BRITISH TRANSPORT POLICE AUTHORITY

MINUTES
POLICING PLAN WORKING GROUP
MONDAY 12th FEBRUARY 2008

at
THE FORUM, CAMDEN STREET

Present: **Sir David O'Dowd (Chair)**
Mr J Weimar
Mr J King
Suzanne May

Apologies: **Mr R Gisby**

In attendance: **Mr A Trotter, Deputy Chief Constable**
Mr M Furness, Head of Planning & Performance Analysis
Mr S Peel, Performance Analysis Manager
Mr Jai Chanani Force Statistician
Inspector Nick Barker

Mrs S Elvy, Research and Policy Manager & Minutes

07/2007 **MINUTES OF MEETING 12th DECEMBER 2007**
Agenda Item 1

The minutes were **approved**.

08/2007 **PROGRESS ON POLICING PLAN**
Agenda Item 2

The Chair welcomed Members to the final meeting of the Policing Plan Working Group for 2008/9 and began by congratulating the Force on the efforts they had gone to in producing the draft policing plan. He clarified that the purpose of the meeting was to agree a draft Plan suitable to be recommended to the full Authority for final approval at its next meeting on 4th March.

The Chair briefly updated on the issues discussed at the last meeting of the group and confirmed that the Working Together Group had not been reconvened but had been approached for its feedback on the recent consultation on both the Policing Plan and local planning and tasking issues. Despite chasing up this request no feedback had been received from ATOC to date but he reassured the Deputy Chief

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Constable that anything received at a later date would be forwarded to the Force for information.

The Chair complemented the Force on the draft Policing Plan presented at Agenda Item 2, particularly the fact that the plan had been updated to reflect both the feedback Members had provided at the last meeting and to ensure its alignment to the new Strategic Plan. He then invited general comments from members before asking the Deputy Chief Constable to take Members through the detail of the Plan.

The Deputy Chief Constable confirmed that the Force had worked hard to ensure that the Policing Plan complemented the new Strategic Plan and that it had addressed any concerns Members had expressed at the last meeting. In particular the Force had ensured that the targets could be aggregated up to allow for meaningful performance management to take place. The Plan as presented had been developed in consultation with all Area Commanders and Assistant Chief Constables to help create a shared ownership of both the structure of the Plan and the targets arising from it. This had been a particularly valuable process for the London Areas where the involvement of the new ACC London allowed for consideration of the interrelationship between the targets across all London Areas. However, while the current year's process allowed for more meaningful challenge of both the draft national and local targets, and assisted in demonstrating how the Force was achieving value for money to stakeholders; the Deputy Chief Constable emphasised that this was still very much an evolving process. He also drew Members attention to the fact that the Force was now being more ambitious in its target setting. While the Chief Constable was rightly proud of the Force's achievements in meeting all targets for the last three years he was confident that it was now right to set more stretching targets which would be focused on driving performance improvements. However, this ambition may be achieved at the expense of meeting every single target the Force set itself.

The Chair asked whether there was anything in the draft plan which would not sit comfortably with the outcomes of the recent Flanagan Report. He also asked whether there were any internal concerns around the number of national and local targets proposed. The Deputy Chief Constable confirmed that he was confident that the number of targets as presented was appropriate. With regard to the Flanagan report the main issue for the Force was to be aware of the consequences of how targets were worded and communicated. He noted that the Force was getting more sophisticated in its approach to developing targets which effectively described the focus of the target and achieved the intended outcomes.

The move from two to three tiers had generally been received well and the feedback from Areas, PSA holders and passenger groups had been positive. As always there had been some tension around the wide range of priorities identified by the different management levels within the various organisations consulted but the Force was confident that

the targets proposed were focused on the correct priority issues. Area Commanders had recently written to all PSA holders to ensure continued engagement and to establish an audit trail of the consultation and decision making processes. This was felt to be a useful exercise and was likely to be repeated next year.

Mr Weimar welcomed both the approach taken and the revised Policing Plan structure. He asked whether there where any opportunities for Areas to better align their respective plans where this was appropriate so that they were complementary; he also asked whether the Force was confident that the right centralised performance management processes were in place to manage the new Plan. The Chair commented that he felt the Force was becoming demonstrably more sophisticated in its reporting and monitoring techniques and the Deputy Chief Constable endorsed this view and added that where ever possible targets across Areas were complementary. Mr King endorsed both Mr Weimar and the Chair's observations.

