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REPORT TO: BTPA Policing Plan Working Group
DATE: 21 February 2011
SUBJECT: 2011-12 Policing Plan – Local Targets
SCT SPONSOR: Deputy Chief Constable
PURPOSE: FOR DISCUSSION
AUTHOR: Simon Peel

1. PURPOSE OF PAPER

- 1.1 To update members on the development of 2011-12 Area Policing Plans and present the proposed Area targets for review.

2. BACKGROUND

- 2.1 Area Commanders have led the process of local consultation with stakeholders on Area Policing Plan priorities for 2011-12, with direction and oversight from ACC Pacey. Their proposals have been reviewed by SDD, and were submitted to an internal Challenge Panel process, chaired by ACC Pacey, on 1 February.
- 2.2 Area have been kept informed on the BTPA consultation and the development of the Common targets throughout and were asked to ensure that the development of Area Policing Plans both reflected local priorities and supported the Common targets in addressing the four themes identified through BTPA stakeholder consultation: Reducing disruption; Reducing crime; Improving confidence; and Improving value for money. During this process, Area Commanders have held a variety of individual and group meetings, and undertaken written consultation with TOC Managing Directors and other key stakeholders.
- 2.3 Consultation with local stakeholders has largely resulted in a move away from the traditional approach of reduction, detection or detection rate targets on specific groups, to an approach based on Problem Solving Plans (PSPs).
- 2.4 The move towards a PSP based approach will have a number of benefits in delivering against the identified priorities and themes identified through consultation. As well as the four themes identified through the BTPA consultation, stakeholders also identified partnership working as a key priority for 2011-12. The PSP-based approach will ensure that partnership working is
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continually at the centre of BTP's Policing Plan and performance management activity. Through the joint tasking meetings and the setting of joint PSPs with the industry, Areas will also agree with their industry partners the contribution that the Train Operating Companies, Network Rail and other industry stakeholders will make towards the achievement of the PSPs. This will ensure that the PSPs are jointly owned, and that the industry contribution is clearly defined and measured alongside BTP's activity where appropriate.

- 2.5 The PSP approach is also more flexible and responsive than traditional targets, which are usually based on a single crime type and apply across the whole Area. It will enable Areas, in partnership with the industry and other stakeholders, to identify and target specific problems and issues as they emerge, whether they relate to an individual station, a group of stations, or to the Area as a whole, and then to conclude the PSP when the issue is resolved, and address new issues and priorities throughout the year.
- 2.6 The 2010-11 Area Policing Plans represented a move towards this approach, and include a number of targets based on PSPs and joint operations. The proposed targets for 2011-12 take the approach a step further, with the majority of targets in some Areas being based on this methodology.

3. PROBLEM SOLVING PLANS (PSPs) AND PARTNERSHIP WORKING

Problem Solving Plans – outcomes, measurement, etc.

- 3.1 All PSPs will contain specific and measurable targets, and will only be signed off as satisfactorily completed when there is clear evidence to show that the required outcomes have been achieved. The completed PSPs, along with evidence of achievement of the required targets / outcomes, will be subject to audit and rigorous scrutiny by the DCC (for example through the monthly Force Management Team performance meeting).
- 3.2 Work has been underway during the current year to agree a common PSP template and methodology that addresses these requirements. The Neighbourhood Policing Project Board, which is coordinated and chaired by Territorial Policing, and includes representatives from Areas and FHQ Departments, has overseen the development of this agreed template.
- 3.3 The template has been re-circulated to Areas during the Policing Plan development and Areas have been asked to ensure that the PSPs agreed are defined and written up accordingly.



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Partnership working

- 3.4 In addition to the four main themes emerging from the BTPA stakeholder consultation event in September, improved and increased partnership working was identified as a further priority to be pursued wherever possible.
- 3.5 BTP and its stakeholders are agreed that effective partnership working will be crucial to the success of the predominantly PSP based approach proposed for 2011-12. BTP will work hard with its partners at both forcewide and Area levels to ensure effective joint working and joint ownership of targets where appropriate. There will be a role for both SCT and BTPA members in encouraging joint working and joint ownership and in raising any problems that may arise with industry partners with a view to prompt resolution.

