



## Minutes

### Policing Plan Working Group

**Date:** 21<sup>st</sup> February 2011

**Venue:** The Forum, Camden

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#### Present:

Sir David O'Dowd (Chair)

Mr Lew Adams

Mr Michael Holden

Mr Jeroen Weimar

#### In attendance:

Mr P Crowther, Deputy Chief Constable

Mr M Furness, Senior Advisor, Corporate Support Group

Mr S Peel, Temporary Head Strategic Services

Mr Jai Chainani, Force Statistician

Mr Andrew Figgures, Chief Executive BTPA

Mrs S Elvy, Research & Policy Manager (Minutes)

#### Apologies

Mr James King (comments submitted)

Mrs Elizabeth France

Mr Alan Pacey, Assistant Chief Constable Territorial Policing

### 16/2010 INTRODUCTION

The Chair welcomed attendees to the interim meeting and thanked Mr King again for the verbal input he had provided on the papers circulated. He noted that Mr King's feedback had been circulated to all attendees and Force contacts ahead of the meeting.

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**17/2010 MINUTES OF MEETING 10.12.10**

## Agenda Item 1

The record of the meeting was noted.

**18/2010 2011/12 POLICING PLAN PROPOSALS**

## Agenda Item 2

By way of background to the genesis of the targets proposed, the Chair reminded the Group that this was the sixth forum at which the plans had been discussed; previous events had included two engagement exercises with stakeholders. The Chair explained that the main focus of this final meeting of the Group was to carry out a detailed scrutiny of the local targets presented; however there was also some follow-up work to be done on the common targets which had been reviewed previously.

He asked Members to note that since the last meeting the narrative for the plan had been refreshed; in particular greater emphasis had been placed on the underlying ambition to seek improved value for money (vfm). All the common targets had been reviewed previously with the exception of the 'quantum' detail for the two specific vfm targets. Members were also invited to discuss progress against national disruption minutes reduction target and make a recommendation to the full Authority on both the proposed targets for 2011/12 and the ongoing work for the current year.

In relation to value for money targets two themes had been proposed at the meeting on 25<sup>th</sup> January which Members had broadly supported subject to metrics being proposed. The first of these related to the proportions of staff/non-staff costs and the driver for this target was the recent findings of the HMIC/CIPFA Police Objective Analysis (POA) exercise. This exercise had revealed that at 31.3% BTP's non-staff costs as a proportion of staff costs were higher than the 'all force' average of 25%; this year's target of a 1.5% (approximately £1.7m) reduction was therefore a first step in moving BTP to a better than the average position and into the upper quartile for all forces by the end of the forthcoming Strategic Plan. However a caveat to BTP's current position was the impact of VAT on BTP's non-staff costs which was not a feature of the costs of Home Office forces; allowing for VAT BTP's equivalent spend ratio was 27%. That said the ambition, allowing for the VAT effect, was still to move BTP to a better than average position' this year and to the upper quartile of all forces during the life of the 2011-14 Strategy. Members noted this clarification and emphasised the need to approach this piece of work smartly by not encouraging dysfunctional behaviour or reducing spend on those activities/facilities that improved employee productivity. The Deputy gave assurance that all strategies were

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being proactively tracked through the Futures Programme. The Chair requested that the VAT impact be reflected in the supporting narrative to accompany the targets.

The second vfm focused target sought to reduce by 10% the number of officers currently in organisational support posts at FHQ. Again this target had arisen from the findings of the recent HMIC/CIPFA exercise; this represented a significant challenge for BTP although work was already underway to deliver this target both via the Voluntary Severance Scheme and an essential services Review. Members asked for clarification on what 'support officer role' meant in this context and which departments this covered. The Deputy Chief Constable clarified that this was defined by HMIC and meant non-operational activities i.e. those which did not require a warrant in their execution. For the purposes of this target this definition covered roles in all departments; however, officer posts in HR/Learning and Development roles were being considered carefully and some were likely to be retained.

The current focus on further improving efficiency and effectiveness, specifically by ensuring that the right resources were deployed at the right times in the right places was considered; in doing so Members explored the potential risks arising from proposals to address sickness absence. Members sought assurance that internal processes to reduce sickness absence were being properly applied and that thought had been given to the impact of delivering the proposed national and targets. The Deputy Chief Constable gave this assurance and suggested that he follow-up any individual cases/specific concerns arising with Members outside of the Policing Plan meeting.

Members approved the proposed the following vfm targets for recommendation to the full Authority.

**Approved:**

**Reduce non-staff costs as a percentage of staff costs by at least 1.5 percentage points**

**Reduce the number of organisational support police officer posts at Force Headquarters by at least 10%**

The Deputy Chief Constable noted that some feedback had been received from Stakeholders on the need to include a sickness management focus in the common targets; this had suggested that because good progress had been made in recent years this should now become business as usual rather than appear again as a national target. While the Deputy Chief Constable understood this view he recommended retaining the target as a continued, and highly visible, focus on this issue which was essential to maintain BTP's current excellent performance. He further noted that BTP had moved from one of the worst to 5<sup>th</sup> best performing of all police forces in the

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recent HMIC POA exercise. Members supported this recommendation.

