

## Minutes

### Policing Plan Working Group

Wednesday 28<sup>th</sup> September 2011, 10:00am

at The Forum, 74-80 Camden Street

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#### 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 Alan Pacey, Assistant Chief Constable Territorial Policing  
and Crime BTP  
Mr Jai Chainani, Force Statistician BTP  
Mr Paul Brogden, Chief Superintendent BTP  
Mrs Samantha Elvy, Research & Policy Manager BTPA  
Mr Jon Newton, Performance Analyst BTPA (Minutes)

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#### 01/2011 Welcome and Apologies

##### Non-Agenda

The Chair welcomed all colleagues to the Policing Plan Working Group (PPWG) meeting. Apologies were received for David Franks, who had not yet started as Member of the BTPA, and Andrew Figgures.

Mr Holden informed the group that a draft plan would begin to be developed for the meeting on the 6<sup>th</sup> December; this would be followed by consultation with PSA holders and other stakeholders; amendments would be discussed at the PPWG meeting on the 21<sup>st</sup> February; and a draft Policing Plan would be submitted to the full Police Authority meeting for approval in March 2012.

## **02/2011 Terms of Reference**

### Agenda Item 1

All agreed with the proposed terms of reference.

## **03/2011 Issues raised by stakeholders in 2011/12**

### Agenda Item 2

The document 'Outputs from stakeholder workshop' was distributed to the group prior to the meeting. Mrs Elvy explained that Michael Daventry was in the process of typing more detailed notes which could be made available from the end of the week.

#### Background

There was discussion about gaining passenger and trade union input. It was proposed that area Authority members get an input at the local consultation meetings. Ms France indicated that more notice should be given, as she would be unable to attend her area meeting due to the late notice. There was a potential issue due to the lack of representation for passenger groups at these meetings.

DCC Crowther suggested writing to the three main railway trade unions to request their views on the main policing priorities. The group agreed with the proposal to produce a short survey. This, however, should not be sent until mid-October. Ms France raised the possibility of using social networking. The potential for directing people to a website where they complete a simple survey, to include a free-text response, was discussed. Mr Holden stated that there could be reliability issues with a small online survey.

Mrs Elvy stated that she had tried to analyse the free-text responses to the National Passenger Survey (NPS) in the past, but instead used random samples, as it had been such a time consuming process.

**Action: DCC Crowther to put together a description of how to approach the trade unions.**

**Action: Mr Chainani's team will look at how to analyse the NPS data. These will be discussed with Mrs Elvy and the findings reported back to the next meeting, on 6<sup>th</sup> December.**

#### Strategic Objectives

Mr Holden explained to group that there was broad support, at the stakeholder workshop, for the existing strategic plan main themes

and that they remained appropriate. There was no desire for any substantial changes.

The main themes from the stakeholder workshop were making the targets smarter with regard to keeping the railways running; measuring the impact of disruption; and making some minor changes to the targets for making the railways safer. There was, however, less consensus regarding what to do for confidence.

DCC Crowther informed the group that the context for next year's Policing Plan should be considered in light of challenging factors such as the Olympics, the growth in passenger numbers and the implication on volume crime, counter terrorism, the selection and training of firearms officers, and the potential real-terms reduction in the force's budget.

In addition, the past few years have seen successes in reducing crime, however, there is the problem of metal theft. There are also pressures on Home Office forces which will start to have an impact from next year which may affect the level of mutual support that forces will be able to give.

There was a discussion about the importance of holding the achieved gains and the impact of the Olympics, with regard to deployment times and the development of an exceptional policing plan for the exceptional Olympic year. This plan could include aspects such as a specific response time for the period of the Games to minimise the potential for disruption and any resulting chaos.

Mr Holden proposed a subset specifically for the Olympics, which reflects that the focus on other targets will be less during this period. The main focus, during this time, would be to keep the railways running. DCC Crowther stated that three or four targets may be the realistic maximum number, but that there will still be day-to-day issues that the force should not lose focus on, such as live cable offences. The Group agreed that there should be a specific subset of objectives specifically for the Olympics.

