

Report to: Police Authority
Agenda item: 6
Date: 28 March 2017
Subject: 2017-18 Policing Plans for approval
Sponsor: Chair, Policing Plan Group

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1. Purpose of paper

- 1.1 To provide a summary of the process to develop the final proposals from the Policing Plan Group for the plans for policing the railways in 2017/18.
- 1.2 To invite the Authority to review, comment on and approve the Policing Plans for 2017/18 attached at Appendix A.

2. Background

- 2.1 In support of the proposed move away from the '20:20:10' measures of success currently set out in the Policing Strategy for the railways; the Policing Plans for 2017/18 presented in this paper are fundamentally different to those published in previous years.
- 2.2 Historically, the Authority's annual Plans for policing the railways have principally been framed around binary numerical targets and the performance of the Force has been assessed in terms of its success or failure in meeting those targets. This approach has traditionally been endorsed by stakeholders and has delivered a great deal of success in terms of managing the risk of crime on an increasingly busy network, prompting a move to intelligence led deployments to prevent crime and driving partnership working to tackle disruption and confidence.
- 2.3 More recently, however, there has been some concern from both internal and external stakeholders that in order to support the BTP in 'doing the right thing' for victims and witnesses in the current operating environment, and to demonstrate the wide range of ways in which the Force deploys its resources to address the priorities of passenger, staff and industry stakeholders. A largely target led approach is also no longer consistent with that taken by Police and Crime Commissioners of geographic forces, following direction from the Home Secretary to drop targets following a review in 2015.

- 2.4 BTP proposed, and the Authority has now consulted on, a Policing Plan based on national and local commitments aligned with seven overarching pillars policing as set out at Appendix A. Members will notice that, consistent with the recent communications on the proposed transition from the current Strategy framed around '20:20:10' the Policing Pillars still encompass stakeholders' three key priorities to tackle crime, disruption and confidence at the heart of the current Strategy.
- 2.5 Service delivery is to be assessed and graded against suites of indicators for each national and local 'commitment'; which will include a range of input, output and outcome measures such as absolute and normalised crime numbers, disruption minutes, numbers of late night patrols, case file quality and partner satisfaction with problem solving plans. Industry stakeholders have been intimately involved in describing commitments and selecting indicators and offering their own data to provide a more comprehensive assessment of performance.

3. Summary of consultation on 2017/18 Policing Plans

- 3.1 Engagement from stakeholders in the process to develop both a new approach to setting objectives and an underpinning performance framework has been excellent. Attendance at a series of stakeholder meetings has also been strong with representation from across TOCs, FOCs, Network Rail, TfL, passenger representative groups and passenger transport executives. Opportunities to comment on and shape the new approach from 2017/18 included;
- Local consultation meetings on each BTP Sub-Division
 - A special meeting of the Rail Delivery Group (RDG) Implementation Group (IG) in November
 - Special briefing for the Chairs of RDG Policing and Security Group and its IG.
 - Meeting of the Urban transport Group (formerly Passenger Transport Executive Group)
 - A series of dinners hosted by the Authority Chairman and Chief Constable
 - BTP led surveys with passengers and staff
 - A four week written consultation led by BTPA
 - An ongoing working group on the 'supporting the railway pillar' convened by BTP and supported by RDG nominees

3.2 The response to the Authority's narrative around the case for change has been positive throughout consultation. Specifically there has been support for our proposals to;

- Move away from the current 20:20:10 driven strategy, via a transitional year in 2017/18, to a new Strategic Plan from 2018
- Adopt a new performance framework based on a series of 'policing pillars' as developed by BTP using a model successfully tested and adopted by other police forces
- Publish national and local policing plans framed around service commitments aligned with these 'policing pillars' each supported by a range measures of performance rather than binary targets

3.3 In their feedback stakeholders have sought assurance about the mix and availability of data which will underpin the performance measures, in particular whether currently reported information (such as crime and disruption figures) will still be available, it will. They are also interested in how performance information will be reported nationally and locally, and how they can be involved in the performance assessment process.

3.4 BTP is developing a sample of the products to be generated by the grading meetings and draft reporting products for the Authority will be shared at the May Performance Review Committee and wherever possible dashboards and other information will be developed so they can be used to inform multiple audiences.

3.5 In terms of wider engagement in the assessment of the BTP's performance the Force has established a performance grading meeting at which the Authority and industry operators (via an RDG representative) will be represented. The Authority has recommended that the Force also consider include passenger representatives in that meeting structure.

4. Plans for review and approval

4.1 The Policing Plan Group now presents the draft plans at Appendix A for approval. Members will note that the supporting pack includes 3 main elements;

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| Slide 1 | An overview of the seven pillars of policing and the national commitments for 2017/18 |
| Slides 2-8 | Each of the national commitments described separately along with the proposed current measures for delivery (noting that the suite of measures is likely to be amended during the year as the approach matures) |
| Slides 9,10 and 11 | Local plans for B,C and D Divisions along with the proposed current measures for delivery |

4.2 Also on iPads for information (see Appendix B) is the interim plan to be published on the Authority website on 1st April, subject to any final amendments from today's meeting. This enables BTPA to quickly communicate to stakeholders the priorities for 2017/18 whilst the final produced plans are being worked on by our designers as we receive the year end performance figures and other contextual information for 2016/17. A sample of a local commitments poster for C-Div Western sub-division is also included at Appendix B; this product is the key internal communication tool which BTP uses to set the performance expectations for its local teams.

5. Recommendations

5.1 The Authority's Policing Plan Group recommends that the Authority now approves the Plans for 2017/18 as set out at Appendix A.