

## Minutes

### Policing Plan Group

Friday 27 February 2015

at The Forum, 74-80 Camden Street

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#### Present:

Mark Phillips (Chair)  
Dominic Booth  
Liz France  
Bill Matthews

#### Apologies:

Catherine Crawford  
Stella Thomas

#### In attendance:

Adrian Hanstock, Deputy Chief Constable BTP  
Mike Furness, Head of Strategic Development BTP  
Charlotte Crabtree, Head of Analysis and Performance BTP  
Andrew Figgures, Chief Executive BTPA  
Samantha Elvy, Research & Policy Manager BTPA  
Jon Newton, Performance Analyst BTPA (minutes)

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### 01/2015 Welcome and apologies

Non-Agenda

1. The Chair welcomed all attendees to the Policing Plan Group (PPG) meeting. Apologies were noted for Catherine Crawford and Stella Thomas.

### 02/2015 Minutes of meeting 2 - 04.12.2014

Agenda Item 1

2. The minutes were approved as an accurate record of discussions.

### **03/2015 Matters Arising**

#### Agenda Item 2

3. The Group received an update for action 5, with respect to the review of the Media and Marketing Department. The Committee was informed that BTP had established a confidence and satisfaction board to, in addition to communications, look at a range of services related to confidence and crime, including first response, victim support, and stop and search. The outcomes of this work will feed into work for the Policing Plan, such as for the proposed target to increase confidence at the 20 stations with the lowest confidence ratings, through tailored marketing and a communications campaign as well as broader cross network initiatives.
4. An update was received for action 7, for BTP to do further work around the approach for the proposed offender management target. The Group was informed that this was no longer proposed as a Policing Plan target for 2015/16. It was noted this would not be a straightforward target; many of the offenders that would have been included within its scope had committed few offences; there was, however, a need to look at offender management work around the more troublesome offenders, perhaps at the full Authority or Performance Review Committee.
5. Other actions were noted as having been taken into account in the report at Agenda Item 3, and as such were discharged.

### **04/2015 Update on progress with National and Local Policing Plans**

#### Agenda Item 3

6. The Group Chair provided an update on the background work in preparation for the Policing Plan Group meeting. The Group was informed that BTP had produced a report which further developed the proposed targets outlined in the paper to the Group's previous meeting, on 4 December 2014. This was followed by a conference call between BTPA and BTP to discuss the content of the updated report. The Chair, following the conference call, requested that the BTPA Executive prepare the Agenda Item 3 paper, for this meeting, to take into account the main points from the teleconference. Two extra targets (overall reduction in disruption and reduction in theft of passenger property offences) were included in the paper that were not recommended in the original BTP paper. It was noted that there

had been a lot of cooperation between BTP and the Executive in producing the revised papers, and that much of the content was informed by the BTP report.

7. The Group received an overview of, and discussed, the proposed National Policing Plan targets.
8. **Target 1: At least a 3% reduction in notifiable crime (excluding police generated).**

It was proposed that, in order to remain on course for the 2013-19 strategic objective, to achieve a 20% reduction in notifiable crime, this target aims to deliver a further 3% reduction in notifiable offences on the 2015/16 figure. The Group agreed the proposed target.

9. **Target 2: Reduce violence against the person offences by at least 10%.**

The Group was informed that local level discussions had highlighted the increased risk of violence against the person, which was a concern to staff and passengers. The Group was informed that these offences accounted for a large proportion of overall notifiable offences and that the proposed targets would meet all local objectives. The Group agreed the proposed target.

10. **Target 3: Reduce theft of passenger property to [figure TBC], with the aim of achieving a theft of passenger property crime rate of no more than [figure TBC].**

It was highlighted that theft of passenger property was discussed at the Transport Select Committee hearing in 2014, into security on the railway. The Committee's final report made no recommendation for a theft of passenger property related target, but did highlight the issue of detection rates for theft of passenger property offences. It was noted that the Group had previously suggested that there should not be a detection rate target, but that the Chair had proposed that a theft of passenger property target, that took into account risk rather than being a reduction target, should be considered.

