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North Western Area  
**Policing Plan**

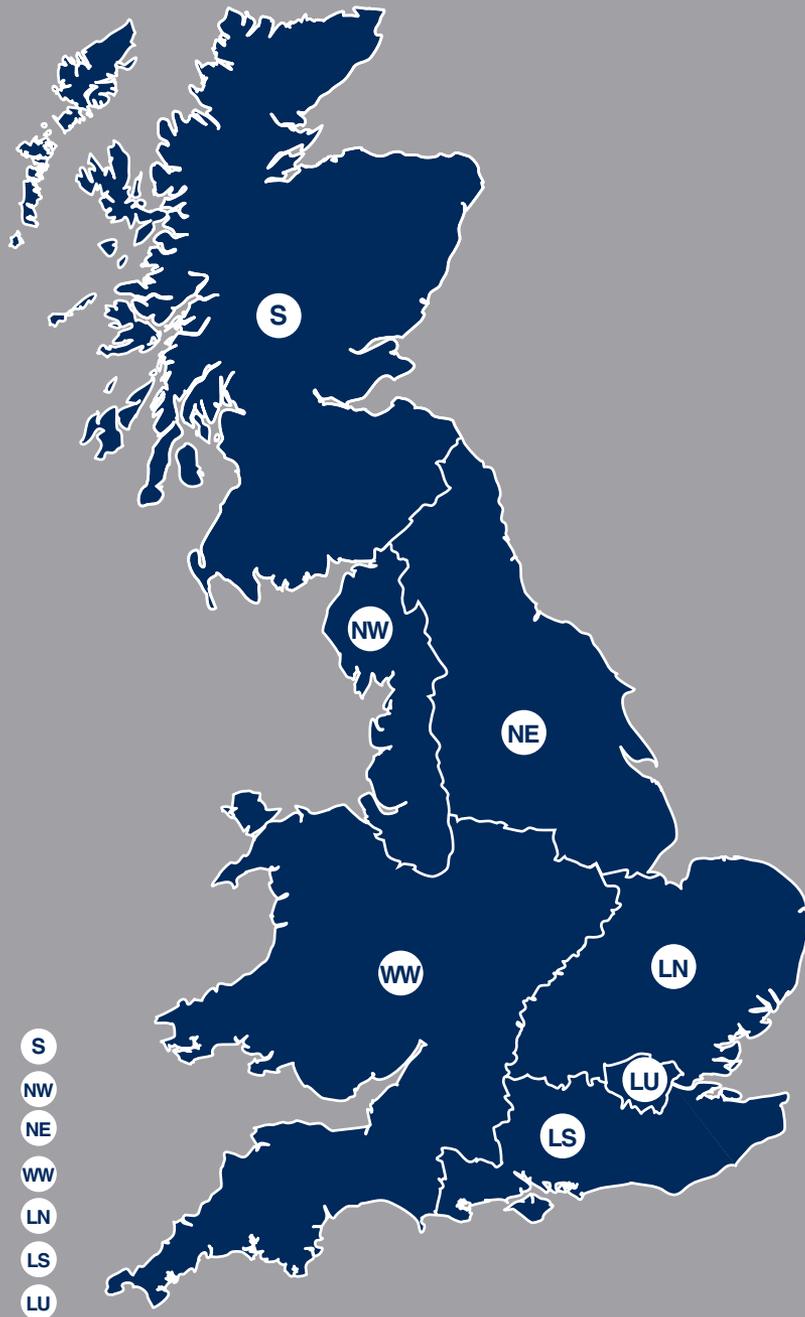


BRITISH  
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### **Chief Constable Ian Johnston Sir Alistair Graham, Chairman, British Transport Police Authority (BTPA)**

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As the dedicated, specialist police force for Britain's railways, British Transport Police's (BTP's) ongoing mission is to ensure that passengers, rail staff, operators and infrastructure owners can all use the railways free from crime and the fear of crime.

BTP begins its reporting year 2008-09 from an enviable position based on the operational success and increased investment of the past few years. As a result, Britain's railways are a low crime environment and arguably safer than ever before.

Success has been hard won through increasingly focused and intelligence-led policing and improved partnership working with other forces, railway businesses, operators, and Crime and Disorder Reduction Partnerships. Our 2008-09 Policing Plans set detailed objectives and measureable targets that we are confident will take that operational success to the next level.

