REPORT TO:	**British Transport Police Authority**
DATE:	**17 October 2014**
SUBJECT:	**2015-16 Policing Plan**
SPONSOR:	**Deputy Chief Constable**
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1.   PURPOSE OF PAPER

1.1   This paper sets out the operating context for 2015-16, current progress against Strategic Plan objectives and the processes that have been put in place to ensure meaningful and coordinated local stakeholder engagement for the 2015-16 National and Sub Divisional Policing Plans.

2.   INTRODUCTION

2.1   2015-16 is the third year of the Strategic Plan. During 2015-16 the railway is expected to continue to grow significantly in terms of infrastructure and passenger journeys; reductions in crime and disruption, together with a confident travelling public, will be key enablers to this expansion. BTP's transformation programme is focused on delivering the capability required to deliver this through increased organisational efficiency and resilience in line with the Chief Constable's ambition and purpose for BTP.

2.2   Crime has continued to fall during 2014 although some crime types, such as violence and sexual offences, have increased. Shoplifting and cycle crime also present growing challenges. Although primary disruption has not increased significantly, reactionary disruption associated with police related disruption has increased by 4% and this is preventing progress against the overall disruption target. Confidence levels amongst both passengers and staff continue to grow and BTP is currently undertaking a national survey to explore further how confidence can be increased across the network.

2.3   It is BTP's ambition that the 2015-16 Policing Plan priorities successfully balance the needs of passengers and the public, the priorities of local industry stakeholders and the overarching

requirements of the 20-20-10 objectives. Building on the high levels of stakeholder satisfaction evidenced by the recent BTP stakeholder survey, clear guidance has been provided to Divisions by the Chief Constable as to how the consultation process will run this year and local consultation meetings are scheduled for mid-November to mid-December. This process is outlined in more detail in this paper as is the future operating context and progress against the 20-20-10 objectives.

3   CONTEXT

3.1   Section 3 summarises the key external issues that have been highlighted as having an impact on BTP achieving its Strategic Plan objectives through the national Strategic Assessment, which Members may wish to consider during the Policing Plan process.

3.2   Counter Terrorism

On 29 August 2014 the threat to the UK from international terrorism was upgraded from SUBSTANTIAL to SEVERE, indicating that an attack is a highly likely. It is expected that this threat level will remain for at least two years. There has also recently been a raised threat level against police workers. Difficulties in identifying lone actors and self-organised groups represent a challenge to police and security services in identifying threats. In response to the increased threat level, BTP has implemented high visibility patrols at key locations for public awareness, reassurance and visibility, and firearms patrols have also been increased. Given the recent history of terrorist attacks targeting crowded places and historic threats against transport infrastructure, it is likely that this will be a long-term resource requirement for BTP.

3.3   Infrastructure Growth

Demand for BTP resources will increase as passenger numbers continue to grow at a rate of between 5%-7% per year. New infrastructure developments could lead to greater disruption when incidents occur as well as a higher level of overall calls for service. The focus on disruption will become increasingly important as delay costs and the associated impact increases. Increased passenger numbers using the network has resulted in many key stations being redeveloped, stimulating regeneration and investment in commercial outlets. These

developments are likely to provide wider scope for offences such as theft and retail crime as well as alcohol-related offending in respect of licensed premises. Large interchange stations such as Birmingham New Street, Reading, Manchester Victoria, London Bridge and Paddington are amongst some of the locations currently being redeveloped.

3.4   There is growing investment from shopping outlets and stations are introducing more bars to encourage people to visit these locations in their leisure time. As such, stations are being viewed and utilised differently. Retail theft has risen nationally across all forces by 6% despite a reduction in overall crime by 15%. BTP data shows increases year on year with significant increases during 2012-13. Offences that year were mainly concentrated at the larger hub stations such as Manchester Piccadilly, St Pancras International, London Victoria, London Waterloo and Leeds which account for nearly half (47%) of shoplifting offences. All of these stations have dedicated shopping outlets where in some cases floor layout make outlets more vulnerable to theft of higher value items such as razors and perfumes. Busier stations also impact on BTP in terms of other crime types such as theft of passenger property as well as impacting on the counter terrorism threat.

