

## Minutes

### Policing Plan Working Group

Wednesday 14<sup>th</sup> December 2011, 09:00am

at The Forum, 74-80 Camden Street

The Forum  
5th Floor North  
74-80 Camden Street  
London NW1 0EG

T: 020 7383 0259  
F: 020 7383 2655  
E: general.enquiries  
@btpa.police.uk

[www.btpa.police.uk](http://www.btpa.police.uk)

---

#### Present:

Mr Michael Holden (Chair)  
Ms Liz France  
Mr Lew Adams

#### Apologies:

Mr David Franks  
Mr Andrew Figgures, Chief Executive BTPA

#### In attendance:

Mr Paul Crowther, Deputy Chief Constable BTP  
Mr Paul Brogden, Chief Superintendent BTP  
Mrs Samantha Elvy, Research & Policy Manager BTPA

---

### 07/2011 Welcome and Apologies

#### Non-Agenda

The Chair welcomed all attendees to the second Policing Plan Working Group (PPWG) meeting. Apologies were received for Andrew Figgures from the Executive and David Franks, who had not been able to reschedule an existing diary commitment.

The Chair informed the Group that the key objective of this meeting was to agree a suite of draft national targets to be recommended to the full Authority for consideration. Following this the BTPA proposals would again be shared with stakeholders for their feedback. He explained that, in particular, he was keen for the group to review the work done thus far on a disruption reduction target and to consider the Policing Plan proposals arising. Due to the tight timeframes a verbal update on the business done at this meeting would be provided at the full Authority meeting on 15<sup>th</sup> December with minutes and recommended draft targets being circulated thereafter.

## **08/2011 Minutes of meeting 28<sup>th</sup> September**

### Agenda Item 1

The minutes of the previous meeting were agreed – Members asked that a note be placed on file that the date of the ‘next meeting’ as referred to in the minutes had subsequently been changed from the 6<sup>th</sup> to the 14<sup>th</sup> December.

## **09/2011 Issues identified through further research**

### Agenda Item 2

Mrs Elvy explained that this paper had been produced in response to a number of requests arising from both this Group and other Authority meetings. Members had been keen to ensure that all possible sources of information had been exhausted in identifying and agreeing the themes and direction of travel within the National Plan. As such this paper brought together the headlines emerging from this additional research.

Further information had been sought from the National passenger Survey (NPS), the main rail unions, Train Operating Companies (TOCs) and the BTP Rail staff survey. In doing so the BTPA Executive had worked closely with the BTP Strategic Development Department on completing this additional work. No further information had been received from the Train Operators and a single union response had been received from the BTP Federation which endorsed the direction of travel. Additional information was identified via the NPS and Rail Staff survey though the overarching message emerging was that the issues raised by these new sources strongly correlated with the targets currently under discussion.

A further letter had been received from London Underground Limited (LUL) and this included a request for disruption reduction to also be considered by BTP’s London Underground (LU) Area. This request had already been taken forward by ACC Territorial Policing and Crime in partnership with the LU Area Commander. The Deputy Chief Constable confirmed that BTP LU was intended to be included in the proposals for a national reducing disruption target, though this was still under discussion and that where relevant this would also be linked in with the work being done to minimise disruption during the Olympic period.

Mr Brogden noted that the recommendation in the paper at Item 2 relating to concern about football related disorder was also currently under discussion on those BTP Areas where stakeholders has made

similar representations. As such it was likely to appear as a local theme in the relevant local Area Plans which were scheduled to be to be discussed at the next meeting of the Group.

The Chair made a personal observation that, from the additional research presented, people (both passengers and staff) seemed to have personal security concerns whilst on or about the rail network. The Deputy Chief Constable explained that there was an ongoing challenge for policing generally, and BTP in particular, to prioritise efforts either on addressing crime or on people's perceptions of safety and security. From work carried out externally and on BTP's LU Area, research suggested that it was often the case that levels of fear did not correlate with actual levels of risk, which for BTP meant that the safest stations were often also the areas in which people were most fearful. Members agreed that crime and perceptions of crime needed to be tackled in quite different ways and that both were in some way reflected in the proposals for the national plan for 2012-13.

Members additionally noted that adequate signage and other information about BTP's presence and the work it carries out had an important role to play in affecting perceptions of personal security. The Deputy Chief Constable explained that there was always a challenge for BTP to secure adequate space at stations to display such information as it was in competition with commercial outlets for the same space, however further opportunities to do this were always under review.

