



BRITISH  
TRANSPORT  
POLICE

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**Report to:** Performance Review Group  
**Agenda item:** 8  
**Date:** 19 July 2012  
**Subject:** Strategic Plan 2011-14  
**Sponsor:** Deputy Chief Constable  
**Author:** Michael Furness  
**For:** Decision

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## **1 PURPOSE OF PAPER**

- 1.1 The purpose of this paper is to provide Members with an end of year progress update against objectives within the 2011-14 Strategic Plan.

## **2 BACKGROUND**

- 2.1 The 2011-14 Strategic Plan was supported by a delivery plan that outlined the objectives intended to deliver the Plan's four strategic aims. All of the objectives were owned by a Strategic Command Team (SCT) member, who was responsible for the achievement of the objective within the agreed timescales.
- 2.2 Progress against these objectives was monitored by a comprehensive delivery programme, which set the SCT owner of each objective, which strategic aim it supported, what actions were put in place to achieve the objective and the relevant timescales.
- 2.3 There were 47 objectives contained within the 2011-14 Strategic Plan and these objectives had 212 associated actions. A summary of progress against these objectives is attached as Appendix A. Much of the work carried out in 2011-12 is still relevant this year and some updates include ongoing activity.
- 2.4 The 2011-14 plan has been superseded by the 2012-15 Plan, which is currently on a final round of consultation.
- 2.5 Overall progress against the 2011-14 Strategic Plan was assessed as Green against all objectives.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 There are no direct financial implications associated with this Paper.

## **4 DIVERSITY ISSUES**

- 4.1 There are no direct financial implications associated with this Paper.

## **5 RECOMMENDATIONS**

- 5.1 Members note progress against the 2011-14 Strategic Plan.

## BTP STRATEGIC PLAN – Appendix A

## Strategic Aim 1. Helping to keep rail transport systems running.

Ref No.	Objective	Progress with Actions	RAG Status
1.1a	Support Network Rail and other rail transport providers to reduce delay minutes arising from fatalities, cable theft, trespass, criminal damage and level crossing incidents	<ul style="list-style-type: none"> <li>New guidance on Fatality Management has been developed to improve BTP's response to fatalities (particularly those initially treated as unexplained) and reduce disruption, whilst still ensuring a professional investigation and maintaining the dignity of the deceased. Training packages are being rolled out for relevant Area and Control Room staff to embed and reinforce the new guidance. A variety of new equipment (including body bags and cameras) has also been introduced to assist in this respect. BTP has successfully piloted partial reopening of the railway on London North Area, and this practice has also been rolled out to other Areas. BTP has also developed a rigorous performance management regime for fatality management, which includes daily reviews, dedicated conference calls, and regular scrutiny at FMT. A number of improvements have also been made in terms of Forensics and Scientific Support, including improved SOCO coverage and CSE response times, and revised call out arrangements.</li> <li>Engagement with Network Rail is ongoing to develop performance management and best practice processes and to improve interoperability between BTP and railway staff during fatality incidents, including quarterly meetings. Engagement with coroners has also taken place and a national Memorandum of Understanding (MoU) is now in development.</li> <li>A number of projects are ongoing to reduce level crossing offences and the disruption they cause, in close partnership with Network Rail. These include the rollout of mobile enforcement vehicles, additional fixed cameras and back office setup to management enforcement activity.</li> <li>BTP has developed a new alarm system for operational crossings for Network Rail, and is also working with the DVLA on joint enforcement strategies.</li> <li>Further work is ongoing, and will include a restructuring of the Territorial Policing to support the focus on reducing disruption, the development of new guidance for other causes of disruption, and an overarching disruption strategy. BTP is leading negotiation with Roads Policing colleagues that will leverage additional resources to supplement metal theft periods of action.</li> <li>Through a structured meeting with Route Director NWR and Managing Director ScotRail there is an overview of performance and opportunity to identify any areas for improvement. At a tactic level the Area Commander meets regularly with NWR to discuss fatalities, level crossing enforcement and through fortnightly Back Track meeting there is tasking of assets to work collaboratively. All aspects of disruption are discussed through monthly Area Tasking Meetings chaired by the Area Commander.</li> </ul>	Green
1.1b	Support Network Rail in their drive to eradicate cable theft as a serious problem by the end of Control Period 4 (2014)	<ul style="list-style-type: none"> <li>Funding of £5m has been secured from the Home Office and used to set up a national metal theft taskforce. BTP co-ordinates this taskforce on a regional basis and works closely with Home Office forces and other enforcement agencies to reduce cable theft and target offenders. This work has included several national days of action, which resulted in a significant number of arrests and positive media coverage. BTP's works proactively and gathers intelligence in close partnership with Network Rail, supported by the development of the Fusion team with Network Rail and BT.</li> <li>BTP is also in the early stages of developing a rigorous offender management programme in this respect. This includes a focus on the application and enforcement of bail conditions, intelligence gathering, prevention activity, prison visits, monitoring offenders, and covert activity.</li> <li>BTP chairs the ACPO Metal Theft working group, and has led a restructuring of this group. In partnership with the industry and the private sector, it has developed innovative technology (e.g. Smartwater) to reduce cable theft, and is helping drive changes to legislation to reduce the scope for Scrap Metal Dealers (SMDs) to deal in stolen cable. In this respect, trial codes of conduct for SMDs are also being piloted in the North Eastern Area.</li> <li>BTP has also developed rigorous performance management in this respect, including a weekly cable theft conference call with Areas, a strong focus via Force tasking meeting, and regular scrutiny through other performance meetings such as FMT.</li> </ul>	Green
1.1c	Develop enhanced partnership working and problem solving forums with Network Rail and other stakeholders	<ul style="list-style-type: none"> <li>BTP conducts a wide variety of partnership working with the industry and other stakeholders at every level, from the frontline to senior management. For example, joint tasking meetings with the railway industry are held on every Area each month.</li> <li>A pilot on aligning BTP to the railway industry's Joint Performance Improvement Plans has also been undertaken between Wales and Western Area and Network Rail.</li> <li>In addition, the 2012-13 Policing Plan includes targets for every Area to work in partnership with the industry on Problem Solving Plans to reduce disruption.</li> </ul>	Green
1.1d	Protect vulnerable people on the railway network	<ul style="list-style-type: none"> <li>BTP continues to work with Samaritans on suicide prevention through the relevant Strategy group and Working Group, and has developed and rolled out training on suicide prevention for frontline BTP staff and railway staff.</li> <li>PIER plan processes are in place and run by Areas to ensure the safety and protection of vulnerable people, and a review has been conducted on mental health issues. London South has also signed up to the MENCAP 10 point promise.</li> <li>Training on repeat and vulnerable victims is being rolled out to FCRL and FCRB staff and a referral process has been set up for vulnerable people.</li> <li>Work is also underway to address priorities identified by the Equalities and Human Rights Commission (including a review of disability related hate crime and improvements to the early identification of repeat victims).</li> </ul>	Green