4. PROPOSED 2011-12 AREA POLICING PLAN TARGETS

- 4.1 The proposed 2011-12 Area Policing Plan targets are shown on Appendix A, which includes full definitions of all the targets proposed, and details of both current performance and performance from 2007-08 to 2009-10 (where available).

London North Area

- 4.2 The targets proposed by London North Area address both local priorities identified in consultation with stakeholders, and support the proposed common targets. A good example of how this balance can be achieved is the Area's proposed target to increase the detection rate for ASB offences at identified problematic locations between 8 p.m. and 3 a.m. This both supports the common targets to address ASB and increase visibility between 8 p.m. and 1 a.m., while also ensuring that the target is focussed on the specific locations that are problematic for the Area.
- 4.3 The Area's proposed target to reduce theft of passenger property, cycle and vehicle offences will directly support the achievement of the common target to reduce notifiable offences, by reducing these volume offences. Vehicle and cycle crime are also key drivers of satisfaction for victims of crime, and a reduction in these offences will contribute to improving passenger perceptions of using the railway.
- 4.4 The Area has also proposed three targets that will contribute to reducing disruption on the railways. Two of these targets focus on reducing disruption caused by fatal incidents on four routes identified in consultation with the industry (achieving a partial reopening within an average of 60 minutes and completing at least eight PSPs). The third target proposed is to complete at least 60 joint operations to tackle disruption caused by route crime and level crossing offences. These targets will also help ensure a high level of partnership working and with Network Rail and the rest of the industry and joint ownership of the problems identified.
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4.5 Finally, the Area has proposed a target to conduct at least 24 ACRE operations to reduce the impact of football related disorder on those travelling or working on the railway. These operations involve a high visibility, large scale barrier line/crowd control operation around major hub stations on the Area, specifically designed to control travelling football fans. These operations will complement the Common targets and contribute towards the four identified themes in a number of ways, including through tackling ASB and improving passenger perceptions of safety and security.

London South Area

4.6 The targets proposed by London South Area are mainly a mixture of the more traditional, reduction, detection or detection rate targets focussed on specific crime types. Local stakeholders on the Area have indicated that they would prefer the Area to keep a majority of this type of target; as a result this is what the Area has proposed.

4.7 The targets proposed address a number of crime categories that have the most impact on BTP's stakeholders. Staff assaults, for example, have a major impact on the confidence on railway staff, and the Area has proposed a target to increase the number of detections for these offences next year. Anti-Social Behaviour also has a significant impact on the perceptions of safety and security, and confidence, of railway staff and passengers alike, and a target to increase the number of detections for these offences by 5% is proposed.

4.8 Ticket Vending Machine offences have been a major problem on London South Area for several years, and the Area has worked hard, in partnership with the industry to address the issue, as these offences often result in a substantial cost to the industry. The Area has achieved a significant reduction in the number of these offences recorded in 2010-11, with 129 recorded in the year to date, compared with 296 in 2009-10 and 548 in 2008-09. Having achieved these reductions, it is now looking to increase detections for these offences (the Area has achieved 71 detections this year to date). The context for the target proposed to increase detections for cycle crime is very similar in that it has been a particular issue for the Area in recent times, particularly with a number of increases in cycle racks at the Area's stations (for example at Ashford). The Area has already achieved more detections in the year to date (240) than it did in the whole of 2009-10 (235), and is looking to increase detections for these offences further in 2011-12.

4.9 The Area has also proposed a target to increase detections for level crossing offences by 10%; these offences are highly dangerous and also have the potential to cause both significant loss of life and disruption to services. The Area will work in partnership with Network Rail in this area. It will also enhance partnership working through its targets to increase the number of joint high visibility operations with rail industry partners and to work with TOCs to increase the



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number of accredited secure stations on the Area. Both the NPT targets proposed (on increasing the number of high visibility joint operations and on achieving at least 80% NPT visibility) will target increased visibility and contribute towards the common visibility target.