3.5   Cybercrime and Social Media
Cyber-crime and the need for resources to counter it will continue to grow over the coming years. As public awareness and media attention increases, the negative publicity that could arise from an attempted cyber-attack may be as damaging to an organisation's reputation as a successful attack. Individuals can also fall victim to cyber-crimes and investigative skills and equipment are needed to effectively tackle both.

3.6   There is a risk for BTP and the railway industry that criminals may launch cyber-attacks on BTP systems or on infrastructure owned by Network Rail, Transport for London or Train Operating Companies. The implementation of European Rail Traffic Management System and digitisation plans for the railway also increase the risk of criminals accessing the network. As technological advancements are made systems will become increasingly integrated and relied

upon; raising their vulnerability. This will also elevate the systems' attractiveness as a target due to the extensive impact a compromise could produce.

3.7   Public engagement and the use of social media is a key element to BTP's confidence strategy and the importance of regular, quality engagement was highlighted by the recent Transport Select Committee hearings. Social media reporting to BTP is predicted to continue to grow, in particular, the reporting of anti social behaviour (ASB) incidents putting an increasing demand on BTP resources.

3.8   The introduction of digital and social media accessibility has enabled the public to report incidents via text message (SMS), email and Twitter. The SMS non-emergency text facility "61016" was launched March 2013 and has been used to highlight incidents on and around the railways. Being made aware of this activity is particularly relevant in view of BTP's strategic plan to improve passenger confidence by 10%. Since March 2013 there have been over 8,000 reports via social media, now averaging over 600 reports a month.

3.9   Additional new channels are planned; for example live web chat to support those who wish to report priority crimes (hate crime, domestic violence and sexual offences) by providing the opportunity to speak anonymously, asking questions and seeking support. BTP Media and Marketing and Neighbourhood Policing teams across the country have an online presence on Twitter who also provide reassurance through 'tweeting' about local issues. As well as pressure in terms of demand on resources, these supplementary reporting mechanisms will put strain on BTP's First Contact Centre and control rooms. Recent analysis shows that BTP has 10% less resources in these areas than comparable forces.

3.10   Cycle Crime
BTP has recorded more than 6,000 cycle crimes during the last 12 months; 500 (9%) more than the 5,515 in 2008-09. Reasons for this increase include the increased use of cycles, the associated lack of cycle storage space at some stations and the increased value of cycles, which is discussed further in the document.

3.11   The Mayor will more than double London's cycling budget, to a total of almost £400m over the next three years, two and a half times more than previously planned. In 2015, £145m a year will be spent on cycling, or roughly £18 a head, almost on a par with the Netherlands who have the highest spend in this regard. Over the next ten years, cycle spending will total £913m, more than treble the previously planned levels and the London cycle network will be heavily used.

3.12   The total value of cycle thefts reported to BTP over the last three years amounts to £5,164,399 confirming the pronounced criminal gains in this criminality. Evidence has already shown cycle ownership and the value of bicycles purchased in the UK to have increased steadily over recent years. Advances in technology, coupled with inflation rates has undoubtedly driven the emergence of higher value bicycles "parked" on railway property. Cycles valued over £1000 account for just 3% of thefts but represent 12% (£638,405) of the total value of cycles stolen.

3.13   It is assessed the steady increase in the value of bicycles secured to railway infrastructure will encourage more organised criminality surrounding the theft of bicycles and bicycle components. The substantial level of investment in London's cycling infrastructure will increase the availability of cycles in vulnerable areas with public access, presenting criminals with more opportunities to steal cycles, especially those which have not been properly secured by their owners. This is particularly evident during the summer months when commuter travel by bicycle is most pronounced; contributing to the cyclical trend in offending.

3.14   Twenty four hour travel

There has been a 50% increase in demand for tube services after 21:00 since 2003. During 2015, TfL will start a 24-hour night tube service for Fridays and Saturdays, starting with regular services on the Northern, Piccadilly, Victoria, Central and Jubilee lines. Phase one will include operating four trains per hour on each of these lines with implementation aimed for September 2015. As well as impacting on the tube network this will also affect all major overground hub stations within London.

3.15   In 2017 the frequency of trains is planned to increase to six per hour to support London's growing night time economy. The TfL business case is largely based upon data regarding current night bus use, which increased at an average rate of 7% per year between the years 2000 and 2011. Tube travel figures after 22:00 hours have also evidenced an average annual increase of 5%.   Phase two will see night time operation on sections of the District, Hammersmith & City, and Metropolitan Lines; proposed to begin in 2019.   There are also aspirations to operate weekend overnight services on the DLR and London Overground.