Ref No.	Objective	Progress with Actions	
1.2a	Use a risk based approach to map BTP's resources to demand	<ul style="list-style-type: none"> <li>Resource deployment and tasking processes are informed closely by analytical input including intelligence packages, and recommendations on resource deployment.</li> <li>BTP has increased resources allocated to Neighbourhood Policing Teams and increased deployments in this respect. In addition, resources and structures are continually reviewed to ensure that they best meet demand – a good example of this is the recent reorganisation of the London Underground Area response resources - alignment of BTP resources with London Underground lines.</li> <li>Review of resource deployment is monitored through monthly performance data with regards to visibility after 2000 hours. At a tactical level resource deployments are monitored through monthly Tasking &amp; Coordination meetings. A fortnightly Workforce planning meeting chaired by the Area Commander ensures effective deployment of resources in line with strategic and operational policing plan objectives.</li> </ul>	Green
1.2b	Ensure BTP exploits its investment in technology and assets to optimum effect	<ul style="list-style-type: none"> <li>WAN project: All sites will be operational on the new network by the end of June 2012, at which stage the old (GC) data service ceases.</li> <li>IIP Telephony will be in place on all sites by end of June 2012. Server virtualisation is complete, and desktop virtualisation is on schedule for partial rollout (FHQ only) pre-Olympics. Rollout across the remainder of the estate will start post-Olympics, and will complete by end of Dec 2013.</li> <li>An improved disaster recovery capability will be in place and operational by end of June 2102.</li> </ul>	Green

Ref No.	Objective	Progress with Actions	
1.3a	Support Network Rail to deliver enforcement and education programmes to reduce risk at level crossings	<ul style="list-style-type: none"> <li>A number of projects are ongoing to reduce level crossing offences and the disruption they cause, in close partnership with Network Rail. These include the rollout of mobile enforcement vehicles, additional fixed cameras and back office setup to management enforcement activity. BTP has developed a new alarm system for operational crossings for Network Rail, and is also working with the DVLA on joint enforcement strategies.</li> <li>Representatives from Territorial Policing also attend the Strategic Road Rail Interface meetings with partners to discuss level crossing and incursion issues and update them on enforcement activities. The meeting is attended by key Industry staff including Network Rail, ORR, RSSB and some local authorities. Each Area carries out intelligence led initiatives at problem level crossing locations. BTP will again be involved in the International Level Crossing Action Day (ILCAD) in June 2012. This will involve educating the community and enforcement activities where necessary. Previous ILCADs have been successful and involved national positive media coverage. The North Eastern Area is also developing a programme in partnership with NWR to raise awareness of risks and issues relating to level crossings and to educate where appropriate.</li> <li>Despite considerable delays with the effective operational capability of the NWR vehicle 3 members of police staff and one officer are assigned to cameral enforcement at level crossings. The fortnightly BackTrack meetings allow sharing of information and ability to prioritise deployments. The Area is currently working with NWR Community Safety Initiative for schools project on railway safety and level crossings.</li> </ul>	Green
1.3b	Continue to improve fatality management processes and procedures	<ul style="list-style-type: none"> <li>New guidance on Fatality Management has been developed to improve BTP's response to fatalities (particularly those initially treated as unexplained) and reduce disruption, whilst still ensuring a professional investigation and maintaining the dignity of the deceased. Training packages are being rolled out to embed and reinforce the new guidance.</li> <li>A variety of new equipment (including body bags and cameras) has also been introduced to assist in this respect. BTP has successfully piloted partial reopening of the railway on London North Area, and this practice has also been rolled out to other Areas. BTP has also developed a rigorous performance management regime for fatality management, which includes daily reviews, dedicated conference calls, and regular scrutiny at FMT. A number of improvements have also been made in terms of Forensics and Scientific Support, including improved SOCO coverage and CSE response times, and revised call out arrangements.</li> </ul>	Green
1.3c	Review and improve operational planning procedures for football and major events	<ul style="list-style-type: none"> <li>BTP's Football SOP has been reviewed and the revised SOP published</li> <li>Event planning and EPCU structures have been reviewed and revised, with improved operational planning procedures implemented</li> <li>The CCTV department are looking at methods of streamlining the CCTV Process through the use of the PSN and use of a CCTV repository</li> </ul>	Green

