



REPORT TO: British Transport Police Authority
DATE: 4 December 2014
SUBJECT: 2015-16 Policing Plan – National Targets
SPONSOR: Deputy Chief Constable
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1. PURPOSE OF PAPER

- 1.1 The purpose of this paper is to present a set of proposed targets for the 2015-16 National Policing Plan. The paper also briefly summarises BTP's strategic assessment, outlines the results of a recent passenger consultation exercise, discusses the question of setting a national target in relation to theft of passenger property and comments on the proposed targets in the context of the Strategic Policing Requirement.

2. INTRODUCTION

- 2.1 BTP's overall goal in relation to the Policing Plan process is to achieve a workable balance between the needs of passengers and the public, the priorities of local industry stakeholders and the overarching requirements of the 20-20-10 objectives. Consultation with Divisional Stakeholders is on-going and meetings in the Western, Pennine, Scotland and Midland Subdivisions have already taken place. These meetings have been very positive with representatives from TOCs, freight companies and passenger representative groups agreeing that a joint, problem solving, approach to target setting is the best way to achieve long term success. Anti-social behaviour, violent crime, staff assaults and tackling disruption hotspots have been common areas where local targets have been agreed.

- 2.2 The targets presented in this paper have been informed by the feedback provided so far at these meetings and also by internal dialogue at Service Excellence Board and other internal meetings. Where possible, a numeric target has been recommended in the paper but, given that there are still four months of the performance year left, it may be necessary to review these figures towards end of this process if there are significant shifts in performance. Some target areas, such as offender management and safeguarding are new areas for BTP to



include within its Policing Plan and, although a clear direction of travel can be provided, the final targets will require some more discussion before they can be finalised.

- 2.3 The results of the recent passenger consultation exercise have also informed the paper. The survey was carried out during October in order to improve engagement and gather a richer understanding of what passengers and rail staff would like BTP priorities to be for the 2015-16 Policing Plan. Full results of this survey are attached as appendix A. The headline results show that providing a strong uniformed presence, tackling anti-social behaviour and reducing crime-related disruption are the key priorities that the public would like BTP to focus on.

3 STRATEGIC ASSESSMENT

- 3.1 This section summarises the key external issues that have been highlighted as having an impact on BTP achieving its Strategic Plan objectives through the national Strategic Assessment, which Members may wish to consider during the Policing Plan process.

3.2 Counter Terrorism

On 29 August 2014 the threat to the UK from international terrorism was upgraded from SUBSTANTIAL to SEVERE, indicating that an attack is a highly likely. It is expected that this threat level will remain for at least two years. There has also recently been a raised threat level against police workers. Difficulties in identifying lone actors and self-organised groups represent a challenge to police and security services in identifying threats. In response to the increased threat level, BTP has implemented high visibility patrols at key locations for public awareness, reassurance and visibility, and firearms patrols have also been increased. Given the recent history of terrorist attacks targeting crowded places and historic threats against transport infrastructure, it is likely that this will be a long-term resource requirement for BTP.

3.3 Infrastructure Growth

Demand for BTP resources will increase as passenger numbers continue to grow at a rate of between 5% to 7% per year. New infrastructure developments could lead to greater disruption when incidents occur as well as a higher level of overall calls for service. The focus on



disruption will become increasingly important as delay costs and the associated impact increases. Increased passenger numbers using the network has resulted in many key stations being redeveloped, stimulating regeneration and investment in commercial outlets. These developments are likely to provide wider scope for offences such as theft and retail crime as well as alcohol-related offending in respect of licensed premises. Large interchange stations such as Birmingham New Street, Reading, Manchester Victoria, London Bridge and Paddington are amongst some of the locations currently being redeveloped.

3.4 Cybercrime and Social Media

Cyber-crime and the need for resources to counter it will continue to grow over the coming years. As public awareness and media attention increases, the negative publicity that could arise from an attempted cyber-attack may be as damaging to an organisation's reputation as a successful attack. Individuals can also fall victim to cyber-crimes and investigative skills and equipment are needed to effectively tackle both.

