BTPA
British Transport Police
Authority

Report to:	Police Authority
Agenda #:	5
Date:	11 December 2014
Subject:	Policing Plan Group update
Sponsor:	Chair Policing Plan Group
Author:	Sam Elvy
For:	Information and Discussion

1. Purpose of paper

1.1 To update the full Authority on progress with the development of the 2015-16 local and national Policing Plans as reported to the second meeting of the Group and to invite comments on the priorities emerging.

2. Background

2.1 The purpose of this second meeting of the Policing Plan Group was to;

- Review progress made to date on local stakeholder consultation events

- Identify the key themes emerging from those local discussions and distil out the issues which could be reflected in national level targets

- Capture any other inputs including emerging issues raised by the Force and other interested parties such as the Transport Committee (TC)

- Agree next steps in developing local and national plans that are consistent with the Strategic Plan and demonstrably informed by evidence gathered from local stakeholder's and other appropriate sources.

3. Key discussion topics

3.1 <u>Police communication as a driver of public confidence</u>

The Group received a summary of Home Office and Met Police research, stating that police communication is one of a number

of tactics, which can be used to drive up public confidence. The significant differences and challenges experienced by the British Transport Police (BTP) in engaging with its various 'communities' were noted but the principle that communication should be part of BTP's toolkit to deliver the 10% confidence target was accepted. The Deputy Chief Constable confirmed that a review of the Force's Media & Marketing was underway to identify new opportunities for proactively engaging with staff and passengers.

Action: An update on the findings of the review and the recommendations pertinent to the achievement of the confidence objective were requested for the next meeting of the Group.

3.2 <u>Local consultation</u>

Members briefly revisited the wider context for the development of the 2015-16 policing plans noting forecast growth and emerging pressures such as 24 hour tube travel.

3.3 At the time of the meeting, 6 of the 8 sub-divisional meetings had been completed and feedback from these was still being collated by the Force; this data will be shared with participants at each local meeting for comment in due course. An initial note on issues emerging, based on the high level feedback received from Authority attendees, was circulated separately by the Authority Executive for information. As the local consultation activity was not yet complete the Force confirmed that the proposals for national targets had not yet been fully tested against the local representations but this was intended as part of the next stage of the process.

The Group confirmed that it was imperative that

Action: summary of the sub-divisional discussions to be shared with participants at those meetings for comments

Action: data gathered at the local discussions to be reviewed, with the support of the Authority Executive, in order to identify;
- **The consistent themes emerging locally that should be captured in the national policing plan**
- **The initial narrative that describes how local priorities have informed local and national planning**

- **Whether the current national plan proposals (as set out in section 3.2 below) are supported by the evidence gathered locally, or another source**

3.4   Draft national targets

Mindful of the preceding discussion on the need to demonstrate;

- coherence with the strategic objectives
- the linkages between the stated local priorities and the subsequent development of local then national plans
- how the representations of the TC had been taken into account in decision making
- that due regard had been given to the Strategic Policing requirement

For the purpose of providing guidance to the development of the Plan the Group considered proposals from the Force.

3.5   **Notifiable Crime**

The Group noted that BTP was on track to achieve the 20% notifiable crime reduction objective by 2019; in order to maintain that performance a further 3% reduction in 2015-16 was proposed. This was supported as an initial proposal.

3.6   **Violence Against the Person**

The continued increase in recorded Violence Against the Person offences was discussed and the obvious impact this type of offence has on passenger and staff confidence was noted. Though challenging, in terms of identifying the specific opportunities BTP has to tackle such crimes, it was agreed that a reduction target (in the order of 10%) was an appropriate assumption on which to base further discussions.

3.7   **Theft Passenger Property (TPP)**

In addition to the significant proportion of overall crime accounted for by theft of passenger property, and therefore its impact on the achievement of the notifiable crime reduction target, the Group noted that BTP's response to this crime type had been subject to some scrutiny by the TC in particular in relation to detection rates. While a separate target for TPP was

not proposed by BTP for 2015-16, as a result of the subsequent discussion a number of options were proposed for further consideration. The narratives around the risks/benefits of these options would need to be captured in order to evidence the decision making process;

- Set no specific TPP target – but signpost in the Policing Plan narrative that further reduction will be key in achieving the overall crime reduction target – Authority members considered this would leave BTP exposed to future challenge by the TC

- Set a specific TPP crime reduction target – this would be visible and support the strategic crime reduction target but could be difficult to achieve given forecast passenger growth

- Set a normalised TPP reduction target – which seeks to reduce crime per million passenger journeys – i.e. reduces the risk of being a victim of crime against a backdrop of a growing passenger railway – Authority members felt this was an attractive option in that it built in a protection for future passenger growth, would demonstrate to the TC we had acknowledged its concern in this area, and endorsed our approach to focussing on crime prevention..

- Set a TPP detection rate target – this would respond to the TC criticism of the current TPP detection rate but is counter to the current successful strategic focus on crime prevention

3.8 **Disruption**

The Group noted the well documented achievements in relation to reducing disruption caused by metal theft and the continuing threat to the achievement of the overall 20% disruption reduction strategic objective posed by fatality and trespass related lost minutes.