Ref No.	Objective	Progress with Actions	
1.4a	Work with Network Rail to help develop its role in assisting reopening of lines more efficiently	<ul style="list-style-type: none"> <li>Network Rail key representatives have been invited as guests to the recent Fatality Workshops, attended a Fatality Process Mapping exercise in November 2011 and have also been consulted with regards the completion of the new Fatality Guidance. Longer term plans are to improve the interoperability between the FCRs and Network Rail/TOC Control Rooms which TP will lead on.</li> <li>BTP has successfully piloted partial reopening of the railway on London North Area. This has reduced average delay significantly, with partial reopening having occurred within around 30 minutes against a target of 60 minutes. This practice has now been rolled out to other Areas and there is continual review to identify further opportunities to roll out this approach.</li> <li>In addition, BTP is working increasingly closely with Network Rail Mobile Operations Managers (MOMs) to reduce disruption and speed up the reopening of lines, and has provided inputs into training for relevant Network Rail staff to assist in this respect.</li> <li>The Area operates timely debriefs with NWR and ScotRail to discuss any undue delays and in the course of an incident considers options to open lines and minimise disruption to railway. The Scotland Area does not have the same opportunities as elsewhere in the country because of the remoteness of many of the incidents. Through engagement with NWR six strategic locations have been identified whereby consideration will be given to minimising disruption.</li> </ul>	Green

1.4b	Develop a disruption reduction strategy	<ul style="list-style-type: none"> <li>• New guidance has been developed on fatality management and a variety of other improvements have been made, in close partnership with Network Rail and other forces, as described above. Additional guidance to improve BTP's management of other causes of disruption is planned and will be developed in the coming months.</li> <li>• An overall disruption reduction strategy will then be developed which incorporates and brings together all the relevant strands of work, embeds and builds on best practice, and sets out BTP's overarching strategy for reducing disruption. A Conference was held in May 2012 at FHQ to highlight to Industry stakeholders and partners BTP's commitment to enhancing anti disruption strategies and improving joint working.</li> <li>• BTP is working to drive medium and long term design and innovation that will significantly improve metal identification, making stolen metal more difficult to dispose of. BTP is also working closely with Network Rail to share line side access locations to improve response times to metal theft crimes and to identify key network pinch-points and agree what an appropriate and acceptable response and investigation at these locations will look like.</li> <li>• Following consultation with NWR six strategic locations have been identified. Problem Solving Plans will form the tactical means by which the Area will work with stakeholders to minimise all aspects for disruption. There is a daily overview and scrutiny of attendance times for incidents including those attended by Scottish forces.</li> </ul>	Green
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**Strategic Aim 2. Helping to make the railways more secure**

Ref No.	Objective	Progress with Actions	
2.1a	Focus on crimes against the person and prioritise all crimes of violence and passenger/staff assaults	<ul style="list-style-type: none"> <li>• BTP has a strong focus on reducing and detecting violent offences and treats these as a priority. As such, BTP has had a National Policing Plan target on serious violence, sexual and robbery offences for several years, and will retain such a target into 2012-13. Performance on these areas is managed rigorously through all relevant Force and Area level performance meetings, and is also prioritised at Force and Area tasking meetings.</li> <li>• BTP's Public Protection Units work with industry to prevent and investigate these offences, and have introduced a number of measures to facilitate this process, including the Swerve DVD and staff assaults booklets. BTP is a key member of the Railway Personal Security Group, and works closely with the industry with this forum to plan and coordinate activity, and identify and address relevant issues. BTP also conducts a variety of operations to tackle these offences, such as Operation Big Wing on London South Area (planned for May 2012), which will focus on violence and ASB, in partnership with relevant Home Office forces.</li> <li>• Work is also underway to address priorities identified by the Equalities and Human Rights Commission (including a review of disability related hate crime and improvements to the early identification of repeat victims).</li> <li>• The Major Crime investigation team has dedicated specialist personnel to investigate homicides and serious assaults. It also has KPIs to measure support to given to Areas to expedite their investigation of offences that are retained by Areas due to their level of seriousness.</li> <li>• Throughout the year there have been a number of Problem Solving Plans focusing on staff assaults. The Area is currently working with ScotRail at Director level to introduce an initiative to train staff on conflict management and debriefing of staff who are victims of assault. Further work is being done with a wider range of train operators to focus on Hate Crime against staff. We envisage a launch of this initiative within the first quarter of the performance year.</li> </ul>	Green
2.1b	Focus on behaviour that discourages passengers from using the railway and tackle ASB	<ul style="list-style-type: none"> <li>• Territorial Policing has developed and launched a new ASB strategy and is working with Areas to drive implementation and progress against action plans and to spread best practice for each of its components (Tackling Anti-Social Behaviour in Partnership, Promoting Confidence, Communicating Effectively, Focus on Vulnerable and Repeat Victims, Focus on Offenders, and Performance Management).</li> <li>• BTP has improved the visibility of resources between 8 p.m. and 2 a.m. through Policing Plan targets and performance management activity, and conducts operations such as Big Wing on London South Area (planned for May 2012), which will focus on violence and ASB, in partnership with relevant Home Office forces.</li> <li>• Ongoing work in relation to priorities identified by the Equalities and Human Rights Commission also includes a focus on ASB and work on issues such as disability related hate crime.</li> <li>• The Area established a local policing plan objective to increase the number of persons detected for anti social behaviour between 1500 and 0100 hours in addition to the national objective. There have been a series of Problem Solving Plans to focus on this activity along with directed resources around football and sectarian behaviour.</li> </ul>	Green
2.1c	Work with our partners to maintain an effective response to both suspected and actual terrorist incidents and threats	<ul style="list-style-type: none"> <li>• BTP Special Branch is fully integrated into the national counter terrorism structure. This enables BTP to be in early receipt of intelligence and information to assist in the frustration and detection of terrorist activity and contribute to a safe and secure railway environment.</li> <li>• FCRB and FCRL to conduct a series of exercises, to be reviewed on a 6-monthly basis, with our partners aimed at driving learning at all levels from Call Taker to Duty Officer.</li> </ul>	Green

