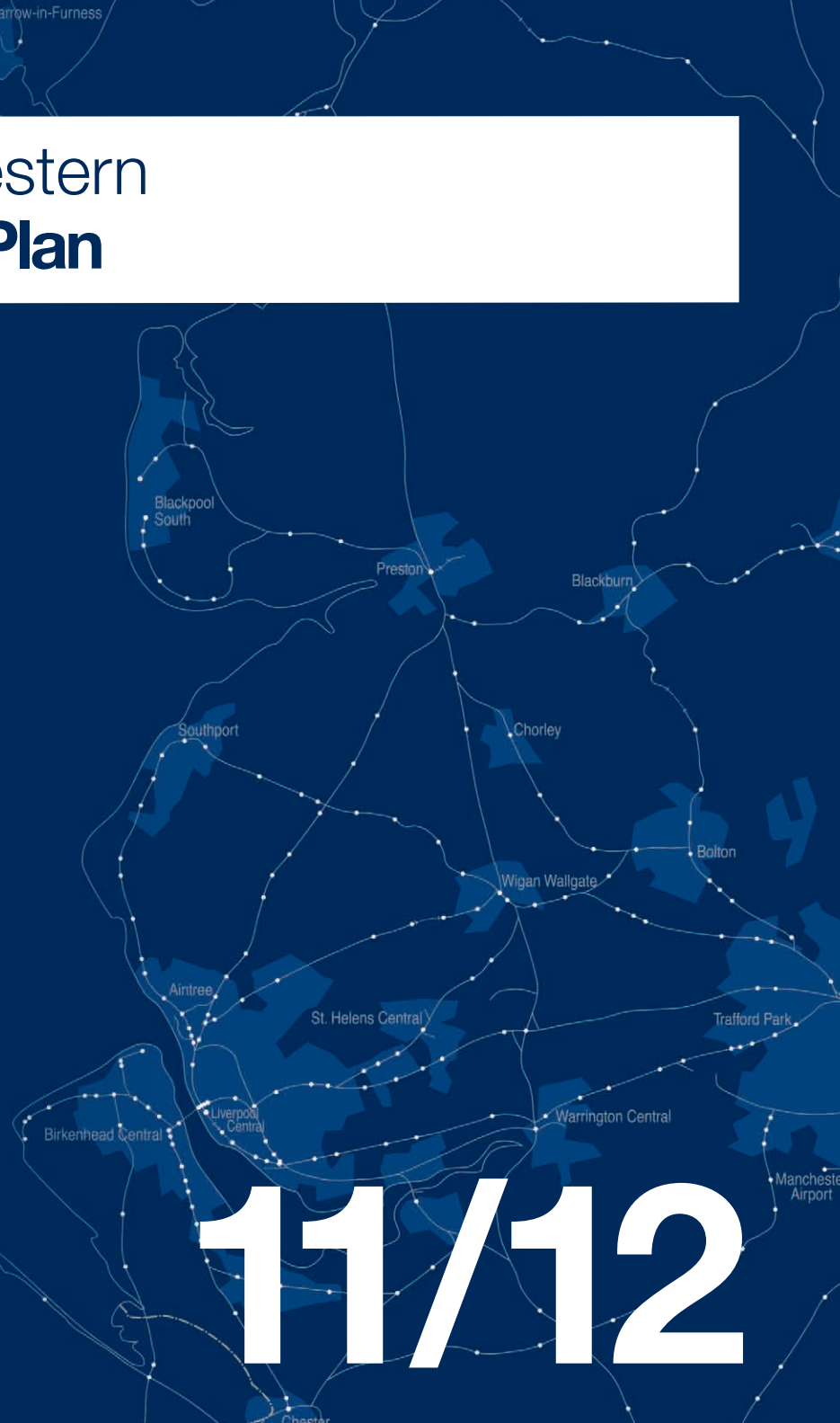




North Western Policing Plan



11/12

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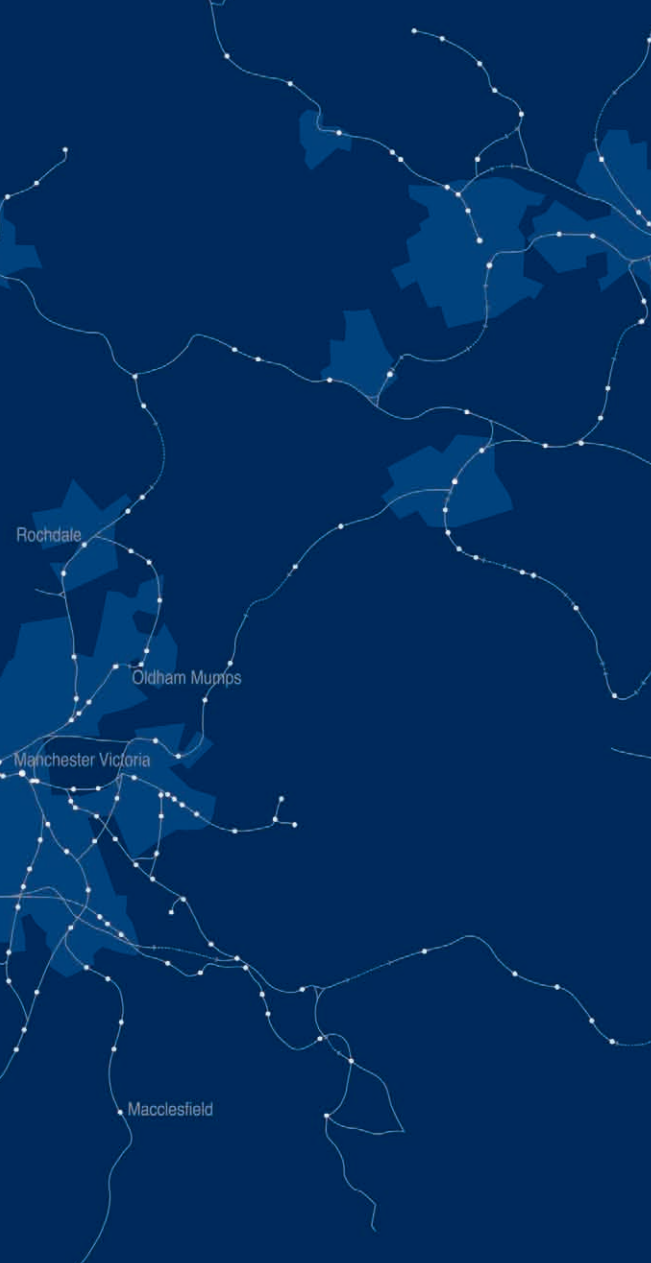
Foreword

Millie Banerjee

Chair,

British Transport Police Authority

A busy year awaits British Transport Police in 2011/12. It will be the last full year before the Olympics are held in London, an event in which the police has an important operational role to play. Policing the railways in the face of such an event is always a challenge, but BTP, under the leadership of Chief Constable Andy Trotter, is in good shape to play its part in delivering a memorable and successful Games.





This year will also be BTP's first under a new strategy that will take us to 2014. Our core mission remains largely unchanged: we aim to protect and serve the railway environment and its community, keeping levels of disruption, crime and the fear of crime as low as possible.

The strategic objectives to achieve this are:

1. Helping to keep rail transport systems running
2. Helping to make rail transport systems safer and more secure
3. Deliver value for money through continuous improvement
4. Promoting confidence in the use of rail transport systems

These objectives were developed through close consultation with the rail industry and passenger groups. The Police Authority held a successful workshop in September 2010; nearly every train and freight operating company was represented, and the discussion was fruitful. Colleagues were subsequently invited to provide written feedback on drafts of the plan before the Police Authority approved it in March 2011.

One issue which nearly all consultation responses were agreed upon was that the BTP of the future should play its part to reduce the disruption to rail services. Despite some challenges in developing an agreed method, I am pleased to report we have included both national and local targets in this year's plan and that a further pilot scheme

will take place in the coming year. The Police Authority will be monitoring progress here with a view to developing new targets in the future.

