

**Report to:** Policing Plan Group  
**Agenda item:** 3  
**Date:** 1 March 2017  
**Subject:** Summary of stakeholder consultation

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## 1. Purpose of paper

- 1.1 To provide a summary of the findings from consultation undertaken with stakeholders in support of the new performance framework and proposed 2017/18 Policing Plans.

## 2. Background

- 2.1 The proposed 2017/18 Policing Plans are fundamentally changed compared with previous years' Plans, moving away from Plans primarily focused around binary numerical targets to those which are framed around a suite of indicators and commitments, stakeholders have been consulted on a number of occasions during the development of the plans.
- 2.2 BTP held local stakeholder consultation meetings in November and December in each Sub-Division, with all apart from Midland being attended by BTPA. The meetings were well attended, with representatives from Train Operating Companies (TOCs), Freight Operating Companies (FOCs), Network Rail, and other organisations including Transport Focus and other public authorities. In each meeting stakeholders received a detailed overview of the new performance framework, which generated positive discussion and feedback.<sup>1</sup>
- 2.3 The Rail Delivery Group's Policing and Security Implementation Group (RDG P&S IG), BTP and BTPA, hosted a meeting in November, which was attended by Group members, including TOC Heads of Security and Transport Focus. Members received a further overview, and opportunity to provide feedback or ask questions, around the proposed performance framework.
- 2.4 The BTPA Chairman and BTP Chief Constable have hosted a series of stakeholder dinners with senior representatives, including Managing

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<sup>1</sup> A more detailed summary of feedback from the local consultation meetings was provided to Members for the December Policing Plan Group meeting.

Directors and Finance Directors, from TOCs, FOCs, and other stakeholders, including Network Rail, Transport Focus, Welsh Government and RDG. Dinners have so far taken place in Manchester, Cardiff and Birmingham, with further planned.

- 2.5 Stakeholders have also been consulted at a meeting of the Urban Transport Group, in November, a briefing to the Chairs of the RDG P&S and RDG P&S IG by the Policing Plan Group Chair and a member of the BTPA Executive, and on a regular basis to the meetings of the RDG P&S IG, which are attended by the BTP and BTPA.

### **3. National consultation on 2017/18 Policing Plans**

- 3.1 BTPA consulted stakeholders on the proposed Policing Pillars and the National and Local Commitments, which will form the 2017/18 Policing Plans.<sup>2</sup> The consultation took place between 31 January and 24 February, two email reminders were sent out during this time.
- 3.2 The consultation details were sent to 133 stakeholders from 57 organisations, including TOCs, FOCs, Network Rail, Transport Focus and others, including the Rail Delivery Group (RDG) and passenger transport authorities.
- 3.3 Responses were received from 21 stakeholders,<sup>3</sup> including from passenger and freight operating companies, as well as other organisations including the RDG, Network Rail, Transport for London (TfL), Strathclyde Passenger Transport (Subway) and the passenger groups Transport Focus and London TravelWatch. The Department for Transport (DfT) responded, suggesting that the extent of the consultation activities are made clear, including the number of opportunities given to respond, how a range of stakeholders were engaged with, including passengers, staff or their representatives, and how they could continue to influence the new process as it is refined following implementation.
- 3.4 All of the stakeholders to answer the question (14) felt that the proposals for the National and Local Commitments reflected the consultation discussions they had so far had with BTP and BTPA. Transport Focus also stated that they welcomed *'the level of access we have had to the consultation meetings and other opportunities to feedback to the force on its 'direction of travel'*, another stakeholder

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<sup>2</sup> The survey was conducted via the online survey platform SurveyMonkey (<https://www.surveymonkey.com/>)

<sup>3</sup> 19 responses were received via the online survey, one via email, and one via telephone. A draft response was received from TfL, which was subject to approval, which also reflected feedback for LU, DLR, London Overground, Tramlink, and TfL Rail

commented that *“the local consultation meeting was very effective, a conversation as opposed to a briefing, which was good.”*

### **Performance Framework**

- 3.5 Prior consultation, outlined in Section 2, had shown strong support for the proposed performance framework. Following this prior consultation, 14 (out of 19 responses) had no specific concerns or questions that had not been addressed.
- 3.6 Where concerns were highlighted they were around the measuring of activity rather than outcomes, and the availability of data. RDG also raised concerns around how the industry is allowed to engage with the performance reviews and how they will measure and communicate on their findings, around the structure and mechanisms for reviewing indicators and measures being unclear, how they feed into the strategic and tactical considerations for the force also being unclear, and how local engagement will work effectively.

### **Policing Pillars**

- 3.7 The majority of respondents thought that the Policing Pillars covered the right themes. Most (17 out of 20 respondents) proposed no other themes to be included in the pillars. It was, however, suggested that two pillars be renamed:
- ‘Supporting the Railway’ pillar be renamed. TfL proposed changing the name to ‘Supporting Rail Based Services’, so that it better reflects the range of TfL services.
  - ‘Building Confidence and Satisfaction’ pillar be renamed as ‘Supporting the Passenger’.