The Deputy Chief Constable spoke to the paper describing the context behind each target and inviting Member comments or questions. Mr Weimar asked whether in general it was the right approach not to follow through on the earlier proposal to link performance targets to passenger numbers. The Deputy Chief Constable explained that there had been much discussion around this topic and while it clearly had value as an approach it had generally not been supported by stakeholders during consultation on the Strategic Plan and there was also some residual uncertainty about the accuracy of the forecasted increases in passenger footfall. As such the Force was not happy to proceed with this approach at the current time.

The National targets were considered first;

<u>National targets</u>

2% overall reduction in notifiable crime

The Chair commented that while this initially might look like a modest target, Members should be cognisant of the fact that this would need to be achieved on top of the 11% achieved in 2007/8 which in itself was a significant result. This 2% target would also need to be considered in terms of the differential impact that it would have on the current levels of crime and the crime profile on the different BTP Areas. Members generally welcomed the inclusion of this target as it demonstrated the Force's ongoing commitment to respond to the priorities identified by stakeholders.

Agreed:

Target recommended for presentation to the full Authority

1% increase in Force's overall detection rate

The Deputy Chief Constable explained again that while a 1% increase in the Force's overall detection rate again initially looked modest, this target would have a differential impact on the various crime types and volumes and on the different BTP Areas. For many crime types, BTP was already achieving detection rates significantly above those of most Home Office forces (robbery was cited as an example) and on some BTP Areas where volume crime was a priority this target would be particularly challenging. The Deputy Chief Constable explained that the purpose of this approach to detections was to achieve meaningful improvements for stakeholders rather than creating targets which could potentially lead to dysfunctional Force activity. He also emphasised that this target would not exist in isolation but would be supported by monitoring of the results achieved at an Area, local and individual level to identify any opportunities for further increasing productivity.

Agreed:

Target recommended for presentation to the full Authority

Fatality management – conclude police activity within 90 mins

Mr Weimar commented that this was offered as a maintenance target despite an improvement in the Force's performance in 2007/8; he asked whether there was a case for reducing this target below 90 mins. The Deputy Chief Constable acknowledged that this was a possibility but that the current target seemed to be supported by the industry whilst at the same time allowing the Force adequate time to reach often remote locations in a safe manner. Consideration also needed to be given to setting a target which would allow responding officers enough time to conduct a thorough investigation of the scene; s such the 90 mins target was felt to be the best compromise between these three pressures.

Agreed:

Target recommended for presentation to the full Authority

Counter Terrorism – CBRN profiling activity & development of a new Operation Alert Policy

The Chair asked whether the Deputy Chief Constable could describe the concept of CBRN profiling to Members and explain what value the target had. The Deputy Chief Constable explained that CBRN profiling involved measuring and describing the ambient or 'background' atmosphere of a range of locations so that in the event the Force was called to an incident officers would be better placed to quickly and accurately identify the presence of abnormal substances in the environment.

In terms of developing meaningful targets around Counter Terrorism he explained that this continued to be a challenge and that the Force needed to achieve a balance between what information could be made publicly available and what targets would actually drive useful activity. The Operation Alert Policy target had arisen because it was now clear that the Force needed to revisit its approach to visible policing as this had come to mean different things on different parts of BTP's business and was now often linked to non-Counter Terrorism related activities. Therefore the Force's day-to-day visible policing activities needed to be approached in a more sustainable and flexible way.

Mr King asked whether any of the BTPA Members had general oversight of the Force's Counter Terrorism related activities and/or the Operations Department plan. The Deputy Chief Constable said that Mr Brown from London Underground was the nominated Member lead for Counter Terrorism but he wasn't currently sighted on the extent to which he was involved in monitoring of Operations Department targets.

Agreed:

Both Counter Terrorism targets recommended for presentation to the full Authority

Cable theft – reduction in live cable theft by 5%

The Deputy Chief Constable explained that this shift in emphasis to 'live cable' theft was intended to support the Force's ongoing partnership work with the industry to work together to reduce opportunities for cable to be stolen.

Agreed:

Target recommended for presentation to the full Authority

Cable theft – to increase number of offenders detected

The Deputy Chief Constable explained that due to the increased effort applied to cable theft during the current year and the number of offenders detected year to date, achieving this target next year would require a sustained effort in an environment of ever increasing cable theft offences.

