

**Report to:** Police Authority  
**Agenda item:** 9  
**Date:** 6 November 2013  
**Subject:** 2014/15 National Policing Plan  
**Sponsor:** Chair, Policing Plan Working Group  
**Author:** Jon Newton  
**For:** Information

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](http://www.btpa.police.uk)

---

## 1. Purpose of paper

- 1.1 To provide an overview of the draft National Policing Plan targets and the main business done at the first meeting of the Authority's Policing Plan Working Group (PPWG).
- 1.2 To invite Members to note the next stages in the Policing Plan process for 2014/15, as outlined in Appendix A.

## 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 2014/15 is being carried out by the Authority's PPWG.
- 2.2 Throughout this year's process the Force and Authority have worked closely together on coordinating engagement activities and refining iterations of the narrative and detailed targets within the draft Plans. The proposed next steps in the development of the Policing Plan are outlined at Appendix A. The Group has met formally once this year in the preparation of the draft Plans.
  - 26<sup>th</sup> September - 'stakeholder workshop' supported by all Working Group members
  - 3<sup>rd</sup> October - Meeting 1: discussions on shape and next steps for the forthcoming Policing Plan.
  - 5<sup>th</sup> December - Meeting 2: Local Area Plans to be reviewed; progress on National Plan to be reviewed.
  - 3<sup>rd</sup> February - Meeting 3: Policing plans to be scrutinised. Approval of Plans by PPWG prior to final health-check

consultation and submission to full Police Authority for approval and sign-off.

- 25<sup>th</sup> March – Authority Meeting: National and Local Policing Plans to be recommended by PPWG for approval and sign-off by full Police Authority.

2.3 In terms of the shape of the Plan it was proposed at the first meeting of the PPWG, following initial discussions at the stakeholder workshop, that a bottom-up approach be taken in developing the Policing Plans. This approach will retain the National Plans but will involve the initial development of Local Policing Plans at Sub-Division level in the new operating areas, based on the priorities for each Sub-Division Area.

### **3. Terms of Reference**

3.1 It was noted that the role of the Group is to task the Chief Constable to produce a plan which is implemented and to ensure that this Group is consulted. The Group was informed of the proposed timeline; this first meeting of the PPWG was to discuss and agree the approach for developing the policing plans. There would then be consultation on the National Policing Plans, led by BTPA, and consultation on the Local Plans, led by the force. The draft Plans will then be reviewed in the second meeting of the Group in December, before an update is reported to the ATOC Policing Forum in January. The draft Plans will then be refined for the third meeting of the Group in February before going out for written consultation. The Policing Plans will be submitted to the full Authority in March for approval.

3.2 The Group noted that the new approach to developing the plans, in which the local targets will be developed initially, meant that local consultation would be key. Members highlighted the importance of being able to demonstrate and have on record that local priorities had been taken into account before communicating what was planned as well as being able to show stakeholders how the local priorities will fit with the national plan.

3.3 The Group noted that the local targets should be focussed around the strategic '20-20-10' objectives, but focussed on local problems and delivered locally.

3.4 The short time period in which to develop the Policing Plans meant that the date of the third meeting would have to take place around the 3<sup>rd</sup> February 2014, with the second meeting, in

December, providing a useful checkpoint for the Group to receive an update on progress.

- 3.5 Consultation on the national targets took place following the first meeting of the PPWG, from 18<sup>th</sup> October to 1<sup>st</sup> November, and was to run parallel with the consultation on the local plans. There was a requirement for the second phase of consultation, in February, with the aim of providing visibility of the process and results, rather than generating significant responses.
- 3.6 BTP provided an overview of the new operating model and the force Divisions and Sub-Divisions. The Group was informed that there will be objectives set for the force at different levels. There will, at the highest level, be the '20-20-10' strategic objectives, which will be reflected in the National Policing Plan; below this there will be the Superintendent Area targets; there will then be local targets at the Chief Inspector level, which will compose the Local Policing Plans; and then, at specific locations, Problem Solving Plans.
- 3.7 The Group was informed that the force had been doing work to explore what the proposed confidence measure should be. The National Passenger Survey is a measure, as is the Which Survey, which looks at a different stakeholder group. There were also other measures, including the victim of crime survey, and rail staff and stakeholder confidence to consider.