### **National Commitments**

- 3.8 The majority of respondents thought that the Policing Pillars covered the correct themes and that the proposed key indicators and measures were the right ones to build a picture of how well BTP is performing. It was, however, highlighted that there was no mention of graffiti.
- 3.9 Suggestions were made for additional key indicators to sit under the National Commitments around the following areas:
- Passenger confidence, perceptions of crime and risk at lower footfall stations, and the inclusion of an indicator around the National Rail Passenger Survey (NRPS).
  - Anti-social behaviour (ASB).
  - Visibility of uniformed staff to be included under the ‘Building Confidence and Satisfaction’ Commitment. It was also

suggested that more could be done jointly with industry around visibility, possibly with TOC accredited security staff.

- Freight crime, to be included under the 'Preventing Crime' pillar, potentially using crimes per freight miles as a key indicator.

3.10 TfL also highlighted that working in partnership with BTP and others, they have commitments to deal with a number of specific issues which should be reflected in the indicators and at national and local level. TfL also requested that, following the changes to the BTP operating model arising from the implementation of the Demand and Crime Reviews, a number of additional specific indicators be included, which will enable assessment across all BTP policed TfL services. They also suggest that having 'cost of policing per officer' as an indicator, under the Improving Effectiveness and Efficiency Pillar, may incentivise increases in officers rather than cost reductions elsewhere and propose that they explore more suitable indicators for efficiency.

### **Local Commitments**

#### *B Division*

- 3.11 Sixteen stakeholders responded with respect to the B Division Local Commitments, with the majority agreeing with the proposals.
- 3.12 TfL, however, highlighted that the local commitments seemed appropriate but that there were commitments suggested for C and D Divisions which were not listed for B Division and that the rationale for not assigning them for B Division was unclear, and did not fully reflect prior consultation with TfL. Further consultation was requested.
- 3.13 Two other stakeholders provided comments, stating that the key indicators under the 'Policing the Night Time Economy' Commitment were disproportionately focused towards TfL priorities, there was no mention of complementary policing, and that the safer neighbourhood policing initiatives, which had been established in London but subsequently disbanded, had been supported by London Travel Watch.

#### *C Division*

- 3.14 All stakeholders were supportive of the proposed C Division Local Commitments. No further suggestions were made.

#### *D Division*

- 3.15 All respondents were supportive of the proposed D Division Local Commitments. One suggestion was, however, made to widen the Commitment to 'Football and Events Policing' to incorporate all

types of ASB, as per the C Division Commitment, rather than focusing specifically on football.

#### **4. Passenger consultation survey feedback**

- 4.1 BTP, between November 2016 and January 2017, conducted a public consultation to gather passenger and rail staff perceptions of BTP in order to inform the Policing Plan. The survey received a total of 1,959 valid responses. The survey was made available via freepost survey cards and an online survey (SurveyMonkey).
- 4.2 Respondents were asked to select three policing priorities, from a list of 17, on which they think BTP should focus in the fiscal year 2017/18. Similar to results from previous years, the top three policing priorities respondents felt BTP should focus on were *Anti-social behaviour*, *Greater police presence in the evenings* and *Increase general visibility of uniformed officers*. These were followed by *Terrorism*, *Violent crime* and *Crime-related disruption*.
- 4.3 The 2016 Public Consultation also examined the travelling public feelings of safety. The majority of respondents rated their personal security at their local stations as *Very/Fairly good* (66%); and 13.6% of respondents rated their personal security at their local stations as *Fairly/Very poor*.

#### **5. Next Steps**

- 5.1 The Executive to develop a communication plan and draft narrative to accompany the launch and publication of the final Plans; this should build on the messaging used throughout the consultation activities to date on the need to move away from the 20:20:10 commitments and transition to a new strategic plan. This should also include signposts to what stakeholders should expect in terms of ongoing reporting and engagement on performance.
- 5.2 BTP to develop a delivery plan setting out timeframes and approach to gathering and analysing data and reporting on assessments of performance to a range of internal and external audiences (we suggest this covers local reporting at a sub-division level through to senior stakeholders, for example the Rail Delivery Group).
- 5.3 BTP and BTPA will continue to engage with stakeholders on assessing performance. Performance grading meetings involving stakeholders will be established for 2017-18 to review progress on performance. 2017-18 will be a transitional year, building on the successes of 20:20:10 but with the endorsement of stakeholders, we

will reflect on the need to reassess how we tackle crime, disruption and confidence in a new operating environment.

## **6. Recommendations**

- 6.1 The Policing Plan Group is requested to review the summary of consultation feedback alongside the proposed 2017-18 Policing Pillars, Commitments and Indicators, outlined at Agenda Item 4.1 on pages 9-19, and recommend that BTP and the BTPA Executive further consider and review any key themes from the consultation, prior to the plans being recommended for sign-off by the full Authority.
- 6.2 BTP and BTPA Executive to review the following points from consultation feedback:
  - Review the titles of the 'Supporting the Railway' and 'Building Confidence and Satisfaction' Policing Pillars.
  - Comments around the Policing Pillars, Commitments and key measures to be reviewed, for example to potentially include additional themes around freight crime, low level crimes and ASB, frontline visibility, and the NRPS.
  - BTP to follow-up on offers to share data which could be used to measure performance against the National or Local Commitments. Eleven respondents offered to share data, and 7 provided examples, including around passenger numbers/journeys, customer satisfaction, and staff data.
  - BTP and BTPA Executive to further consider and respond to the TfL consultation feedback.
- 6.3 BTP to provide an update on progress made at the industry Supporting the Railway Focus Group.