## **10/2011 Progress on disruption reduction discussions**

### Agenda Item 3

The Chair explained that work had been ongoing since the last meeting of the Group to agree a way forward with partners on the 'reducing disruption' theme. Two meetings with the Association of Train Operating Companies (ATOC) and Network Rail had taken place in recent weeks; these meetings were convened both to discuss data requirements/availability and possible approaches to agreeing local priorities. The Deputy Chief Constable explained that he had received some follow-up correspondence from Network Rail and had used his response to clarify some outstanding issues regarding management of BTP's performance and how this would interface with the industry's Joint Performance Improvement Plan (JPIP) process.

Members fed back that their local discussions with Area Commanders suggested that there was still some residual concern about BTP's ability to make a meaningful difference to a problem that wasn't entirely within BTP's gift to address. The Deputy Chief Constable explained that he was aware of the range of current concerns and had given local management teams his personal assurance that they would be held to account only for those actions that were within their gift. As such it would be essential to reiterate as often as possible that the critical success factor for this ambitious initiative was that it was delivered in partnership with the industry. He explained that he had made clear it internally that BTP's local Problem Solving Plans (PSPs) must be developed in partnership with the industry and all stakeholders must play their full and proper part in delivering the outcomes. Without this focus and commitment from all interested parties BTP was unable to play its full role. Members echoed this view.

Members asked whether BTP was adequately resourced to engage fully in the process and whether this new focus was deliverable alongside the operational ambitions to build on the success of the current year's Policing Plan. The Chair explained that he envisioned the disruption reduction work forming part of existing negotiating and tasking mechanisms and did not foresee this being a significant additional burden in terms of management. Mr Brogden supported this view adding that this would take some careful negotiation and management locally to ensure that resources were allocated intelligently and this priority was balanced with other local and national themes.

## **11/2011 Draft national targets**

### Agenda Item 4

The Deputy Chief Constable explained that the targets presented for discussion has been developed in consultation with BTP's Area Commanders and, as described above, there was some shared nervousness about BTP's ability to respond to the new challenge to reduce disruption and whilst retaining a focus on existing priorities. As previously discussed, the range of targets proposed included a specific focus on performance during the Olympic period. In addition to the issues explored at the last meeting of the Group, a further target to 'reduce cable theft' was also proposed by BTP to reflect the ongoing seriousness of this issue for the Force and the rail industry. As a starting principle, Members queried the number of targets proposed given that a stated aim at the beginning of the current

planning cycle was to reduce the overall number of targets. The Deputy Chief Constable explained that all of the draft targets presented were being presented in response to stakeholder requests and/or issues identified internally which BTP felt would benefit from inclusion in a national set of priorities. As such he felt that they were an ambitious but balanced suite of objectives.

The detail and supporting narrative for each of the targets were discussed in turn.

## **STRATEGIC THEME: REDUCING DISRUPTION**

### *1. Reduce minutes lost at 42 high impact locations through joint problem solving plans agreed with Network Rail and Train Operators*

The Deputy Chief Constable reiterated that the successful delivery of this objective was dependent on full sign-up to the commitment by industry partners. The planned approach would be delivered via locally negotiated PSPs and where appropriate these would also be fed into the industry's JPIP process. He further developed the proposed target by explaining that the 42 key locations (based on 6 in each of BTP's 7 Areas) was as starting point and that on some Areas this may become more and on others this would be fewer. He had asked that Area Commanders approach this target in a thoughtful way and invite their local partners to assess the relative priority of this area of work against other local priorities in order to develop a balanced set of local objectives. Members added that in their discussions with Area Commanders nothing had been raised with them which indicated that reducing disruption was a major priority at a local operator level; and that if this was really the case this would be flushed out as local plans were negotiated.

Members supported the level of sophistication in developing this target as one with a national commitment but with delivery via local partnership working, which was then balanced against other priorities.

**Target agreed for recommendation to the full Authority.**

2. *Reduce disruption by responding to at least 95% of Immediate incidents within 10 minutes for the five LOCOG London 2012 Games Zones for the Olympic Games (27th July to 12th August 2012) and the Paralympic Games (29th August to 9th September 2012)*

The Deputy Chief Constable noted that service delivery during the Olympic Games was a major reputational risk for both the rail industry and BTP. The knock-on consequences of fatality or cable related disruption which would impede passage to the Games was therefore the driver for the proposed target. A challenging specific response time target during the Games was an appropriate way to address this risk. Members asked what the scale of the area encompassed by the target was; Mr Furness explained that this was coterminous with existing Olympic zones and covered some 98 stations, five major London venues and many of the feeder routes for these venues; this would include locations such as Windsor and Gatwick. Members asked that a copy of the map of the propose area be circulated to the Group to give a sense of the scale of the task.

