

**Report to:** Policing Plan Group  
**Agenda Item:** 2  
**Date:** 21 February 2012  
**Subject:** Stakeholder Consultation  
**Sponsor:** Chair Policing Plan Group  
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**For:** Information and discussion

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## 1. Purpose of paper

- 1.1 To provide an overview of the responses to the Authority's stakeholder consultation on the proposed 2013-14 Policing Plan.
- 1.2 To invite Members to discuss the stakeholder responses and offer input into how they should be taken into account for the proposed 2013-14 Policing Plan.

## 2. Background

- 2.1 Further to the stakeholder workshops, held in September, consultation letters were sent out, in December, to sixty-nine stakeholder organisations. See Appendix A for the list of stakeholders consulted.
- 2.2 The consultation letter provided them with an opportunity to comment on the draft strategy and medium term financial plan; draft national policing plan; and the budget for 2013-14. See Appendix B for the proposed 2013-14 National Policing Plan.
- 2.3 Responses were received from thirteen stakeholder organisations. The response from the Association of Train Operating Companies (ATOC) also contained a further ten inputs from Train Operating Companies (TOCs). Passenger Focus, Transport for London, and Network Rail were amongst the thirteen stakeholder organisations to have commented on the Policing Plan.

## 3. Summary of comments on the overall Policing Plan

- 3.1 There was widespread support for the proposals to continue with the two-tier policing plan based around the existing four strategic themes. Stakeholders also welcomed the plans to shift

the emphasis more towards local priorities, which will be set out in the local Policing Plan targets.

- 3.2 Stakeholders were largely positive in their feedback on the proposed National Policing Plan. There were, however, suggestions that when a target has been narrowly missed this could be described as a failure even though a positive outcome had been achieved. Stakeholders cautioned against expending a disproportionate amount of increased effort, in this situation, in order to achieve small additional gains to meet targets. A preference was raised for challenging targets and good progress made in reaching them.
- 3.3 It was suggested that the policing plan targets be split into two categories. The first would include 'business as usual targets' and would have an upper and lower target; these would include targets such as the clear up rate for non-suspicious fatalities and sickness. The second category would include new areas of activity where the aim would be to drive change, for example for unexplained and suspicious fatalities. It was also suggested that performance against policing plan targets could be reported in a modified way, for example by including crimes per passenger journey/km for the crime reduction target.

## 4. Key themes from feedback on the Policing Plan targets

### 4.1 Theme 1: Reducing Disruption

- **Target 1 Reduce police-related disruption minutes from the 2012-13 figure:** There was recognition of the partnership approach taken to reduce disruption in 2012-13, especially with regard to cable theft. Stakeholders were supportive of this as a direction of travel target for 2013-14 and suggested that any specific metrics should be set at an Area level.
- **Target 2 Non-suspicious and unexplained fatalities to be cleared within an average of 90 minutes:** There was praise for the progress made in the way BTP manages fatalities. Stakeholders supported the inclusion of unexplained fatalities within this target.

There were mixed views with regard to the ninety minutes clearance time; there was recognition of the continuing improvements made in reducing delay but one stakeholder wanted more data on unexplained fatalities before commenting; others suggested that targets could be made more challenging, with clearance times between seventy and eighty-five minutes being suggested.

### 4.2 Theme 2: Making the Railway Safer and More Secure

- **Target 3 Reduce overall notifiable crime (excluding police generated) from the 2012-13 figure:** Unlike in previous years, stakeholders supported a general direction of travel target rather than a specific reduction target. It was felt that this would lead to more of a focus on less serious or volume offences, but that BTP should not lose sight of the less frequent more serious offences.

There were, however, comments suggesting that rather than an overall crime reduction target there should be specific reduction targets for certain crime types, including the more serious crimes, such as violent offences. There was a concern that, at the Area level, it would be better to focus on crime reduction or prevention than detections for certain offences. There was also a request for more information about the relationship between BTP's efforts and costs to bring about further reductions, which is being considered in more detail through work to support development of the strategy.

- **Target 4 Increase or maintain the notifiable crime detection rate:** There were few comments on this target. There was consistent support from those stakeholders that did, albeit with one stating that their first preference would be for the force to focus on preventing crime, rather than detection rates; and another highlighting the need to balance efforts against the other priorities set out in the strategic plan.

#### 4.3 Theme 3: Delivering Value for Money through Continuous Improvement

- **Target 5 Increase the percentage of budget spent on frontline resources:** There was general support for this target, although one stakeholder stated that they were unable to comment without knowing the definition of frontline. There was also a request that the percentage of frontline staff be measured as a proportion of the whole.
- **Target 6 Increase the availability of staff:** Stakeholders welcomed the development of the sickness target, used in previous years, to now include those not available because of restricted duties. There were, however, questions about how availability is defined. One stakeholder cautioned that the force does not lose its momentum in driving down sickness.

#### 4.4 Theme 4: Promoting Confidence in the Use of the Railway

- **Target 7 Increase or maintain late night visibility from the 2012-13 figure:** Visibility is an important area for stakeholders and this is reflected in their general support for this target. There were, however, concerns that there should be a reasonable balance to ensure that BTP can continue to deploy sufficient resources at times when the crime risk is higher and

without significantly impacting on other outputs; and that there will be effective coverage throughout the day to reflect local conditions and concerns.