3.5 There is a risk for BTP and the railway industry that criminals may launch cyber-attacks on BTP systems or on infrastructure owned by Network Rail, Transport for London or Train Operating Companies. The implementation of European Rail Traffic Management System and digitisation plans for the railway also increase the risk of criminals accessing the network. As technological advancements are made systems will become increasingly integrated and relied upon; raising their vulnerability. This will also elevate the systems' attractiveness as a target due to the extensive impact a compromise could produce.

3.6 Public engagement and the use of social media is a key element to BTP's confidence strategy and the importance of regular, quality engagement was highlighted by the recent Transport Select Committee hearings. Social media reporting to BTP is predicted to continue to grow, in particular, the reporting of anti social behaviour (ASB) incidents putting an increasing demand on BTP resources.



- 3.7 The introduction of digital and social media accessibility has enabled the public to report incidents via text message (SMS), email and Twitter. The SMS non-emergency text facility "61016" was launched March 2013 and has been used to highlight incidents on and around the railways. Being made aware of this activity is particularly relevant in view of BTP's strategic plan to improve passenger confidence by 10%. Since March 2013 there have been over 10,000 reports via social media, now averaging over 600 reports a month.
- 3.8 Cycle Crime
BTP has recorded 5,861 cycle crimes during the last 12 months; 346 (6%) more than the 5,515 in 2008-09. Reasons for this increase include the increased use of cycles, the associated lack of cycle storage space at some stations and the increased value of cycles, which is discussed further in the document.
- 3.9 The Mayor will more than double London's cycling budget, to a total of almost £400m over the next three years, two and a half times more than previously planned. In 2015, £145m a year will be spent on cycling, or roughly £18 a head, almost on a par with the Netherlands who have the highest spend in this regard. Over the next ten years, cycle spending will total £913m, more than treble the previously planned levels and the London cycle network will be heavily used.
- 3.10 It is assessed the steady increase in the value of bicycles secured to railway infrastructure will encourage more organised criminality surrounding the theft of bicycles and bicycle components. The substantial level of investment in London's cycling infrastructure will increase the availability of cycles in vulnerable areas with public access, presenting criminals with more opportunities to steal cycles, especially those which have not been properly secured by their owners. This is particularly evident during the summer months when commuter travel by bicycle is most pronounced; contributing to the cyclical trend in offending.



3.11 Twenty four hour travel

There has been a 50% increase in demand for tube services after 21:00 since 2003. During 2015, TfL will start a 24-hour night tube service for Fridays and Saturdays, starting with regular services on the Northern, Piccadilly, Victoria, Central and Jubilee lines. Phase one will include operating four trains per hour on each of these lines with implementation aimed for September 2015. As well as impacting on the tube network this will also affect all major overground hub stations within London.

3.12 In 2017 the frequency of trains is planned to increase to six per hour to support London's growing night time economy. The TfL business case is largely based upon data regarding current night bus use, which increased at an average rate of 7% per year between the years 2000 and 2011. Tube travel figures after 22:00 hours have also evidenced an average annual increase of 5%. Phase two will see night time operation on sections of the District, Hammersmith & City, and Metropolitan Lines; proposed to begin in 2019. There are also aspirations to operate weekend overnight services on the DLR and London Overground.

3.13 Tube trains running 24 hours a day will inevitably impact upon BTP in terms of resourcing and crime levels. There is increased opportunity for incidents to occur requiring assistance of BTP and volume crime, in particular TPP could be adversely affected driven further by a target rich environment and more intoxicated victims vulnerable to theft.



4. PROPOSED NATIONAL POLICING PLAN TARGETS

4.1 Crime

4.1.1 BTP is performing well against the 20% reduction in notifiable crime target and is currently on target to achieve it by 2019, notwithstanding the risks highlighted above such as increased passenger usage and night time travel. As the table below shows, if the end of year position is an overall 5% reduction then a further reduction of 2% to 3% will be required for each remaining year of the Strategic Plan period.

