Report to:	**Policing Plan Working Group**
Date:	**21 February 2013**
Subject:	**2013-14 Policing Plan – National and local targets**
Sponsor:	**Deputy Chief Constable**
For:	**Review / Decision**

1. PURPOSE OF PAPER

1.1. This paper provides members with details of the proposed National Policing Plan targets (Section 3) and proposed Local Policing Plan targets (Section 4) with an overview of the rationale for the targets proposed.

2. BACKGROUND

2.1. At the first Policing Plan Working Group meeting (4 October 2012) members agreed a direction of travel and discussed a range of possible national targets. The targets proposed in this paper reflect internal development work and consultation (including discussion at Service Excellence Board (SEB) in November and December 2012 and January 2013.

2.2 The context for the 2013-14 Policing Plan is challenging, both operationally and organisationally. The economic, political and economic environment is complex and evolving. In particular, the policing and rail transport sectors are undergoing unprecedented transformation. The introduction of Police and Crime Commissioners and the implementation of the single Scottish Police Service will change the nature of UK policing and further the localism agenda which is prominent within current political thinking. Within the policing arena the police service's monopoly over the provision of security services is eroding and there are severe economic pressures being exerted by the Comprehensive Spending Review.

2.3 The railway industry is undergoing significant, long lasting, change with much longer-term franchises and fewer, more powerful, operators likely to emerge with combined responsibility for train and track operation. Demand for BTP's services during this

Policing Plan year and for at least the duration of the next Strategic Plan will increase as the economic imperative to keep the railway free from disruption becomes even more compelling due to the future growth of the network.

2.4 The increased demand for BTP's services will be compounded by the increasing use of social media in the criminal justice arena. There has been an exponential use of sites such as Facebook, Youtube and Twitter to report and expose criminal and antisocial behaviour by the public. BTP are implementing a system whereby members of the public are able to upload photographs and videos to the 'BTP Cloud' anonymously or by providing contact details with only the location of the photo or video being mandatory. It is expected that this method of contacting and reporting to the police will continue to grow in the future, further stretching resources.

2.5 Faced with this future, it is likely that a tipping point will soon be reached within where levels of crime and demand reach such a level that, in order to continue to provide an effective policing service to the railway, RPI-related budget settlements alone will not be enough. Therefore, throughout the period of this Plan, BTP will examine other ways of increasing the frontline resource within the current budget constraints through initiatives such as Operation Enterprise, the Corporate Resources Transformation Programme.

2.6 This Plan will also be the delivery plan for the first year of the new Strategic Plan. Although the detail of the new Strategic Plan is being finalised, at the BTPA Stakeholder event in September attendees endorsed the current Strategic Objectives as still relevant. Discussion around the new strategy has identified the need for BTP to continue to offer operational excellence and financial transparency, with the goal of becoming the automatic choice of police service provider even if there was no statutory requirement for operators to do so. It is in this context that the targets outlined below have been constructed.

2.7   BTP's Area Commanders have been in consultation with their local stakeholders since September 2012. The proposed Area targets are outlined in Section 4 and in detail at Appendix A.

3.   2013-14 NATIONAL TARGETS

KEEPING THE RAILWAY RUNNING

3.1   Reduce police-related disruption minutes from the 2012-13 figure

Reducing disruption is the number one priority that has been consistently identified by BTP's stakeholders and this will be the third year that it has been a specific Policing Plan target. It is also key to the McNulty agenda of improving the efficiency of the UK rail industry and is one of the key ways BTP can enable the wider industry to meet future challenges. BTP continues to work hard with partners and to allocate a great deal of resources to tackling the causes of disruption and reducing the impact on the industry and passengers.

