

## Putting 20:20:10 to bed

### **Elevator pitch:**

*20:20:10, the strategy set in 2013, has achieved significant positive changes in BTP enabling it to focus on developing the right behaviours to tackle crime, reduce disruption and boost passenger confidence. The challenges involved in policing the railways are constantly changing so we must remain agile to meet the demands of the environment in which we operate. With this in mind, 20:20:10 will no longer be the key measure of success, as we move to a more comprehensive way of measuring performance whilst maintaining focus on tackling crime, disruption and confidence.*

### **Longer paragraph:**

*Since 2013, BTP's core strategy has included targets to reduce crime on the railways by 20%, cut police-related disruption by 20% and increase passenger and staff confidence by 10%. Known as '20:20:10', this approach has achieved much of what it set out to do, changing behaviours and driving the right actions across the Force. Since the strategy's creation the railway environment has transformed massively: faster than expected growth in passenger journey numbers, changes in the freight landscape, the rapid commercialisation of stations and evolving pressures such as counter terrorism and the requirement to protect vulnerable people means demands on policing have changed significantly.*

*As a result of these and other changes there is a risk that continuing to focus on 20:20:10 would encourage the wrong sort of behaviours, taking police away from where they are needed most, in order to pursue numerical targets. The decision has been made that in 2017-18 we will transition away from the binary targets laid out in 20:20:10 to a new performance framework that takes a more comprehensive, holistic look at the work of British Transport Police and uses a variety of indicators to assess how it is meeting its core objectives.*

*This move will allow us to be more agile in the way we meet the demands of the environment in which we operate and thus more effective in pursuing the core strategic goals. It reflects a similar move being undertaken by Home Office forces and we have been in consultation with Kent Police, which has transformed its own approach to evaluating performance, to share best practice.*

*This reassessment of the measurements of success is the first step in revisiting the Authority's overall strategy for BTP, with a view to transitioning to a new one for 2018-2021. The Authority, as a result of stakeholder feedback and horizon scanning, has decided to begin this process a year earlier than planned in order to realise the benefits as soon as possible.*

**Fuller version:**

*Since 2013, BTP's core strategy has included targets to reduce crime on the railways by 20%, cut police-related disruption by 20% and increase passenger and staff confidence by 10%. Known as '20:20:10', this strategy used percentage improvement targets as the basis to drive the right actions to reduce crime, minimise disruption and boost passenger and staff confidence. It has been very successful in shaping appropriate behaviours, driving collaboration and getting us some way towards achieving these goals.*

*During this time (overall/violent) crime has reduced by X% and passenger confidence has grown by Y%. However, these trends have recently reversed, and over the whole period disruption has increased by Z% despite a great deal of progress in improving partnership working to address the range of incidents that cause delay on the railways. This reversal can in part be attributed to an ever evolving operating environment since 2013: faster than anticipated growth in passenger journey numbers, changes in the freight operating landscape the commercialisation of stations and evolving pressures such as counter terrorism and the requirement to protect vulnerable people means demands on policing have changed significantly.*

*BTP has also actively encouraged victims and witnesses of sexual offences and antisocial behaviour to come forward and report their experiences, and has made it easier to report offences via its 61016 line. At the same time recorded crime levels were also increasing in most Home Office forces; by comparison, BTP's figures were better than those seen elsewhere.*

*While these factors may explain much this trend reversal, it was identified that there is a risk 20:20:10 would encourage the wrong sort of behaviours, taking police away from where we, in consultation with passengers, staff and train*

*operators, believe they are needed most, in order to pursue numerical targets that may not in reality contribute to one of the core strategic objectives.*

*The decision has been made that in 2017-18 we will transition away from the binary targets laid out in 20:20:10 to a new performance framework that takes a more holistic comprehensive look at the work of British Transport Police and uses a variety of indicators to assess how it is meeting its core objectives.*

*This transition will allow us to be more agile in the way we meet the demands of the environment in which we operate and thus more effective in pursuing the core strategic goals. It reflects a similar move being undertaken by Home Office forces and we have been in consultation with Kent Police, which has transformed its own approach to evaluating performance, to share best practice.*

*This reassessment of the measurements of success is the first step in revisiting the Authority's overall strategy for BTP, with a view to transitioning to a new one for 2018-2021. The Authority, as a result of stakeholder feedback and horizon scanning, has decided to begin this process a year earlier than planned in order to realise the benefits as soon as possible.*