**Action: DCC Crowther to develop some proposals for a subset of objectives specifically for the Olympics.**

#### Helping to keep the rail systems running

There was agreement by the Group that clearance targets could be made more sophisticated. ACC Pacey was hesitant to lower the clearance time target. There is a responsibility to treat people with

dignity and this would not present good message to those who lose people under trains. Mr Adams raised a concern about morale and incidents being rushed if the target is lowered. There was agreement that there was some scope with regard to the partial reopening of lines where there are multiple railway locations.

**Action: DCC Crowther to develop a proposed target for clearance times.**

There was discussion regarding the number of disruption events versus the impact caused. Mr Holden informed the group that the Stakeholder Event attendees struggled to make progress regarding this issue.

DCC Crowther stated that the force now has the benefit of being able to receive data regarding the number of minutes lost and that they can be map these to force areas. The data is received from Network Rail and could potentially be obtained on a weekly basis. There are, however, potential issues with regard to lost minutes that turn out to not be a crime.

This data will enable the force to ask the train operators to identify their most important pinch point locations, which can then be used to inform Problem Solving Plans to reduce lost minutes at these locations. This would require a joined-up approach.

There was discussion about how to word this objective in a strategic manner whilst taking care to appropriately describe the locations. The importance of having a baseline for any measure was emphasised. This led to discussion about the measurement of delay minutes.

DCC Crowther suggested writing to the train operators to request that they identify their top 50 pinch-point locations, or writing to the force's area commanders and telling them to identify their top 10 delay locations.

**Action: DCC Crowther to develop some draft proposals for this objective, which will be reported to the next meeting on 6<sup>th</sup> December.**

Mrs Elvy informed the group that comments had been made to the BTPA Chair that people are happy with the processes for local plans but they felt that too much effort was going into the associated paper work.

DCC Crowther stated that the areas need to state what the problem is and what they are going to do. This should be simple for the measurement of lost minutes, it should be a case of identifying the baseline, the location and the target and then comparing performance against that.

#### Helping to make the railway safer and more secure

Mr Holden informed the group of the proposal, at the stakeholder workshop, to either maintain the three targets or to reduce them to two, aimed at maintaining or reducing current levels of crime. This was followed by a discussion about the use of 'maintain' and 'reduce'.

ACC Pacey suggested that if the targets are about the overall number of notifiable crimes they must use the word reduce, however, if you go into specific offence types then they should focus on detection rates, due to crime levels being so low.

This led to discussion about having an overall target to reduce crime which could feature, in the narrative, something along the lines of ensuring that there is no increase in staff assaults, etc. There was discussion about increased crime reporting during the Olympics.

Mr Holden stated that at, at the stakeholder workshop, there was strong support for keeping these three targets, and that industry would be unhappy for staff assaults to disappear. Ms France and Mr Adams stated that they would be happy for a single crime reduction target which included a narrative. This led to further discussion about targets and the numbers of them. The Home Office support for a single target was mentioned.

It was agreed that there could be one target for reducing crime and one for maintaining detection rates, which combined the second and third targets.

**Action: DCC Crowther to develop proposed targets for reducing crime and maintaining detection rates.**

#### Deliver value for money through continuous improvement

Mr Holden proposed a single value for money target. DCC Crowther suggested taking one or two things from the Futures Plan for this year, however, he would not want to lose the sickness rate target. There was discussion about targets for sickness levels and about potentially having a target for the next big step in efficiency.

**Action DCC Crowther to propose some suggestions to the next meeting on 6<sup>th</sup> December.**

Promoting confidence in the use of the railway

Mr Holden informed the group that there was strong support for the three existing targets.

There was discussion about putting more crime prevention notices at stations and the impact of the Olympics with regard to the 8pm visibility target.

**04/2011 Agreed Next Steps**

Agenda Item 3

The force will contact areas commanders, who should concentrate on a fewer number of targets, to include disruption hotspots. Ms France suggested that they focus on things that contribute towards the national targets.

Mrs Elvy will contact the force regarding the NPS statistics.

Mr Adams suggested that the force waits until mid-October before contacting the trade unions.

**05/2011 AOB**

Agenda Item 4

David Franks may have taken up his post by the next meeting on 6<sup>th</sup> December; there may also be a new Deputy Chair in place. Mr Adams cannot attend the next meeting.

**06/2011 Date of next meetings**

Meeting 2: 6<sup>th</sup> December 2-4pm *[NB. this date was subsequently changed to 14<sup>th</sup> December]*

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

Signed.....  
Chairman