#### **4. Issues raised by stakeholders in 2013/14**

- 4.1 The Group received a summary of the discussions and feedback gathered at the BTPA annual planning workshop on 26<sup>th</sup> September, shown at Appendix B. The workshop brought together members of the BTPA, BTP and the rail industry and passenger focus, and the official conducting the triennial review of BTPA.
- 4.2 Stakeholder, at the workshop, were informed of the strategic aims to deliver by 2019 a 20% reduction in police-related lost minutes, 20% reduction in crime, and a 10% increase in passenger confidence, within the MTPF constrained by RPI. The stakeholders were also informed of the new operating model, aimed at strengthening BTP capability; current performance; and the intention to take a bottom-up approach to developing the 2014/15 Policing Plan, in which Local Policing Plans would be initially developed to reflect priorities for each Sub-Division Area.

- 4.3 The Group noted the summary report and recommended that it be sent to all workshop invitees and attendees.

## **5. Recommendations**

- 5.1 Members are asked to note progress made by the PPWG at its first meeting, and the next steps and stakeholder workshop summary report, outlined in Appendices A and B.
- 5.2 Members are invited to ask any supplementary questions arising from the issues reported in this paper and/or its supporting documentation.

**Agenda item:** 9, Appendix A  
**Date:** 6 November 2013  
**Subject:** Next steps for 2014/15 Policing Plan

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](http://www.btpa.police.uk)

03.10.2013	Meeting 1 - Shape of Plan: to discuss and agree the way forward for the forthcoming Policing Plan. Plan to be informed by representations made at the Authority's stakeholder workshop on 26 <sup>th</sup> September 2013.
October - December	Consultation - BTPA to write to stakeholders on National Policing Plan, outlining planning process and themes. BTP to conduct Local Area Plan consultation meetings with sub-division route stakeholders; and identify a suitable confidence measure for agreement by Group
05.12.2013	Meeting 2 - Local Area Plans to be reviewed. Progress on National Plan to be reviewed
January 2014	Update on progress to be reported to the ATOC Policing Forum, and the RDG Policing and Security Sub-group meetings and their observations to be taken into account.
30.01.2014	Authority Meeting - Report on progress of draft Local and National Policing Plans to full Authority for endorsement of the way the Plans are developing.
03.02.2014	Meeting 3 - Policing Plans to be scrutinised. Approval of Plans by Policing Plan Working Group prior to final health-check consultation and submission to full Authority for approval and sign-off.
10.02.2014	Two-week final written health-check consultation with stakeholders on the Policing Plan. Circulation of Plan out of Committee for Policing Plan Group to agree any proposed amendments arising from health-check consultation.
25.03.2013	Authority Meeting - Policing Plan - National and Local Area Plans to be recommended, by Policing Plan Group, for approval and sign-off by full Police Authority.

**Agenda item:** 9, Appendix B  
**Date:** 6 November 2013  
**Subject:** BTPA Planning workshop  
26.09.2013 summary report

---

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](http://www.btpa.police.uk)

## 1. Purpose of paper

- 1.1. To provide a summary of the feedback gathered at the BTPA annual planning workshop on 26<sup>th</sup> September 2013, which informs our further work to developing the operational Policing Plan for the 2014/15 period.
- 1.2. To provide a record of the discussion for both delegates and other stakeholders who were unable to attend on the day for their information and further feedback.

## 2. Background

- 2.1. The planning workshop brought together members of the British Transport Police Authority (BTPA), the British Transport Police (BTP), the rail industry and passenger focus, and the official conducting a triennial review of BTPA. The event had three main objectives:
  - *To provide an introduction to the strategic change programme and the first stage of its implementation, the new operating model;*
  - *To provide the stakeholders with an overview of the current and future police and rail landscape, a review of performance and partnership working, and an overview of value for money delivered by the Authority through the BTP;*
  - *To update, and seek feedback from, the stakeholders on the Authority's proposals for the operational policing plan in 2014/15.*

## 3. Chairman's introduction

- 3.1. The Chairman of the Authority gave an opening presentation, introducing the new BTPA Members and restating the vision that we should:

*“seek to develop a relationship such that if the statutory requirement for BTP to police the railways did not exist, the industry and its customers would not consider any other provider since no other provider could compete in terms of quality, range and unit cost of service”*

#### **4. Strategic change and new operating model**

- 4.1. The Chief Executive of the Authority and Deputy Chief Constable outlined the strategic aims to deliver by 2019 a 20% reduction in police-related lost minutes, 20% reduction in crime, and a 10% increase in passenger confidence, within the MTFP constrained by RPI.
- 4.2. Stakeholders were informed of the aim to strengthen BTP capability, in order to achieve the strategic objectives, by adopting a three area model. The new operating model, which will be in place for April 2014, will better align BTP operations with the Network Rail and operator routes and release frontline resources for redeployment.
- 4.3. Delegates questioned how passenger accountability would be reflected in the new strategic aims and requested more information about the additional frontline focus. Stakeholders were informed that there would be about 180 to 200 additional officers in the field and that there would be strengthened police posts. Passengers were central to the strategic objectives, and in particular the objectives to increase passenger confidence by 10% and reduce crime by 20%. There was also in development a programme to further develop passenger engagement.