It is well documented that there have been great advances in BTP's performance since the Police Authority was established in 2004. This was supported by the rail industry's generous investment in increased revenue budgets.

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However, this year will be different; the policing plan targets in this document will have to be delivered with a smaller financial resource. In December, the Police Authority agreed to set a net budget for the British Transport Police Fund of £198.8 million – a reduction of 2.5% on last year – and to follow the industry in absorbing much of the significant pressures we are facing. This will require an imaginative response from BTP. It will have to find ways of being more efficient without taking away from its effectiveness.

The ultimate aim for the 2011/12 policing year, and indeed for the whole period covered by our strategy, is to sustain our record of consistent improvement. I am confident BTP will rise to the challenge.

Foreword

Andrew Trotter

Chief Constable, British Transport Police



This policing plan sets out how we will protect and serve the railway, the people who work on it and those who use it in 2011/12.

The priorities contained within this plan underline our determination to reduce crime and disorder, investigate crime and reduce disruption on the network. We will be visible and available to our community and will work with our partners to create a network which is safe and feels safe for all those who use it.

The financial context for this plan is challenging; we will need to do more with less this year. We are aware of the significant economic challenges facing the railway industry and understand the need to deliver the very best value service possible. BTP's budget has been reduced by 3.3% in real terms to allow for inflation, and the achievement of these challenging targets will be evidence of a significant increase in efficiency and value for money.

This plan supports our three year Strategic Plan which details how we will implement the organisational change required for savings and improvements in service delivery against the budget constraints that we face over the next three years. It will build on the already significant cashable and non-cashable savings we have achieved over the last few years.

Our Strategic Plan is focused on retaining our frontline capacity whilst making sustainable cashable savings. We will ensure all warranted officers are deployed to operational duty where possible, streamline management levels, modernise our workforce, reduce our estate and develop our resource planning allowing us to re-distribute our staff to effectively manage the increased demand for our services.

There will be significant operational pressures in 2011/12. In addition to the terrorist threats from Irish dissident groups as well as international terrorists and other extremist groups, the demands on resources in terms of football and major events have never been higher and the continuing rise in the price of copper will mean that cable theft will remain a major challenge.

The 2011/12 policing plan targets are focused on the areas that you have told us are the most critical.

The 2011/12 policing plan targets are focused on the areas that you have told us are the most critical. After consultation with the railway industry, rail staff and passenger groups, the following key themes have been agreed:

- **Helping to keep the railway running**
- **Helping to make the railway safer**
- **Providing value for money through continuous improvement**
- **Promoting confidence in the use of the railway**

This plan sets out our specific operational targets to support these themes, which, together with the organisational improvements set out in our Strategic Plan, will realise our vision of providing a first class policing service for all those who use and work on the rail network. Each of our policing Areas has also set local targets in support of these national priorities which have been carefully crafted in consultation with local stakeholders. We will continue to ensure that good quality data is available to allow us to evaluate progress against our plan.

National targets

Helping to keep the railway running

Disruption related offences

Reduce the number of disruption related offences from the level recorded in 2010/11

The reduction of disruption and the associated adverse operational and financial impacts are key priorities for passengers, staff and the rail industry. This year BTP has set a target to reduce those crimes (cable related offences, trespass, criminal damage, level crossing misuse and route crime) that lead to disruption on the railway. Disruption hotspots will be targeted through local problem solving plans agreed between BTP Areas and the railway operators.

Fatalities

All non-suspicious fatalities to be cleared within an average of 90 minutes

Each year BTP deals with about 200 non-suspicious deaths on the railway. Our ability to thoroughly manage these incidents and return the network back to normal service as quickly as possible is widely recognised as best practice and is an important part of the high quality service that BTP provides.

Helping to make the railway safer

Notifiable crime

Reduce the number of notifiable offences from the level recorded in 2010/11

Reducing notifiable crime is a key priority for BTP. Despite a significant achievement in reducing notifiable crime by 24% over the last six years, stakeholders have indicated that further reductions and detecting those responsible remain their highest priority. This target excludes police generated offences (all drugs offences and possession of offensive weapons).