Policing Year	Number of notifiable offences (excluding PG)	% change	
2012-13	50,081		Baseline
2013-14	46,508	-7.1%	Actual
2014-15	44,229	-4.9%	Projected
2015-16	42,,902	-3%	
2016-17	41,615	-3%	
2017-18	40,783	-2%	
2018-19	39,968	-2%	Target

4.1.2 As outlined in Section 3, the operating environment will be increasingly busy and demand for BTP is likely to grow. A further sustained reduction in crime will therefore be challenging and will demand new ways of working from BTP and a cross-industry approach to current and emerging issues.

4.1.3 Given current performance, and the growing requirement to focus on disruption as well as crime during the next four years, it is recommended that a 3% reduction in notifiable crime (excluding police generated) is set for 2015-16. If achieved, BTP will be well placed to achieve the longer term 20% reduction target.

Recommendation target for 2015-16: At least a 3% reduction in notifiable crime (excluding police generated)



4.2 Violence Against the Person (VAP)

4.2.1 Crimes of violence have a significant impact on the confidence of the public and staff who use or work on the railway network. This type of crime has been highlighted as a priority for passengers and staff through the recent consultations carried out by BTP and is also regularly highlighted by the National Passenger Survey as an area of concern.

Policing Year	Number of VAP offences	% change
2010-11	8,140	
2011-12	7,912	-2.8%
2012-13	8,117	2.6%
2013-14	8,425	3.8%
Estimate for 2014-15	9,183	9%

4.2.2 As can be seen by the table above, this type of offending has increased year on year since 2011-12 and it is estimated that there will be a relatively large increase by the end of 2014-15. Violence against the person offences now account for nearly 21% of all notifiable crime recorded by BTP. Offending patterns are random and the growth in recorded crime can be partly attributed to the increase in passengers using the network and the night time economy that is continuing to develop in and around stations and transport hubs. The offence types that have increased the most are racially aggravated harassment (12%) and serious assaults such as ABH and GBH (27%).

4.2.3 The prevention and detection of these crime types are regularly discussed at force and divisional performance meetings and both national and local analysis is provided. However, In order to maintain the focus on this area during 2015-16 it is recommended that a national target is set to reduce violence against the person offences by 10% next year. This is entirely in line with BTP's commitment to increase the confidence of passengers and staff and to make the network a safe place to travel.

Recommended target for 2015-16: Reduce violence against the person offences by at least 10%



4.3 Theft Passenger Property (TPP)

4.3.1 The table below shows recorded TPP offences, detections, detection rate and the proportion of overall notifiable crime that TPP represents. There have been significant reductions in TPP offences over the last two years.

Policing Year	TPP Recorded Offences	% change	TPP Detected	Detection Rate	TPP as a % of overall crime (excluding PG)
2009/10	16,292		834	5.1 %	29.3%
2010/11	16,648	+2.2%	887	5.3 %	29.9%
2011/12	14,909	-10.4%	952	6.4 %	29.3%
2012/13	17,292	+16.0%	1002	5.8 %	34.5%
2013/14	14,353	-17.0%	948	6.6%	30.9%
Predicted for 2014/15	12,057	-16%	668	5.5%	27.3%

4.3.2 There are three main categories of TPP. These are:

- Theft from person – predominantly pickpocketing and snatch offences which take place on board busy trains, crowded platforms and walkways, and mainline stations. Theft from person accounts for 43% for all TPP crime and the victim often does not realise they have been the subject of an offence until sometime after the theft has occurred.
- Theft of personal property-offences where a theft takes place and the victim is not carrying the property/item stolen on their person. Theft of personal property accounts for 47% of all TPP crime.
- Theft of luggage – theft of suitcases, usually on board a long haul train, where the victim often does not realise their belongings have been stolen from the luggage rack until they depart the train. Theft of luggage offences account for 10% of all TPP crime.