Ref No.	Objective	Progress with Actions	
2.2a	Ensure BTP optimises shift patterns to maximise available resources, deploying them at times when passengers and staff feel most vulnerable	<ul style="list-style-type: none"> <li>A major review of rosters has been conducted and new shift patterns implemented on a forcewide basis. This has delivered significant improvements to the availability of resources, particularly at night, and helped ensure that resources are effectively aligned to demand.</li> <li>Additional roster reviews have been undertaken and changes made to shift patterns at FCRB and FCRL, and there is continual review of rosters and deployments on a number of areas, such as Neighbourhood Policing. Two-weekly workforce planning meetings are taking place, to review the availability of resources.</li> <li>The implementation of the revised shift pattern twelve months ago has made a significant difference to visibility and availability of resources. A review of resource deployment is monitored through monthly performance data with regards to visibility after 2000 hours. At a tactical level resource deployments are monitored through monthly Tasking &amp; Coordination meetings. A fortnightly Workforce planning meeting chaired by the Area Commander ensures effective deployment of resources in line with strategic and operational policing plan objectives.</li> </ul>	

Ref No.	Objective	Progress with Actions	
2.3a	Develop a joint partnership ASB strategy with focus on repeat victims	<ul style="list-style-type: none"> <li>Territorial Policing has developed and launched a new ASB strategy and is working with Areas to drive implementation and progress against action plans. ASB is a key priority for Neighbourhood Policing Teams, and via the Police and Community Together (PACT) process.</li> <li>BTP has improved the visibility of resources between 8 p.m. and 2 a.m. through Policing Plan targets and performance management activity, and conducts operations such as Big Wing on London South Area (planned for May 2012), which will focus on violence and ASB, in partnership with relevant Home Office forces.</li> <li>Ongoing work in relation to priorities identified by the Equalities and Human Rights Commission also includes a focus on ASB and work on issues such as disability related hate crime.</li> <li>Training on repeat and vulnerable victims is being rolled out to FCRL and FCRB staff, and work is ongoing to enhance early identification.</li> <li>Issue of repeat victims will be re-highlighted, in June, within control rooms to ensure that they are identified and provided with an enhanced response.</li> <li>The Area works closely with stakeholders to address anti social behaviour within all operational activity. Further work is being done with ScotRail to focus on alcohol related activity and will engage representatives from other stakeholders and agencies. The Area Crime &amp; Justice Unit identifies repeat victims and regular reviews are carried out by supervisors.</li> </ul>	Green

Ref No.	Objective	Progress with Actions	
2.4a	Develop Harm and Threat assessments to ensure resources are focused on areas of highest risk for best return	<ul style="list-style-type: none"> <li>A full review was carried out and a new Strategic Assessment was produced by BTP Areas and FHQ (national assessment) during 2011 as planned. The Strategic Assessment was based on the risk, harm and threat matrix.</li> <li>In 2012 a national PESTELO threat assessment was produced for the DCC. The Head of Analysis &amp; Performance has a national Senior Analysts meeting to set the terms of reference for the 2012 Strategic Assessment. This will be a review of the 3 year assessment similar to that produced in 2011.</li> </ul>	Green
2.4b	Maximise collaborative working arrangements with other police forces and agencies	<ul style="list-style-type: none"> <li>BTP is fully integrated into the planning for the Olympic and Paralympic Games (See Objective 4.1b)</li> <li>BTP has Service Level Agreements in place for collaborative work with the City of London Police and the Metropolitan Police through which assets and resources are shared. Work is also ongoing on a further collaboration project with City of London Police, which will extend and enhance the collaboration between the two forces.</li> <li>In addition, BTP works closely with other police forces and enforcement agencies on a variety of operations and other activities, co-ordinates the National metal theft taskforce, and chairs the ACPO metal theft working group. BTP are also engaging with ACPO and the National Crime Agency (NCA) in the development of the NCA to ensure BTP are an embedded partner of the new agency when it launches in 2013.</li> <li>The Scottish Area Commander is regularly involved with planning and responding to operational matters with all Scottish Forces. Currently there is extensive work underway in preparation for the CBRN exercise, Olympic Torch, Olympics and SDL events. The Area has an officer seconded into FoCUS and following recent disorder the Area is working with FoCUS to identify offenders. Through ACPOS Metal, the Area works on a regular basis with all forces in training and supporting Days of Action to tackle metal theft. Planning is also underway with Northern Constabulary - Operation Upland which relates to movement of nuclear waste.</li> </ul>	Green



