BRITISH TRANSPORT POLICE

Agenda Item 3

REPORT TO: **Strategy, Budget & Performance Monitoring Committee**

DATE: **24 June 2009**

SUBJECT: **2009-10 Policing Plan Performance**

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1. PURPOSE OF PAPER

1.1 The purpose of this paper is to provide an update on British Transport Police's (BTP's) performance against the 2009-10 Policing Plan. Unless otherwise stated, performance data covers the period from 1 April 2009 to 31 May 2009.

2. 2009-10 POLICING PLAN - PERFORMANCE SUMMARY

2.1 BTP is currently achieving 13 of its 14 national targets and 43 of the 72 local targets. This equates to 65% of all targets. The table below shows the number of targets being achieved nationally, and by each Area. See sections 3 and 4 for more detail, and Appendix A for full results.

	National		**Local**		**All targets**	
Area	Number	Achieving	Number	Achieving	Number	Achieving
London North	9	5	12	6	21	11
London South	9	8	12	10	21	18
London Underground [3]	8	6	18	9	26	15
North Eastern	9	6	10	6	19	12
North Western	9	5	9	5	18	10
Scottish	8	5	2	2	10	7
Wales & Western	9	4	9	5	18	9
BTP [3]	**14**	**13**	**72**	**43**	**86**	**56**

Notes:
1. National targets are set nationally, and are not all monitored locally: the BTP figures are not the sum of the Area figures.
2. BTP figures for Local targets are the sum of the Area figures.
3. The two national progression targets, and three LU Area Local Targets, have been excluded from the table because, at present, it is not possible to report on progress. To date, there have been no officer promotions in 2009-10; May performance data is only available for 18 of LU Area's 21 targets.

3. 2009-10 POLICING PLAN – NATIONAL TARGETS

3.1 After two months of the new policing year, BTP is achieving 13 of its 14 national targets. The two promotions targets have been excluded from these figures as no officers have been promoted since the start of the policing year. The only target BTP is currently failing is its detection rate for notifiable crime (see paragraph 3.3 for further details).

3.2 **Reducing Notifiable Crime**

For 2009-10 this target has been modified to exclude police generated offences i.e. drugs offences and possession of offensive weapons. Using this revised definition, BTP achieved an 8% reduction in notifiable crime during 2008-09 and has a target to achieve a further reduction in 2009-10.

Excluding police generated offences, BTP has, to date, recorded 9,993 offences in 2009-10, 105 (1%) fewer than its year to date (YTD) target and 387 (4%) fewer than during the same period last year. The reduction since last year is particularly good in London South Area (14%) and North Eastern Area (11%). London North Area is also achieving its YTD target, though the other Areas are currently failing theirs. Three Areas have recorded more notifiable offences than during the same period last year: Scottish (14% more), Wales & Western (12%) and London Underground (4%).

Within the overall 4% reduction since last year, there are considerable differences between the different crime groups. In April-May there were 9% more recorded serious public order offences, 7% more thefts of passenger property and 5% more sexual offences, although the numbers of sexual offences in both periods were comparatively small: 167 in 2008-09, rising to 176 in 2009-10. These increases were more than offset by the reductions of 31% in recorded serious fraud offences, 28% in theft of commercial property, 22% in serious line of route offences, 15% in criminal damage and 11% in robbery.

A notable recent success for BTP has been a reduction in fraud, particularly credit card fraud. Recorded credit card offences have fallen from 721 in 2004-05 to 551 in 2008-09 and 81 during

the first two months of 2009-10. This is largely due to the work of the Credit Card Unit (CCU), formed within the National Crime Team in October 2005. The CCU has targeted Organised Crime Groups, primarily from Eastern Europe, who use cloned credit cards to purchase tickets for onward sale, either on-line or from Ticket Vending Machines. The Unit is currently running eleven operations and has another two at the trial stage. It has also briefed ATOC and individual TOCs on the different types of credit card fraud and possible security measures.

3.3 **Notifiable Crime Detection Rate**

BTP's detection rate for notifiable crime improved from 27% in 2007-08 to 32% in 2008-09. For 2009-10, BTP has a target to achieve a further improvement, to 33%. To date, BTP has achieved a detection rate of 31%, two percentage points less than target, but one percentage point better than during the same period last year.

