

**Report to:** BTPA Policing Plan Working Group  
**Agenda item:** 2  
**Date:** 17 October 2014  
**Subject:** Issues raised by Stakeholders in 2014/15  
**Sponsor:** Group Chair  
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**For:** Information

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## 1. Purpose of paper

- 1.1 To provide a summary of the feedback to the 2014 BTPA stakeholder consultations and at the BTPA annual planning workshop on 25<sup>th</sup> September 2014.
- 1.2 To provide a summary of further discussions which inform work to develop the operational Policing Plan for the 2014/15 period.

## 2. Industry feedback – Responses to stakeholder consultation in 2014

- 2.1 A consultation exercise was undertaken in summer 2014, following last year's exercise, which sought the views of industry stakeholders to establish from industry whether the BTPA and BTP are 'doing a good job'? The two aspects that were focussed on were implementing the changes to the policing structure; and delivering an effective and efficient policing service. This consisted of face to face semi-structured interviews with seventeen senior industry stakeholders.
- 2.2 The follow-up report<sup>1</sup> to the consultation states, with respect to the Policing Plan, that whilst the intent behind the vision was broadly accepted, there was debate around the 20/20/10 targets and how the vision is interpreted and translated into local objectives and outcomes, and how these will be delivered and the outcomes measured. The report also highlights that there is a repeated desire for more localised (TOC/Route specific) policing plans with shared ownership of objectives/measures, and more joint working.
- 2.3 The report, with respect to the Policing Plan, recommends that

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<sup>1</sup> EagleSpur Ltd / BTPA (2014) Tier 1 Stakeholders' Consultation Summer 2014

- *BTP should work with industry customers to develop operational and tactical level policing plans with shared objectives and making optimal use of the range of available resources;*
- *The Authority should consider holding regional workshops to facilitate and enable the industry's interpretation, translation and adoption of the shared objectives, activities and outcomes that will underpin the successful delivery of the Strategic Foundations; and how these relate to the development of specific capabilities and how they will be delivered.*

- 2.4 In addition to the semi-structured interviews with senior industry stakeholders, twenty-two Train Operating Company (TOC) Heads of Security were, in August, sent online perception surveys; twelve (55%) responded.
- 2.5 The survey showed that 92% (eleven out of twelve respondents) agreed or strongly agreed that the operational targets set out in both the 2014/15 National Policing Plan and Local Policing Plans reflected their organisations' policing priorities.
- 2.6 All respondents indicated that they were satisfied or very satisfied with the way that they had been consulted over the past three years on the National Policing Plans, whilst 92% (eleven out of twelve) were satisfied or very satisfied with the way that they had been consulted on the Local Policing Plans.
- 2.7 All respondents, apart from one, were satisfied or very satisfied with the way that their feedback had been listened to for both the National Policing Plans and the Local Policing Plans (90% and 91% respectively); whilst 83% (ten out of twelve) were satisfied or very satisfied with the way that they had been feedback to for both the National Policing Plans and the Local Plans.
- 2.8 When asked to consider their preferred methods for consulting with them on the National Policing Plan, there was a preference for the use of stakeholder meetings (32% of responses), the annual stakeholder workshop (26%), and email (21%). There was also, but less, support for the use of letters and online surveys. Stakeholders' preferred methods of communication for the Local Policing Plans were predominantly stakeholder meetings (50%) and email (31%), with less support for the use the annual stakeholder workshop, letters and online surveys.

### **3. Stakeholder Workshop**

- 3.1 BTPA's annual stakeholder workshop, in September, was attended by representatives from the rail industry and

passenger focus. Delegates heard from a number of speakers, who discussed opportunities for the rail industry and passenger representatives to work more closely on the policing of the railways, to deliver a safer and more efficient railway, as well as work that was already underway this year and initial proposals for the 2014/15 Policing Plans.

- 3.2 The annual stakeholder workshop also provided an opportunity for delegates to provide feedback on the policing of the railways. Feedback and discussion was focussed around increasing passenger confidence and working in partnership, including joint approaches across a range of areas, from dealing with issues such as trespass and anti-social behaviour (ASB), to designing out crime and influencing the perceptions of frontline rail staff with respect to security.

## 4. Triennial Review

- 4.1 The Department for Transport (DfT) published, in July 2014, the Part 1 Report on the Triennial Review of the BTPA.<sup>2</sup> Part 1 of the Review concluded that the functions of the BTPA were still necessary and that BTPA remained the right body for delivering them. The Report notes that the functions of BTPA include, amongst others, *“set objectives for the policing of the railway before the beginning of each financial year”* and *“publish a plan before the beginning of each financial year setting out the arrangements proposed for policing during the year”*.
- 4.2 Part 1 of the Triennial Review was focussed on the case for the BTPA’s functions and form to be retained and, if so, the robustness of its corporate governance. It contains no recommendations with respect to the Policing Plan. The scope for Part 2 of the Triennial Review may offer recommendations about how the Authority should manage and deliver against its varied functions. The Report for Part 2 of the Review was not yet published at the time of writing.