London Underground Area

- 4.10 London Underground Area agreed with TfL at its combined strategic meeting in December to move towards a strategic Problem Solving Plan approach, in common with other Areas. These PSPs will be set, with agreed targets, by the Area's Strategic Steering Group, which is co-chaired by the Managing Directors of TfL, LUL and the DLR. This group will also monitor and manage progress and will sign off the PSPs once complete.
- 4.11 The Area has identified three specific issues that will be addressed using this approach; graffiti, cable theft and staff assaults / violent crime. Each will focus on hotspots and key locations as appropriate, and will employ a mixture of tactics to prevent and detect crime. Graffiti not only has a significant cost to the industry in terms of the cost of cleaning and removal, but research has demonstrated that it is often regarded as a 'signal crime' that undermines the confidence of passengers and staff through the perception that other crimes are also occurring and that the control of the environment and public space has been lost. Although historically it has not been a significant problem, cable theft on London Underground Area has been an emerging issue (for example with the recent theft on the central line that caused major disruption and drew significant media coverage). Staff assaults and violent crime have a major impact on staff and passengers alike, and have the potential to both undermine confidence and affect passenger use of railway services.
- 4.12 Each of the Area's Neighbourhood Policing Teams (NPTs) will operate an equivalent PSP approach in partnership with stakeholders at the most local level through the Partnership and Community Together (PACT) meetings. The Area is currently restructuring to organise its resources by line, rather than by geographic Area. This will help deliver a more joined up and targeted approach, and will strengthen both partnership working and the identification and resolution of problems. Each NPT will complete at least two PSPs via this process, making a total of 48 for the Area over the year as a whole.
- 4.13 Theft of Passenger Property on London Underground Area has been a significant challenge for the Area in recent years, particularly in respect of organised gangs, and has the potential to be the biggest single factor in determining whether or not BTP is able to achieve its target to reduce notifiable offences. The Area has therefore proposed a target to reduce the number of these offences in 2011-12.
- 4.14 Finally, the Area has had a particular challenge in the year to date with high levels of PCSO sickness (15.14 days per person to date compared to a full year target of eight days). A target
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is proposed to reduce this sickness, in order to ensure a continual focus in this respect, and to contribute to performance against the Area and common sickness targets.

North Eastern Area

- 4.15 Cable theft has been an exceptional challenge for the North Eastern Area throughout the year to date, and with copper prices having recently reached an all time high of over \$10,000 per tonne, and predicted to remain high or increase further, cable theft will continue to be a major challenge throughout 2011-12.
- 4.16 To reflect the major impact that cable theft in the Area has on disruption, the Area has proposed three separate targets; to reduce the number of live cable offences by 5%, to increase the detection rate and to undertake a minimum of five operations at identified hotspot locations on a rolling programme, with locations identified and activity undertaken in partnership with Network Rail.
- 4.17 The Area has also proposed a target to undertake at least 12 PSPs to address issues related to reassurance, visibility and ASB. This target will complement both the common visibility and ASB targets, and will ensure that local problems and concerns are addressed. The target proposed to undertake at least 10 proactive operations in order to reduce the impact of football related disorder will also contribute to increased visibility, reduced ASB and improved confidence / reassurance.
- 4.18 The Area has had high levels of police staff sickness in the year to date (9.08 days per person to date compared to a full year target of eight days). A target is therefore proposed to reduce this sickness, in order to ensure a continual focus in this respect, and to contribute to performance against the Area and common sickness targets.

