

# London Underground & DLR 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.

It is well documented that there have been great advances in BTP's performance...

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 Mark Newton**  
London Underground/DLR Area Commander



This year is going to be an exciting year for the London Underground (LU)/DLR Area as on April 3 we went live with a new policing style that I'm confident will deliver an even better service to passengers and staff.

**We have also improved the way our performance is measured against objectives. You will see in this plan that we've introduced a problem solving approach that allows us to work with partners to develop time-specific crime reduction objectives. This makes us much more adaptable and flexible in the way we respond to arising crime issues.**

In terms of our new policing style, every line on the Tube and DLR now has an inspector in charge of it. All Neighbourhood Policing Teams (NPTs) report to the inspector in charge of their line. It doesn't sound ground-breaking but it's actually a huge change for the Area and will make us more effective in the way we deploy resources and the way we interact with passengers and LU/DLR staff.

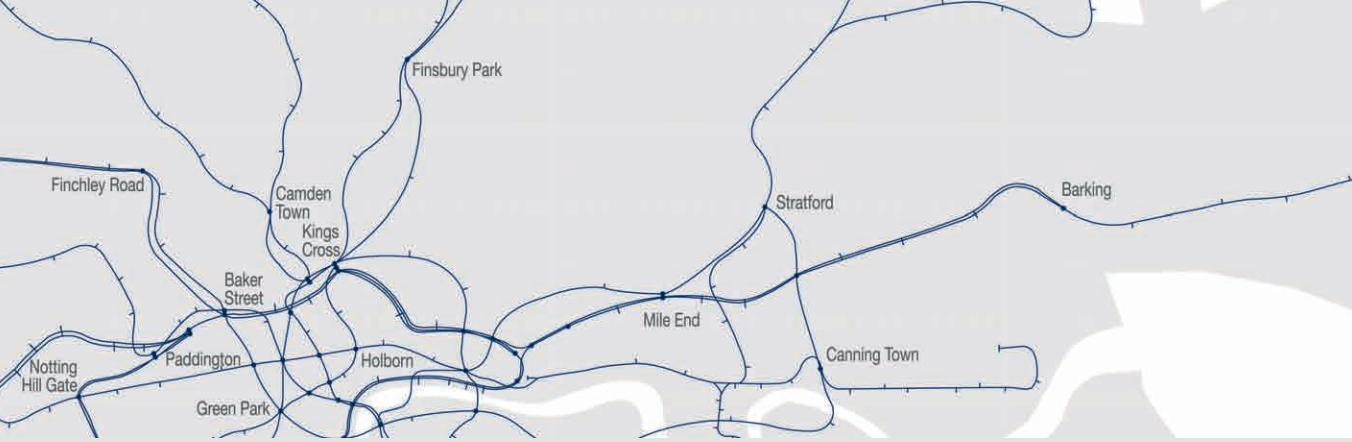
LU line general managers now know their line inspector and have a direct line into them to raise any issues and ensure effective partnership working. LU group station managers and their staff know the members of the NPT that police their group and see them on their stations even more often than before.

We know that passengers identify with the line that they travel on most and this new structure allows us to engage with them on terms that are meaningful to them. This makes the Partners and Community Together meetings much more relevant to their needs.

The final improvement we've made to our policing style is the introduction of new on-train Proactive Patrol Teams. They have a specific remit to engage with passengers on board trains and will make us more visible than ever to passengers, train drivers and platform staff.

Effective partnership working through the London Transport Community Safety Partnership was key to the successful implementation of the Hub Teams...





These changes build on the success of the seven Neighbourhood Policing Hub Teams that were formed at stations across London last year. Effective partnership working through the London Transport Community Safety Partnership was key to the successful implementation of the Hub Teams which are proving to be a clear step forward in terms of delivering seamless policing at interchange stations. We aim to build further on their success in the coming policing year.

Finally, it's important to raise the issue of terrorism. As we enter this policing year against a backdrop of a severe terrorism threat, we continue to ensure the Underground network is a hostile environment for terrorists.

As we enter this policing year against a backdrop of a severe terrorism threat, we continue to ensure the Underground network is a hostile environment for terrorists.

# Area targets

## London Underground/DLR

2011/12

### Neighbourhood policing

**Complete a minimum of 48 problem solving plans identified through local PACT meetings**

With the introduction of line based policing, each NPT will complete at least two problem solving plans to address local issues in consultation with their stakeholders through the Partnership and Community Together (PACT) meetings.

### Graffiti

**Complete a minimum of three problem solving plans to tackle graffiti at key locations to be agreed with the LU/DLR Area Strategic Steering Group**

Graffiti has a significant cost to the industry and undermines passenger and rail staff confidence in the safety of the rail network. The LU/DLR Area, in partnership with the Strategic Steering Group, will take a problem solving approach to tackling this issue at identified hotspot locations.

### Cable theft

**Complete a minimum of six problem solving plans to tackle cable theft in line with the London Underground and DLR maintenance and modernisation programme**

Reducing cable theft is a key priority for BTP in 2011/12. This target will help reduce the disruption caused by cable theft at six key locations.

### Staff assaults and violent crime

**Complete a minimum of six problem solving plans to tackle staff assaults and violent crime at key locations**

Staff assaults and violent crime have a major impact on staff and passengers alike with the potential to undermine confidence and affect passenger use of the railway. The LU/DLR Area will identify six problem locations in consultation with the LU/DLR Area Strategic Steering Group and implement a problem solving approach.



## Theft

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

Theft of passenger property is a significant challenge for the LU/DLR Area. The Area has achieved a 4% reduction in offences over the last year and is committed to reducing offences even further in 2011/12.

## PCSO sickness

**In partnership with Occupational Health, to reduce PCSO sickness to no more than the average forcewide PCSO sickness in 2011/12**

PCSOs are a valuable resource and the Area is focused on providing support to reduce their instances of sickness to a level in line with that of the forcewide average.

**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)



**BRITISH  
TRANSPORT  
POLICE**

**London Underground/DLR**

**Area contact:**

**Chief Superintendent**

**Mark Newton, Area Commander**

British Transport Police  
London Underground/DLR Area HQ  
55 Broadway  
London SW1H 0BD

**National contact:**

**Simon Peel**

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

[simon.peel@btp.pnn.police.uk](mailto:simon.peel@btp.pnn.police.uk)

Heathrow  
Terminals 1, 2 & 3