**Action: Mr Furness to circulate the 'Games Zone map' to the Group**

Members asked how the target related to current performance; Mr Furness explained that the data was still being analysed but this currently indicated that 85% of calls were being reached within the 10 minute target suggested. The Chair asked whether a 95% within 10 minutes target was stretching enough and what would this actually mean in terms of BTP's deployment and activities during the Games. The Deputy explained that this would mean additional resource deployments and patrolling strategies focused on the key locations and interchanges. However not all resources were in place at key locations 24/7 so in his view this would be a stretching target in reality. He further explained that the overarching 80% of immediate calls within 20 mins would still apply on other parts of the network.

Members expressed support for a target that was challenging but for a defined period during Games time; they also noted the complexity of deploying resources around the network in response to the shifting demands of the events during the Olympic period. Mr Brogden confirmed that tactical deployment would be matched to these varying demands and would require a clear briefing message to the frontline that effort in support of this target should be focused on those locations or interchanges that were critical on any given day of the Games.

**Target agreed for recommendation to the full Authority.**

3. *Reduce Live Cable offences (from the end of the end of 2011-12 figure)*

Members endorsed a continued focus on this crime type given the ongoing impact that it was having on both railway disruption and the subsequent deployment of BTP resources. The Deputy Chief Constable added that the recent Home Office funding for the Metal Theft Task Force would also enable a continued focus on this critical issue in 2012/13. Members supported this proposal and specified that the target should include the 2011/12 outturn figure.

**Target, including 2011/12 outturn figure, was agreed for recommendation to the full Authority.**

4. Non-suspicious fatalities to be cleared within an average of 90 minutes

The Chair noted inclusion of this target again and asked what had been considered in response to the Authority's earlier request to take a more sophisticated approach to fatality management; for example in relation to management of unexplained/suspicious fatalities. The Deputy Chief Constable explained that a range of work streams were ongoing around BTP's responses to suspicious and unexplained fatalities; this included the partial line reopening pilot on London North. While work was well underway in some Areas BTP did not feel that it was in a position to set targets in this respect for the start on 2012/13; however internal work was ongoing to develop baseline data and develop shadow monitoring processes.

Members accepted this representation and requested that the related ongoing work be reflected in the supporting commentary for this target. They added that the local PSP approach proposed in support of a 'reducing disruption' objective (Target 2) should enable this local good practice and piloting work to be reflected in year. Mr Brogden agreed that the differing local geographies of the BTP Areas had an impact on the range of initiatives that were appropriate for implementation and that the PSP approach would provide sufficient flexibility for solutions to be tailored to local circumstances.

**Target to be presented again, with an updated supporting narrative on wider fatality management work, for recommendation to the full Authority.**

## **STRATEGIC THEME: MAKING THE RAILWAY SAFER AND MORE SECURE**

5. Reduce Notifiable Crime excluding police generated offences (from the 2011-12 level)

The Deputy Chief Constable explained that this target was proposed with the intention that it would build on recent excellent progress on driving down crime and would support the Force's other objectives, for example around metal theft. He highlighted the scale of challenge this proposal represented for the Force against a background of BTP's reducing resource base and forecast passenger and freight growth on the railway.

**Target agreed for recommendation to the full Authority.**

*6. Maintain the detection rate for serious violent, sexual and robbery offences and staff assaults*

The Deputy Chief Constable noted that this target spoke clearly to the priorities raised by industry and passenger stakeholders both through the September workshop and through the additional research discussed under item 3 on the agenda.

**Target agreed for recommendation to the full Authority.**

*7. Reduce overall sickness from the 2011-12 level*

The Deputy Chief Constable noted earlier representations that this work should be business as usual but reiterated the results which had been delivered by retaining a focus on it through the current National Policing Plan. The Chair added that the challenge of PCSO sickness stood out as a particular focus in this area and asked whether this would be sufficiently prioritised through an overarching national target. The Deputy Chief Constable reiterated representations made elsewhere that, though worse than for other BTP employee types, BTP's PCSO sickness rates were amongst the best in the country. That said, clearly the challenge of reducing PCSO sickness remained and this was being addressed both at an operational and strategic level.

**Target agreed for recommendation to the full Authority.**



## **STRATEGIC THEME: IMPROVING VALUE FOR MONEY**

*8. Increase value for money by removing at least £500k from BTP's Force Headquarters functions to reduce back office costs.*

Members asked for clarification about the context for this proposal and probed what the totality of the resource was and what proportion of this the proposed £500k represented. The current level of FHQ resources was estimated at £50m, though this was the totality of the revenue budget and not all areas of business were likely to be captured within this work stream. This context was identified as essential in making this a meaningful target both internally and externally; Members felt that at present the target did not give an indication of the scale of the challenge nor the areas of focus. The Chair requested that the narrative be updated to make clear which resources/areas of business would, and would not, be included in 'back office' costs.