4.3.3 TPP is a stealth crime and one that is extremely difficult to investigate. This is primarily due to the victim not realising they have been the subject of theft when the offence occurs and



therefore being unable to identify the location or time of the theft. This means there is minimal evidence available, no description of the offender, and very difficult to trace on CCTV. This in turn means that a crime is reported at the end of a lengthy journey, be that across the underground network or indeed at the end of a long haul journey by national rail services.

- 4.3.4 BTP operates a very victim focused crime recording procedure and often receive reports where the victim is not sure they have been subject to crime, but had their property at one point before commencing a journey and discover it missing much later – having in the intervening period taken a journey by public transport.
- 4.3.5 There is also an ineffective and fragmented process within the rail industry for the reporting and recording of lost property. This is not only a major gap in service to customers of the railway, but creates a situation where the travelling public turn to BTP to report the loss, perhaps understandably taking the view that their item must have been stolen, if they have not managed to find it through the lost property offices of the rail industry.
- 4.3.6 BTP's strategy for tackling TPP is therefore focussed on prevention, reduction and enforcement. Tactics used as part of Operation Magnum include:
- Developing innovative techniques to identify crime hotspots. This includes the development of an Aoristic analysis methodology which applies probability assessment to the cases where the victim has no idea during a journey where the theft occurred.
 - Crime prevention advice and media campaigns to highlight awareness and prevent members of the public from becoming a victim of theft in the first place. This includes 'days of action' to engage with the public, encouraging registration of smart phones, tablets and laptops on the National Property Register.
 - Intelligence led proactive deployments (covert and overt) and targeted multi-agency operations.



- The use of smart phone tracking applications such as 'find my iPhone'.
- Operations to target those who provide the commercial monetary reward to criminals. A recent example is an 18 month police investigation which resulted in the arrest of 13 individuals in September for conspiracy to handle stolen goods (bulk export of stolen mobile phones or selling them in independent shops across London) and money laundering. Over 1000 smart phones, £110k in cash and a large amount of gold was recovered at the properties searched and over £300k held in bank accounts.
- Engagement with the CPS and the judiciary system to improve charge rates.
- Enforcement measures to arrest and prosecute offenders, utilising an integrated offender management strategy that addresses criminal behaviour in the longer term. For example prolific offenders are now identified and managed through an integrated offender management process.
- Secondment to BTP of officers from abroad to assist in targeting foreign criminals and organised crime groups.
- Working with ATOC to develop a single national lost property policy.

- 4.3.7 Operation Magnum has proved extremely successful and the tactics used led to a 17% reduction in TPP offences in 2013/14. Continued activity has seen a further 16% reduction in offences so far this year.
- 4.3.8 Whilst members will have noted the Transport Select Committee's comments regarding the detection rate, for BTP it is not recommended that a national target is set in this regard as the prevention, reduction and enforcement strategy used by BTP to tackle TPP has made a notable impact and led to a significant reduction in victims of crime (5,000 less victims of TPP



in 2014-15 compared to 2012/13). Such a target would also be against the ethos of the Chief Constable's vision for BTP, which is that a more preventative, problem solving approach to policing is adopted and that there is a move away from detection rate targets. A continued reduction in TPP will be essential if BTP is to achieve the overall strategic crime reduction target and this crime type will continue to be treated as a priority by the force.

Recommendation: That a TPP Policing Plan target for 2015-16 is not set.

5 Disruption

- 5.1 Currently disruption presents the biggest challenge for BTP in terms of achieving its strategic objectives. It is also the area where a genuine industry-wide strategy and response is required to achieve long term reductions in lost minutes in the context of an expanding and ever-more congested network. The table below shows current progress, projected end of year figures and the subsequent annual reductions that will be required to achieve the overall 20% reduction.