**Strategic Aim 3. Deliver value for money through continuous improvement**

Ref No.	Objective	Progress with Actions	
3.1a	Deliver BTP's Futures Programme by 2014 in order to maintain performance within future funding	<ul style="list-style-type: none"> <li>The Futures Programme has initiated, coordinated and managed all projects, work packages, work streams and activities that are required to deliver BTP's response to the reducing budget over the life of the strategic plan. Projects are currently work in progress and expected to deliver both business benefits and cashable savings, to assist in meeting the residual budget gap for future years. The Futures Programme delivered £2.461m of savings within the 2011/12 budget.</li> </ul>	Green
3.1b	In the first year of the Plan benchmark with other forces, rail and other industries to identify areas for further potential efficiency savings in years 2 and 3.	<ul style="list-style-type: none"> <li>The BTPA Performance Group received a report on the HMIC Profiles. Areas which have been addressed via the work of the Futures Programme include: Fleet Review, FHQ Essential Services Review, Operations &amp; Events Planning Reorganisation (London Area's), Protective Services Review (New Central Analysis &amp; Performance unit), Blackberry / Mobile Phone Rationalisation Project, Overtime Reduction Project, Audit &amp; Project Management Review (Strategic Development reorganisation), Voluntary Severance Scheme (VSS), Video Conferencing Project and Overt Patrolling &amp; Security Firearms. Work continues with projects such as McNulty Review and Collaboration Project.</li> </ul>	Green
3.1c	Implement a learning and development strategy which ensures that BTP recruits and retains the very best staff	<ul style="list-style-type: none"> <li>An improved police officer recruitment process was implemented in Sept 2011, which has reduced the cost of recruitment and the time to hire and improved the quality of the recruits joining BTP (graduate entrants are now 30% above the norm for the Police Service). Further enhancements will require BTP to implement an e-recruitment system this will include a mechanism to stream applicants.</li> <li>A succession planning pilot was launched in January 2012 and was tested on the Superintendents outcomes of this will be reported back to SCT. BTP are working in partnership with an external company headlight that has developed a 360 feedback tool being widely used across the police service. L&amp;D will review a similar approach for all senior leaders across BTP from Chief Inspector and above including police staff equivalent. To build on this L&amp;D will be recommending that Succession Planning is part of a Leadership Academy that I will be implementation over the next 12 months (this still requires full sign off from SCT).</li> <li>Assessment based promotion boards take place at all levels and are co-ordinated by L&amp;D. This includes SCT sign off for all boards and the use of psychometric tools for senior recruits – new board processes have been in place since June 11.</li> <li>L&amp;D have measured the timeliness of leadership interventions by setting a KPI (all newly promoted leaders must receive a leadership input within a month of promotion.) Compliance against this target stands at 92%.</li> <li>L&amp;D proactively use alternative learning as a means of delivering the training requirements. Over the past 12 months over 20,000 e-learning modules have been completed with BTP becoming one of the fastest growing users of alternative learning across the police service. Most recently in April 12 BTP opened a Hydra suite (this will enable officers and staff to receive immersive learning across a range of topics) in partnership with London Underground.</li> <li>This was in the 3 year plan and whilst we have accredited 12 officers and staff to become qualified coaches to level 5 work continues in this area.</li> </ul>	Green

Ref No.	Objective	Progress with Actions	
3.2a	The Force and the Authority will explore opportunities for outsourcing, shared services and collaboration	<ul style="list-style-type: none"> <li>Options for the brigading of several functions, including collaboration options with the City of London Police, have been developed by the Futures Team, led by the DCC. Areas looked at include Scientific Support Services, Learning and Development, Professional Standards and Police Dogs.</li> <li>The Futures Board has developed a range of fully developed shared service options which included a comprehensive analysis of the Cap Gemini-Cheshire consortium. BTP's current status as an NDPB continues to present a problem in relation to VAT liability and will need to be resolved in order to gain maximum benefits from a shared service or outsourced arrangement. The Interim Director of Corporate Services is currently leading a comprehensive transformation programme which will ensure BTP realises all of the potential internal efficiencies within the Portfolio.</li> </ul>	Green
3.2b	Reduce non-staff spend levels as a percentage of staff spend (excluding VAT) so that BTP is in the upper quartile of forces by 2014	<ul style="list-style-type: none"> <li>BTP achieved the Policing Plan objective to reduce non-staff costs by 1.5% as a percentage of staff spend.</li> <li>Smarter Working Principles for space allocation and design have been developed for space efficiency across the estate as operational drivers allow. Cost savings are being pursued through rent and rates reviews and utilities / running costs are being addressed through contract reviews.</li> <li>Following the switch to Inchcape Fleet Solutions (IFS) 4 April 2012 implementation of the new maintenance arrangements are in place and has produced a saving of £100,000, further enhancements are in hand to streamline BTP (Fleet) processes and procedures through greater use of IFS fleet management solutions.</li> <li>Procurement has carried out a comprehensive review for the "top 10" high spend / critical supplier contracts developing negotiation strategies identifying tender opportunities for 2012/13 such as payroll, legal services, agency, facilities maintenance. Where appropriate procurement will plan an adoption of mandated contracts from Government and Home Office and review the role of Procurement in contract management for "top 10" high spend / critical supplier contracts. Standardised procurement processes in place. Launch of the Finance &amp; Procurement handbook and associated training will also assist, with success measured through monthly budget reviews and the number / value of instances of non-compliance in the retrospective order reports.</li> <li>BTP have joined the CIPFA Police Benchmarking Club and will submit to the Comparator Report data return when end-of-year actuals are available. Corporate benchmarking through the CIPFA Police Objective Analysis is similarly being undertaken.</li> </ul>	Green