#### **5. Performance and partnership working**

- 5.1. The Deputy Chief Constable provided an overview of the key achievements of 2012/13. Notifiable crime was down for the ninth consecutive year, since 2004/05 there had been a 35% reduction in crime and consistent improvements in the detection rate, up from 22% to 41%. There were, in 2012/13, further reductions in crime as well reductions in disruption and cable theft during a year in which the country hosted the Olympic and Paralympic Games, the Queen’s Jubilee and other key events.
- 5.2. Charles Horton of the RDG (Rail Delivery Group) Policing and Security Sub Group (RDGP&S)<sup>1</sup>, Assistant Chief Constable Alan Pacey from BTP, and Paul Nicholas the Head of Crime

---

<sup>1</sup> Charles Horton is also the Managing Director of Southeastern

and Security at Southeastern informed delegates of BTP's current partnership working with the industry, the broader programme of rail industry initiatives as led by the RDG, and bespoke partnership arrangements to reduce and respond to suicides on the railway, improve working relationships, and to improve security and respond to crime.

- 5.3. Feedback from delegates focussed on three main areas. There was a discussion about exploring the link between increased passenger numbers and increased crime. Research was highlighted which found that increased passenger numbers did not necessarily cause more crime. The research found that when passenger numbers increased there reductions for certain types of violent crime. It did, however, find that when there were more people there were implications with respect to ASB, and that there was a link between ticketless travel and criminality. The importance of having co-terminus operational boundaries was highlighted and there was discussion about how this will improve BTP's response where this has been implemented. There was also a discussion about revenue protection versus crime prevention and whether the role of accredited staff was primarily one of reassurance or revenue protection.

## **6. Operational Policing Plan for 2014/15**

- 6.1. Delegates were informed of the Authority's proposals in conjunction with BTP for a bottom-up approach to developing the 2014/15 Policing Plan. This approach will retain the national targets but will involve the initial development of local policing plans at sub-division level in the new operating areas, based on the priorities for each sub-division area.
- 6.2. There was support for this bottom-up approach. It was, however, queried how operators that cross the new force divisions would be affected by having to deal with more than one BTP Area Commander. There were also questions about police generated crime and whether suicide prevention work could be incorporated into the local plans.
- 6.3. Delegates were informed that the mechanism for externally communicating with stakeholders about cross-divisional issues was yet to be decided, but that there will be route-based sub-divisions and there will be a nominated lead person who will take responsibility for local engagement. With respect to police-generated crimes, stakeholders were informed that no crime types will be excluded from the reduction targets and that this issue was focussed around the how the data is presented. Delegates were also informed that while suicide



prevention approaches were being considered at a local level, such as through the identification of priority locations, there was work that needed to happen at a national level, for example when liaising with organisations such as the NHS.

- 6.4. It was highlighted that Arriva Trains Wales had already drawn up and agreed a local plan. It was questioned whether there was a need to wait until February to progress with this.

## **7. Valuing BTP**

- 7.1. The Chief Executive of the Authority and the Deputy Chief Constable highlighted the value that is provided by BTP. The transport policing ethos and specialist nature of the focus and functions of the force were emphasised, as well as the value for money that is provided, and what is being done to further promote the trust and understanding of stakeholders' requirements, demonstrating that a good return on investment is being provided.

## **8. Closing Statement**

- 8.1. The Chairman of the Authority gave a closing statement, in which last year's commitments were reiterated. We will be clear that accountability is to the customer, industry, passengers and staff; we will deliver on our commitment to reduce costs per passenger kilometre, as part of the McNulty challenge to the rail industry; we will continue to focus on developing our local engagement and our engagement with passengers. Delegates were also informed that the Authority and BTP will work with the industry to deliver the strategic plan and engage with the industry as to the treatment of future savings.