Agreed:

Target recommended for presentation to the full Authority

Cable theft – seize assets and cash to the value of at least £500K

The Chair asked what value of assets had been seized in the current year and Mr Furness confirmed that it was in the region of £300K so far; the target for 2008/9 was therefore based on this figure but given the escalation in cable thefts both on and off the railway network there may be scope to exceed this figure.

Agreed:

Target recommended for presentation to the full Authority

Football – increase banning orders by 5% and reduce the number of serious football-related incidents

The Deputy Chief Constable explained that the core focus for the Force was to reduce serious football related disorder but that the majority of this work for BTP was not necessarily related to large scale organised criminal activity. Serious football related disorder on the rail network often occurred spontaneously as a result of consumption of alcohol or drugs and was a major concern for both passengers and rail staff as it created a hostile and intimidating environment. This challenge was not diminishing for the Force as increasing numbers of games were being played throughout the year and as such it needed to remain a national focus. Mr Weimar asked how many additional banning orders a 5% increase represented as there had been a relatively small number in 2007/8. Mr Furness agreed that this would be a small numerical increase and that he would revisit the proposal to see if there was scope for increasing this target.

Agreed:

Serious football-related incident target recommended for presentation to the full Authority.

Action:

Mr Furness to revisit the football banning order target before final presentation to the full Authority.

Quality of Service – achieve 80% overall victim satisfaction

The key challenge for the Force in achieving this target was around satisfaction levels with victims of motor vehicle crime. The Deputy Chief Constable explained that this situation was not unique to BTP and was largely due to management of interactions between the Force and victims and in better management of the expectations of victims through their contact with the Force. Mr Weimar asked if there was scope for the Force to work more with the industry to make better use of CCTV and ANPR in detecting vehicle theft and crime. The Deputy Chief Constable stated that the Force was already involved in this area of work, in particular in providing crime prevention advice to station car park operators. However as vehicle theft was not always a priority for TOCs the Force was somewhat limited in the influence it could have in this area. In addition Members should be aware that motor vehicle crime would not be a major focus for the Force in the coming year. The Deputy Chief Constable stated that inclusion of the Quality of Service target would also support the Force in evaluating the improvements realised through their new contact management facilities.

Agreed:

Target recommended for presentation to the full Authority

Contact management – 90% of emergency calls to be answered within 10 seconds

Contact management – 90% of non-emergency calls to be answered within 40 seconds

The Chair pointed out that this set of targets also included service delivery standards which the group had asked the Force to consider at one of it's previous meetings.

Agreed:

Both targets recommended for presentation to the full Authority

Efficiency – achieve at least 2% efficiency savings
The detail of the FrontlineFirst efficiency programme was discussed at the Strategy, Budget & performance Monitoring meeting on the morning of 12th February 2008.

Agreed:

Target recommended for presentation to the full Authority

Persistent Young Offenders (PYO) – average time from arrest to sentence to be no longer than 65 days

The Deputy Chief Constable introduced this target as one arising from an external national drive to improve the way Persistent Young Offenders were dealt with by the criminal justice system. Achieving this target was an ongoing challenge for the Force and performance was to some extent influenced by the number of interactions the Force had with multiple Criminal Justice Service areas and courts across the UK. The Force's current performance was also being impacted by a number of legacy cases which were affecting the overall results for the year. However, adopting the national 65 day target had focused efforts in 2007/8 and inclusion of this target in the plan for 2008/9 would allow the Force to build on and benefit from the process improvements it had already realised in the current year.

Agreed:

Target recommended for presentation to the full Authority

Offences Brought to Justice (OBTJ) – 27% of offences to be brought to justice

The purpose of this target was again to build on the considerable improvements the Force had made in its business processes around processing cases whilst also increasing the number of successful prosecutions.

Agreed:

Target recommended for presentation to the full Authority

Absence management – achieve less than eight days sickness absence for BTP employees

The Deputy Chief Constable explained that Members were already aware of the ongoing challenges around sickness management and inclusion of this national target therefore sought to maintain the current focus and drive to improve performance. It would also support a number of specific opportunities to address issues such as use of Temporary Duty Restrictions and the Force's Occupational Health provision. However, it was likely that a strengthened focus on improving attendance may result in an initial increase in sickness related absence which the Force and Members should be prepared to see this reflected in the early performance data.