3.2c	Deliver efficiency savings in those functions identified through comparison with CIPFA and HMIC Value for Money profiles	<ul style="list-style-type: none"> <li>The HMIC VfM Profile showed BTP to be above the average in the majority of the key categories. It also confirmed that the completed and planned action BTP is taking through the Futures Programme i.e. VSS (senior officer ratios) and the Corporate Resources Transformation programme (business support functions including IT) are focused on the most appropriate areas.</li> </ul>	Green
3.2d	Optimise BTP's supervisory ratios to provide the most efficient operational structure to support operational service delivery	<ul style="list-style-type: none"> <li>Using CIPFA 2011 data, BTP is in the top quartile in relation to the ratio of Chief Superintendents, Superintendents, &amp; Chief Inspectors to Police Constable and just outside the top quartile in relation to the ratio of Chief Superintendents, Superintendents, &amp; Chief Inspectors to Inspectors, Sergeants, &amp; Police Constables.</li> </ul>	Green

Ref No.	Objective	Progress with Actions	
3.3a	Exercise financial control through rigorous four weekly Departmental and Area finance reviews	<ul style="list-style-type: none"> <li>Four-weekly reviews have taken place for each period, ensuring good financial control and helping to identify approximately £2m in-year underspends which have been applied to in-year budget pressures. Monitoring reports have been produced each period and reported to Programme Board and SCT. These reports have enabled the Force to deliver an outturn as required to support the budget strategy i.e. a surplus sufficient to meet the 2012-13 budget deficit.</li> </ul>	Green
3.3b	Develop a robust set of business focused key performance indicators in conjunction with key stakeholders by the end of 2011/12	<ul style="list-style-type: none"> <li>The new Strategic Portfolio Management Office with the use of its dashboard was established in December 2011 and provide improved governance towards a number of key projects which impact BTP's deliverables via the use of monitoring mechanisms such as Project Boards and Programme Board.</li> <li>BTP has worked with the BTPA Executive to develop a KPI dashboard for the Performance Review Group, in consultation with the Chair and Members of that Group. During 2011 an improved performance portal was created, which includes Crime, Disruption and Business-related KPIs and will continue to be expanded as part of ongoing work.</li> </ul>	Green

Ref No.	Objective	Progress with Actions	
3.4a	Without diluting services to our current stakeholders, exploit opportunities to broaden BTP's remit wherever there is operational fit in order to improve value for money, achieve greater economies of scope and scale, and support Government objectives	<ul style="list-style-type: none"> <li>A joint BTP/BTPA project team have worked on a number of areas in response to the McNulty report. A 'Response to the McNulty Review' paper which summarises work stream key findings (Rail Delivery Group; Future Franchise; Vertical Integration; Activity Analysis; Strategic Policing Agency), along with other relevant research that has been carried out will be presented to SCT 11 July 2012 and BTPA Strategy Group on 19 July 2012.</li> </ul>	Green
3.4b	Work with the Highways Agency and VOSA to explore opportunities for future collaboration and ability to defray overhead and operating costs	<ul style="list-style-type: none"> <li>A joint BTP/BTPA team explored a number of issues including the security arrangements in the transport environment. Initial scoping work carried out has identified that there are clear opportunities for BTP to play a leading role in the co-ordination and deployment of the national response and enforcement resources of the Highways Agency and the Vehicle and Operator Services Agency (VOSA) in relation to roads policing. It is estimated that savings across the three organisations would amount to £56m and that there could be significant operational benefits through one strategic agency having clear and comprehensive enforcement responsibility focused on key strategic transport priorities rather than localised working.</li> <li>Further research has been undertaken, including a site visit to the Highways Agency operating centre at South Mimms, and in-depth reviews of the management of fatal traffic collisions and the operational role of VOSA Traffic Enforcement Officers. This research has confirmed the potential for alignment of the three bodies, although the resulting efficiency savings may be less than was previously estimated due to new efficiency programmes within the agencies as a result of the CSR.</li> </ul>	Green
3.4c	Review information management processes and technology systems to ensure that they meet the operational need and support operational decision making	<ul style="list-style-type: none"> <li>The IMPACT programme was completed successfully in 2011-12.</li> <li>To better enable the use of handheld computers (PDAs) by front line officers a review of PDAs will be undertaken post-Olympics with a completion date for the end of Nov 2012. The implementation of GIS is currently ongoing and has a completion date for end of June.</li> <li>SharePoint will be rolled out for FHQ use by Nov 2012; timescale for Force wide rollout will commence in June 2013.</li> <li>Implementation of Service Oriented Architecture not yet necessarily the defined way forward; this will be determined in the upcoming refresh of the ICT strategy.</li> </ul>	Green
3.4d	Develop a strategy for IT and Estates that meets the operational requirement at reduced cost	<ul style="list-style-type: none"> <li>Smarter Working Principles for space allocation and design have been developed for space efficiency across the estate as operational drivers allow. Cost savings are being pursued through rent and rates reviews and utilities / running costs are being addressed through contract reviews. Multi-functional device contract and DX postage contract will be tendered with costs reduction as a key specification during 2012.</li> </ul>	Green
3.4e	Further reduce sickness absence	<ul style="list-style-type: none"> <li>Through a robust approach to sickness there was a further decrease in sickness during 2011-12. There were 7.4 days sickness absence, compared to 7.7 days 2010-11. Sickness absence in BTP has decreased year on year for six years.</li> </ul>	Green