During the life of the last three-year Strategic Plan, the BTPA invested heavily in BTP to take the organisation forward from a position of historic under-investment. Recent investment by the industry has paid real dividends in reduced crime and disorder, resulting in more offenders being brought to justice and an improved travelling and working environment.

The new three-year Strategic Plan will build on what has already been achieved. The context for the strategic goals and the operational objectives set out in this annual plan remain challenging. The threat from terrorism remains high and protecting the rail infrastructure from this threat remains a priority and the focus of much day-to-day activity. The railways are not immune from national and local trends in the communities they serve, and violent crime continues to be a concern in 21st century Britain.

BTP works within the national policing context and the priorities set by the governments and executives in Westminster, Edinburgh and Cardiff. The Force makes an important contribution to national objectives, but, in line with the strategic direction set by the Department for Transport, is increasingly focusing on the specific needs of the rail system and strengthening those partnerships.

BTP and the BTPA are committed to working with the rail industry to ensure safe travel and working environments for passengers, rail staff, freight users and tenants. We are deploying Neighbourhood Policing Teams to deliver improved service at a local level, backed by a national, specialist organisation that is a world leader in railway policing.

## Towards a safer railway...

### **T/Chief Superintendent Peter Holden North Western Area Commander**

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British Transport Police North Western Area plays a key role in maintaining the safety and security of the region's rail network, policing a travelling population of some 60 million people a year.

We have more than 265 police officers, 35 PCSOs and 55 police staff based at 10 police stations across the North West. Working together with our partners we will once again strive to achieve a safe railway environment, free from disruption and the fear of crime over the course of the next year.

Building upon the successes of 2007-08, our local priorities in 2008-09 have again been identified in consultation with partners and other stakeholders to reflect local needs, while contributing to national organisational and governmental objectives.

This year's objectives will centre on reducing the number of violent incidents, sexual assaults and robberies that take place on the network, as well as concentrating efforts on tackling hate crime, anti-social behaviour and route crime, specifically at level crossings. Forcewide, we will also ensure the focus remains on keeping the railways safe from the threat of terrorism, and effectively tackling the problems caused by large numbers of football supporters using the rail network.

Staff assaults will also remain a priority and, in co-operation with our partners, we will look to reduce the number of assaults that occur as well as improve our detection rate.

We will also undertake a new initiative this year where we will measure our performance against more specific and localised objectives, through the Area's monthly crime tasking meeting, thereby increasing the significance of this key meeting.

One of the key outcomes from our partner and stakeholder consultation was a desire to effectively address reassurance issues and tackle anti-social behaviour, and we will continue to proactively tackle these through the successful Operation Shield and drugs dog deployments.

As an additional measure, we will also look to develop further Neighbourhood Policing Teams within the Area. Last year saw the establishment of two teams for the Manchester City Centre and Liverpool to Southport line and they are proving a resounding success. The ethos of Neighbourhood policing sees officers regularly engaging with passengers, rail staff and businesses to establish the issues that are of concern. Officers then set about solving these issues, utilising a truly partnership, problem-solving approach. The existing teams will have specific objectives laid out in this plan targeting anti-social behaviour.

**Our mission is to work in partnership with others to help build a safe railway environment, free from disruption and the fear of crime.**

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2008-09 will clearly prove to be a challenging year for policing the railway. As patronage of the rail system continues to rise, so too will the demands on policing. We can expect to be under the international spotlight as we respond to the challenge arising from the appointment of Liverpool as European Capital of Culture for 2008.

I am confident that together we will meet the various challenges head-on, and this plan will play a crucial role by clearly setting out our objectives and targets for the year. Through improved partnership working, intelligence-led policing and deploying the right resources quickly and smartly, we can proactively police the network throughout the North West to reduce crime and disorder, and ensure the safety and security of railway passengers and staff.



## National targets

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### Crime reduction

BTP is committed to reducing crime and disorder on the railways. This is an especially challenging target, given that both passenger numbers and kilometres travelled will increase next year. BTP recorded 70,368 notifiable crimes in 2007-08, an 11% reduction compared to 2006-07.