3.16   Tube trains running 24 hours a day will inevitably impact upon BTP in terms of resourcing and crime levels. There is increased opportunity for incidents to occur requiring assistance of BTP and volume crime, in particular TPP could be adversely affected driven further by a target rich environment and more intoxicated victims vulnerable to theft.

3.17   Increased passenger traffic could also lead to higher levels of fare evasion whereby similar trends on night buses seen by TfL become apparent on the Underground.   Crime types aggravated by alcohol consumption could see a rise in public order, violence, sexual offences and staff assaults.   There is also a risk late night operation of stations become attractive environments for homeless persons, particularly during the winter months leading to increased incidents of begging, potentially impacting on passenger confidence. Analysis shows that the 11 hours extra opening time on the network is likely to lead to 1,100 extra crimes (an 6% increase on each line).

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3.18   Safeguarding

Recent high profile cases and discussions at the Transport Select Committee have highlighted the importance of safeguarding and in particular dealing with young persons who come to BTP's notice. ACC Newton has been tasked to review BTP's safeguarding strategy in order to ensure the interests of children and young persons who come into contact with the British Transport Police are paramount in every case and to ensure that BTP meets and exceeds its statutory responsibilities in the interests of vulnerable children. Importantly, within the life of this strategy, every member of staff will be aware of what is expected of them in respect of child safeguarding. The strategy will set include:

- Clear lines of accountability with a defined structure within BTP and clarity about roles and responsibilities.

- A revision of policy and procedures to ensure BTP is legally compliant with national statutory, regulatory and training requirements and adopting a proactive, intrusive stance in its approach to child safeguarding.

- A review of training provision and a training gap analysis.

- A revision of administrative procedures to manage all case referrals.

- The introduction of a central body to ensure a corporate and systemic approach throughout the organization that will oversee operational activity and follow up with external agencies and bodies, set standards and report performance.

- A revision of performance data and performance monitoring.

- An overall action plan to manage and monitor progress towards achieving strategic intentions of protecting vulnerable children.

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3.19   Managing all vulnerable people on the network will continue to be a major priority for BTP. This work is critical in saving lives and reducing disruption on a congested network; BTP makes on average around 80 life-saving interventions a month.

4.   PROGRESS AGAINST STRATEGIC PLAN OBJECTIVES

4.1   Crime

4.1.1   BTP is performing well against the 20% reduction in notifiable crime target and is currently on target to achieve it by 2019, notwithstanding the risks highlighted such as increased passenger usage and night time travel. As the table below shows, if the end of year position is an overall 6% reduction then a further reduction of 2% will be required for each remaining year of the Strategic Plan period.

Year	No of Crimes	% Reduction	Required reduction
2012-13 (BASELINE)	50,081	-	-
2013-14	46,508	*-7%*	-
2014-15	43,718	*-6%*	-
2015-16	42,839		*-2.0%*
2016-17	41,978		*-2.0%*
2017-18	41,134		*-2.0%*
2018-19	40,307		*-2.0%*

4.1.2   As outlined in Section 3, the operating environment will be increasingly busy and demand for BTP is likely to grow. A further sustained reduction in crime will therefore be challenging and will demand new ways of working from BTP and a cross-industry approach to current and emerging issues.

4.13   The table below shows notifiable crime levels by crime group with the Moving Average Total (MAT – 12 months of data up to September 2014) for each. There have been reductions in the majority of crime groups, particularly robbery, fraud and cable theft. Increases have been recorded for sexual, violent and cycle theft offences. The rise in sexual offences can largely be attributed to Operation Guardian and high profile sex crime investigations which have resulted in a growing confidence and willingness to report these types of offence.

