Minutes
Policing Plan Group

Thursday 4 December 2014

at The Forum, 74-80 Camden Street

Present:

> Mark Phillips (Chair)
> Liz France
> Bill Matthews
> Stella Thomas

Apologies:

> Dominic Booth
> Catherine Crawford

In attendance:

> Adrian Hanstock, Deputy Chief Constable BTP
> Mike Furness, Head of Strategic Development BTP
> Vanita Patel, Performance & Analysis Manager BTP
> Andrew Figgures, Chief Executive BTPA
> Samantha Elvy, Research & Policy Manager BTPA
> Orla Sedze, Communications Manager BTPA
> Jon Newton, Performance Analyst BTPA (minutes)

12/2014   Welcome and apologies

Non-Agenda

1.   The Chair welcomed all attendees to the Policing Plan Group (PPG) meeting. Apologies were received for Catherine Crawford and Dominic Booth.

13/2014   Minutes of meeting 1 – 17.10.2014

Agenda Item 1

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

14/2014   Matters Arising

Agenda Item 2

3.   PPG Members had not received the Executive Summary of BTP's cyber-crime problem profile, as per Action 1. DCC Hanstock informed the Group that this would be followed-up.

4.   Proposals on how to respond to the comments in the House of Commons Transport Committee report Security on the Railway were included at Agenda Item 3. Actions 2 and 3 were noted as complete.

5.   **Agreed**

   5.1   BTP to send a copy of the Executive Summary of the cyber-crime problem profile to the PPG Members.

   Police communications as a driver of confidence

Agenda Item 2.1

6.   The Group, in response to Action 4, received a report summarising two pieces of research into the use of police communications to improve public confidence in policing. The Group was informed that there was strong evidence supporting the impact of targeted communications by the police on public confidence. A number of possible communications tactics were noted, including methods of local-level communications, many of which have been captured in the 2013-19 Strategic Plan and implementation plans.

7.   It was noted that, because of its transient population, BTP was different to the Forces highlighted within the research and that the summarised studies, published in 2009 and 2010, were the most up to date available in this specific area. DCC Hanstock highlighted there were potential advantages for BTP through stations acting as the single access point for passengers onto the railway network.

8.   The Group was informed that the Force's Transformation Programme will deliver regular access to the public through the targeted patrol model. There were also further possibilities, such as through possibly having pod type facilities in prominent positions at railway stations or having train driver announcements to passengers if a BTP officer is on board.

9.   The Group discussed the further engagement possibilities to increase confidence. Examples of how this could be achieved included meeting drivers at specific times of day at specific end locations for train journeys, and by having BTP posts or desks in more prominent

locations, rather than located out of sight or away from passengers. It was highlighted that Network Rail had a commercial decision to take into account when providing premises for BTP but that there could also be a cost, in terms of confidence levels, for having BTP posts located in remote positions. It was suggested that there may be a case for having BTP Officers at station customer services offices when not on patrol.

10. There was agreement that the public confidence measure would be challenging. Members suggested that if this target is to be achieved, it would require joint working with industry stakeholders and that there should be increased visibility; this did not have to be police visibility, but it could include uniformed staff or officers.

11. It was suggested that providing visible contact details for BTP could be a driver of confidence. The Group was informed that there had been a marketing campaign for the 61016 text contact number service and that TfL had agreed to provide space for promotional signs. Members highlighted that, if requested, they may be able to provide assistance in this area.

12. It was also noted that BTP and BTPA were linked in to current research work being undertaken by Passenger Focus on passenger perceptions of security, and that BTP had committed to review its media and marketing department's products and evidence around what works to engage passengers and staff. The review should be completed by the end of December, with the next steps to be taken in January.

13. **Agreed**

13.1 BTP to provide a report to the PPG on the outcomes of the review of the Media and Marketing department and recommendations pertinent to the achievement of the confidence objective to be provided to the next PPG meeting.