Historically BTP has a comparatively low detection rate at the start of the year. It is likely that, as Areas implement strategies to address priority crimes, performance will improve during the year. London North Area, in particular, is reporting a high level of open investigations with identified suspects; these are expected to lead to increased detections and an improvement in the detection rate in the coming months.

At present London South has the highest detection rate (34%) and is the only Area achieving its individual target. The lowest rates are in the London Underground and Scottish Areas (both 28%).

3.4 **Live Cable Theft Reduction**

BTP achieved an 18% reduction in live cable theft in 2008-09 and has a target to achieve a further 2% reduction in 2009-10. In April-May BTP recorded 144 such offences, 111 (44%) fewer than during April-May 2008.

North Eastern Area continues to record the largest share of these offences: 44% of the national total during April-May, slightly less than its 45% share in 2008-09. London North is the only

Area not achieving its individual target; to date it has recorded two more offences than during the same period last year.

BTP initiatives to reduce live cable theft include working with Network Rail to improve security, especially at engineering sites, and with the Environment Agency and British Metals Recycling Association to identify illegal scrap metal dealers. Eight co-ordinated Days of Action with these agencies and local police forces have targeted over 400 scrap metal dealers in the vicinity of hotspots. These Days of Action, which are ongoing, have led to numerous arrests, Fixed Penalty Notices, cautions and motor vehicle seizures. In 2009-10, BTP will continue to extend its network of Covert Human Intelligence Sources, expand its use of surveillance operations to identify associates of known suspects, and seek further improvements to Network Rail's housekeeping controls to make it more difficult for contractors and employees to remove cable from site.

Another contributory factor to the reduction in live cable theft has been the dramatic fall in the world price of copper, from $8,000 - $9,000 per tonne during April - July 2008 to around $3,000 in December. However, the price has now risen again, to nearly $5,000. If this trend continues, the associated rise in the value of scrap copper may lead to a resurgence of cable related criminal activity. Work is ongoing to manage this risk as effectively as possible.

3.5 **Fatality Management**

The good overall performance BTP achieved in 2007-08 and 2008-09 is being maintained in 2009-10. BTP is currently achieving its 90 minute target for clearing fatalities with an average time of 76 minutes. London Underground Area is performing especially well, with an average of 45 minutes. Wales & Western Area is the only Area failing this target; its three fatalities to date have taken, on average, 100 minutes to clear.

Nationally, there were 30 fatalities in April-May, four fewer than during April-May 2008. 19 (63%) of them were in the London North or London South Areas.

Performance against this target is rigorously monitored, both at FMT Performance Meetings and by the Fatality Management Group. Control Room Duty Officers are key personnel in the early

assessment of whether an incident is suspicious or otherwise, which significantly impacts on the time taken to return the railway to normal use. The FHQ Crime Department is currently examining whether performance could be further improved, focussing on suicide prevention and Level Crossing activity.

3.6 **Football Related Detections**

A new target for 2009-10 is to increase the number of offenders detected for football related offences by 7%. This measure has been introduced to help ensure early and effective intervention towards any kind of disorder associated with football supporters, which is key to avoiding more serious disorder and violence. The majority of these offences comprise of Drunk and Disorderly Conduct, Public Order related byelaw offences, Actual Bodily Harm and Causing Harassment, Alarm or Distress, which are key priorities for passengers and staff.

In April-May BTP detected 154 offenders for football related offences, 58 (60%) more than target and 64 (71%) more than during April-May last year. North Eastern and Wales & Western Areas are performing exceptionally well, with 40 and 49 offenders detected respectively.

3.7 **Quality of Service**

BTP's overall victims of crime satisfaction rating for April-May was 88%, against a target of 80%. The 90% rating for April was the highest level ever achieved by BTP. All Areas are achieving the 80% overall satisfaction target.

In both 2007-08 and 2008-09 BTP's end of year overall satisfaction rating was 80%. BTP's rating for Follow Up improved most, to 81%, from 75% for the same period last year. This follows concerted efforts by Areas and Strategic Services to improve performance.