- Reduce notifiable crime by at least 2%

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### Notifiable detection rate

BTP has increased detection rates for notifiable offences from 17% in 2004-05 to 27% in 2007-08. Setting this target will ensure that efforts are focused on further improving performance.

- Detect at least 28% of notifiable offences

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### Fatality management

BTP has a proven ability to deal effectively with fatalities and to strike a balance between respecting the dignity of the deceased, thoroughly investigating the fatality and keeping the railway running. This target excludes major incidents and those classified as unexplained, suspicious, road traffic accident and level crossing. BTP achieved an average of 76 minutes in 2007-08.

- To conclude police activity which disrupts train movement within an average of 90 minutes from receiving a report of a fatal incident

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### Counter terrorism

Countering the terrorist threat will remain a key priority for both BTP and the railway industry during 2008-09. A number of other targets will be included within the Operations department plan, but due to the sensitivity of such data, they will not be published. BTP achieved its Chemical, Biological and Radiological (CBR) profiling target in 2007-08.

- To carry out CBR profiling to a defined target (target not published)
  - To implement and monitor a new Operation Alert policy
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## National targets

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### Cable theft

The increasing problem of cable theft from the railway network, driven by world commodity prices, is significantly impacting on railway operations. Offenders attack live cabling and critical parts of the infrastructure where the impact can cause disruption for weeks or longer. BTP will disrupt, arrest and detect offenders engaged in this type of activity. The occurrence of cable theft offences is closely related to the market price of copper. If the price of copper rises above \$US9,000 per tonne on the London Metal Exchange, then the reduction target may be adjusted in consultation with the Cable Theft Gold Group. BTP recorded 2,027 cable-related offences in 2007-08, with a detection rate of 10%.

- **To reduce live cable-related offences by at least 5%**
- **To increase the number of offenders detected for cable-related offences from 2007-08 levels**
- **To seize assets and cash in connection with the investigation of cable-related offences to the value of at least £500,000**

### Football

Football banning orders provide an effective punishment for people convicted of football-related disorder and can be used in addition to any fines or custodial sentences issued by the courts. BTP is committed to combating football hooliganism and ensuring the safe and orderly movement of sports fans on the rail system. A serious football-related offence is defined as one which is in a football context and has a serious impact on the railway or its staff, the public or the police. Types of offences include violent disorder, grievous bodily harm, serious criminal damage (£5,000 and above), any assault on railway staff or police, any sexual assault and any racially-motivated incident. During 2007-08, BTP successfully applied for 53 banning orders and reduced the number of serious football-related offences by 20%.

- **To obtain at least 63 football banning orders**
- **To reduce the number of serious football-related incidents by at least 5%**

### Quality of service

BTP aims to provide a high quality of service regardless of why or how contact is made. This target measures the overall satisfaction of victims of crime with the service that BTP provides through the annual Victims of Crime Survey. BTP achieved an 80% satisfaction rate in 2007-08.

- **To achieve at least 80% overall victim satisfaction**

## National targets

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### Contact management

BTP has recently implemented a contact management strategy to improve its resilience and call handling performance. Achievement of these targets will ensure that BTP manages its call handling effectively and is able to provide a quick response to those who need to make contact. BTP is currently achieving these targets, which are national targets contained within the National Call Handling Standards.

- **At least 90% of emergency calls to be answered within 10 seconds**
- **At least 90% of non-emergency calls to be answered within 40 seconds**

### Efficiency

To deliver its objectives successfully, BTP will need to secure 2% year-on-year efficiency savings for reinvestment in order to meet growing demand and to continue to modernise. This target will be monitored and managed through the Frontline First programme.

- **Achieve at least 2% efficiency savings**

### Persistent young offenders

This target is important in ensuring that young people are able to see the direct correlation between their actions and the consequences of those actions – the offence that they commit and the subsequent consequences in court. In order for this to take place, justice needs to be quick and effective. BTP's focus on this area has seen significant improvements in performance and BTP achieved an average of 95 days in 2007.

- **The average time from arrest to sentence to be no longer than 65 days**

### Offences brought to justice

This target is intended to sustain improvements in BTP's criminal justice processes. In particular it complements efforts to improve the quality of case files, corporacy around criminal justice processes and performance management. The target measures the number of notifiable offences which result in a conviction, caution (youth offender equivalents of reprimand and final warning), cannabis street warning, penalty notice for disorder or are taken into consideration. This is another area where management focus has brought about considerable improvement in performance over the last year resulting in an end of year figure of 26%.

