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: 5

Date: 29 March 2011

Subject: 2012/13 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 2012/13 Common and Local Policing Plans.

1.2 To invite Members to review, discuss and approve the BTP National and Local Policing Plans for 2012/13.

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 National and Local Plans for 2012/13 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 four times this year in the preparation of the draft Plans.

- 22nd September – 'stakeholder workshop' supported by all working Group members
- 28th September - Meeting 1, headline themes and first principles agreed
- 14th December - Meeting 2, first review of the National Plan
- 21st February – Final meeting of the Group, review of Common and Local Plans

2.3 Both the Force and the Authority remain aware of the need to manage the overall number of targets for 2012/13 in order to ensure that resources are properly focused on the key priorities of our stakeholders. This approach both resonates with the steer given by our stakeholders and the 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 Plan, the existing two tier approach has again been strongly supported by our stakeholders; as such a National Plan is proposed again for 2012-13 which will be supported by Local Plans on each of BTP's seven Areas.

3. National Plan

3.1 The existing strategic themes were endorsed by the attendees at our September stakeholder workshop were used to frame the draft National and Local targets. These themes are;

- Reduce disruption
- Helping to make the railway safer and more secure
- Improving value for money
- Promoting confidence

3.2 Following the initial discussions at our stakeholder workshop, the early drafts of the National targets and supporting narrative now attached at Appendix (Ai and Aii) was shared with stakeholders twice[1] during development and subsequently updated to reflect any relevant new national concerns emerging. As in previous years a small number of issues were raised which were of relevance only to a few local stakeholders rather than common to all BTP Areas; these issues were referred to BTP and where appropriate have been reflected in Local Plans.

3.3 Members will also want to note the significant progress made this year in relation to the *'helping to reduce disruption'* theme that was first explored in 2011/12; and in particular it is worth noting the progress made on developing a national delay minutes reduction target. This work has been done with the valued assistance of colleagues at both Network Rail and the

[1] In writing following the December meeting of the Performance Review Group and verbally to ATOC Policing Forum and the BTP NIAG

Association of Train Operating Companies (ATOC) who have provided a steer on the possible nature of such a target and who have produced and helped to analyse the 'delay minute' data sets for use by BTP and the Authority.

3.4 An important piece of supporting pilot work was carried out by BTP's Wales & Western Area (West Midlands Sector) in the autumn of 2011. This project involved partners from Network Rail, BTP and Chiltern Trains exploring how BTP's existing local disruption reduction activities could be evaluated and assimilated into the industry's Joint Performance Improvement Plan (JPIP) framework. A key finding from this JPIP pilot work was the impact it had on increasing industry awareness of BTP's existing work on reducing disruption. Though limited in its duration and scope this initial pilot also suggested that elements of the JPIP process could provide greater opportunities for smarter working between BTP and the industry partners. As a result of this pilot work we are recommending that the disruption reduction partnership initiatives arising from National Target 1 should be considered for inclusion in local JPIP frameworks as appropriate.

3.5 The draft National Plan was most recently discussed with industry partners at the ATOC Policing Forum on 24th February. At this meeting attendees reiterated some concerns about the targets as presented that had been expressed in ATOC's initial response to our consultation on the Plan. Some of these same issues have been raised again with the Authority in additional correspondence submitted by ATOC on 16th March. ATOC seeks to make the following representations in relation to the National Proposals;

- Target 1: Reducing Disruption - ATOC does not accept the principle of 36 key disruption locations distributed across the BTP Areas and would recommend that the top 36 locations are prioritised regardless of their geographic distribution. If the Authority is not supportive of this recommendation ATOC would ask that data for the top 36 delay locations, as well as the 36 BTP target locations (to the extent that these are different) is made available so that a full picture of performance can be presented over the coming year.