11. The Group was informed that BTP viewed this as an unnecessary target as theft of passenger property, as a volume crime, would be addressed through the overall crime reduction target. Theft of passenger property had been reduced by 16% by addressing it in this way. It was also stressed that the Force had no control over passenger numbers and that passenger data was received infrequently, meaning it would be more difficult to track progress against fluctuating passenger numbers. It was felt that, whilst there should be transparency of information, this could be reflected in the

narrative of the Policing Plan, but if there was to be a target it should be a straight reduction target.

12. Members noted that an updated performance figure would not be expected on a monthly basis and that this type of target, to monitor performance against passenger numbers, was consistent with the way that industry operates and the types of targets that it has. It was also highlighted that theft of passenger property was significant for the industry and that it was an indirect contributor to confidence levels.
13. The point was made that it was possible to reduce the number of thefts of passenger property and estimate passenger numbers, and therefore risk; and that, as such, it could be proposed that theft of passenger property is reduced by a set percentage in order to achieve a set level of risk. This would achieve the purpose of the target and provide clarity down the chain of command to those at ground level.
14. Members highlighted that it should be possible to have the strategic level target, but have this translated into a required percentage reduction target for those at management level. It was also noted that the proposed target would provide some protection for BTP as the industry grows.
15. The Chair proposed setting a target to reduce theft of passenger property with the aim of achieving a theft of passenger property crime rate, of a figure to be confirmed. This would provide a hard target number and a softer aim. It would also be possible, if we are incorrect in the estimated outcome, to say that the estimate was incorrect. It was noted that the details on passenger numbers could be received from the Association of Train Operating Companies (ATOC).
16. **Target 8: In collaboration with partners, achieve a 7% reduction in police related lost minutes.**

It was noted that the proposed targets to achieve at least a 10% reduction in trespass, a 5% reduction in primary lost minutes, and achieve at least a 45 minutes partial reopening time on all four track lines aimed to achieve the purpose of the proposed target to achieve the 2015/16 year's contribution to the 2013-19 strategic objective to reduce police related disruption by 20%.

17. It was suggested that in order to reduce the number of targets, there could be a statement in the narrative which highlights that the subsequent disruption related targets have been set in order to achieve an overall percentage reduction in lost minutes. This would maintain the overall focus, but highlight that it will be achieved through the specified activities.

18. DCC Hanstock highlighted that, for the Force, there was a risk that the 7% reduction target may be unachievable early into the year and, as a result, there was a risk that this target could be lost within the first few months of the performance year. It was also noted that the other four proposed disruption targets would keep BTP on course for the overall reduction in lost minutes, and that this could be articulated in the narrative.
19. It was commented that there was an overall crime reduction target, consistent with the strategic objective; it was suggested that for consistency there be an overall reduction target for lost minutes.
20. It was also suggested that setting the overall reduction target would continue the partnership contribution to reducing lost minutes; and that without the overarching reduction target, it would be possible to achieve all of the other disruption related targets and not achieve the overall 7% reduction required to remain on course for the strategic objective. Members noted that BTP had demonstrated some big successes in this area, such as Operation Decade in December 2014.
21. There was a discussion about the targets being used to drive partnership work and address reactionary lost minutes. It was highlighted that the Passenger Performance Measures (PPMs) were visible industry targets that, although mainly handled by Network Rail, would not be excluded by the operators as they would want them visible and driving work with Network Rail.
22. The Group discussed whether the narrative around the disruption related targets could include the required 7% reduction in lost minutes and be carefully worded to take into account the partnership approach, but with targets focussed on activity to achieve the overall reduction. The Chair suggested that there was going to have to be a different level of partnership work, which was why the target should remain.
23. It was noted that police activity alone would not achieve the lost minutes target, and that a lost minutes target had been set for the last two years and not been achieved.
24. There was a discussion about the use of the target in the Force's internal management process and using appropriate targets at the right levels.
25. The Chair informed the Group that the RDG Policing and Security Sub-Group had been consulted about the proposed Policing Plan disruption targets, and that they were of the view that if an overall target did not appear then there would be a need to consult with them. It was suggested that it could appear to the industry that we would not be working collaboratively with them, as the industry also has to take into account reactionary minutes.