The 2012-13 Plan contained a target to reduce disruption, in partnership, at key hotspot locations. This has been very successful, with disruption reducing by over 40% at these locations. Overall disruption has also reduced, by over 30% and reductions have also been recorded in each disruption category associated with police activity. However, the relationship between the number of police-related disruption incidents and total minutes is complex. Last year, for example, the number of disruption-related-incidents reduced, whilst the total number of minutes actually increased, by 12%. The 2013-14 target will cover all police related disruption minutes lost. There is a possibility that during 2013-14 a one-off or relatively small number of significant incidents, outside of BTP's control, could undermine the achievement of the whole target.

3.2   Non suspicious and unexplained fatalities to be cleared within an average of 90 minutes

BTP's average time for clearing non-suspicious fatalities during this performance year is 76 minutes: the same as last year. BTP has also reduced disruption on the railway by classifying fewer fatalities as unexplained.   The need for site examination and, if

necessary, forensics increases the average clearance time required for unexplained fatalities.

The driver for these improvements has been the development and implementation of a revised Fatality Guidance Manual. The Manual was produced following a comprehensive review of fatality management procedures; it clarifies roles, responsibilities, procedures and the required liaison with HM Coroners / the Procurator Fiscal, Home Office Pathologists and NWR. It also involves the review of all fatalities with clearance times over 90 minutes, to identify the reasons for the delay and improve best practice.

To ensure the revised procedures are adopted throughout BTP, since the release of the new Manual, Territorial Policing has provided ongoing support for the Areas:

- further Fatality Workshops for Sergeants, Inspectors and Control Room staff;
- changes to new recruit and leadership courses;
- conference calls and Area lead liaison to review incidents and improve best practice;
- Industry engagement to ensure they are aware of the changes;
- supplying Areas with video equipment and body coverings to expedite body removal

This target reflects the management of fatalities as a continuing top priority for BTP, focussing on sustaining the current excellent progress in reducing associated disruption.

MAKING THE RAILWAY SAFER AND MORE SECURE

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

Reducing crime is at the core of BTP's purpose and activities, and alongside reducing disruption, it has consistently been identified by stakeholders as a top priority for BTP. Over the eight year period to the end of 2011-12, BTP reduced notifiable offences by 34%, and in doing so, made significant reductions in priority crimes such as robbery (down 76%), violence against the person (down 9%), and notifiable route crime (down 66%). BTP also achieved this target last year, with a reduction to 50,925 offences (from 55,680 offences in 2010-11)

Year to date, crime has further reduced. However, as highlighted in the Strategic Assessment, at some stage there is likely to be a tipping point where increased passenger numbers and railway usage means that further reductions are not possible, so this will be an extremely challenging target. This will be a straight reduction target.

3.4   At least maintain the notifiable crime detection rate from the 2012-13 figure

The notifiable detection rate for BTP has remained at 32% for the last two years (after falling from the highest ever of 35%). There are variances between Areas with outer London Areas consistently having higher rates than the London Areas. North Western Area has a particularly high rate compared to other Areas. The target is set to at least maintain the end of year notifiable detection rate.

DELIVERING VALUE FOR MONEY THROUGH CONTINUOUS IMROVEMENT

3.5   Increase the percentage of budget spent on frontline resources

This target is designed to complement the Chief Constable's aim to ensure that as many of BTP's resources as possible are dedicated to frontline policing. It will be measured using the HMIC definition of frontline, which is 'those who are in everyday contact with the public and directly intervene to keep people safe and enforce the law'. The measurement of this definition is:

- *Officers and PCSOs in visible roles, for example, those responding to calls from the public and patrolling neighbourhoods.*
- *Officers and staff in specialist roles such as criminal investigation, forensics and surveillance.*
- *A proportion in middle office roles, including those managing or supporting police operations and processes such as working in custody suites and answering calls from the public.*

It excludes:
- *Some middle office roles such as processing intelligence and preparing files for court.*
- *Back office roles such as training, finance and HR.*

Preliminary analysis using 2012-13 CIPFA Police Objective Analysis figures shows that BTP currently spends around 59% of its budget on those resources defined as frontline. SDD are currently working with Finance to confirm the end of year percentage figure.