- **At least 27% of offences to be brought to justice**

## National targets

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### Absence management

BTP is committed to achieving a high level of attendance from police officers, police staff and PCSOs, as this is essential to the maintenance of an efficient and effective policing service. BTP failed its 2007-08 targets with regard to sickness absence for police staff, officers and PCSOs. A substantial programme of action has been undertaken and setting this target for 2008-09 will provide further incentive for improvement. In 2007-08, BTP recorded an average of 10.4 days sickness absence for police staff and police officers and 10.5 days for PCSOs.

- **To achieve an average of less than eight days' sickness absence for BTP employees**

### Recruitment and progression

BTP is committed to recruiting and retaining people from different backgrounds so that it can continue to develop a workforce that reflects the diversity of the UK population and travelling public. The recruitment targets have been changed from overall representation targets to targets which monitor the ethnicity and gender of newly-recruited officers. This allows for the HR department to be held more fully accountable and is also more reflective of the work that they do.

- **At least 14% of all police officers recruited to be from a BME background**
- **At least 25% of all police officers recruited to be female**
- **At least 6% of police officers promoted to be from a BME background**
- **At least 18% of police officers promoted to be female**

In 2007-08, BTP achieved its target with regard to female progression with performance of 27.4% against a target of 18%, but the BME progression target was failed with an end of year figure of 5.5% against a target of 5.9%. Both overall recruitment targets were failed with a female representation of 16.1% and BME representation of 6.1% against targets of 17.5% and 6.4% respectively.

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## North Western Area targets

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### Violent, sexual and robbery offences

BTP is committed to bringing those who commit violent, sexual and robbery offences to justice. 442 of these offences were recorded within the North Western Area in 2007-08.

- **To reduce the number of violent, sexual and robbery offences**

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### Hate crime

BTP is determined to bring offenders to justice for this type of crime, which can often impact not only the victim but on their family and the community as well. During 2007-08, the North Western Area detected 57% of hate crime offences.

- **To detect at least 58% of hate crime offences**

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### Staff assaults

Public servants deserve to be able to do their job without fear of harm and BTP will work in partnership to bring offenders who assault rail staff to justice. 166 staff assaults were recorded within the North Western Area during 2007-08 and 62% were detected.

- **To reduce the number of staff assaults**
- **To detect at least 63% of staff assaults**

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### Level crossing offences

Detecting offences at specific level crossings in the Preston, Liverpool, Crewe and Manchester areas has been identified as a key priority by North Western Area's stakeholders.

- **To detect at least 50 level crossing offences at specific stakeholder identified locations**

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### Anti-social behaviour

BTP is committed to detecting anti-social behaviour offences, which has been identified as a key priority by rail passengers and staff. 2,579 offenders were detected during 2007-08.

- **To detect at least 2,580 anti-social behaviour offences**
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## North Western Area targets

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### Neighbourhood policing

North Western Area will continue to develop dedicated Neighbourhood Policing Teams to provide visible reassurance, joint problem solving and an intelligence-led approach to tackling the issues that matter most to the railway community. 1,369 offences were recorded within the Manchester and Liverpool Neighbourhood Policing Team areas during 2007-08 and 619 anti-social behaviour offenders were detected within the Manchester Team's area. The target for Manchester and Liverpool Neighbourhood Policing Team areas excludes possession of drug offences.

- **To reduce the number of notifiable offences recorded within the Manchester and Liverpool Neighbourhood Policing Team areas**
- **To detect 681 anti-social behaviour offenders within the Manchester Neighbourhood Policing Team area**

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### Secure stations

These stations will be identified jointly and reflect the key areas of concern raised by North Western Area's stakeholders. Progress will be monitored via the regular railway crime tasking meetings.

- **To achieve Secure Station status for at least four identified stations and submit at least one Section 30 dispersal order**
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# Have your say

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British Transport Police welcomes your feedback. To send us a comment or for additional information about British Transport Police, visit: [www.btp.police.uk](http://www.btp.police.uk)

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