- Additional targets – ATOC has requested that two further National targets be considered; these were explored at but not recommended by the Policing Plan Group at its 21st February meeting.
    - i) Football – ATOC requested a further target focused on football related crime and disorder be considered. Representation from BTP suggests that this is not a priority issue for all BTP Areas and as such relevant targets have been included in Local Plans (LN, NW, and NE). Operators in the Wales and Western Area have also requested a local target for football which does not currently appear in the Local Plan.
    - ii) Frontline deployment – ATOC also proposed a target to increase the proportion of BTP officers engaged in frontline duties – members of the Policing Plan Group, aware of the need to manage the overall number of targets, did not support this addition.

  Again for both of these proposed targets, if the Authority is of the view that they are not appropriate for inclusion, ATOC would welcome publication of related data that would allow PSA holders to evaluate trends and performance in these areas of business.

4. Local Plans

4.1 Consultation on the Local Plans has been led by individual Area Commanders and the outputs initially scrutinised by BTP via a challenge panel process Chaired by ACC Territorial Policing and Crime. A verbal update on progress with Local Plans was also provided at the February ATOC Policing Forum meeting. As in previous years, in reviewing the Local targets (attached to this paper at Appendix B) the Policing Plan Group sought assurance from the BTP that 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 Force has given the Group this assurance and have reemphasised the perceived value of the local plans, both to BTP and stakeholders, in allowing in-year flexibility for stakeholders to be able to influence BTP's activities to address issues of greatest priority locally. This view has certainly been

echoed in the feedback received by the Authority in response to the consultation the Authority has done directly with the industry.

4.2 In response to consultation with stakeholders the Local Plans have generally continued the move away from the traditional BTP approach of reduction, detection or detection rate targets to an approach based on local collaboration and Problem Solving Plans (PSPs) in 2012/13. It is intended that the using the PSP-based approach again in the coming year should build on the good work the Force has done in 2011/12 and should help to ensure that partnership working remains 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; particularly this year in relation to this year's disruption reduction theme. 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 As in previous years all PSPs will contain specific and measurable targets, and will only be signed off as satisfactorily completed when there is clear evidence from all partners to show that in their view the required outcomes have been achieved. The completed PSPs, along with evidence of achievement of the required targets / outcomes, continue to be subject to audit and rigorous scrutiny locally and through the monthly BTP Force Management Team (FMT) performance meeting.

5. Financial implications

5.1 The National and Local plans recommended here are intended to be delivered within the overall funding envelope approved by the Authority at its meeting on 15th December 2011.

6. Risk implications

6.1 No specific risk implications arise from the recommendations made by this paper. Indeed, in preparing the National and local Plans the Force and Authority have referenced the potential operational risks (both local and national) arising from the BTP Strategic Assessment report, the Home Office's shadow Strategic Policing Requirement and the issues raised by local stakeholders.

7. Equality implications

7.1 In preparing the draft National Plan for 2012/13 the Authority has consulted with industry and passenger stakeholders and for the first time has engaged with the BTP National Independent Advisory Group (NIAG). The BTP NIAG brings together a group community members from across England, Scotland and Wales who come from a range of ethnic and faith backgrounds and who come with knowledge and experience of a range of other equality issues. In developing the Plans NIAG has provided feedback on the sorts of issues we could both include as National targets and on the range information we could review in evaluating performance against these targets. At the most recent NIAG meeting (14th March) the group gave its broad support to the two-tier structure, strategic themes and draft targets presented. In the discussion that followed the group did not highlight any issues that may have unintended equality impacts nor suggest any additional targets for inclusion. BTP has liaised separately with regional NIAG members on development of the local Area Plans.

8. Recommendations

8.1 Subject to any further discussions at this meeting, and taking into account the issues raised by ATOC as set out at section 3.5 above, Members are asked to review and approve the 2012/13;

- National Plan and its supporting narrative for publication (Appendix A)
- The individual Local Area Plans (Appendix B)

8.2 That following approval of the National and Local Plans it is recommended that the Authority Executive provides written feedback to all consultees on the decisions the Authority has taken and how these relate to the specific representations they made.