3.6   Increase the availability of staff

–   **Reduce Overall Sickness**

–   **At least xx% (TBC) of staff on Temporary Duty Restrictions (TDR) to be on full hours after four weeks**

BTP's overall sickness rate has fallen by 40% since early 2007 and has seen incremental improvement for the last three years. This target for 2012-13 has been enhanced to measure not just sickness but, officers and staff who are on temporary duty restrictions and are not available for deployment. This is complex task and is currently being worked on by Human Resources staff in terms of benchmarking a three month period of TDR to set a baseline for measurement against in 2013-14.

PROMOTING CONFIDENCE IN THE USE OF THE RAILWAY

3.7   Increase the number of hours worked by NPT and Response officers between 7pm and 3am from the 2012-13 figure

Police visibility is a key driver of public confidence; rail staff and passengers feel that BTP's presence on stations and trains is most important in the evening and into the early hours. In order to provide a visible presence when it is most needed, it is important that as many police officers, PCSOs and Special Constables as possible are deployed in roles that are visible to the public and at the times they are most needed. This target builds on progress last year and aims to increase the number of hours that officers, PCSOs and Special Constables are deployed as part of the 24-hour core and Neighbourhood Policing Teams between the hours of 7pm and 3am.

3.8   Increase the detection rate for notifiable public order offences for the 2012-13 figure

Anti-social behaviour is widely recognised as a key determinant of confidence in both passengers and railway staff and his proposed target is focused on the sort of rowdy, loutish and unacceptable behaviour that is particularly impactive. Previous rail staff surveys shows that it affects rail staff more than any other crime and is consistently cited as a top priority for passengers through the National Passenger Survey. BTP has worked hard with railway operators to tackle anti-social behaviour. There has been a reduction of 33% in recorded offences between 2005-06 and 2011-12; and the detection

rate has risen from 39% to 62%. The target for 2013-14 is set to increase the detection rate for notifiable public order offences.

4.   LOCAL TARGETS

4.1   Area Commanders have led the process of local consultation with stakeholders on Area Policing Plan priorities for 2013-14, with direction and oversight from ACC Pacey. Their proposals have been reviewed by the Analysis and Performance Department, and were submitted to an internal Challenge Panel process, chaired by ACC Pacey in January. During this process, Area Commanders have also held a variety of individual and group meetings, and undertaken written consultation with TOC Managing Directors and other key stakeholders.

4.2   Appendix A sets out each Area's proposed targets, together with three year performance data where appropriate, a detailed description of what will be measured by the targets and predicted end of year figures.

4.3   There are common themes running through the targets. In addition to the national target for public disorder, anti social behaviour (ASB) is a specific target for all outer-London Areas. Football is also a key focus for the North Western, London North, North Eastern and Wales and Western Areas.

4.4   All Areas aside from Scotland have a local focus on staff assaults and four areas have a target for theft of passenger property (TPP); London South, North Western, North Eastern and Wales and Western.

4.5   As outlined in Section 3, there is a national target in relation to disruption. Disruption is also a local target for all Areas. The North Western and Scottish Areas are focussing on six identified routes/hotspots and the Wales and Western Area are aiming to reduce the number of delayed trains. The North East Area is focusing on cable theft and trespass, the London Underground are aiming to reduce lost customer hours per incident and London South and London North are focused on re-opening of lines following a fatal incident.

4.6   The process has also allowed Areas to include targets which take into account specific priorities for their stakeholders. Examples of this are the targets focused on cycle crime in the London South Area and police officer sickness in Scotland.

5.   FINANCIAL IMPLICATIONS

5.1   There are no direct financial implications as a result of this paper.

6.   DIVERSITY ISSUES

6.1   There are no specific diversity issues arising as a result of this paper.

7.   RECOMMENDATIONS

7.1   That members note the supplementary information provided in Section 3.

7.2   That members agree the proposed national and local targets are suitable for recommendation to the Police Authority for approval.