North Western Area

- 4.19 North Western Area has, in consultation with its stakeholders, also identified football related offences as a priority for 2011-12, and has proposed a target to maintain the detection rate for these offences. Detecting these offences will contribute to reducing Anti-Social Behaviour and improving passenger confidence. The Area has achieved a consistently high detection rate for these offences in recent years (81% in 2009-10 and 77% in the year to date) and has proposed to keep the detection rate at least as high next year.
- 4.20 The rationale for the proposed Common target on the detection rate for serious violent offences (including the impact on victims, and on passenger and staff confidence) has been discussed agreed at previous meetings of the Working Group. North Western Area has proposed a target to reduce these kinds of offences by at least 5%, to complement the Common target and ensure a safer railway for staff and passengers alike.
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- 4.21 The Area's proposed target to reduce notifiable offences (excluding police generated offences) at Liverpool and Carlisle is another which will complement the planned Common targets. Consultation with stakeholders and the Area's own analysis has indicated that these two police posts are particular priorities where efforts should be directed over the coming year. The number of offences recorded at these locations had been on a downward trend between 2007-08 and 2009-10, but are predicted to rise overall in 2010-11. This target will help ensure that this increase is reversed in 2011-12, and that crime continues to fall at these locations.
- 4.22 The Area has proposed two targets to support the common disruption target; a target to complete at least five PSPs on cable theft at hotspot locations identified in partnership with Network Rail, and a target to conduct a number of PSPs on level crossing offences using the same approach (Territorial Policing will be meeting Network Rail to discuss and agree the locations involved within the next few days; the number of locations within North Western Area will determine the number of PSPs to be completed for this target and a verbal update will be provided to the meeting).
- 4.23 In common with the North Eastern Area, North Western Area has also proposed a target to undertake at least 12 PSPs to address issues related to reassurance, visibility and ASB. This target will complement both the common visibility and ASB targets, and will ensure that local problems and concerns are addressed.

Wales and Western Area

- 4.24 Wales and Western Area has, in consultation with its stakeholders, identified aggression towards staff as a priority, and has proposed a target to at least maintain the detection rate for these offences during 2011-12. These offences are often more low level offences than physical assaults, but nonetheless have a significant impact on the confidence of railway staff, and can often be a precursor to physical assaults.
- 4.25 In the 2010-11 year to date, Wales and Western Area has recorded the second highest number of live cable offences of any Area (with 286 offences, second only to North Eastern Area). As noted above for the North Eastern Area, these offences not only result in a significant direct cost to the industry but are also a major cause of disruption. The Area has therefore proposed a target to reduce these offences by 5% in 2011-12.
- 4.26 In addition, the Area has proposed two additional PSP based targets: to complete at least 18 PSPs tackling ASB issues identified in consultation with partners (with at least 75% of these PSPs to be focussed on ASB between 8 p.m. and 1 a.m.); and to complete at least nine PSPs tackling disruption related issues identified in consultation with partners (with at least six of these to be focussed on the reduction of cable theft offences in identified hotspot locations).
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- 4.27 The Area has also proposed two targets specifically for Wales; to maintain or improve the detection rate for staff assaults, and to complete a minimum of six PSPs tackling ASB identified in consultation with partners (with at least 75% of these PSPs to be focussed on ASB between 8 p.m. and 1 a.m.); The proposed staff assaults target will complement the Area-wide target on aggression towards staff, and PSPs completed towards the ASB target will form part of the Area's performance against the Area-wide ASB PSP target.

Scottish Area

- 4.28 Scottish Area has built on its existing 2010-11 Policing Plan targets in developing proposals for its 2011-12 Policing Plan. It has proposed two targets to increase offenders detected for specific offences; sectarian related offences and ASB. A focus on sectarian related offences was included in the 2010-11 Policing Plan; the additional target on offenders detected for ASB complements the proposed common targets for reducing ASB and increasing visibility.
- 4.29 The Area has had high levels of police officer sickness in the year to date (9.28 days per person to date compared to a full year target of eight days). A target is therefore proposed to reduce this sickness, in order to ensure a continual focus in this respect, and to contribute to performance against the Area and common sickness targets.
- 4.30 Building on its existing Service Response Agreement approach, the Area has proposed five PSP targets on specific crime types that impact on disruption, confidence, or are particularly problematic for the industry. These five targets address cable theft, route crime, level crossing offences, staff assaults and graffiti. Of these, the first three directly support the common target to reduce disruption. The remaining two, on staff assaults and graffiti, impact most directly on the confidence of staff and financial costs to the industry.
- 4.31 Finally, the Area has proposed a target to increase the satisfaction rate of victims of crime. The Area has been particularly successful in achieving high satisfaction rates amongst victims of crime in recent years, and more often than not achieves the highest year end satisfaction rating of any BTP Area. Its current satisfaction rate is 88% for the 2010-11 year to date, and its target will be to increase this satisfaction rate further.

5. RECOMMENDATION

- 5.1 That members note the contents of this paper and approve the 2011-12 Area Policing Plan targets proposed for recommendation to the full BTPA meeting.