Staff assaults

Reduce the number of staff assaults from the level recorded in 2010/11

Rail staff play an essential role in keeping the railways running without disruption and they have the right to work without fear. BTP has worked diligently to bring those responsible for committing offences against staff to account while driving a reduction in these offences. This target will help drive a further reduction in 2011/12.

Violent, sexual and robbery offences

Maintain or increase the detection rate for serious violent, sexual and robbery offences

Violent, sexual and robbery offences have a serious impact on victims. BTP has reduced these offences by 12% since 2007/08. The detection rate for 2010/11 was 38%. This target will drive an increase in the detection rate in 2011/12 so that more offenders are brought to justice.

Providing value for money through continuous improvement

Value for money

- **Reduce the number of officers in organisational support roles at Force Headquarters by at least 10%**

Ensuring BTP's operational resources are focused on the frontline is a key element of increasing visibility and driving further improvements in value for money. This target will redirect operational resources from organisational support roles to frontline policing and the achievement of policing plan targets and other operational priorities.

- **Reduce expenditure on non-staff costs as a proportion of staff costs by at least 1.5 percentage points**

The average non-staff costs for police forces as a percentage of staff costs is 25.5%, as compiled in HMIC's Value for Money Profiles 2010/11. Although BTP's percentage is 31.3%, it does not account for BTP's position regarding VAT payment and different capital accounting procedures; once these are accounted for, the true figure is 23.4% – comparing favourably to the national average. However, BTP is determined to make improvements with a target to reduce non-staff costs by 1.5 percentage points and return savings to the frontline increasing performance, visibility and operational effectiveness whilst also being mindful of the need to protect spending in areas that contribute to the productivity and efficiency of staff.

Sickness

Average sickness days per employee to be less than 7.7 days

BTP has made enormous improvements in recent years in reducing absence through sickness from 10.4 sickness days per employee in 2007/08 to 7.7 in 2010/11. This reduction in sickness represents a significant increase in availability of resources and value for money. This target will drive further improvements in these respects.

Promoting confidence in the use of the railway

Anti-social behaviour

Reduce the number of anti-social behaviour incidents from the level recorded in 2010/11

Anti-social behaviour is widely recognised as a key determinant of confidence in both passengers and railway staff, and is consistently identified as a top priority through surveys of both groups. BTP continues to work in partnership with railway operators to tackle anti-social behaviour and has achieved a reduction of 16% comparing incidents recorded in 2010/11 with 2007/08. This excludes police generated offences which have been identified and recorded as a direct result of police activity, including patrols.

Visibility

Increase the proportion of our resources devoted to Neighbourhood Policing Teams (NPTs) and response policing between 8pm and 1am

Police visibility is a key driver of public confidence. It is important that as many officers, PCSOs and special constables as possible are deployed in roles that are visible to the public at the times they are needed most. This target is designed to increase the percentage of resources deployed as part of response and NPTs between the hours of 8pm and 1am.

Response times

To respond to at least 80% of all immediate incidents within 20 minutes

Responding quickly to emergency incidents and calls for assistance is vital. This target is consistent with national targets and underlines our service commitment.

Commentary

Chief Superintendent Peter Holden North Western Area Commander



More passengers are using our railways in the north west and they are safer than they have ever been.

The partnership between BTP, Network Rail, train operators and passenger transport authorities has driven down crime for six successive years and we are making considerable inroads into tackling anti-social behaviour.

However, there is much to do. In particular, the problem of cable theft, specifically live cable cutting that causes major disruption to the network, is likely to become even more pressing as metal prices continue their inexorable rise. To tackle that, we are devoting increasing resources, both on Area and from BTP nationally, to the problem, as well as seeking innovative ways of dealing with the criminals involved.

Our neighbourhood policing model continues to embed itself and develop and is a prime means for us to increase passenger and rail staff confidence, something which remains a key priority for 2011/12.

Deepening and strengthening the partnerships we already have in place, so that our tasking process is firmly focused on industry priorities and working better together to achieve our shared objectives, will also contribute to customer confidence.