A target to reduce trespass related disruption, which accounts for 46% of all police related disruption was discussed including the overall relationship between numbers of incidents and delay minutes per incident. The Group agreed that a focus on trespass was the most important next step to take in bringing down overall delay; however while the principle of a target was supported further information on the proposed approach was needed in order to inform a recommendation about the scale of

any target. Subject to further work, early thinking suggests that this could include tactics such as;

- *Joint patrols with Network Rail security staff or Land Sheriffs to deter and prevent trespass offending Trespass-related deployments at hotspot locations.*

- *Development of Network Rail data in order to provide more detail about the causes of trespass i.e. school children or suicidal trespassers – this will determine the tactical response to a given location.*

- *Enhanced joint working with Network Rail in relation to known access points and bespoke media campaigns at the hotspot locations.*

- *Active problem solving plans for key locations owned by BTP, Network Rail and other relevant agencies.*

- *Target hardening tactics at high frequency trespass locations*

3.9   The Force stated that a 30% overall reduction in police related lost minutes was now required in order to achieve the disruption reduction objective by 2019. A proposal was tabled that a reduction target should be focused on 'primary' rather than all lost minutes as BTP was able to influence these to a greater degree. While Members noted this position, and suggested that this challenge was well understood by partners, a primary delay minutes reduction target was not felt to be capable of driving future the partnership working required to bring about sustainable change in the industry's prevention and handling of disruptive incidents. The Force updated that a metal theft type 'Fusion Unit' approach was being considered for all disruption reduction activities which would enable exactly the approach being proposed.

Members concluded the discussion by reiterating that a primary disruption minutes reduction target would not be consistent with the strategic objective and such a change would require consultation on a proposed change to the strategic objective with stakeholders.

3.10 BTP were asked to draw up operational plans including working with partners as appropriate to meet the overall performance delay target in line with the strategic plan.

3.11 Fatality management

Continuation of the 90 minute fatality management and 45 minute partial line reopening targets was proposed by BTP as on-going visibility through the national plans was felt to be pivotal to the overall achievement of the disruption reduction target and an important message to communicate to stakeholders.

Authority Members challenged the need to include maintenance targets in the public facing plan for 2015-16 and suggested that these 'ways of working' should now become embedded in business as usual with the Policing Plans focused on capturing areas for improvement. The Group was not minded to recommend maintenance targets for fatality management, noting that the partial line reopening was relatively recently introduced, but the importance of these service standards to the overall achievement of the disruption reduction target was endorsed and this data would be monitored by the Authority. However, a supporting narrative for the overall disruption target should be developed to capture those messages.

3.12 Confidence

The challenge for BTP to influence a satisfaction score that was not entirely within its control was noted. The proposals for an incremental increase in the passenger and staff confidence measure were supported as a starting principle for further discussion which should include some further detail on the tactics at the disposal of the Force and its partners. An additional focus on key locations was also encouraged subject to further analysis. As referenced earlier in the discussion the role of communication as a driver needed to be further developed in terms of actions to be taken over the coming year.

3.13 Offender management

Offender management was endorsed as an emerging area of work that was crucial to achieving a number of other local and national objectives and therefore appropriate for inclusion in a national Plan. Further work was requested to understand how the target was developed and the actions proposed to achieve it.

Action: Further work to describe the rationale behind the development of an offender management target, and tactics

to achieve it, to inform an update paper in mid-January

3.14 Safeguarding

Safeguarding was noted as a critical emerging issue both in terms of BTP and the Authority demonstrating that they are meeting their respective statutory duties and in its potential impact on public confidence. In addition the TC had made specific recommendations that the Authority set appropriate targets in this regard. Specific targets relating to administrative of processes for safeguarding of children and young people were proposed. These were recognised as important activities in the overall management of safeguarding functions but were not felt to be entirely appropriate in signalling the direction the Force needed to move in in this important area of work.

3.15 The Group felt that a more appropriate focus could to develop a overarching strategy and work plan for safeguarding including a set of deliverables around training, administration, developing robust datasets that could be monitored throughout the year. It was proposed the milestones to delivering this strategy should be incorporated into the 2015/16 plan
In addition it was recommended that the Force and Authority should engage with interest groups to seek their feedback on the appropriateness of this approach for 2015-16. (A draft interim strategy was shared with the Authority Executive team for information after the meeting).

3.16 Sickness Efficiency target

Ensuring availability of staff through robust management of sickness was highlighted by BTP as a key enabler for the achievement of the Strategic objectives; and the annual policing plan was described as a key platform for communicating that message internally and externally. Referencing the earlier discussion about removing business as usual targets from the public facing plan – as sickness was felt to be broadly within acceptable levels Members did not support including a sickness in the national plan but recommended that where appropriate local targets should be put in place to address under performance. The Group noted that sickness was regularly reviewed by the People and Standards Committee and it was for that Committee to make recommendations about target setting should any general concerns about sickness management arise.

4. Other matters

4.1 Members reiterated the requirement to describe the resources allocated to deliver the agreed annual policing objectives for 2015-16. This should be described in terms of numbers and locations of resource and be available to inform the final approval of the plans by the Authority in March 2015.

5. Next steps

5.1 An interim paper developing the themes, and responding to the queries, captured above to be circulated to the Group in mid-January in preparation for final discussion and consultation on the emerging local and national plans.

5.2 Notes from each of the sub-divisional planning meetings to be circulated to participants for information and feedback as soon as possible.

5.3 Once confirmed as accurate by attendees, the notes from the sub-divisional meetings to be reviewed by BTP with support from the Authority to ensure recurring themes are captured within a national policing plan and all local priorities are addressed in local plans.

5.4 Following discussion at this meeting, an update note from the Chair of the Policing Plan Group to be circulated to stakeholders describing the progress and direction of travel in developing a set of Policing Plans for 2015-16.

5.5 A paper on the relevant emerging recommendations from the Media and Marketing review relating to communications and increasing public confidence to be presented to the Group at its next meeting.

5.6 Further work is to be carried out describe the allocation of resources to deliver the Policing Plan for 2015-16 in time for the approval of the final plans in March 2015.

6. Recommendations

6.1 That Members note the discussion from the second meeting of the Policing Plan Group and the agreed next steps as set out above.

6.2 As required to explore any of the issues arising in more detail.