15/2014   Update on progress with 2015/16 Policing Plan

Agenda Item 3

14. DCC Hanstock informed the Group that there were some areas of significant progress to be made on new and existing Policing Plan themes. The new themes included the outcomes of the Police Effectiveness, Efficiency and Legitimacy (PEEL) inspections by Her Majesty's Inspectorate of Constabulary (HMIC), safeguarding of vulnerable people, and hate crime. A lot of this work relies on significant partnership work which can lead to issues as a result of

different levels of funding and capability of the different organisations. There were, however, some areas that could be measured, such as capability and ability to influence.

15. The Chair suggested that, for the safeguarding target, rather than have targets related to administrative compliance, there be a project plan and associated target in order to ensure that BTP is in the correct position in 2016-17. DCC Hanstock agreed that this would be a helpful target. It was highlighted that a Chief Superintendent had been seconded from North Yorkshire Police and was involved in a project to look at BTP's processes around Safeguarding and that gaps had been identified in this area.

16. It was noted that the C and D Division consultation meetings had taken place and that they had been positively received. Common themes highlighted at the meetings included disruption hotspots, Anti-Social Behaviour (ASB), violent crime, and cycle crime. It was noted that Merseyrail were to start running 24 hour services and that, although not as big as the Tube, this will have an impact on demand.

17. The Chair requested that, in order to take a bottom-up rather than a top down approach to developing the Policing Plan, it would be useful for the Authority Executive to meet with BTP once the local consultation meetings had been concluded. This would be to discuss how to feed the key findings and common themes raised at the local consultation meetings into the National Policing Plan. DCC Hanstock highlighted that this was likely to be a presentational issue as it would be unlikely to result in significant changes.

18. The Group received an overview of the proposed Policing Plan targets:

Notifiable crime

- The Force proposed that there be at least a 3% reduction in notifiable crime (excluding police generated offences). There was projected to be a 4.9% reduction by the end of 2014-15 and it was felt that this was a proportionate reduction target, which would keep BTP ahead of target with respect to the Strategic Plan.

- It was proposed that there be a target to reduce violence against the person offences by at least 10%. Violence against the person had been an emerging problem this year and offences were predicted to be up by 9% at the end of 2014-15. The detection rate for these offences, at around 48% for five years, was good. When looking at normalised data for violence against the person, there was still an increase but this was not as stark. Although there were no significant trends, the problem was predicted to become more prevalent as passenger numbers increase.

- There was predicted to be a 16% reduction in theft of passenger property offences by the end of 2014/15 and, with a predicted 2014/15 detection rate of 5.5%, BTP compared well with the Metropolitan Police Service. It was noted that 43% of BTP's theft of passenger property offences were pick-pocket type offences, which were difficult to investigate and may not be reported until a few hours later, resulting in possible difficulties in identifying the location or time of the theft and little available evidence. The Force proposed that there should not be a theft of passenger property target. It was, however, highlighted that theft was a volume crime and would therefore still be a priority in meeting the proposed target to reduce notifiable crime.

Lost minutes

- It was proposed that there be targets to reduce trespass related lost minutes by at least 10% and to reduce primary lost minutes by 5%. It was predicted that to stay on track with the strategic objective to reduce lost minutes an 8% reduction would be required next year. The Group was informed that trespass related disruption accounted for 46% of overall police-related lost minutes and that the Force was more able to have a direct effect on primary lost minutes than reactionary lost minutes, although one did affect the other. The Group was informed that if the proposed targets were achieved then the Force would be on track for the strategic objective, to achieve a 20% reduction in police-related lost minutes by 2019.

- These proposed targets would be supplemented by two fatality management targets, which would be for non-suspicious and unexplained fatalities to be cleared within an average of less than 90 minutes, and to achieve at least a 45 minutes partial reopening on all four track lines. It was highlighted that these targets were well received by stakeholders and that they ensured a focus on performance was maintained in this important area.