The North Western Area has highly trained resources to meet what is a big task – maintaining the safety of passengers, staff and goods across the region, protecting a travelling population of 55 million passengers a year across nine train operators and Network Rail.

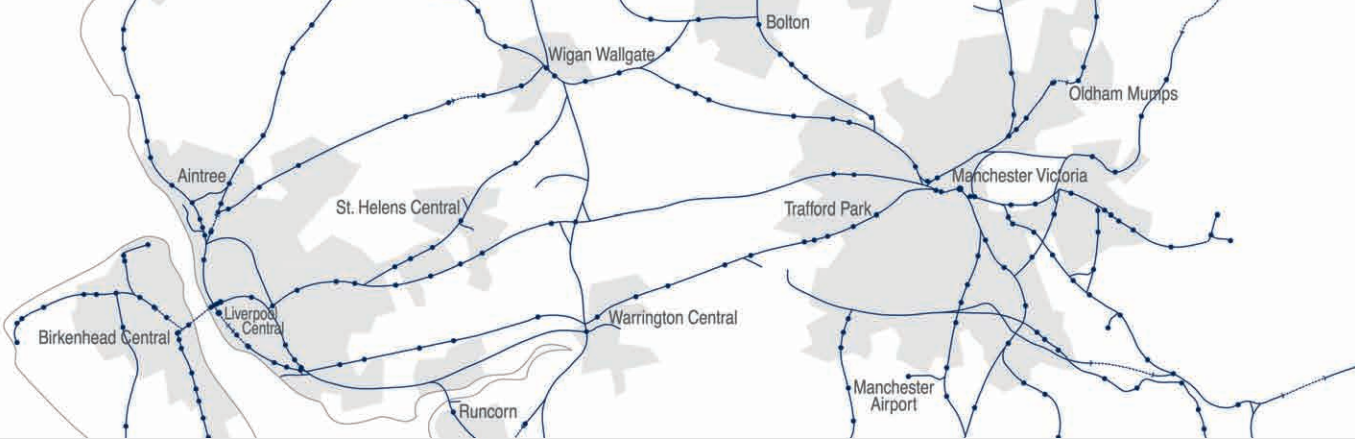
We have 254 police officers, 36 police community support officers and 57 police staff based at 11 police stations across the Area. In common with other public services, we are having to make budget savings and squeeze more value from fewer resources, but I am confident we can continue to deliver a first class service and reduce costs at the same time.

The North Western Area has the highest concentration of Premier League football clubs in the country as well as some challenging lower league clubs. Policing the thousands of fans who travel each week and ensuring other rail users and staff are not adversely affected by them is a continuing commitment that we need to get right 100% of the time to ensure safety.

I am confident we can continue to deliver a first class service and reduce costs at the same time.

There is also a major commitment caused by an increasing number of demonstrations from groups such as the English Defence League. We work closely with local police to ensure that these events pass with minimal impact on rail users and staff, and will continue to devote officers and resources in 2011/12.

One way we can help increase frontline delivery within a tight budgetary framework is by recruiting more special constables across the Area and using them more effectively.



Special constables are volunteers and, as well as increasing frontline capability, particularly for pre-planned events, they enhance our links to local communities and help deliver neighbourhood policing. We are continuing our recruitment drive in 2011/12.

This plan sets out clearly what our objectives and targets are for the year. Serious crimes, such as violence and staff assaults, are of course continuing priorities. However lesser disorder and anti-social behaviour can have a long term and damaging impact on staff and passengers and is something we must get better at dealing with.

Working together, we can achieve that – and reduce disruption to the network from major issues such as cable theft, level crossing misuse and route crime.

2011/12 will undoubtedly be a difficult year – the threat from international terrorism will remain severe, but we are building on a platform of success and have the advantage of ever closer relationships with partners that will be crucial as we look forward to more success this year.

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Area targets

North Western

2011/12

Football related offences

Maintain or increase the detection rate for football related offences

Football policing is a priority for the North Western Area and detecting these offences will contribute to reducing anti-social behaviour and improving passenger confidence. The Area has achieved a consistently high detection rate for these offences over recent years, 81% in 2009/10 and 82% in 2010/11.

