

# London North Policing Plan



# 11/12



# Contents

Foreword by BTPA Chair	01
Foreword by BTP Chief Constable	02
National targets	03
Commentary by Area Commander	06
Area targets	08

# 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.

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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 Mark Smith

London North Area Commander



As we launch the new policing plan targets for 2011/12, it also marks the completion of my first year as the Area Commander for British Transport Police London North Area.

**When I took over the reins, I put into place two key priorities; protecting the public and rail staff, as well as reducing disruption to the railway network with regards to fatalities and cable-related crime.**

This was always going to be a significant challenge for London North considering that we have responsibility for the safety and security of passengers, staff and goods across 93 local authorities, 13 counties and 20 London boroughs.

This makes us one of the busiest Areas in BTP and we also have a number of partners to work with including 16 train operating companies, freight operators, the international HS1 operation, 7 Network Rail routes, 15 local police forces and Passenger Focus.

In order to meet this challenge, we have 443 police officers, 119 police community support officers and 98 police staff based at 19 police stations and Area Headquarters, working closely with our industry partners to achieve a safe railway environment free from disruption and crime.

In the 2010/11 policing year, the Area recorded notable successes including a 25% reduction in fatalities and an improvement in fatality response times, a reduction in cable theft offences, achieving our incident response times, and detecting staff assaults to name a few.

Other successes included working effectively with our Home Office colleagues on a number of joint operations, cable days of action to put a stop to cable and metal thieves, the successful response to a major incident with the train crash at Sudbury and the investigation of several high-profile cases.

Another important development on London North was the introduction of Operation Target...

Most recently, London North won an award at the Rail Business Awards, in recognition of the Area's efforts to change the culture and put quality of service for victims of crime on an equal-footing with detecting the crime.

Another important development on London North was the introduction of Operation Target, which was launched to improve procedures and make better use of resources to position the Area for the future.

In a relatively short period of time, the project team has put together some excellent ideas and we are on course to introduce three 24/7 policing posts outside of London by the end of April, with two more opening before the end of the calendar year. This will mean increased coverage and quicker response times.





Looking ahead, we identified our Area priorities for 2011/12 in consultation with our partners and stakeholders. These priorities aim to reflect local needs while contributing to BTP's national objectives as well as addressing the key issues identified in our strategic threat assessment.

The Area targets centre on increasing detection rates for anti-social behaviour at key locations, reducing volume crime, partial re-opening of lines following a fatality where appropriate, continuing to work with the industry on joint football operations and reducing route crime offences.

This plan sets out clearly what our objectives and targets are for the year ahead. The more effectively we can work with our partners, both within and outside the rail industry, the more we can achieve and the more we can increase the confidence of passengers and staff, making the railways even safer than they are now.

The more effectively we can work with our partners, both within and outside the rail industry, the more we can achieve...

# Area targets

## London North

2011/12

### Anti-social behaviour

**Increase the detection rate for anti-social behaviour offences committed at the following locations between 3pm and 3am:**

1. Northampton to Milton Keynes
2. Peterborough
3. St Albans to Mill Hill Broadway
4. Barking to Grays
5. Reading
6. Shenfield to Southend stations
7. Norwich

London North Area is committed to tackling anti-social behaviour and increasing visibility to reassure passengers and staff at problematic locations across the Area.

### Theft of passenger property, vehicle and cycle offences

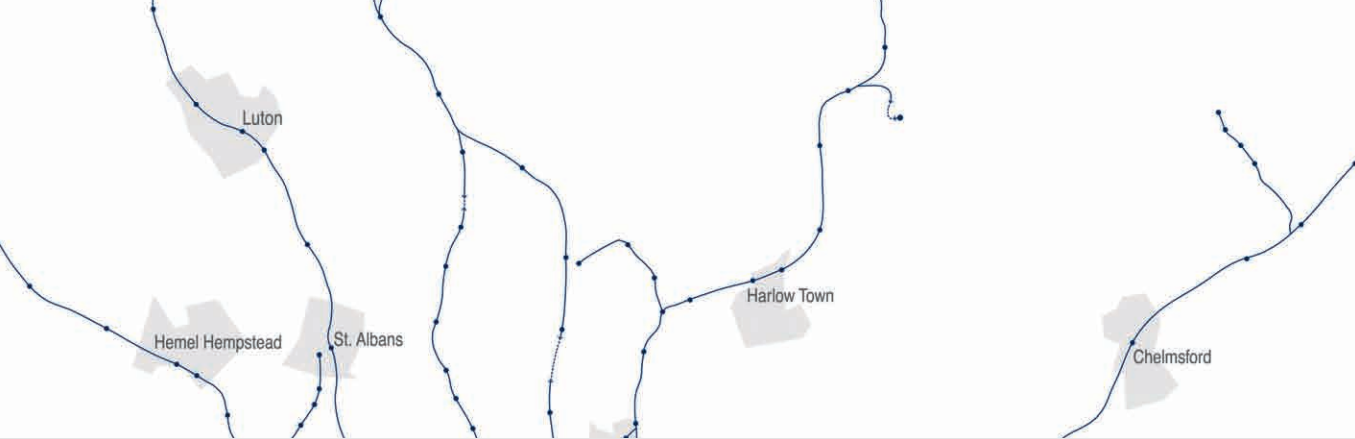
**Reduce the number of theft of passenger property, vehicle and cycle offences from the level recorded in 2010/11**

Vehicle and cycle thefts, as well as theft of passenger property, have a significant impact on both perceptions of safety and security, and the satisfaction of railway users. Reducing these offences will help drive improvements in both these respects. There were 5,967 offences recorded in 2010/11.

### Fatality management

- **Achieve a partial reopening on all four-track railways within an average of 60 minutes of a fatal incident**

BTP is highly skilled at effectively investigating fatalities while respecting the dignity of the deceased and returning the network to full operation as quickly as is possible. We aim to keep disruption to a minimum, however, this target will not apply in the event that the fatality hotline is not used, the Mobile Operations Manager fails to attend the scene within 25 minutes or after a partial re-opening, if doing so jeopardises health and safety, causes alarm or distress to the public, undermines the dignity of the deceased or compromises the investigation.



- **Complete at least eight problem solving plans on the following routes:**
  - 1. Reading to Southall**
  - 2. Cambridge and surrounding network**
  - 3. Romford to Maryland**
  - 4. Rugby to Harrow**

To help further reduce disruption to the network caused by fatal incidents, London North will use a problem solving plan approach to four specific routes across the Area. The routes have been identified in consultation with the industry.

## Route crime

**Reduce disruption caused by route crime and level crossing misuse at six key locations by completing 60 joint operations in partnership with Network Rail**

Route crime and level crossing misuse are both highly dangerous, with the potential to cause significant loss of life and disruption to services. The highest risk locations will be determined in consultation with Network Rail. The London North Area will work in partnership with Network Rail and other stakeholders to improve safety using a problem solving plan approach.

## Football policing

**Reduce the impact of football related disorder on passengers and staff by conducting at least 24 ACRE style operations**

ACRE operations are specifically designed to control travelling football fans and involve high visibility, large scale, crowd control around major hub stations across the Area. These operations will help reduce the impact of football related disorder and provide reassurance for both passengers and staff.

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

[www.btp.police.uk](http://www.btp.police.uk)



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