Agreed:

Target recommended for presentation to the full Authority

Recruitment & progression – at least 13.9% of all officers recruited to be from a BME background

Recruitment & progression – at least 25% of all officers recruited to be female

At least 5.9% of police officers promoted to be from a BME background

At least 18% of police officers promoted to be female

The Deputy Chief Constable stated that the focus for the Force in the future was to direct its efforts to those areas of recruitment where it was able to exert a genuine influence. He added that there may now be an opportunity to explore a different process for carrying out the Force's recruitment which might allow it to have more control of the pool of recruits from which it could select new officers and to improve the quality of these potential candidates. This would mean detaching BTP from the national police recruitment arrangements it was currently part of something similar had been done in some Scottish Forces.

Increasing the representation of female and BME officers within BTP was also inherently linked to retention and progression issues and the opportunities which the Force could create for those who wished to progress. Mr King asked whether there was also a presentational issue around the Force's performance on progression as it was inevitably dependent on the pool of candidates from which female and BME promotion candidates can be drawn. The Deputy Chief Constable agreed and added that the focus for the Force must be to do all it

could to create the best possible opportunities for people to join and progress within the organisation.

Mr Weimar asked how the proposed targets related to the targets for the current year; Mr Peel explained that the current targets focused on levels of representation within the current workforce rather than recruitment. Mr Weimar also asked whether it was worth rounding up the targets to whole numbers and Mr Furness agreed that he would revisit this. The Chair asked that Mrs Knights, Chair of the Human Resources & Remuneration Committee be forwarded the proposed recruitment and progression targets and be made aware of the point made about the presentation of progression data.

Agreed:

All targets recommended for presentation to the full Authority subject to Mr Furness rounding all the targets up to whole numbers.

Action:

Mrs Elvy to forward the proposed recruitment and progression targets to Mrs Knights and to update her on the point made about the presentation of progression data.

The Chair finally asked if the Force and Members were happy with the number of national targets being proposed and all confirmed that they were.

Area targets;

The Chair invited Members to raise any specific issues they had with the local targets as presented before each was reviewed in turn. Mr King suggested that there seemed to be a disconnect between the Neighbourhood Policing targets proposed this year and the current targets he was aware of. He further asked if there was too much disparity between the targets of different Neighbourhood Teams and whether there needed to be a more consistent approach. The Deputy Chief Constable explained that BTP's understanding of how NP teams should and could function and what targets were appropriate to supporting their local work was constantly evolving and this shift in emphasis was reflected in the proposed targets for 2008/9. Mr King asked whether the local NP targets would be consistent with the overall tone and direction of the Policing Plan and Mr Furness reassured the group that they would be.

The Chair then invited the group to review the local targets Area by Area and to challenge or ask questions as appropriate.

London North:

Mr King reemphasised the need to ensure Neighbourhood Policing targets were consistent with the overarching Plan. Mr Weimar asked why LN2 (Violent and sexual offences detection rate) required a reduction in detection rate from 45 to 33% Mr Chanani explained that offensive weapons had been removed from this category for 2008/9. Mr Weimar suggested that it would be useful to capture that information in the published Plan for clarity. The Chair asked why the Force had committed to 70 joint operations with the industry (LN12) and the Deputy Chief Constable explained that this reflected what was achievable within the available resources for both the Force and industry partners and it was felt to be quite a challenging target. Mr Weimar endorsed the approach describing it as a good principle to establish.

Agreed:

All London North targets recommended for presentation to the full Authority subject to the Force including a footnote in the published plan to explain the effect of removing offensive weapons offences from the violent and sexual assaults detections rate target.

London South:

Mr King said his initial impression was that this was a challenging set of targets and the Chair added that he thought that this was an encouraging mix of reduction and detection targets. Mr Weimar supported this view and the Chair also complemented the Area on good evidence of liaison with stakeholders.

Agreed:

All London South targets recommended for presentation to the full Authority

London Underground:

The Chair referred Members to the comments the Chief Constable had made in the earlier Strategy, Budget and Performance Monitoring Committee meeting about the nature and complexity of the policing work that the London Underground Area undertook. He reminded Members that the while partnership arrangements are established and

strong on the Area, the crime profile and volume may be skewing the current performance figures. The Deputy Chief Constable added that where targets were being missed on London Underground these margins were often very small and the main impact on the Area's performance was around Theft of Passenger Property which was largely an anonymous crime and accounted for 35% (by volume) of the Area's work. The Chair said that it was also important to remember the strength of relationships and the good public perception of personal security on the Underground Area when considering performance. Mr Weimar further updated that TfL were happy with the improvements that had been realised following the development of a set of stretching targets for 2007/8.