26. The Chair asked each of the Group's Authority Members for their position on the proposed lost minutes target. It was proposed that the target could be along the lines of, "our aim is to work with partners to achieve a 7% reduction". Members agreed that there should be a specific target to reduce overall lost minutes that includes in the wording, working with partners.
27. DCC Hanstock suggested reordering the proposed National Policing Plan targets, so that this proposed target would be the final disruption related National Policing Plan target, at Target 8.
28. It was proposed that the disruption related National Policing Plan targets would be

**Target 4: at least a 10% reduction in trespass-related lost minutes**

**Target 5: At least a 5% reduction in primary lost minutes**

**Target 6: Non-suspicious and unexplained fatalities to be cleared within an average of less than 90 minutes**

**Target 7: Achieve at least a 45 minutes partial reopening on all four track lines**

**Target 8: In collaboration with partners, achieve a 7% reduction in police related lost minutes**

29. **Target 9: At least**
  - a **78.8% confidence rating for passengers measured by the National Rail Passenger Survey; and**
  - a **67.7% confidence rating for rail staff measured by the BTP rail staff survey**

30. **Target 10: Increase in confidence at the 20 stations with the lowest confidence ratings as measured by the National Passenger Survey**

It was highlighted that the proposed Target 9 aimed to continue the required trajectory outlined in the table provided by BTP, shown in paragraph 3.15 of the Agenda Item 3 report.

31. **Target 11: Average days lost to sickness absence per employee to be less than 7.3 days (or 2014-15 end of year performance if lower)**

It was highlighted that the Group had considered the proposed sickness target at its previous two meetings and that representations had been made by the Force that this was an important target to maintain. A narrative was being developed that would outline the overarching work in this area and the desired position.

32. The Group was informed that the Force will be doing work to look at resource availability. It was highlighted that there had been a recommendation that all Forces do an audit of capability needs and

availability. This work was being led by the Deputy Chief Constable of Thames Valley Police.

33. The Chair requested that the narrative around the proposed sickness related target includes details on the Force's work on ascertaining resource availability being taken into account for next year's Policing Plan.
34. **Commitments to develop;**
- **A resource availability measure or measures**
  - **A Safeguarding strategy**
  - **A Cybercrime strategy**

The commitments and timescales to develop a Safeguarding strategy and a Cybercrime strategy were noted.

35. **Local Policing Plans**

The Group was informed that the proposed Local Policing Plan targets were outlined at Agenda Item 3, Appendix B. It was noted that the Members with local-level Authority responsibilities may want to engage more closely.

36. The inconsistency in visibility related targets was queried; it was noted that the B Division had proposed local visibility targets linked to Operation Trafalgar, whilst the C Division had Problem Solving Plan (PSP) targets partially related to visibility. The Group was informed that Operation Trafalgar was very relevant to the B Division but that in C Division the geography was very different and that having such a target would not deliver the visibility related results that stakeholders would envisage. It was suggested that next year they may potentially be in a better situation for such targets.
37. It was noted that there were no football related targets. It was also queried whether there should be reference in the Policing Plans to the work going on to tackle Anti-Social Behaviour (ASB). DCC Hanstock suggested that the Force's counter-terrorism work also be referred to.
38. The report was noted.

**05/2015 Agreed next steps**

Agenda Item 4

39. It was suggested that, consistent with previous years, the proposed targets be sent to stakeholders for a final chance to comment.
40. The next steps would involve

- Proposed targets produced in electronic format early in the week commencing 2 March;
- Two-week consultation;
- Time-frame to allow for any subsequent amendments to the proposed Policing Plan targets;
- Paper to the full Authority meeting on 26 March, outlining the proposed targets.

41. DCC Hanstock noted that he would update the Chief Constable following the Policing Plan Group meeting.

42. **Agreed**

42.1 BTPA Executive to produce an updated report, based on the Agenda Item 3 report, outlining the reordered and updated National Policing Plan targets and narrative. The updated report to then be forwarded to the Chair of the Policing Plan Group and then to the Chief Constable and DCC Hanstock.

**06/2015 Any other business**

Agenda Item 5

43. There was no other business.