Areas' approach to achieving this has varied. Wales and Western Area has raised the profile of Quality of Service (QoS), through roadshows and ongoing emphasis. London North has used five sector crime co-ordinators to provide initial victim contact and help consolidate the victim focus on the Area, and has employed temporary staff to provide enhanced victim contact.

London North has also set a mandatory QoS IPA objective for all officers this year, and is raising the profile of QoS through its 'Think 28-5-1' campaign which reminds officers of the victim contact required by the Victim Code of Practice. London South has introduced a number of QoS single points of contact and Victim Care Managers across the Area, and has focussed resources on enhancing the service provided to theft and vehicle victims.

Nationally, to help maintain the new standard throughout the year, regular QoS review meetings have been scheduled, at which relevant staff and officers from all Areas will meet to review performance and discuss best practice. Strategic Services has implemented a QoS best practice log, which enables practitioners across BTP to learn from local initiatives and share ideas. A national QoS workshop took place on 5 June.

Members have requested information showing whether the overall satisfaction for victims of racial crime differed between staff and passengers. Data presented to the previous meeting, covering the period May-December 2008, showed there was a difference, with overall satisfaction ratings of 89% for staff and 74% for employees. More recent data shows both ratings have improved, and the difference has narrowed; in the January-May 2009 surveys overall satisfaction for victims of racial crime was 97% for staff and 87% for passengers.

3.8 **Sickness**

After two months, all three employee groups are achieving the 1.33 days per person YTD target, with sickness rates of 1.29 days per person for officers, 1.21 for PCSOs and 0.95 for staff. All three rates have improved since the same period last year when, respectively, they were 1.38, 1.42 and 1.26 days per person.

London Underground Area is performing particularly well; it is the only Area currently achieving the sickness target for all three employee groups. North Eastern, North Western and Wales & Western Areas are failing the targets for officers and PCSOs.

The majority of sickness continues to be long-term: 72% for officers, 59% for PCSOs and 62% for staff. In the three Areas failing two targets, long-term sickness is between 65% and 88% of total sickness for police officers and between 58% and 78% of total sickness for PCSOs.

3.9 **Contact Management**

BTP's 2008-09 targets to answer 90% of emergency calls within 10 seconds, and 90% of non-emergency calls within 40 seconds, have been retained for 2009-10. BTP's performance on both measures improved steadily during 2008-09, when it achieved its non-emergency calls response target. It also achieved its emergency calls response target during the final quarter, but not for the year as a whole because of a comparatively poor start to the year.

The good finish to 2008-09 has continued into the first two months of 2009-10 when 90% of emergency calls and 94% of non-emergency calls were answered within the requisite period. The improvement, which is largely due to the new contact centre in Birmingham, is expected to be maintained throughout 2009-10.

BTP is now seeking means of achieving further improvements and is currently reviewing end to end processes and rostering arrangements. In addition, Operations are considering what metrics could be used to improve the performance management of the call handling process.

3.10 **Efficiency Savings**

BTP is targeted to achieve at least 6% efficiency savings (approximately £10.1m) through the 2008-11 *Frontline*first Programme, to be re-invested in front-line policing, including Neighbourhood Policing Teams. Although only in the second year of the Programme, BTP has already exceeded its three year target with realised savings of more than £13m.

Despite this achievement, the Programme is continuing to identify further savings; planned savings over the three years of the Delivery Plan currently total £21.4m. In 2009-10 the *Frontline*first Programme will focus on the Crime and Operations portfolios. Project Boards

already established include those for the Intelligence Review and the Demand and Resource project.

3.11 **Recruitment Targets**

BTP has targets to ensure that at least 13% of officers recruited during 2009-10 are from a BME background, and that at least 13% are female. After two months BTP is achieving both targets; of the 31 police officers recruited during April-May, six (19%) were from a BME background and eight (26%) were female.

3.12 **Promotions Targets**

BTP has progression targets that at least 9% of promoted officers should be from a BME background, and at least 12% should be female. It is not currently possible to report progress towards these targets because no officers have been promoted since the start of the policing year.