Confidence

- There were proposed to be Policing Plan targets for at least a 78.8% confidence rating for passengers, as measured by the National Rail Passenger Survey (NRPS), and at least a 67.7% confidence rating for rail staff, as measured by BTP's rail staff survey. There was also proposed to be a target to increase confidence at the 20 stations with the lowest passenger confidence scores.

  Members agreed that if the target to increase ratings at these lower confidence stations were to be progressed, the Force would need to look at the stations in more detail to consider factors such

as the NRPS sample sizes and whether or not they had consistently received low confidence scores. It was also noted that stations in the B Division featured more frequently.

Offender management

- There was proposed to be a target to reduce the offending rate of BTP's top 200 prolific offenders. The Group was informed that the top 200 offenders were responsible for nearly 5% of all offences recorded by BTP.

  It was noted that, if agreed, the approach for this target would require some significant work with partners and that it would be looked at in further detail.

Safeguarding

- The proposed safeguarding targets were for set percentages of Children and Young Person (CYP) forms to be completed within 24 or 48 hours, a set percentage of officers to have completed NCALT training modules, and for there to be a to be a set percentage of referrals to external agencies in appropriate cases. There was recognition by the Force that the proposed safeguarding targets tended to focus on internal measures. It was noted that there was a developing strategy and although there was a need at some point to look at external measures, the Force was not yet at that point.

Sickness

- There was a proposed sickness related target, for average days lost per employee to be less than 7.3 days or, if lower, less than the 2014-15 level. This would aim to maintain a focus on this key efficiency target. It was highlighted that after significant improvement leading up to 2008, the overall level of sickness had not fluctuated greatly but that the Policing Plan target had not been achieved for the last two years.

19. The Chair thanked BTP for the report and noted the level of effort that went into the paper's preparation. It was, however, requested that a shorter paper be produced for the next meeting.

20. Members noted BTP's position with respect to having a greater degree of influence over primary lost minutes. It was, however, highlighted that the proposed lost minutes Policing Plan target would not be consistent with the strategic objective. The Force noted that, with these targets, there would continue to be a focus on the strategic objective. The Chair proposed that there should be a target to achieve a percentage reduction and that it was for the Force to then decide how to achieve that reduction.

21. It was also highlighted that, in order to achieve the strategic requirement, it was likely that there would need to be more of a partnership approach, for example using an approach to reduce lost minutes that was similar to that used for metal theft. The Group was informed that discussions were underway around potentially creating a unit that would be along similar lines to the Fusion Unit, which was created to tackle metal theft.

22. The Chair noted the approach with respect to theft of passenger property and highlighted that, if a detection rate target would be inappropriate, it would be necessary to be able to justify what actions were being taken in this area and that there should be a target that can be influenced. It was proposed that expressing a theft reduction target as a normalised rate of offences per journey mile or passenger would protect the BTP from the growth in passenger numbers.

23. Members were informed that the Force could set an overall reduction target to reduce theft of passenger property. It was noted that this would be key to achieving the overall crime reduction target but that, in the spirit of not having too many targets, a separate theft reduction target had not been proposed. It was also noted that the Force could demonstrate that having a detections target may involve the risk of chasing inappropriate behaviours, such as those which may impact on recording practices.

24. It was reiterated, with respect to the proposed safeguarding targets, that a more appropriate focus could be to develop an overarching strategy and work plan for the Force's work around safeguarding, including a set of deliverables and responsibilities that could be monitored through the year, with milestones incorporated in to the 2015/16 Policing Plan. DCC Hanstock agreed that this would be helpful. Ongoing work within BTP with respect to safeguarding was exposing the scale of the challenge in this area with respect to issues such as jurisdiction and working with partners. It was suggested that, if moving to a project plan approach, external stakeholders be engaged with, to ensure that they also advocated the approach.