## 5. House of Commons Transport Committee

- 5.1 The House of Commons Transport Committee report Security on the Railway was published in September 2014.<sup>3</sup> The

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<sup>2</sup> DfT (2014) Triennial Review of the British Transport Police Authority. Part 1 Report. Available from [https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/329283/2013-2014-btpa-part-1.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/329283/2013-2014-btpa-part-1.pdf)

<sup>3</sup> House of Commons Transport Committee (2014) Security on the railway. Fifth Report of Session 2014 – 15. Report, together with formal minutes relating to the report. Available from: <http://www.parliament.uk/documents/commons-committees/transport/Report%20-%20Security%20on%20the%20railway.pdf>

Transport Committee Inquiry examined, amongst other things, recent trends in crime on the railway; the measures that train operators and Network Rail are taking to reduce perceptions of crime; the role of BTP to reduce crime, including whether the Force's current strategic plan is sufficiently challenging; and relationships between BTP, train operators and Network Rail.

5.2 The report welcomed the decline in overall crime, but identified areas where the BTP could improve its performance and makes a number of recommendations for BTPA. These recommendations, with respect to the policing plan, include:

- British Transport Police Authority: *“It is important that the BTP and BTPA work together effectively, but the BTPA must be mindful of its obligations to oversee the work of the BTP and to drive performance by setting realistic but challenging targets on crime reduction and crime prevention. The BTPA must avoid any perception that it is too close to the people it should be holding to account”.*
- Crime Statistics: *“We welcome the overall decrease in crime on the railway. However, there is no room for complacency, because the high-level statistics mask increases in serious crimes involving assault, sexual offences and racial harassment and areas where the BTP can improve its performance. The BTPA must fulfil its core function of setting the BTP challenging but achievable targets”.*
- Fear of crime: *“The DfT, the BTP, Network Rail and train operators must address not only crime, but the fear of crime in order to maintain and grow the railway. Visible policing is a proven means of enhancing passengers’ perceptions of security. We therefore welcome the BTP’s plan to deploy more officers on patrolling railway stations at key times. To fulfil its oversight role, the BTPA must monitor the implementation of the BTP’s deployment of more officers at railway stations and examine how this affects passengers’ perceptions of their personal security”.*
- Vulnerable children and young people: *“Although the welfare of a runaway young person or child is the long-term responsibility of a local authority safeguarding board, it is the BTP’s short-term responsibility while that young person is in its care. The BTPA must set the BTP appropriate targets in relation to child protection to bring the BTP in line with other police forces and to capture the extent and importance of the BTP’s responsibilities”.*

- Vulnerable children and young people: *“The DfT should ensure that the BTPA sets the BTP appropriate targets on child protection”.*

## **6. Joint BTP/A industry approach to Policing Plans**

- 6.1 The principle of BTP/A and industry partners working towards a ‘Joint Performance Improvement Plan (JPIP) type’ approach to deliver the Policing Plans was discussed at the October 2014 Association of Train Operating Companies (ATOC) Policing and Security Group meeting.
- 6.2 The proposal was favourably received in the medium term. It was noted that this was an effective approach for the industry and that there was value in translating it for the purpose of the Policing Plans for the future.
- 6.3 There was, however, a concern that this was too complex an area to develop a model for April 2015. The main issues to be resolved were the governance of such an approach and the ability of the industry partners likely to be part of the discussions to commit resources to these objectives without a cost/benefit analysis and risk assessment.
- 6.4 The 2014/15 year could provide an opportunity to explore the proposals through capturing learning with a view to informing the approach in future years. It was highlighted, at the meeting, that the Welsh sub-division was attempting something along these lines with a Welsh plan this year and that the learning from this should be captured in order to inform future approaches.
- 6.5 There was a request that the Authority put a formal proposal to the Rail Delivery Group (RDG) Policing and Security meeting in December, which sets out the potential links to the RDG work-streams, the process proposed and in particular what governance arrangements should look like.

## **7. Police and Crime Commissioner Plans**

- 7.1 A review of Police and Crime Plans for Police and Crime Commissioners in England and Wales, the Scottish Police Authority’s Strategic Police Plan, and the City of London Police Policing Plan was conducted. No specific mention of objectives for the railways was highlighted.

## **8. Recommendations**

- 8.1 The Group is asked to consider the request that the Authority put a formal proposal to the RDG Policing and Security meeting,

on 10 December, on the principle of BTP/A and industry partners working towards a 'JPIP type' approach.

- 8.2 Members are asked to note and consider responses to the recommendations highlighted from the 2014 stakeholder consultation and the House of Commons Transport Committee report Security on the Railway.
- 8.3 Members are asked to note the findings from the consultation with stakeholders in 2014.