**Target to be presented again with updated supporting narrative for recommendation to the full Authority.**

*9. Reduce bureaucracy by decreasing the volume of manually produced performance reports by at least 20%*

Members asked for a description of the context for this proposal as at present the scale of the challenge was not obvious. The Deputy Chief Constable provided an example of the 140+ bespoke reports currently produced for industry partners and explained that the identification, rationalisation and automation of these reports was essential in order to ensure maximum value from the resources at BTP's disposal. Members echoed the need to identify what was actually still essential before a decision was taken to automate or not; further they suggested that a universal data set should be developed which operators could access and analyse as they needed to locally. The Deputy Chief Constable confirmed that this work was ongoing and that a PSA holder extranet facility was already available and that this was being refreshed as part of existing work streams. Members requested that additional narrative be provided to establish the scale and context of this objective.

**Target to be presented again with updated supporting narrative for recommendation to the full Authority.**

## **STRATEGIC THEME: PROMOTING CONFIDENCE**

*10. Maintain the proportion of resources devoted to Neighbourhood Policing Teams and response policing between 8pm and 1am (not including the Olympic Games period)*

Members welcomed the retained focus on this target which clearly aligned with the representations made by industry stakeholders and the additional information received via the NPS and rail staff survey. Members requested that the 2011/12 outturn figure be included in the final target.

### **Target, including outturn figure for 2011-12, agreed for recommendation to the full Authority.**

*11. Promote confidence and visibility by increasing the total hours worked by Special Constables by 10%*

The Deputy Chief Constable highlighted that this target was a new inclusion which had arisen after the last meeting of the Group; he explained that it one which had come about through the Force's recent work to identify ways to maximise visible uniformed deployments whilst maintaining control of costs. This was part of a strategic piece of work, including the response to the McNulty Report<sup>1</sup>, to review BTP's workforce mix to ensure that it both delivered value for money and was fit-for-purpose in responding to BTP's future operational demands. In support of this work BTP had recently appointed a new Chief Officer for Special Constabulary who would be a national ambassador for BTP's Special Constabulary, working with the current Area Officers, to drive development of Specials, increase their contribution and effectiveness in force operations, and improve retention.

The Chair welcomed this direction of travel but queried whether, given this focus, a 10% increase was a sufficiently ambitious. The Deputy Chief Constable explained that Special Constables were currently contracted to work 16 hours per month but on average BTP Specials actually worked 27. As such any further increase was a significant challenge and would require a focus on both recruiting and retaining new Specials and encouraging existing Specials to contribute additional hours wherever possible. Members emphasised the need to reflect this context in the supporting narrative in order to

---

<sup>1</sup> McNulty, R. (2011) The Future of GB Rail

communicate the scale of challenge that this target would actually pose.

The Chair asked how valuable Specials were as a resource, for example did current training allow them to undertake solo patrols. The Deputy Chief Constable replied that many were already trained to this level and that the intention was to move even further in the direction of independent patrols; this would require refreshed training and provision of appropriate personal equipment. He added that it was worth noting that BTP would also face an increasing challenge to recruit top quality officers as all forces were currently exploring increased use of the Special Constabulary in response to cuts in central funding; as such BTP was in direct competition with all other forces to attract the best individuals.

**Target, with enhanced narrative, agreed for recommendation to the full Authority.**

## **12/2011 Next Steps for Meeting 3**

### Agenda Item 5

The following next steps were agreed.

**Action: BTP to refresh and present the targets to the full Authority meeting on 15<sup>th</sup> December 2011.**

**Action: BTPA Executive to circulate the updated targets document with the minutes of the meeting to the full Authority seeking approval for external consultation to commence.**

**Action: Following discussion at and after the full Authority meeting on 15<sup>th</sup> December, the BTPA Executive to consult with stakeholders on the proposals emerging. Any issues arising from the consultation are to be communicated to BTP and summarised for consideration at the next meeting of the group on 21<sup>st</sup> February.**

**Action: BTP to bring draft local Area Plans to the Group at its next meeting on 21<sup>st</sup> February along with any recommendations for changes to the National Plan following consultation with stakeholders.**

**Action: The final recommendations on the National and Local Plans to be presented by BTPA to the full Authority meeting on 29<sup>th</sup> March.**

**13/2011 AOB**

Agenda Item 6

There was no AOB.

**14/2011 Date of next meeting**

Meeting 3: 21<sup>st</sup> February 2012 10-12pm

Signed.....  
Chairman