Policing Year	Number of police-related disruption minutes	% Change	
2012-13	1,171,730		Baseline
2013-14	1,242,171	+6%	Actual
2014-15	1,259,543	1.40%	Projected
2015-16	1,158,780	-8%	
2016-17	1,066,077	-8%	
2017-18	991,452	-7%	
2018-19	937,384	-5.5%	Target

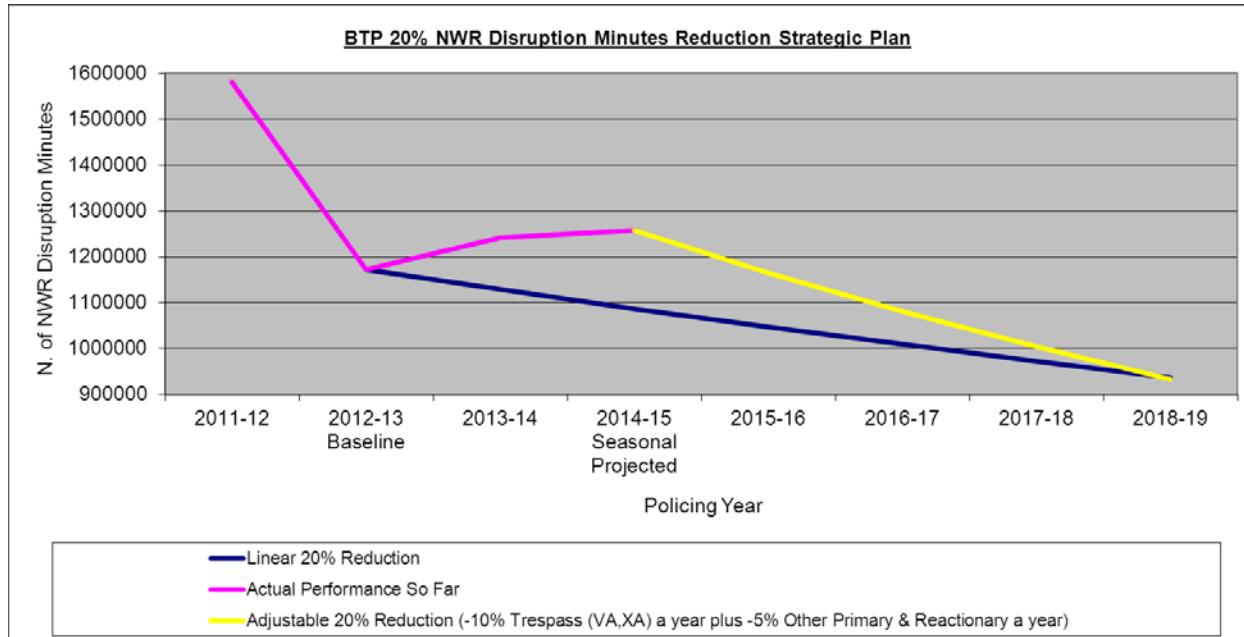
- 5.2 Members will be aware that there have been significant reductions in the areas of cable theft and fatalities over the last five years. However, minutes lost to trespass-related disruption have increased by 33% this year and now account for 46% of all crime-related disruption (see table below). During performance meetings focusing on disruption it has also become clear the primary minutes (disruption directly related to an incident) are much more in BTP's gift to



influence than reactionary disruption (which is primarily related to the industry's ability to respond to the after effects of an incident). Since the start of the Strategic Plan period, primary minutes have increased by 4%, whilst secondary minutes have increased by 10%.

	Predicted 2014-15 outcome	
Disruption Category	LMs	Proportion
Cable vandalism/theft	35,193	3%
Fatalities/injuries caused by being hit by a train	484,741	38%
Trespass	577,802	46%
Vandalism/theft (including the placing of objects on line)	108,500	9%
Level Crossing incidents and misuse	53,307	4%
Total minutes lost	1,259,543	100%

- 5.3 Whilst previous Policing Plan disruption targets have been set only for the totality of crime-related lost minutes, it is recommended that next year they are focused on those areas where BTP can have the most impact and is best placed to have a positive effect. Analysis has shown that if BTP were to achieve an annual 10% reduction in trespass-related minutes and a 5% reduction in overall primary minutes then this would achieve the ultimate 20% reduction target (assuming a one-to-one relationship between primary and reactionary minutes). This trajectory is illustrated in the graph below.