	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	MAT to Sep 2014	% of total	Change since 08-09		Change since 12-13	
									Number	%	Number	%
VAP	8966	8375	8139	7911	8117	8421	8828	**20%**	- 138	- 2%	+ 711	+ 9%
Sexual	910	920	935	1007	927	1114	1293	**3%**	+ 383	+ 42%	+ 366	+ 39%
Criminal Damage	6487	5732	5015	3920	3458	3298	3311	**7%**	- 3,176	- 49%	- 147	- 4%
Serious Line of Route	2192	1702	1506	1396	1203	1143	1070	**2%**	- 1,122	- 51%	- 133	- 11%
ToPP	16345	16222	16592	14835	17221	14269	12976	**29%**	- 3,369	- 21%	- 4,245	- 25%
Vehicle / cycle crime	9285	8014	8085	8715	7413	7440	7343	**16%**	- 1,942	- 21%	- 70	- 1%
Robbery	895	696	693	644	526	438	378	**1%**	- 517	- 58%	- 148	- 28%
Theft Rly/Comm Prop.	6973	5911	6823	5971	4832	4400	4149	**9%**	- 2,824	- 40%	- 683	- 14%
Ser. Public Disorder	7110	6828	6441	5056	4762	4767	4676	**10%**	- 2,434	- 34%	- 86	- 2%
Serious Fraud	1061	926	975	889	920	455	386	**1%**	- 675	- 64%	- 534	- 58%
Drug offences	5986	5951	4321	3669	3452	3987	3308		- 2,678	- 45%	- 144	- 4%
Other Notifiable	900	831	836	860	948	967	924	**2%**	+ 24	+ 3%	- 24	- 3%
Total Notifiable	**67110**	**62108**	**60361**	**54873**	**53779**	**50699**	**48642**		**- 18,468**	**- 28%**	**- 5,137**	**- 10%**
Selected subsets												
Notifiable, excl. PG	**60332**	**55592**	**55588**	**50837**	**49985**	**46374**	**45006**	**100%**	**- 15,326**	**- 25%**	**- 4,979**	**- 10%**
Live cable	1076	875	1369	1121	491	293	214	**0%**	- 862	- 80%	- 277	- 56%
Non-live cable	907	1016	1342	1246	766	496	344	**1%**	- 563	- 62%	- 422	- 55%
Cycle crime	5515	5305	5854	6746	5779	5993	5910	**13%**	+ 395	+ 7%	+ 131	+ 2%
Motor crime	3770	2709	2231	1969	1634	1447	1433	**3%**	- 2,337	- 62%	- 201	- 12%

4.2   Disruption

4.2.1   At present there is some risk around the Strategic Plan target of a 20% reduction in police-related lost minutes by 2019. As the table below shows, there was an increase in minutes lost to police-related disruption of 6% in 2013-14 and, if the current year's trend continues for the remainder of 2014-15 lost minutes will have increased by another 4%. This would leave a requirement for a 7.5% reduction for each year of the Strategic Plan. Given the context outlined in Section 3 this will be extremely challenging. The impact of the more congested network is illustrated by the increase in average minutes lost per incident. Although the overall number of disruption incidents has remained stable over the last few years, the average number of minutes lost per incident has increased generally and there has been a 5% increase during the last twelve months alone.

Year	Minutes lost	% Change	Required reduction
2012-13 (BASELINE)	1,171,729	-	-
2013-14	1,242,172	*+6%*	-
2014-15	1,288,875	*+4%*	-
2015-16	1,192,080		*-7.5%*
2016-17	1,102,555		*-7.5%*
2017-18	1,019,753		*-7.5%*
2018-19	943,170		*-7.5%*

4.2.2   2012-13 saw a 26% reduction in minutes lost in these categories so the baseline for the strategy was set at an unusually low rate. The number of minutes lost has also been compounded by a series of significant disruption incidents this year which have resulted in well over a thousand lost minutes each. For example the following incidents occurred in July and August:

- a burglary suspect in a tree near Woolwich on 13 August: 6,434 LMs, including 596 primary;
- a fatality at Earlswood on 29 July. BTP clearance time: 43 minutes. 6,231 LMs, including 564 primary;

- a suicidal trespass at Carnforth on 30 July: 5,592 LMs, including 2,168 primary;

- a fatality near Slough on 14 Aug. BTP clearance time: 81 minutes. 5,426 LMs, including 2,066 primary:

4.2.3 Table one shows the percentage change recorded in 2014-15 for each of the five recorded categories whilst table two shows the figures in terms of overall minutes lost.