3.4f	Carry out end to end reviews of BTP's Criminal Justice processes and ensure opportunities for improvement are implemented	<ul style="list-style-type: none"> <li>Ops have carried out an initial analysis on outcomes against Forensic Strategy requesting feedback on the forensic value for 90 offences. A project will be instigated with a University to further analyse the judicial outcomes. The National Prosecution File Build has replaced the previous BTP file build process. The realigned National Standards for Charging has been adopted in BTP Custody Units.</li> <li>Date for completion extended due to delays in the full implementation of CuCase due to issues with the developer that are preventing it being fully functional. CuCase is now being used between 90% - 100% Force-wide by officers for case-file build. Classroom training has been rolled out, with NCALT mandatory training to be implemented by L&amp;D. Area audits continue to ensure uptake is maintained and to ensure any issues are dealt with as they arise.</li> <li>The Criminal Justice review has been completed and a paper was submitted to SCT on 11 July 2012 making recommendations as the future of CJ in BTP and how improvements in performance can be achieved.</li> </ul>	Green
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**Strategic Aim 4 Promote confidence in the use of the railway**

Ref No.	Objective	Progress with Actions	
4.1a	Contribute to the reduction of the fear of crime on the railway by tackling the crimes which impact upon staff and passengers the most (such as robbery, violence, sexual assaults and public order offences) and tackling anti-social behaviour and graffiti on the network	<ul style="list-style-type: none"> <li>BTP has a strong focus on reducing and detecting violent offences and treats these as a priority. As such, BTP has had a National Policing Plan target on serious violence, sexual and robbery offences for several years, and will retain such a target into 2012-13. Performance on these areas is managed rigorously through all relevant Force and Area level performance meetings, and is also prioritised at Force and Area tasking meetings.</li> <li>BTP's Public Protection Units work with industry to prevent and investigate these offences, and have introduced a number of measures to facilitate this process, including the Swerve DVD and staff assaults booklets. BTP is a key member of the Railway Personal Security Group, and works closely with the industry with this forum to plan and coordinate activity, and identify and address relevant issues.</li> <li>BTP also conducts a variety of operations to tackle these offences, such as Operation Big Wing on London South Area (planned for May 2012), which will focus on violence and ASB, in partnership with relevant Home Office forces. Work is also underway to address priorities identified by the Equalities and Human Rights Commission (including a review of disability related hate crime and improvements to the early identification of repeat victims).</li> <li>Territorial Policing has developed and launched a new ASB strategy and is working with Areas to drive implementation and progress against action plans. ASB is a key priority for Neighbourhood Policing Teams, and via the Police and Community Together (PACT) process.</li> <li>The Area has the highest detection rates for theft of metal, graffiti and violent crime in the force. This has a significant impact on quality of service, satisfaction and reassurance. Through the Scotland Independent Advisory Group and Neighbourhood Policing meetings, local teams share information and progress with incidents and crime.</li> </ul>	Green
4.1b	Work with our partners to maximise attendance for the 2012 Olympic and Paralympic Games through the provision of reliable, safe and accessible transport	<ul style="list-style-type: none"> <li>All required information has been developed and mapped into a joint intelligence product that will be used to inform Olympic and Paralympic Games tasking and deployments</li> <li>CRAM Risk Assessment Workshops held with all Games and Football Venue Police Forces.</li> <li>Risk Assessment Reports agreed and published, with all rail risks identified and planning in place to ensure these risks are mitigated during the Games by BTP and TOC security operations.</li> <li>CRAM Residual Risk Assessment Workshops were held in March 2012 for all venues to review the mitigations and operational plans put in place. The progress made and the residual risks reported to DfT and the Home Office in April 2012. There is ongoing work to complete all outstanding actions by 20<sup>th</sup> July 2012.</li> <li>The final draft plans have been fully reviewed by the Gold and Silver Commanders (ACC Thomas and Chief Superintendent Wildbore). They were presented to SCT on 13th March 2012 for a final 'peer review'. Final plans to be agreed by the Gold and Silver Commanders and published by June 2012</li> <li>BTP's original 2008 to 2013 Games budget of £24.9 million was agreed with DfT on 18 November 2009. It has now reduced to an overall forecast project spend of £21.6 million through savings made during 2009 to 2012. There is ongoing review of the budget with DfT and the budget for 2012/13 is now being profiled.</li> </ul>	Green

Ref No.	Objective	Progress with Actions	
4.2a	Ensure that by 2014 BTP has the optimum workforce mix including analysis of resource levels at different times throughout the day	<ul style="list-style-type: none"> <li>SCT has determined the appropriate standardised command structure for all Areas. This takes account of the differences in demand, resilience and geography. A decision was made by SCT on 15.04.11 to reduce Supts on Area to one per Area (with the exception of LU) and to reduce the number of Chief inspectors to a standard for London, and one for the outer London Areas. The reductions are being achieved through VSS, natural wastage and redeployments. This process will be completed by end of October. The reductions amount to a rationalisation of 19% (52 posts reduced to 42) and an ongoing cash saving of £0.8m.</li> <li>Using CIPFA 2011 data, BTP is in the top quartile in relation to the ratio of Chief Superintendents, Superintendents, &amp; Chief Inspectors to Police Constable and just outside the top quartile in relation to the ratio of Chief Superintendents, Superintendents, &amp; Chief Inspectors to Inspectors, Sergeants, &amp; Police Constables.</li> </ul>	Green