Members also requested that it should be made clear in both Plans that targets are in relation to outturn figures for 2010/11. In doing so Members also wished it to be recorded that some of results achieved thus far in 2010/11 suggested that the year had been challenging and 2011/12 would be even more so.

The Chair asked for an update on the discussion and outcomes arising from the February 14<sup>th</sup> Industry Disruption workshop; a separate summary briefing note was circulated by the Executive at the meeting (see note in file). Specifically the Chair wanted to agree a way forward to recommend to the Authority both on what would be included in the common/local plans for 2011/12 and what would need to be ongoing work in the coming year. The Deputy Chief Constable updated that the key messages emerging from the workshop were that the industry were very supportive of this area of work and there was a great deal of industry data available relating to disruption. However, at present it appears that this disruption data was neither collected in a consistent format nor was disaggregated down to a sufficient level of granularity to be of immediate use to BTP.

There was broad support from the industry for the two tiers of targets proposed by BTP for 2011/12 namely;

- Common target to reduce disruption related crimes
- Focus on disruption through Area Problem Solving Plans (PSPs)

There was also positive feedback from the recent ATOC Policing Forum including a debate about the value of a focus on either a single national or a set of locally owned disruption minutes reduction targets. Members asked whether processes and management templates were in place to ensure appropriate and effective Local PSPs were developed on all Areas. BTP colleagues confirmed that these arrangements were in place but asked Members to note that the focus and approach taken by individual Areas would still be flexible and tailored to local need.

The Chair asked for further information on the proposed pilot on London South. The Deputy Chief Constable explained that this project was a more detailed focus on BTP generated on-train disruption; partners were working with BTP to develop a suitable dataset and then for the first six months collect this data to use as a baseline for 2011/12. In particular BTP would be working with representatives from Southern and Southeastern Trains to manipulate their 'Bugle' databases to identify BTP relevant information. The second six months of the year would be spent

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employing initiatives to reduce BTP linked/generated disruption and monitoring the impact of these activities through the new dataset. Members asked whether the broader purpose of this target was to eventually agree a national measure for 2012/13. The Force explained that the focus of this year's efforts was to work with partners to identify what was possible in 2012/13; Members noted that while work locally seemed to have progressed the national disruption minutes target still felt somewhat elusive. BTP colleagues explained that this was still being pursued but practical steps were being taken at a local level in the coming year; however it was possible that an appropriate single national indicator was not achievable. The nature of disruption varied a great deal within and across BTP's operating areas, ranging from largely cable related in BTP North East to trespass in London South, as such a single aggregated national figure may not actually be desirable. However a range of indicators could be explored at a local level which would provide a menu of options to be considered by each BTP Area in the future but which could also be brought together in a national dashboard. Members noted that the focus should be on developing strong local structures and only then, if it is meaningful to do so, developing a simple national target. Members asked whether there were risks that a purely local focus might result in emerging issues not being visible at the centre. The Deputy Chief Constable suggested that the proposed management framework would involve central oversight and a requirement to regularly share learning.

The Deputy Chief Constable explained that whatever approach was taken that it was crucial for stakeholders to work with BTP to identify key locations and datasets; the Chair asked for clarification that this hadn't happened to date. Force colleagues explained that there had been good engagement but little appetite to further develop existing datasets which currently did not provide the level of detail needed by BTP. The Deputy Chief Constable suggested that there was a role for the Authority to play in encouraging industry partners to provide practical support in seeking to progress the disruption minutes work in the coming year. The Chair suggested that The Deputy Chief Constable draft a letter to be sent from the Authority Chairman to Network Rail emphasising the need for BTP to secure support from industry partners in developing a meaningful disruption dataset.

Members supported this recommendation and suggested that the Force should agree some minimum acceptance criteria for this data to ensure that efforts resulted in useable information; the Deputy Chief Constable agreed the BTP would need to define both the user spec and how the Force planned to use it to enable partners to ensure the correct information was provided.

