, retaining and progressing a diverse workforce that better reflects the communities BTP serves.	People	Director of Human Resources	Link Support Groups Business Plan activity to strategic objectives and monitor performance/progress monthly. Carried forward to 2009/10. Annual Plan to be published May 09.	Head of Performance & Strategy / Head of HR Services	Ongoing	Business planning for Support Groups commenced in Nov 08 for 2009/10 business year. Annual reports, including statement of accounts published May 09. Diversity Annual Plan published August 09. Discussion sessions, lead by the DCC, commenced in Nov 09 covering BME employees - based on feedback received from SAME Annual Conference.	G
			People	Director of Human Resources	Target advertising to 'hard to fill' locations and minority groups. Carried forward to 2009/10. Objective to read 'embed new Advertising Agency to ensure that advertising reaches 'hard-to-fill' areas. Benchmark success with previous Agency results.	Head of Performance & Strategy / Head of HR Services	Mar-09	An internal campaign for Police Staff to become Police Officers using a fast-track approach to the recruitment process attracted a high percentage of applicants. External campaigns have been successful in increasing the pool of potential BME and female applicants. 2008/09 target not achieved. New targets set for 2009/10. BME recruitment target set at 13% for 2009/10. Achievement as at Sept 09 is 17.8%. Ongoing.	
			Relationships	DCC	Conduct gap analysis research project into victim expectations of BTP service provision.	Head of Strategic Services	Sep-08	Focus groups with victims of crime conducted. The findings were supported the wider research carried out into victims of crime and quality of service issues, which are fed into Areas at regular intervals.	

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SP6	To provide a better service to passengers and the railway community by:	Ensuring BTP is aware of, and responsive to, the concerns of the travelling public.	Relationships	DCC	Liaise with Passenger Focus to ensure that BTP and BTPA are able to provide questions for the National Passenger Survey. Analyse findings from the National Passenger Survey and ensure that they feed into to BTP's planning process.	Head of Strategic Services	Mar-09	Head of Strategic Services has met with Passenger Focus. Passenger Focus have undertaken to establish whether the questions used within the British Crime Survey to measure public confidence can be replicated within the National Passenger Survey. A decision will be made in time for the Spring wave.	G
			Relationships	DCC	Provide monthly analysis of Victim of Crime survey results to Areas, with recommendations where appropriate.	Head of Strategic Services	Ongoing	These are provided, together with free text responses and analysis.	
SP7	To provide a better service to passengers and the railway community by:	Working to improve the level of engagement with Government departments, in particular the DfT and Home Office, in order to promote a better understanding and support of BTP activities.	Relationships	DCC	Establish the current baseline position regarding levels of formal and informal liaison with Government departments.	Head of Strategic Development	Complete	Strategic Development Department has reviewed existing database re Parliamentary Questions (PQs). Review of other contacts with Government departments/MPs at Department and Area level carried out August 2009.	G
			Relationships	DCC	Identify potential shortcomings in current BTP engagement by (a) analysis of internal research findings; (b) survey of Government Department expectations.	Head of Strategic Development	Complete	Reliant on findings of above actions, but ongoing.	
			Relationships	DCC	Continuously monitor the level and quality of engagement with Government departments.	Head of Strategic Development	Ongoing	The quality of engagement with Government Departments is continuously reviewed and is an IPA objective for the Secretariat Manager.	