- 5.4 As mentioned above Policing Pan discussions at Subdivisional level have been focused on a problem-solving approach to disruption hotspots. Therefore, whilst this target would have the advantage of focusing attention on the areas where biggest advantage can be gained, the risk of overlooking locations that have other disruption issues such as fatalities or cable theft at a local level will be mitigated. The national performance unit would also monitor performance against all types of disruption throughout the year and recommend action or intervention as appropriate.

Recommended targets: **At least a 10% reduction in trespass related lost minutes**
 At least a 5% reduction in primary lost minutes

5.5 Fatality Management

- 5.5.1 It is recommended that BTP retains the two national Policing Plan targets related to fatality management. These are welcomed by stakeholders and they ensure that a focus on performance is maintained on this important area to sustain the success of recent years. 2014-15 was the first year that a partial reopening target was set at a national level, and



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although it is challenging for those Subdivisions with infrequent occurrences of these types of fatality together with a very large geographic area, it is likely that BTP will achieve the target. Performance against both these targets is shown below (it should be noted that from 2013-14, unexplained fatalities were included in the 90 minute target).

90 minute fatality target

Fatality Clearance Time	2010-11	2011-12	2012-13	2013-14	2014-15 (Apr-Oct)
Total clearance minutes	29863	34666	24279	23914	16071
Number of incidents	255	307	293	314	204
Average clearance time (mines)	117	113	83	76	79

45 minute partial hand back target

Average Partial Hand back Times at qualifying 4 track fatalities (National Target)	2014-15 Target	2014-15 YTD Performance
East	45 minutes	44 minutes
TfL	45 minutes	22 minutes
South	45 minutes	33 minutes
Midlands	45 minutes	51 minutes
Pennine	45 minutes	50 minutes
Wales	45 minutes	84 minutes
Western	45 minutes	n/a none occurred
Scotland	45 minutes	n/a none occurred
BTP	45 minutes	43 minutes

Recommended targets: **Non-suspicious and explained fatalities to be cleared within an average of less than 90 minutes**

Achieve at least a 45 minutes partial reopening on all four track lines



6. Confidence

- 6.1 BTP's Strategic Plan target is for public confidence on the railway to increase by at least 10% by 2019. Passenger confidence is measured by the National Rail Passenger Survey (NRPS) and rail staff confidence is measured by an internally managed survey produced by BTP's Strategic Development Department. In order to achieve this objective, passenger confidence will need to be 82.7% by 2019 and rail staff confidence will be required to be 71.6%. The latest available survey results show that passenger confidence is currently 76.6% and rail staff confidence is currently 65.1%. At present BTP is narrowly on target to achieve the 10% target but of the three Strategic Plan objectives this is arguably the area where BTP has the least direct control. Further increases will need to be achieved through partnership working with Network Rail and train operators.
- 6.2 The table below shows the increases required to achieve the Strategic Plan target from the end of this performance year to 2019.

	NPS Required Targets	Rail staff Required Targets
2014/2015	77.5%	66.4%
2015/2016	78.8%	67.7%
2016/2017	80.1%	69.1%
2017/2018	81.5%	70.5%
2018/2019	82.7%	71.6%

- 6.3 Further data in relation to both targets will be available in early 2015. However, unless this data shows significant upward or downward movement, the recommendation for 2015-16 is that targets are set to keep BTP on the linear trajectory required to achieve the overall target (i.e. 78.8% for passengers and 67.7% for rail staff). To supplement these targets and to ensure that locations with very low confidence scores are not overlooked, it is also recommended that a target is set for the 20 stations with the lowest confidence scores. If members approve this direction of travel, further analysis will be required to identify the most appropriate stations to target, taking into account sample size, the probability of the stations



being surveyed again and the length of time the station has received low confidence scores. There will also be further discussion regarding the possibility of BTP's Strategic Development Department undertaking supplementary survey/focus group analysis at these locations to enhance understanding of the nature of the local situations and issues. Engagement will also be undertaken with Passenger Focus to discuss possibilities for joint working. The table overleaf shows the 20 stations with the lowest confidence score from the latest NPS survey.