Violent offences

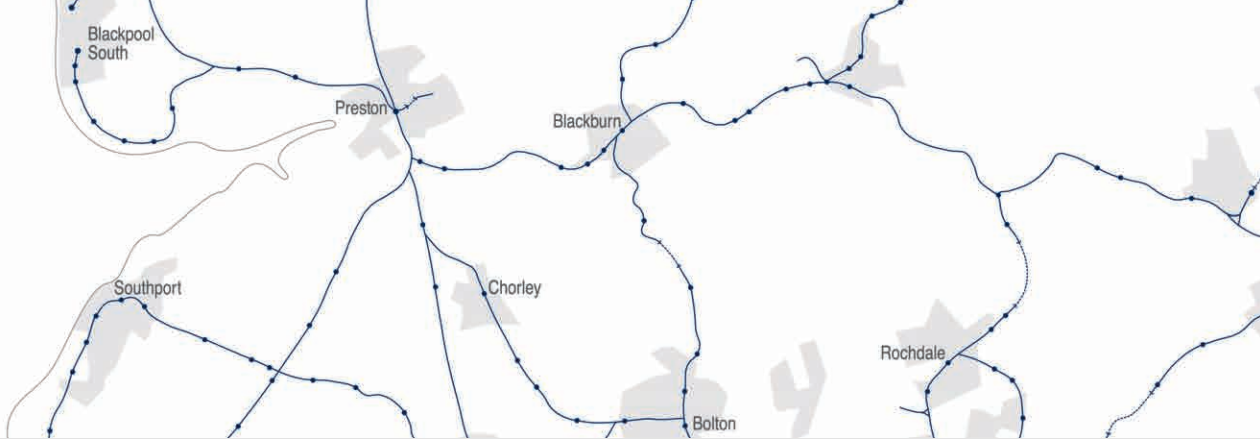
Reduce the number of violent offences by at least 5%

Violent offences have a profound impact on victims as well as on wider passenger and rail staff confidence. The North Western Area is committed to reducing these offences to ensure a safer railway. In 2010/11, 247 offences were recorded.

Notifiable crime

- **Reduce notifiable crime by at least 5% at the Liverpool police post**
- **Reduce notifiable crime by at least 5% at the Carlisle police post**

In consultation with stakeholders, Carlisle and Liverpool were identified as priority locations to focus efforts on reducing notifiable crime in the upcoming performance year. These two police posts experienced an increase in crime in 2010/11 and this target will help to ensure that the trend is reversed in 2011/12. It excludes police generated offences (all drugs offences and possession of offensive weapons).



Cable theft

Implement a minimum of five problem solving plans at identified key locations to reduce disruption caused by cable related offences

Reducing disruption caused by cable related offences is a key priority for BTP in 2011/12. With the cost of copper rising to an all time high on the world markets, cable theft is likely to continue to prove challenging. A problem solving plan approach targeting hotspot locations will aim to reduce disruption to the network.

Level crossings

Implement a minimum of four problem solving plans at key level crossing locations to be identified with Network Rail

Reducing the misuse of level crossings is a priority for both BTP and Network Rail. The Area will aim to address problems at four key level crossing hotspots by implementing a problem solving approach to improve safety.

Visibility, reassurance and anti-social behaviour

Implement a minimum of 12 problem solving plans to address issues of police reassurance, visibility and anti-social behaviour

Addressing local problems and concerns across the Area is important and this target will ensure that the issues that most affect passenger and rail staff confidence will be addressed.

**British Transport Police welcomes
your feedback. To send us a
comment or for additional
information please visit:**

www.btp.police.uk



**North Western Area contact:
Chief Superintendent Peter Holden,
Area Commander**

British Transport Police
North Western Area HQ
Suite 2B Second Floor
1 Portland Street
Manchester M1 3BE

**National contact:
Simon Peel**

Strategic Development Department
British Transport Police
Force Headquarters
25 Camden Road
London NW1 9LN

simon.peel@btp.pnn.police.uk