Table 1

Year	Reason	Primary minutes	Reactionary minutes	*Total*
2014-15	**Cable vandalism/theft**	-60%	-49%	*-56%*
	Fatalities/injuries caused by being hit by a train	14%	27%	*22%*
	Trespass	3%	5%	*4%*
	Vandalism/theft	-6%	-18%	*-14%*
	Level Crossing incidents and misuse	-3%	-21%	*-13%*
	Total	*1%*	*6%*	*4%*

Table 2

Year	Reason	Primary minutes	Reactionary minutes	Total
2014-15	**Cable vandalism/theft**	6,612	6,150	*12,762*
	Fatalities/injuries caused by being hit by a train	99,162	150,358	*249,520*
	Trespass	129,927	194,026	*323,953*
	Vandalism/theft	21,383	33,067	*54,450*
	Level Crossing incidents and misuse	12,736	13,506	*26,242*
	Total	*269,820*	*397,107*	*666,927*

4.2.4 Performance against primary minutes, the element of disruption that BTP can directly affect, is significantly better than that of reactionary disruption. The two major categories in terms of minutes lost are fatalities and trespass. Dealing with fatality incidents has been a key priority for BTP for a number of years and performance against the 90 minutes hand back target has been consistently good. Current performance is 79 minutes and, significantly, this now includes unexplained fatalities, which was not included in the target until last year. BTP has also introduced - and is currently achieving - a 45 minute target to hand back partial control of

four-track lines. Although improvements can always be made, it is likely that further improvements in this area will centre on the reactionary element of fatality-related delays.

4.2.5 Trespass and vandalism is an area that presents the largest opportunity for lost minute reduction going forward and is also clearly linked to protecting children and the safeguarding agenda. BTP has successfully focused on this area during 2014 with operations such as Intruder, which was implemented over the summer months to stop illegal access to the railway and save lives. This resulted in a substantial reduction in trespass incidents across the network. For example, compared to the same nine week period in 2013 a 37% reduction in Western sub division was achieved with a 35% reduction in Wales and a 40% drop in Midland.

4.2.6 BTP officers targeted trespassers at problem locations around the country and carried out increased patrols near railways in a bid to ward off would-be trespassers. They also reported damage to railway property, such as broken fences, to help stop access to the track, and visited schools and youth clubs to warn of the dangers of trespassing on the railway.

4.2.7 Analysis has shown that there are a number of high frequency-high impact locations across the network. It is critical to the achievement of the target that these locations are targeted through cross-industry action to significantly reduce or eliminate trespass and vandalism events that can also lead to fatalities or serious injury. Success is absolutely dependent on operators and Network Rail taking a strategic, partnership working approach.

4.3 <u>Confidence</u>

4.3.1 BTP's Strategic Plan target is for public confidence on the railway to increase by at least 10% by 2019. Passenger confidence will be measured by the National Rail Passenger Survey (NRPS) and rail staff confidence will be measured by an internally managed survey produced by BTP's Strategic Development Department. In order to achieve this passenger confidence will need to be 82.72% by 2019 and rail staff confidence will be required to be 71.6%. The latest available survey results show that passenger confidence is currently 76.62% and rail staff confidence is currently 65.1%. At present BTP is narrowly on target to achieve the 10%

increase but, of the three Strategic Plan objectives this is arguably the area where BTP has the least direct control so, again, further increases will need to be achieved through partnership working with Network Rail and train operators.

4.3.2 Two emerging issues from both the rail staff and passenger surveys relate to the visibility of uniformed staff and police response high priority incidents. In order to address this, as well as the recent re-investment in frontline officers, BTP has ensured that confidence levels are taken account of when hotspots are identified as part of Op Trafalgar. This should ensure that locations that are currently suffering from low levels of confidence are provided with higher levels of BTP presence. As part of Op Trafalgar, officers are also trained in problem solving and engagement techniques that should further boost low confidence levels.

4.3.3 Analysis also shows that the station environment and anti-social behaviour issues are more closely correlated with low levels of confidence than crime levels. In relation to the NRPS Spring 2014 data, analysis shows there was a strong correlation between the environment and how safe passengers feel in the 11 lowest ranking stations for confidence. For example in Luton (n = 105) where the 'overall station environment' and 'personal security whilst using that station' were statistically significantly correlated; (R = .721, p<.01). These highly significant correlations give some evidence to suggest that working on improving the station environment would lead to an increase in public feelings of security. In addition, a number of stations with lower confidence have clear links to drug and alcohol use and low level public disorder. Links are also seen to a lesser extent with graffiti and travelling football fans. Some stations which see a lower level of passenger satisfaction can be considered to be located within more deprived areas although not all.

