BTPA
British Transport Police Authority

The Forum
5th Floor North
74-80 Camden Street
London NW1 0EG

T: 020 7383 0259
F: 020 7383 2655
E: general.enquiries
@btpa.police.uk

www.btpa.police.uk

Report to: Police Authority

Agenda item: 7

Date: 24 March 2011

Subject: 2011/12 Policing Plan

Sponsor: Chair, Policing Plan Group

Author: Sam Elvy

For: Approval

1. Purpose of paper

1.1 To provide the full Authority with an overview of the activities undertaken in the preparation of the 2011/12 Common and Local Policing Plans.

1.2 To invite Members to review and give final approval for, or make recommendations for amendments to, the draft common and local plans for 2011/12 attached to this paper at Appendices A and B.

2. Background

2.1 As set out in section 52 of the Railways and Transport safety Act 2003, at the start of each financial year the Authority is required to issue a plan setting out the arrangements for the policing of the railways during that year. As in previous years the detailed work on the development of the draft Common (national) and Local Plans for 2011/12 has been carried out by the Authority's Policing Plan Group.

2.2 Throughout this year's process the Force and Authority have again worked closely together on coordinating engagement activities and refining iterations of the narrative and detailed targets within the draft Plans. The Group has met formally six times this year in the preparation of the draft Plans.

- 28th September – 'stakeholder workshop' supported by all working Group members
- 28th September - Meeting 1, headline themes and first principles agreed
- 10th December - Meeting 2, first review of the Common Plan

- 25th January - Interim meeting to review progress with a national disruption target
- 14th February – Industry workshop on possible disruption targets/available disruption data
- 21st February – Final meeting of the Group, review of Common and Local Plans

2.3 Both the Force and the Authority are keen to reduce the overall number of targets for 2011/12 in order to ensure that resources are properly focused on the key priorities of our stakeholders. This approach resonates both with the steer given by our stakeholders and the current direction taken by the Home Office to move away from a multiplicity of top-down targets to a single national target to reduce crime. In terms of the shape of the plans, retention of the existing two tier approach has again been strongly supported by our rail industry partners; as such a Common (national) Plan has been proposed which will be supported by Local Plans on each Area.

2.4 The principles that underpin the development of this year's Policing Plan (and the Strategic Plan presented elsewhere on this agenda) have also built upon Her Majesty's Inspectorate of Constabulary's (HMIC's) proposed inspection approach which aims to safeguard service delivery by improving value for money (VfM) and productivity in police forces. By using the concept of 'public value' HMIC has identified four tests for 'safeguarding service' which it plans to use to inspect police forces in the future. These tests explore the appropriateness of a Force's approach to Focus, Utilisation of resources, Control systems and Improvement.

2.5 In relation to the Plans developed by the Group for 2011/12, appropriate Focus will be ensured by targeting the crimes and incidents that matter most to stakeholders. Utilisation will be supported by sound Value for Money indicators and also by longer term organisational objectives set out in the supporting Strategy. BTP's Control will be strengthened by the increased analysis of operational performance in line with the Industry's priorities, for example, by using Industry data sources, such as lost minutes. This new common currency is intended to promote greater partnership working together with an understanding of the costs associated with BTP's contribution to keeping the network running. In terms of Improvement, resource and demand analysis, current availability analysis, shift optimisation and deployment planning will be utilised deliver the policing plan objectives.

3. Common Plan

3.1 Using the headline themes emerging from the stakeholder workshop held in September (which are also the headline themes in our Strategic Plan) the Common (national) and Local targets have been framed around the following objectives;

- Helping to keep the railway running
- Helping to make the railway safer
- Providing value for money through continuous improvement
- Promoting confidence in the use of the railway

3.2 Early drafts of the Common targets and supporting narrative attached at Appendices A(i) & A(ii) were shared with stakeholders twice during development and subsequently updated to reflect any relevant new national concerns emerging. A limited number of issues were raised which were of relevance only to a small number of stakeholders - rather than common to all BTP Areas – and these issues have been referred to BTP and where appropriate have been reflected in subsequent Local Plans.