**Action: The Deputy Chief Constable to draft a letter to be sent from the Authority Chairman to Network Rail emphasising the need for**

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**BTP to secure support from industry partners in developing a meaningful disruption dataset.**

Overall while Members noted some disappointment that more ground had not been gained in time for the 2011/12 Plan they welcomed the commitment to progress this work, with strong support from industry partners, throughout 2011/12. The Chair asked for any further thoughts on what could be done 'in year' around reducing disruption. The Chief Executive suggested that there was scope to both roll the London South pilot out to other Areas and to make BTP's contribution to reducing disruption more visible in and aligned with the industry's own disruption targets as captured in their Joint Improvement Plans (JPIPs). The Chair asked for a reiteration of what was going to be reported back to the full Authority in relation to the 'reducing disruption' theme for 2011/12. This was summarised as follows;

- Common crime reduction target for disruption related offences
- Local targets for PSPs with a disruption reduction theme
- Delivery of the London South Pilot
- Consider initiation of similar pilot work on BTP's other Areas
- A small group to be set up to include the industry, BTP and BTPA to work towards an agreed position for a common target/local targets for 2012/13 - whilst noting that obtaining consistent and usable datasets will essential in this respect. Progress on this to be reviewed in 6 months (early September 2011)

**19/2010 LOCAL TARGETS**

## Agenda Item 3

The Chair noted the work done by both FHQ and in particular Area Commanders in producing the draft Local Plans. Members sought assurance from the Deputy Chief Constable on the following. First that there was clear line of sight between the local proposals and the themes of the national Plan; second that in the Deputy Chief Constable's professional judgement the Plans were a fair reflection of stakeholders' local priorities. Finally that the Strategic Command Team were confident that the Plans presented were the product of engagement between BTP's Area Commanders and local stakeholders. The Deputy Chief Constable gave his assurance highlighting the perceived value of the local PSP approach in

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allowing in-year flexibility for stakeholders to be able to influence BTP's activities.

**London North:** This Plan was commended as being particularly innovative, including targets for both partial line reopening and the development of a joint fatality management plan. Members queried the particular locations proposed for some of the targets and asked whether these would drive resources to the right places. Force colleagues confirmed that these were the locations identified as key priorities by stakeholders.

**London South:** This plan was noted as being more traditional in its presentation compared with other Areas. The Level Crossing target was queried to ensure there was read across to the common disruption related incident reduction target; this target was proposed as the Area had recently acquired a camera van and wanted to make maximum use of this new resource.

**London Underground:** Initially an entirely PSP based Plan was proposed but this had been revisited to include some specific target areas. Theft of Passenger Property was noted as a challenge as this had been increasing significantly following a period of reduction.

PSCO sickness was also recommended as a target to ensure that this issue received the appropriate level of focus in the coming year. The Chair queried whether a simple reduction target was robust enough and recommended that a 10-15% reduction target be developed. This principal should be applied for all the Area sickness targets presented. The Deputy Chief Constable agreed that this stronger focus would be reflected in a revised set of local targets.

**Action: The Force to include % reduction metrics (or similar measure) on all Area sickness reduction targets.**

**North Eastern:** Cable theft was noted as an ongoing challenge for the North East and as such took primacy in the targets presented for this Area; as a result the other targets had a narrower focus. Members asked whether a 5% cable theft reduction target was sufficiently challenging given recent increases. Force colleagues indicated that the ongoing increase in copper prices - a key driver of metal theft - meant that maintaining current levels of cable theft would in itself be a challenge so the ambition to achieve a 5% reduction was significant.

**North West:** Members asked why a reduction target was not recommended for football related offences given recent increases in

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recorded crime. BTP colleagues noted that much of this was police generated activity and so as not to discourage active intervention by BTP a detection rate target was proposed.

**Wales & Western:** Members noted the proposals and the scale of the cable theft reduction target was influenced by the same pressures as those noted for the North East Area.

**Scotland:** The Chair queried the nature of the Sectarian related offences target and the Deputy Chief Constable explained that this was largely related to football related violence against which the Area Commander wanted to take a robust stand.

The Chair noted the strong evidence of improved partnership working both in the development of the Plans and the activities required to successfully deliver the proposals; further that this had built on the good progress made in recent years. He suggested that the Plan presented was clearly an ambitious approach which the Deputy Chief Constable had recognised was going to be more complicated to manage but which he had given assurance that central management was possible. The Chair noted his thanks once again to all who had been involved in the development of the draft common and local Plans for 2011/12.

**Agreed:**

**Subject to the recommended amendments to the Area specific sickness targets, Members approved the local targets for recommendation to the full Authority.**

## **20/2010 AOB**

### Agenda Item 4

Following a post meeting discussion the following were noted;

The BTPA Executive was asked to provide personalised feedback to industry stakeholders on their previous submissions on the policing plan and to provide a copy of the updated plan and supporting commentary for any final representations.

**Action: Mrs Elvy to ensure feedback is provided to stakeholder consultees along with an updated national plan for final comments.**



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The Chair also requested that the approved minutes of the meeting be circulated to all Members for information.

**Action: Mrs Elvy to circulate a copy of the meeting minutes to all Members ahead of the March Authority meeting for information.**

As the Chair is unable to attend the full Authority meeting on 24<sup>th</sup> March he asked Mr Holden to provide a detailed report back on his behalf.

**Action: Mr Holden to report back to the full Authority on the work of the Group and the Plans presented for approval.**

DRAFT 04.03.11