4. 2009-10 POLICING PLAN – LOCAL TARGETS

London North Area

4.1 At the end of May, after two months of the policing year, London North Area was achieving six of its 12 Local Targets. The Area is currently implementing plans to achieve all of its targets; see paragraphs 4.3 – 4.5 for details.

4.2 The Area has been particularly successful at reducing Theft of Passenger Property; the 446 offences recorded during April-May were 106 (19%) fewer than its YTD target. It is also achieving both its joint operations targets, having already completed 24 joint policing operations YTD target 20) and 29 joint operations with railway companies (YTD target also 20).

4.3 London North Area has two Neighbourhood Policing (NP) targets. It is achieving its target for the reduction of recorded offences at NP sites; 476 offences have been recorded to date, 47 (11%) less than the YTD target. Although it is failing its NP detections target by eight detections, it expects to achieve this target once the teams for the NP sites are fully established.

4.4 London North Area is currently failing both of its targets covering staff assaults; it has recorded 84 offences, eight more than its YTD target and six more than during the same period last year, and has a detection rate of 52% against a target of 55%. The increase in offences is partly related to the recruitment of additional Revenue Protection Inspectors by the Train Operating Companies, which has led to an increase in lower level staff assaults. The Area is planning to reverse this trend by offering conflict management training to the new staff and increasing the number of joint revenue operations. The staff assaults detection rate is expected to move ahead of target as the 40 open investigations with identified suspects are completed.

4.5 Two other targets, the robbery detection rate and detections of ticket machine offences, are currently being failed, but are expected to be achieving target when existing open investigations with identified suspects are completed. The Area is also narrowly failing its target to reduce Violent and Sexual offences; its 148 recorded offences to date are five more than its YTD target. However, this is a reduction of 16 (10%) on the same period last year and the Area is confident of achieving this target by the year end.

London South Area

4.6 London South Area is achieving ten of its 12 local targets.

4.7 In April and May London South Area performed particularly well on its targets to reduce Theft of Passenger Property; the 451 recorded offences were 58 (11%) fewer than its YTD target. Local initiatives contributing to this improved performance include establishing a dedicated bag squad and identifying hotspots which are then included on PCSOs' normal patrols.

4.8 The Area's detection rate for ticket machine offences has improved from 16% during April-May last year to 69% this year. This has been achieved by identifying and targeting hotspots, and the analysis of CCTV footage.

4.9 London South Area is also performing well for all its detections targets, with 65 detections (target 37) for graffiti offences, 611 (target 435) for anti-social behaviour, 107 (target 88) for trespass and 30 (24) for cycle crime. These successes are a result of extensive investigations

and research to identify repeat offenders, group offenders and hotspots and, where appropriate, charging serious graffiti offenders with conspiracy and criminal damage.

4.10 The two targets London South Area is currently failing are its detection rate for staff assaults and its number of NP detections. During April and May its staff assaults detection rate was 38%, compared to a target of 55%. The 233 NP detections were just ten (4%) short of the Area's YTD target.

4.11 The Area is continuing to work closely with industry partners to both reduce the number of staff assaults and improve the detection rate. Its principal ongoing initiative is Operation Lockstock which focuses on ticket barrier lines with a history of assaults on staff employed on revenue collecting duties.

4.12 Each Neighbourhood Policing Team (NPT) has been tasked to plan initiatives to increase its detections. These are still at the planning stage but, after implementation, are expected to make up the current shortfall. The number of detections will also be helped when staff shortages on some of the Teams are filled by student officers when they finish their initial training.

London Underground Area

4.13 After excluding two targets to be monitored quarterly, and one for which May performance data is not yet available, London Underground Area is achieving nine of its 18 local targets.

4.14 London Underground Area is performing particularly well on three of its detection rate targets: robbery 44% (target 36%), hate crime 54% (target 44%) and graffiti 25% (target 12%). Detection rates have been boosted by flexible rostering, which has improved response times, by scene of crime training, which has improved forensic recovery and by intelligence-led policing.

4.15 The Area is achieving one of its two targets related to sexual offences; the 141 recorded violent and sexual offences are 11 (7%) less than its YTD target. Although the Area's 22% detection

rate for sexual offences is narrowly failing its 23% target, it currently has 13 potential detections which will improve this performance.