- **Target 8 Increase the number of detections for public order offences from the 2012-13 figures:** Stakeholders highlighted that ASB, regardless of who is committing it, is a key concern for passengers and staff. Stakeholders supported this target, but there was a desire for BTP to balance this activity with efforts to reduce ASB and target those groups most likely to be committing these types of offences, in order to act as a deterrent. There was a caution about chasing easy disposals not directly connected with this type of activity but still classified as ASB detections. There was also a comment, not directly referring to this target, requesting that an improved metric be used for football events which, rather than focusing on serials on trains, adopts a more responsive measure relating to a reduction of football based crime/ASB.

## 5. Additional Proposed Targets

- 5.1 One stakeholder suggested that the force should look to adopt an abstraction target for Neighbourhood Policing Teams (NPTs), which would preferably be lower than 15%. They highlighted that abstractions on the L Area were one of the key areas of concern for their staff and that, when NPTs were introduced, the force adopted a maximum 15% target.
- 5.2 There was a request for a cable theft reduction target of 5.5%, to align with Transport for London (TfL) service targets. This should be considered with regard to the Local Policing Plans.
- 5.3 It was also suggested, for the management of fatalities, that there be a more stretching target for London to be reflected in the local Area Plans and that the London South Area has a partial reopening time target on multiple track routes.

## 6. Recommendations

- 6.1 Members review and consider the feedback from the Stakeholder Consultation.
- 6.2 Members consider whether the points raised in paragraph 3.3, regarding the creation of two categories of target to include business as usual and new areas of activity, should be explored for the 2014-15 Policing Plan.
- 6.3 Members seek assurance that Target 7, to increase or maintain late night visibility from the 2012-13 figure, will allow enough

flexibility to deploy sufficient resources at other times of day when required, as outlined in section 4.4.

- 6.4 Members seek clarity about how the force will internally manage the risk of easy disposals not directly related to ASB being chased for Target 8, to increase the number of detections for public order offences from the 2012-13 figures.
- 6.5 The proposed abstraction target, outlined in paragraph 5.1, is discussed further outside of this Policing Plan Group meeting.
- 6.6 Members comment on additional proposed targets set out in Section 5.

## **Appendix A. Stakeholders Consulted**

Abellio  
Arriva Trains Ltd  
FirstGroup  
Go-Ahead Group Ltd  
Rail Freight Group  
ATOC  
National Express  
Stagecoach Group  
Virgin Trains  
Passenger Focus  
London Travel Watch  
Transport Scotland  
Welsh Government  
British Transport Police Federation  
RMT  
ASLEF  
TSSA  
Office of Rail Regulation  
Mayor's Office for Policing and Crime  
Health and Safety Executive  
Centro  
Merseytravel  
Metro Tyne and Wear PTE  
South Yorkshire PTE  
Transport for Greater Manchester  
Strathclyde Partnership for Transport  
Network Rail  
Arriva Trains Wales  
c2c  
Chiltern Railways  
CrossCountry  
East Coast  
East Midlands Trains  
First Capital Connect  
First Great Western

First TransPennine Express  
Heathrow Express  
High Speed 1 Ltd  
London Midland  
London Overground  
Merseyrail  
Greater Anglia  
Northern Rail  
ScotRail  
South West Trains  
Southeastern  
Southern  
Virgin Trains  
Croydon Tramlink  
First Hull Trains  
Grand Central  
DB Schenker  
Freightliner  
Alstom Transport  
Bombardier Transportation  
Pre Metro Operations Ltd  
DB Regio Tyne and Wear Ltd  
Colas Rail Services  
Direct Rail Services Ltd  
GB Railfreight  
Glasgow Prestwick Airport  
National Express West Midlands  
North Yorkshire Moors Railway  
Stobart Rail  
Serco Docklands  
Eurostar International  
Transport for London  
London Underground

## **Appendix B. Proposed 2013-14 Policing Plan Targets**

### **THEME 1: KEEPING THE RAILWAYS RUNNING**

**Target 1:** Reduce police-related disruption minutes from the 2012-13 figure

**Target 2:** Non-suspicious and unexplained fatalities to be cleared within an average of 90 minutes

### **THEME 2: MAKING THE RAILWAYS SAFER AND MORE SECURE**

**Target 3:** Reduce overall notifiable crime (excluding police generated) from the 2012-13 figure

**Target 4:** Increase or Maintain the notifiable crime detection rate

### **THEME 3: DELIVERING VALUE FOR MONEY THROUGH CONTINUOUS IMPROVEMENT**

**Target 5:** Increase the percentage of budget spent on frontline resources

**Target 6:** Increase the availability of staff

### **THEME 4: PROMOTING CONFIDENCE IN THE USE OF THE RAILWAY**

**Target 7:** Increase or maintain late night visibility from the 2012-13 figure

**Target 8:** Increase the number of detections for public order offences from the 2012-13 figures