4.3.4 A large proportion of the twenty locations with the highest confidence levels are main line termini or large stations. Some of these locations have a local Neighbourhood Policing team with a high presence, clear visibility of BTP and more passenger footfall. It is possible that these factors could contribute to the higher rating for passenger confidence. Many of the termini stations will have local targets to reduce crime and visibility measures therefore more

consistent police action could be taking place which impacts on the level of crime and perceptions of crime, again possibly accounting for the higher levels of passenger confidence. More research is required into these stations in order to fully understand to what extent these factors, and others, impact on passenger confidence.

4.3.5   Cross cutting themes from the Rail Staff Survey in the response to what could be done to improve personal security/confidence on the railways' included:

- *Improved communication and partnership working*

- *More training on personal safety and conflict management*

- *Improved resources/environment (e.g.* upgrades to CCTV, cameras on trains, ticket office panic alarms, personal alarms, better lighting within the station and also within station car parks, more secure locks and swipe card entry to buildings, camera coverage especially surrounding depot areas, stabs vests for staff dealing regularly with customer contact and body cameras).
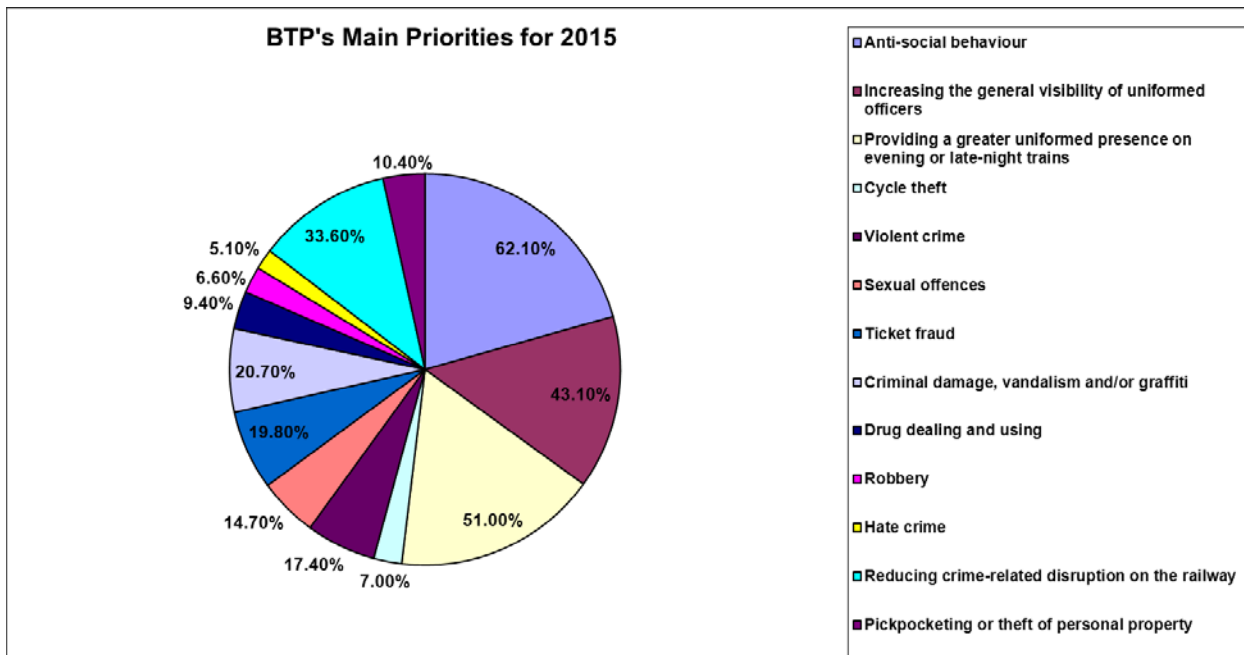
4.3.6   Although the numbers for the rail staff survey when broken down were relatively small it could be seen that Virgin, East Coast, Greater Anglia, First Great Western, Arriva, Southeastern and Southern have a comparatively low percentage of very good/good responses for personal security (lower than the overall average 65.1%).

4.3.7   Feedback gathered from the survey gives BTP a good baseline into how rail staff feel about their personal security and confidence whilst at work and provides information about where improvements can be made. More engagement work and further research will be undertaken in the future.