Recommended targets: **At least a 78.8% confidence rating for passengers measured by the national passenger survey**

At least a 67.7% confidence rating for rail staff measured by the BTP rail staff survey

Increase in confidence at the 20 stations with the lowest confidence ratings as measured by the National Passenger Survey (detail to be confirmed if agreed by Subgroup)



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20 lowest confidence stations

Station Name	Origin Station			* Ranking for Confidence Target	Division	Sector
	Satisfied	Total	% Satisfied			
DARTFORD	36	67	53.70%	94	B	South
MANCHESTER VICTORIA	30	53	56.60%	93	C	Pennine
LONGBRIDGE	29	50	58.00%	92	C	Midlands
BARRY ISLAND	32	55	58.20%	91	C	Wales
SEVENOAKS	47	80	58.80%	90	B	South
SUTTON (SURREY)	104	171	60.80%	89	B	South
WEST CROYDON	61	99	61.60%	88	B	South
LONDON CHARING CROSS	261	423	61.70%	87	B	South
LUTON	60	94	63.80%	86	B	East
SWANSEA	55	86	64.00%	85	C	Wales
GUILDFORD	32	50	64.00%	84	B	South
RYDE PIER HEAD	38	59	64.40%	83	B	South
READING	157	242	64.90%	82	C	Western
SOUTHAMPTON CENTRAL	51	78	65.40%	81	B	South
LONDON VICTORIA	624	949	65.80%	80	B	South
BIRMINGHAM NEW STREET	249	378	65.90%	79	C	Midlands
DOVER PRIORY	41	62	66.10%	78	B	South
PENZANCE	49	73	67.10%	77	C	Western
LONDON BRIDGE	170	252	67.50%	76	B	South



8. Offender Management

- 8.1 Offender management will be a key way of working for BTP during 2015-16 and beyond. It is therefore recommended that a national target is set for 2015-16. A successful offender management approach will have significant positive impact on other aspects of BTP's Strategic priorities, particularly confidence and crime reduction. Over the last three years over 103,500 offenders have either been arrested or wanted by BTP. Over 8,800 (9%) of these offenders were arrested more than once. BTP's top 200 offenders have committed 2,283 notifiable offences, which is 4.8% of all detected notifiable offences and the same offenders have committed an additional 1,059 non notifiable offences during that time,
- 8.2 The offender management strategy is complex and far reaching, requiring a tailored menu of options across all levels of offending. This will mean that reducing reoffending and the management of offenders cannot solely be delivered by specific offender management resources. BTP as a whole must embrace the methodology of offender management across all its related activities to achieve continuous and sustained reductions in reoffending. Restorative justice, offender triage, intervention strategies, improved intelligence and tasking, virtual courts and a single CPS are just some examples of the changes that will be implemented. In terms of a national policing plan target, the aim will be to reduce the reoffending rate of BTP's most prolific offenders. Discussion are on-going with BTP's offender management leads as to how this target can best be presented and measured – this is a complex area of work but a final target will be presented to this group at the next Subgroup meeting if agreed.

Recommended target: TBC% reduction in the offending rate of BTP's top 200 prolific offenders (detail to be agreed and re-presented to Subgroup)



9. Safeguarding

9.1 As stated in the previous paper to this Group, recent high profile cases and discussions at the Transport Select Committee have highlighted the importance of safeguarding and in particular dealing with young persons who come to BTP's notice. ACC Newton has reviewed BTP's safeguarding strategy in order to ensure the interests of vulnerable adults, children and young persons who come into contact with the British Transport Police are paramount in every case and to ensure that BTP meets and exceeds its statutory responsibilities in the interests of vulnerable children. Within the life of this strategy, every member of staff will be aware of what is expected of them in respect of child safeguarding. The strategy will include:

- Clear lines of accountability with a defined structure within BTP and clarity about roles and responsibilities.
- A revision of policy and procedures to ensure BTP is legally compliant with national statutory, regulatory and training requirements and adopting a proactive, intrusive stance in its approach to child safeguarding.
- A review of training provision and a training gap analysis.
- A revision of administrative procedures to manage all case referrals.
- The introduction of a central body to ensure a corporate and systemic approach throughout the organization that will oversee operational activity and follow up with external agencies and bodies, set standards and report performance.
- A revision of performance data and performance monitoring.
- An overall action plan to manage and monitor progress towards achieving strategic intentions of protecting vulnerable children.