The Deputy Chief Constable highlighted target LU4, a reduction in the number of recorded robbery offences, as particularly challenging given the excellent performance in 2007/8. Mr Weimar reported good engagement with TfL in developing the draft targets and Suzanne May welcomed the detail include in LU8 which had separated out stone throwing and trespass as the main focus of the Areas Route Crime target.

Agreed:

All London Underground targets recommended for presentation to the full Authority

Wales and Western:

Mr Weimar welcomed the approach to Neighbourhood Policing targets which seemed realistic and meaningful. The Deputy Chief Constable echoed this comment stating that these targets would be valuable in driving partnership working with the industry and may have the potential to attract additional investment for what has historically been a difficult area to police.

Agreed:

All Wales & Western targets recommended for presentation to the full Authority

North Western:

The Chair said the targets again provided good evidence of the engagement of partners. Mr Weimar asked for clarification around whether the drugs related target (NW6) was a possible distraction from BTP's core business. The Deputy Chief Constable reassured the group that if properly managed this target should not lead to dysfunctional

activity and that the target was related to antisocial behaviour and drugs trafficking by football fans on the railways; therefore it should be entirely consistent with the Force's stated aims. This target was likely to involve co-operation with Home Office forces but BTP was clear that this should not include inappropriate involvement in Level 2 operations.

Agreed:

All North West Area targets recommended for presentation to the full Authority

North Eastern:

The Chair asked why targets NE4 & 5 did not require an increase in detection rates compared with 2007/8. The Deputy Chief Constable explained that the current performance was high and the Force needed to be realistic about what levels of detection were sustainable in the long term. He added that the overall numbers involved were also quite small and relatively small fluctuations in the number of detections would have a large impact on the results achieved.

Agreed:

All North East Area targets recommended for presentation to the full Authority

Scotland:

Mr King noted the relatively low numbers involved in many of the targets. The Deputy Chief Constable welcomed ACC McCall's involvement in developing the draft targets and reemphasised the Force's desire to develop a set of national and local targets which were both realistic and challenging. This risk associated with this approach was that while this might drive an increase in performance it was possible that not all targets would be met in full. While the Chief Constable was rightly proud of the Force's achievements over the last three years the general consensus was that the Force was now in a position to be more ambitious in its target setting and that this approach might lead to some targets not being met.

Mr King asked whether there was an opportunity to exceed the target around level crossing detections (SC5) given the additional financial support now being provided by Network Rail. The Deputy Chief Constable agreed that this presented a good opportunity.

Agreed:

All Scottish Area targets recommended for presentation to the full Authority

Mr Weimar offered a general comment that it would be useful to include some contextual narrative in the published plan to explain the differences between detection rates, recorded crimes and results achieved on the different BTP Areas. The Chair asked that Mr Furness pick up the points Members had raised in relation to the presentation of the published plan.

Suzanne May commented that all the targets proposed were quantitative and asked whether there were any plans for the Force to explore the possibility of developing qualitative targets in the future. Mr Peel explained that the baseline Neighbourhood Policing survey, which was currently being rolled out in all Areas except Scotland and London Underground, included a qualitative element and that the outputs from this would be reported to the Authority via the Stakeholder Relations and Communications Strategy Committee. Mr Peel agreed to circulate a copy of the survey to all Members of the Stakeholder Committee for their information.

Action:

Mr Peel to circulate a copy of the Neighbourhood Policing survey to all Members of the Stakeholder Committee

Suzanne May asked how the Force delivered crime data back to its stakeholders as this was to become a Home Office requirement from July 2008. Mr Furness explained that TOCs currently had access to this information via their extranet site but that the Force was exploring how to provide similar information to the general public. Mr King asked that the Stakeholder Committee also receive a paper from the Force on the Neighbourhood Policing targets for 2008/9 at its next meeting in April 2008.

Action:

The Stakeholder Committee to receive a paper from the Force on the Neighbourhood Policing targets for 2008/9 at its next meeting in April 2008

The Chair concluded the meeting by thanking the group for its input into the draft Policing Plan fro 2008/9 and recommended the targets to be presented to the full Authority subject to the amendments requested.

09/2007 AOB

Agenda Item 3

There was no AOB.

Signed…….
Chairman