4.16 The Area is failing both of its Theft of Passenger Property targets. The 1,200 recorded offences to date are 175 (17%) more than the YTD target and 215 (22%) more than during the same period last year. This increase is largely related to the activities of organised Romanian gangs. To improve performance, the Area has increased the number of pickpocket teams from four to five; it is establishing working partnerships with industry partners affected by Romanian criminality and officers have visited Romania to share money laundering intelligence with the Romanian police. The Area has already identified and shut down the operations at four houses used as a base for pickpocketing, prostitution and credit card cloning.

4.17 London Underground Area is also currently failing both of its staff assaults related targets. The 255 offences recorded to date are only one more than its YTD target, although its 64% detection rate for serious staff assaults is 14 percentage points below its 78% target. To improve performance, the Workplace Violence Unit is working closely with both London Underground and the NPTs. Spit kit training is being given to railway staff. For serious staff assaults, the CCTV Investigation Unit is involved promptly to help ensure the production of accurate and timely CCTV evidence.

North Eastern Area

4.18 North Eastern Area is achieving six of its ten local targets.

4.19 In April and May North Eastern Area performed well against its detection rate targets for Violent and Sexual offences (performance 64%, target 57%) and Hate Crime (performance 72%, target 59%). Its performance was helped by the increased use of appeals for information in the press.

4.20 The four targets the Area is failing are for recorded passenger and public assaults, the route crime detection rate, the number of completed partnership problem solving operations and the number of surgeries completed in the Robin Hood Line NP area.

4.21 During April and May, there were 94 recorded passenger and public assaults, 15 (19%) more than target. Last year North Eastern Area successfully targeted assaults associated with the night-time activities around Leeds City and Middlesbrough stations. During the first two months of 2009-10, the reduced level of passenger assaults at Middlesbrough has been maintained, but there has been a resurgence in the number of assaults at Leeds. Also, an increased level of passenger assaults at Hull, first apparent towards the end of 2008, has continued. The Area has established working partnerships with Humberside Police, Transpennine Express, the local Crime & Disorder Reduction Partnership and local bus companies to develop an integrated approach to reducing assaults at Hull.

4.22 During April and May, North Eastern Area's route crime detection rate was 10% compared to a target of 17%. The most prevalent route crimes are malicious obstruction and stone throwing. The Area's route crime detection rate has already improved from the 7% achieved during April-May last year and further improvement is expected.

4.23 Although no joint problem solving operations have been completed to date, several are planned and the Area expects to achieve this target. Three NPTs have targets to complete a number of local surgeries. The teams covering Leeds and the East Coast Mainline are exceeding their YTD targets; the Robin Hood Line team is currently one surgery short of target.

North Western Area

4.24 North Western Area is achieving five of its nine local targets.

4.25 The Area is performing well against its Staff Assault detections target; it has already achieved 54 detections, ten (23%) more than its YTD target. This is a result of officers supporting planned revenue exercises via the Railway Tasking process, and providing conflict management training for TOC and Carlisle Security employees.

4.26 The four targets North Western Area is failing are a reduction in Violent, Sexual and Robbery offences, its Hate Crime detection rate and a reduction in notifiable offences in two NP areas, Southport and Manchester.

4.27 In April and May, North Western Area recorded 81 violent, sexual and robbery offences, 22 (37%) more than target. Eleven of the offences were recorded when the release of CCTV pictures of a sexual assault suspect led to eleven other victims coming forward. The total also includes a spate of nine robberies and assaults around the Manchester Victoria / Manchester Arena complex, and eleven unconnected robberies in the Manchester area. Following a series of arrests relating to seven of these incidents, only six offences have been recorded in the last two weeks.

4.28 The Area's Hate Crime detection rate was 24% during April and May against a target of 58%. A Hate Crime Action Plan to maximise detection opportunities and ensure minimum standards of investigation is now in place. It has already led to ten potential detections.

4.29 The 140 notifiable offences recorded in the Manchester NP area in April and May were 29 (26%) more than target, the 37 in the Southport NP area ten (37%) more. Problem solving plans have been introduced in both neighbourhood policing areas; during the last two weeks the number of offences recorded per week in Manchester has fallen from 16 to nine.