9.2 Managing all vulnerable people on the network will continue to be a major priority for BTP. This work is critical in saving lives and reducing disruption on a congested network; BTP makes on average around 80 life-saving interventions a month. In order to maintain a national performance focus on this area a number of targets have been suggested and are still under discussion. These include timely CYP (Children and Young Person) form completion, standards for compliance with NCALT training and referral rates to appropriate organisations when BTP comes across vulnerable people on the network. As with offender management, this is a complex area where BTP has not set national targets before and it is intended to present a more detailed set of targets to the Subgroup at the next meeting if the direction of travel is agreed.

Recommended targets:	TBC% of CYP forms to be completed within 24 hours
	TBC% of CYP forms to be completed within 48 hours
	TBC% of operational officers to have completed relevant NCALT modules
	TBC% of referrals to external agencies in appropriate cases

10 Efficiency – Sickness

10.1 Although BTP compares favourably with other police forces in relation to sickness rates, because of the importance of the visibility of frontline resources it is recommended that a national target is set for 2015-16. The table below shows that, after significant improvement leading up to 2008, the overall level of sickness has not fluctuated greatly. However, the Policing Plan target has not been achieved for the last two years and the predicted current level of sickness for 2014-15 is around 7.45 days per employee.



Policing Year	Days lost per person	Target	Target Met
2008/09	7.38	8	Achieved
2009/10	7.73	8	Achieved
2010-11	7.68	7.73	Achieved
2011-12	7.39	7.7	Achieved
2012-13	7.51	7.3	Not achieved
2013-14	7.34	7.3	Not achieved
Predicted 2014-15	7.45	7.3	May not achieve

Recommended target: **Average days lost per employee to be less than 7.3 days**
(or 2014-15 end of year performance if lower)

11. Strategic Policing Requirement

11.1 The Strategic Policing Requirement, published in July 2012, sets out the Home Secretary's view of the national threats that the police must prepare for and the appropriate national policing capabilities that are required to counter those threats. The particular threats specified in Part A of the SPR are:

- Terrorism
- Civil emergencies
- Organised crime
- Public order threats
- Large-scale cyber incidents.

11.2 BTP is integral to the UK counter terrorism strategy and will continue to play a key role in the government's CONTEST strategy. In terms of public order policing BTP regularly plays a key role in protecting and securing the railway during various public order situations such as violent protests or confrontational football supporters. BTP is also capable of providing support to other forces during major public order or civil emergency situations, as illustrated in 2011 London riots. The HMIC has recently inspected all Home Office forces on their preparedness to comply with the SPR public order element and confirmed that the requirement was being



met. When HMIC inspected forces in relation to their capability to deal with threats of a large-scale cyber attack, findings were more mixed. This was an area discussed at the last Subgroup meeting and Members have been sent the executive summary of BTP's cyber crime assessment. BTP, like other forces is implementing new structures to meet the challenges of cyber crime, including the creation of a dedicated cyber crime unit.

- 11.3 The SPR's purpose is to ensure that forces have the capability to deal with the threats identified by the Home Secretary. It is assessed that this on-going capability exists in BTP and that therefore there is no requirement for specific policing plan targets to be created for these areas.

12. Recommendations

- 12.1 Members note and discuss the proposed targets contained within this paper
- 12.2 If agreed, BTP to provide further detail on the proposed low confidence stations, offender management and safeguarding targets to the next Subgroup meeting