3.3 Members will also want to note the range of activities undertaken to date in relation to the *'helping to reduce disruption'* theme; and in particular progress made on developing a national delay minutes reduction target. On 14th February the Authority's Policing Plan Group hosted a disruption target workshop which was supported by representatives from BTP, Network Rail, ATOC and several individual TOCs. The discussion at the workshop was wide ranging and a number of options in relation to whether and how a national disruption target could be constructed were explored. In particular there was a detailed discussion regarding the available delay minutes data which would be needed by BTP for the purposes of setting a national reduction target. A range of views on the current situation were expressed and attendees discussed what additional work would be necessary to achieve an agreed position on the way forward. Some of the recommended follow-up work has already been completed and further meetings with colleagues from Network Rail (the national dataset owners) have been scheduled.

3.4 An important piece of supporting pilot work has already been initiated on BTP's London South Area which involves partners from Southern and Southeastern working with local BTP

colleagues to establish a set of benchmarking data and strategies to tackle the disruption arising from 'on-train' incidents. The lessons learned from the work of the London South Working Group will be shared throughout the year and will inform the development any target emerging for 2012/13.

3.5 For the year ahead the Policing Plan Group's proposal is that Authority;

- Approves a Common target to reduce the overall number of disruption related offences in 2011/12 (target C1 in Appendix Aii)
- Also endorses the problem solving approach as set out in the Local plans for each BTP Area. This will require Areas to work with partners to focus on the disruption related issues of greatest relevance locally – for example targets LN3-5 on London North address both fatality management and route crime issues
- Continues development work on a possible delays minutes reduction target, both nationally with Network Rail and other stakeholders, and with the London South Area Working Group, in order to develop an agreed approach to be adopted for the 2012-13 Policing Plan. As part of this work the Force and Authority will liaise with the industry to ensure that any emerging Policing Plan target is aligned to the relevant industry disruption targets, and to industry processes such as Joint Performance Improvement Plans (JPIPs).

3.6 Attendees at the industry disruption workshop were very much in favour of the proposals set at 3.5 out above and have committed their support in progressing this issue throughout 2011/12.

4. Local Plans

4.1 Consultation on the Local Plans has been led by individual Area Commanders and the outputs scrutinised by BTP via a challenge panel process Chaired by ACC Territorial Policing. In reviewing the Local targets (attached to this paper at Appendix B) the Policing Plan Group sought assurance from the Deputy Chief Constable that - in his professional judgement - the Plans were a fair reflection of stakeholders' local priorities and that the Strategic Command Team were confident that the Plans presented were the product of engagement between BTP's Area Commanders and local stakeholders. The Deputy Chief

Constable has given the Group his assurance and has emphasised the perceived value of the local problem solving plan approach in allowing in-year flexibility for stakeholders to be able to influence BTP's activities.

4.2 Consultation with local stakeholders this year has largely resulted in a move away from the traditional approach of reduction, detection or detection rate targets on specific groups, to an approach based on Problem Solving Plans (PSPs) in 2011/12. The PSP-based approach should ensure that partnership working is at the centre of BTP's Policing Plan and performance management activity. Through the joint tasking meetings and the setting of joint PSPs with the industry, Areas will also agree the contribution industry partners will make towards the achievement of the PSPs. This should ensure that the PSPs are jointly owned, and that the industry contribution is clearly defined and where appropriate measured alongside BTP's activity.

4.3 All PSPs will contain specific and measurable targets, and will only be signed off as satisfactorily completed when there is clear evidence to show that the required outcomes have been achieved. The completed PSPs, along with evidence of achievement of the required targets / outcomes, will be subject to audit and rigorous scrutiny for example through the monthly Force Management Team performance meeting. Work has been underway during the current year to agree a common PSP template and methodology that meets these requirements.

4.4 Members will notice that eight local Plans are presented at Appendix B this includes an additional Plan for the BTP Welsh Sector (within BTP Wales & Western Area) and has been developed in response to a request from local stakeholders.

5. Recommendations

5.1 Subject to further discussions at this meeting, Members are asked to approve the 2011/12 Common Plan and its supporting narrative.

5.2 Members are also asked to review and approve the individual local Plans for 2011/12.