25. There was a discussion about the proposed sickness target. The Chair noted that as sickness was an internal issue there was no requirement for a National Policing Plan target, but that where appropriate local targets could be put in place to address under performance. Members highlighted that sickness was covered by the Authority's People and Standards Committee and that issues could be referred to the Performance Review Committee if required. It was agreed that this issue would be taken back to the Force for discussion.

26. Members suggested that the 90 minutes average clearance time target for non-suspicious and unexplained fatalities had become embedded within BTP and questioned the need to continue with this maintenance target. The Group noted that the partial line reopening target was relatively recently introduced.

27. The importance of these service standards to the overall achievement of the disruption reduction target was, however, endorsed and it was highlighted that although the Policing Plan would be refreshed there would still be a need to see exception reporting, and that data would still be available as part of the lost minutes data. Members also highlighted that, at the Pennine Sub-Division Local Policing Plan workshop, it was necessary to remind stakeholders that if there was not a visible target on the issue it did not mean that there was no work being done in an area.

28. It was noted, with respect to the efficiency target, that BTP's passenger survey had shown that visibility and late night train patrols were shown as confidence issues. It had also been noted that Operation Trafalgar would improve the visibility of officers. It was suggested that it would be helpful to reflect on whether there should be a related target to drive visibility.

29. Members praised BTP's focus on the use of PSPs.

30. **Agreed**

   30.1 BTPA Executive to meet with BTP, once the Local Policing Plan consultation meetings have concluded, to discuss how to feed the key findings and common themes into the National Policing Plan.

   30.2 BTP to do further work around the proposed approach for the offender management target, to describe the rationale behind the development of the target and the tactics to achieve it, in order to inform an update paper in mid-January.

   30.3 BTP to consider a proposed target for overall police related lost minutes that is consistent with the Strategic Plan lost minutes related objective.

   30.4 BTP to consider a proposed normalised target for thefts of passenger property per journey.

   30.5 BTP to consider a proposed Policing Plan target that incorporates milestones for an overarching strategy and work plan with respect to safeguarding, including a set of deliverables and responsibilities that could be monitored through the year.

30.6 A decision on whether to include a sickness target in the National Policing Plan to be taken back to the Force for discussion.

30.7 BTP to consider removing the 90 minutes fatality management target from the proposed National Policing Plan targets.

31. The report was noted.

16/2014   Agreed next steps

Agenda Item 4

32. The Chair requested that BTP circulates, in January, an update on progress made in developing the Policing Plan for comments so that that the paper to the February PPG meeting is an almost final draft.

33. Members were informed that, following the Local Policing Plan meetings, BTP would send the minutes and a round-up of what had been decided to all attendees.

34. There was a discussion about the presentation of allocated resources in the Policing Plans. It was highlighted that there was a need to follow the business and that the Railways and Transport Safety Act 2003 required the Policing Plan to include the level of resources and how they are deployed; there was also a charge to the industry which was subject to how resources were deployed. It was highlighted that this information is subject to the Freedom of Information Act 2000.

35. It was proposed that the resources details could be set out in the Policing Plans with a statement to outline that they are subject to change, although there would need to be some care around describing central resources. This could also be a confidence building measure. Members highlighted that it was good practice, with respect to the Freedom of Information Act 2000, to put information in the public domain before it was requested. It was requested that further details around the presentation of resources are produced for the next Policing Plan Group meeting, in February.

36. **Agreed**

36.1 BTP to circulate a report, in mid-January, to provide an update on progress made in developing the Policing Plan.

36.2 Details to be produced, for the Policing Plan Group meeting on 3 February, about the presentation of allocated resources in the Policing Plan.

36.3 BTP and BTPA to produce a paper for the full Authority meeting on 11 December summarising the key discussions from this meeting and seeking endorsement with respect to the position on the proposed targets for thefts of passenger property per journey and for a project plan to implement a robust safeguarding strategy.

17/2014   Any other business

Agenda Item 5

37.   There was no other business.