Ref No.	Objective	Progress with Actions	
4.3a	Develop the use of BTP and partner data to look beyond the National Passenger Survey	<ul style="list-style-type: none"> <li>Meetings have taken place with ATOC to discuss: 1) the future of the Rail Staff Survey (RSS); 2) the availability of industry owned survey data. It was agreed with ATOC that 2012 (due to the Olympics) would be used as an opportunity to review the RSS methodology and improve the survey going forward. The Terms of Reference for this review – which will be a joint venture with ATOC but BTP-led – are currently being prepared. The meeting with ATOC also revealed that TOC survey data is limited and of little value to BTP. As a result, a revised, more focused RSS has been identified as the best source of data regarding rail staff experiences and perceptions.</li> <li>Further to a meeting taking place with Passenger Focus regarding BTP's use of the National Passenger Survey (NPS). The outcome of that meeting was that BTP's allocated space on the survey would remain the same. However, Passenger Focus is also planning a new, separate passenger consultation which BTP will look to become involved in.</li> </ul>	Green
4.3b	Design and implement an organisational charter to ensure delivery of the highest standards of corporate behaviour towards everyone we work with	<ul style="list-style-type: none"> <li>HR has developed The People Strategy engagement piece as a form of cultural audit and particularly the solicitation and collation of workforce information/contribution around behaviours, values and such as performance and current change management practice. The Strategy will be submitted to SCT for approval in July 2012.</li> </ul>	Green
4.3c	Maintain partnership working with Home Office forces to ensure mutual understanding	<ul style="list-style-type: none"> <li>The development of a Firearms Capability for BTP in London from May 2011 to February 2012 (live 24/2/12) was carried out in full consultation with all relevant Home Office Forces (mainly but not exclusively the Metropolitan Police Service and the City of London Police); protocols for joint working were developed and signed off so that there was clarity over deployment and command decisions, capabilities and responsibility.</li> <li>BTP has developed and implemented Operation Tornado. This is a joint operation with Home Office forces which has been rolled out nationally through the ACPO Regions. The 'pilot' for this operation was introduced in the North East Area and saw Scrap Metal Dealers agree a voluntary 'code of conduct' including the use of identification methods, in order to address metal theft. Significant reductions in metal theft have been recorded in</li> </ul>	Green
4.3d	Maintain our ongoing commitment to policing styles that support engagement with our passenger communities	<ul style="list-style-type: none"> <li>BTP have incorporated stakeholder and TOC concerns into their tasking processes and tactical assessments. Some areas have also incorporated a joint NPT and core response to dealing with ASB.</li> <li>BTP has developed partnership working at all levels. This has included the development of joint patrol strategies and multi partnership working with stakeholders, external agencies and Passenger Focus Groups. There has been an increased use of PSPs across the force, this has addressed both low level offending and issues at identified vulnerable locations.</li> <li>BTP continue to communicate their efforts to tackle ASB through the Media and Marketing Department. Communication methods have included; the use of Twitter and wider social networking process, this has included highlighting recent operational successes and locations of BTP NPT Surgeries. Highlighting successes through newsletters, this contributes to reassuring the community and stakeholders.</li> <li>Since 2009 BTP has funded a programme named Arc which carries out theatre productions to illustrate the issues that young people face. Looking forward BTP has commissioned a new play named Mullered – which looks at overcoming vulnerability and making communities on and off the rail network. Through Arc BTP has had a positive impact on community trust and confidence.</li> </ul>	Green
4.3e	In partnership with train operators, security services and other relevant stakeholders, develop a joint deployment strategy to maximise visibility	<ul style="list-style-type: none"> <li>BTP works in close partnership with the industry to plan, coordinate and increase the visibility of combined resources, for example through the monthly railway tasking meetings held on each Area.</li> <li>BTP has also worked with the industry to increase the use of the Railway Safety Accreditation Scheme. Benefits include further increases to visibility, better partnership working, and additional intelligence.</li> <li>BTP also operates a number of valuable secondments to the industry that assist in this respect, for example to railway enforcement teams, and to TOC planning and safety / security functions.</li> </ul>	Green
4.3f	Contribute to our partners' environmental improvement activities and provide advice on designing out crime and reducing the fear of crime	<ul style="list-style-type: none"> <li>BTP works with the industry to maintain and increase the use of the Secure Stations and Safer Car Parks schemes, and to ensure their effectiveness in preventing and reducing crime.</li> <li>BTP also provides crime reduction advice on industry projects (e.g. Cross rail) and business as usual activities, and Counter Terrorism Security Advisors also provide a variety of advice on risk management and crime prevention.</li> </ul>	Green
4.3g	Maximise and market the use of technology especially CCTV capability	<ul style="list-style-type: none"> <li>A review of BTP's PDA strategy was undertaken with the Interim DoCR on 25 June 2012, and operational requirements clarified. A further review will be undertaken once proposed options are fully costed.</li> <li>CCTV department are looking at methods of streamlining the CCTV Process through the use of the PSN and use of a CCTV repository</li> </ul>	Green
4.3h	Increase the accessibility of crime and incident data to members of the public & our industry partners	<ul style="list-style-type: none"> <li>A suite of comprehensive, automated performance reports has been agreed with TOC representatives. The content was agreed by the Q3 Strategy Group. These reports contain a detailed dataset including basic notifiable crime details (date, time, location (police post), TOC crime groups, crime type, etc), by TOC, station, line etc. The reports are sent at the start of every railway period as requested by the TOCs.</li> <li>A report for each TOC has also been sent out, detailing what BTP has achieved in terms of meeting their local priorities, reducing crime, improving confidence and reducing disruption. These workstreams are overseen by the Report Rationalisation Project, chaired by the DCC.</li> <li>Another ongoing workstream under this project is that of creating a more accessible and useful TOC reporting portal, which will significantly improve the industry can access as well as reducing the administrative burden on BTP's analysts.</li> </ul>	Green