Scottish Area

4.30 Scottish Area is achieving both of its local targets, to reduce anti-social behaviour offences and to obtain stakeholder satisfaction of at least 70% for its Problem Solving Plans (PSPs). To date it has recorded 335 anti-social behaviour offences, 43 (11%) fewer than its YTD target.

4.31 Scottish Area completed eleven PSPs in April and May, obtaining stakeholder satisfaction with the outcome for all eleven, a 100% rating. The PSPs varied considerably in nature including, for example, reducing route crime (such as stone throwing) at known hotspots during the Easter

school holiday and support for Scotrail staff during ticket checks at Glasgow Charing Cross. While BTP officers were in attendance there was no offending behaviour, unlike previously.

4.32 Other PSPs have addressed anti-social behaviour at locations requested by the stakeholder. Policing of 30 train services on Glasgow's North Electric Line led to reduced offending, detection of previous offences and the seizure of 14 litres of alcohol. A PSP covering Auchinleck station led to five arrests; at Helensburgh station BTP worked in partnership with the Royal Naval Police to address potential disorder by naval personnel on shore leave.

4.33 A PSP still in progress is to increase vigilance and patrols at stations vulnerable to theft from Ticket Vending Machines (TVMs). Between 19 April and 26 May 2009 an organised crime group attacked six TVMs in the Glasgow area in the early hours of the morning. The group stole £14,000 cash; repairs to the TVMs will cost at least £150,000. Despite incurring policing costs of nearly £100,000, the operation has not yet resulted in detections. The crime group is aware of security and forensic techniques; it disables station lighting and sprays paint on CCTV cameras. Scottish Area is hopeful the existing joint monitoring operations involving Strathclyde Police and MOD Police will lead to detections.

4.34 Over 1,000 professional football matches are played in Scotland each year and the Area has well established procedures for identifying likely travel patterns and allocating resources to ensure a safe travelling environment is maintained. However, on two occasions recently, the environment has been rendered less safe because the resources available had to cover several football related disorder incidents, dispersed geographically and over a period of several hours. On 24 May, the final day of the Scottish Premier League season, six disturbances were reported at Glasgow High St and Central stations, and one at Paisley Gilmour St station. On 30 May, while resources from all sectors were in Glasgow policing travel to the Scottish Cup Final between Rangers and Falkirk, organised violence between Aberdeen and Dundee supporters occurred in Stonehaven, 134 miles away. BTP's remaining resources in the Stonehaven area were overstretched and assistance was required from Grampian and Tayside Police.

Wales and Western Area

4.35 Wales and Western Area is achieving five of its nine local targets.

4.36 The Area is performing particularly well against its anti-social behaviour detections target, with 226 detections to date, 69 (44%) more than target. This is largely due to Operation Tranquillity, a series of week long co-ordinated operations, undertaken monthly. Two such operations have already taken place in April and May. The associated proactive approach to public order offences, including football related incidents, led to nearly 200 detections.

4.37 Wales and Western Area is also performing well against its Route Crime detections target. Its 167 detections to date are 35 (27%) more than its YTD target, and 42 (34%) more than during the same period last year.

4.38 The four targets being failed are the detection rate for Violent, Sexual and Robbery offences, the detection rate for Staff Assaults, notifiable offences recorded in the Birmingham New Street neighbourhood policing area, and the total number of offences recorded in the Welsh sector.

4.39 In April and May the Area's detection rate for Violent, Sexual and Robbery offences was 37% against a target of 60%. However, the Area will be achieving this target if most of the 37 potential detections are realised. The Area's 45% Staff Assaults detection rate is better than the 42% achieved during the same period last year, but five more detections are needed to be achieving this year's 60% target.

4.40 Operation Tranquillity (also see section 4.37) has increased detections and reduced anti-social behaviour. However, at least initially, it has also led to an increase in recorded offences that has adversely affected both the Birmingham NP target (127 offences recorded to date, ten more than target) and the Welsh Sector target (695 offences recorded to date, 78 more than target).

5. RECOMMENDATIONS

5.1 That members note the contents of this paper.