4.4   Further Public Consultation

4.4.1   In order to improve engagement and gather a richer understanding of what passengers and rail staff would like BTP priorities to be for next year's policing plan, a wider consultation exercise has commenced and is due to be finished by the end of October 2014. This is a short questionnaire that has been made widely available to respondents both online and via paper

based postal questionnaires and is being distributed by BTP's NPT teams and officers. In order to ensure a wide range of views are captured the consultation questionnaire has been disseminated through a variety of media outputs, including; BTP intranet, social media sites, web forums, posters, newsletters etc. The interim results of this survey show that providing a strong uniformed presence, tackling anti-social behaviour and reducing crime-related disruption are the key priorities that the public would like BTP to focus on. The following table shows the most up to date survey results with regard to Policing Plan priorities:

BTP's Main Priorities for 2015

Percentage	Priority
62.10%	Anti-social behaviour
43.10%	Increasing the general visibility of uniformed officers
51.00%	Providing a greater uniformed presence on evening or late-night trains
7.00%	Cycle theft
17.40%	Violent crime
14.70%	Sexual offences
19.80%	Ticket fraud
20.70%	Criminal damage, vandalism and/or graffiti
9.40%	Drug dealing and using
6.60%	Robbery
5.10%	Hate crime
33.60%	Reducing crime-related disruption on the railway
10.40%	Pickpocketing or theft of personal property

5.   2015-16 POLICING PLAN CONSULTATION PROCESS

5.1   It is important that BTP builds on the good relationships that exist with local stakeholders and consults in a meaningful and coordinated manner with consistent messages from Chief Officers, Divisional and Sub Divisional Commanders. The Chief Constable has therefore clearly set out a standardised process that will be followed across BTP during the consultation period.

5.2   BTP's overall goal is to achieve a workable balance between the needs of passengers and the public, the priorities of local industry stakeholders and the overarching requirements of the 20-20-10 objectives. It is important that after the consultation all stakeholders feel that they have been included in the shaping of the plans and targets and that their views have been properly taken into account.

5.3   There will be a consultation meeting held on each Subdivision. This will be chaired by the relevant ACC if available or the Divisional Commander if this is not possible. The Sub Divisional Commander will also be in attendance with relevant SMT members.

Timescales

5.4   The events will be informed by the ongoing public consultation exercise outlined above as well as TOC-specific mini strategic assessments that are being produced by Performance and Analysis. These will be available at the end of October. Local consultation events will be scheduled for mid November – mid December, with all attendees having at least three weeks written notice.

Invitees

5.5   Invitees will include:

- Managing Directors of all relevant TOCs and FOCs
- Local Network Rail Route Managers
- Local Passenger Focus representatives and other passenger representatives if appropriate
- BTPA Divisional representatives

- Other local stakeholders

<u>Management of meetings</u>

5.6 All meetings will be minuted. A copy of the minutes will be circulated to all invitees (whether they attend or not) and attendees within one week of the meeting taking place. It is important that there is a strong audit trail as to who were invited, who attended and what was agreed.

<u>Agenda</u>

5.7 The following agenda will be used:

1	**Introduction and Strategic Overview**	ACC/Divisional Commander
2	**Local Performance Update**	Divisional/Sub Divisional Commander
3	**Local Context**	Divisional/Sub Divisional Commander
4	**2015-16 Policing Plan Discussion**	All (led by ACC/Divisional Commander)
5	**Summary of Outcomes**	ACC/Divisional Commander
6	**Any Other Business**	All

5.8 A detailed briefing on the strategic messages that will be included under item one will be circulated to Divisions nearer the time. This is likely to cover:

- The MTFP
- Transformation programme ambition and achievements

- The importance of a partnership approach to deliver 20-20-10
- The requirement for us as a public police force to balance the needs of passengers with those of the industry

5.9 The results of the passenger consultation exercise and national and local strategic assessments will be outlined during agenda item three. A local summary will be produced by Analysis and Performance to support Sub Divisional Commanders in this area.

5.10 Last year's process worked very well and stakeholder feedback was generally extremely positive, as evidenced by the recent BTPA stakeholder survey that showed 92% of respondents either agreed or strongly agreed that the operational targets reflected their organisation's policing priorities. It is BTP's intention to build on the successes of last year with a more standardised process that will deliver even better outputs for 2015-16.