

North Western Policing Plan



12/13

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Foreword

Millie Banerjee

Chair, British Transport Police Authority

After many years of hard work and anticipation, the Olympic and Paralympic Games are finally upon us. British Transport Police has invested a tremendous amount of work and time into the preparations, and this year's Olympic policing plan target – to provide a more rapid response to calls from Olympic venues and key transport interchanges – will help us play our part in making sure athletes, organisers and spectators alike are able to travel safely to and from the Games. I am sure our officers and staff will do the country proud as they deliver one of the largest policing operations in British history.

Of course, with 2012's attention drawn firmly towards what is expected to be a magnificent festival of sport, the railway community may become concerned that BTP gets distracted from the day job of providing an efficient and effective policing service for the rail network and all passengers who use the railways. As you will see from this policing plan, our focus is to ensure that the force remains on track during the Olympics and beyond.

The year we have just left behind saw a further reduction in crime on the railway and an improvement in detection rates. We hope once again to build on that record in 2012/13.

We have also refreshed our strategic aims, which this year will be:

- 1. Helping to keep rail transport systems running**
- 2. Helping to make rail transport systems safer and more secure**
- 3. Delivering 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 planning workshop in September 2011 where passengers and many train and freight operating companies were represented. The discussion at the workshop was helpful in identifying the most important issues for BTP to focus on in 2012/13.

Over the last two years, nearly all our partners in the rail industry have been asking BTP to play a greater role in helping them reduce disruption to train services. We carried out some preliminary work in 2011/12 exploring how police and operators can work together to address the issue in different parts of the country. I am pleased to report that this year, after working closely with Network Rail and the rail operators, we have set national and local targets relating to disruption reduction for BTP.

This is an important step: we are increasing the police force's involvement in joint initiatives to address an issue which causes great inconvenience for passengers and has a cost for rail operators. We propose to work closely and imaginatively with our partners not only to prevent disruption but, when it does occur, to minimise its impact at a number of key locations across the rail network. This is an innovative set of national and local targets, and the Police Authority will monitor their progress closely.

Another issue that is important to rail passengers and operators alike is BTP's operating cost. In December, the Police Authority agreed to set a net budget of £198.8 million for 2012/13, a standstill position on the previous year's budget. It is a budget that represents a reduction in real terms, bearing in mind the recent increases in inflation and the requirement for BTP to pay VAT, unlike other police forces. In taking this difficult

funding decision we are aligning ourselves with our industry partners, who are also faced with significant financial pressure.

As you will see from this policing plan, our focus is to ensure that the force remains on track during the Olympics and beyond.

I am committed to ensuring BTP continues its trend of continuous improvement in this financial climate, which is why our third strategic aim commits us to greater value for money. The trend so far has been good, with the police force making some significant strides forward in improving the efficiency of its operations, and the Police Authority has set three targets in this plan to build on that record: for the coming year, we have asked BTP to cut its back office costs by £500k, reduce the number of reports it produces manually by one-fifth, and further scale back its sickness levels. These will complement the imaginative restructuring already underway at the police force and produce greater value for the railway community.

Our overriding aim, as always, is to deliver an efficient and effective railway. I have every confidence BTP will deliver.

Foreword

Andrew Trotter

Chief Constable, British Transport Police



2012/13 will be a truly historic year and the greatest test that the police service in Britain has ever faced. Everyone at BTP is ready and anxious to play their part in making the 2012 Olympic and Paralympic Games a national success.

The Games are billed as the first public transport Olympic Games, with 80% of spectators expected to use the rail system for access, so our role will be a crucial element in that success. I believe we are ready, having planned carefully with our partners in the police service and the transport industry. However, we must not underestimate the challenge and we will have to be at our very best during these operations.

Our Olympic operational plan covers a 64 day period and will put a strain on resources, even with the considerable mutual aid we will receive from forces around the country. But big as they are, the Olympics are just one series of events in a very busy year.

Throughout this challenging year it will be important not to lose focus on our core business – keeping people safe and minimizing disruption to our rail networks. This policing plan will help us keep that focus, concentrating our resources on the issues that rail passengers, staff and the rail industry have told us are most important to them.

High on the agenda is metal theft, which has been a growing problem over the past five years. We have achieved considerable success, but even small numbers of crimes result in high levels of disruption.

The disruption factor is an important element in planning how we tackle not only crime, but many types of incidents, for instance the handling of fatalities on the network. BTP has the opportunity to make a direct and positive impact on people's journeys, by improving and refining our response to these occurrences.

As a police service, we are dedicated to reducing the number of victims of crime as well as improving the journey experience for the vast majority of rail users, who will never fall victim to crime. Targets to reduce overall crime and to concentrate on those areas which particularly impact on people – violence, sexual offences and robbery – are one way in which we can achieve that.

We know that it is not only crime that frightens people and deters them from using public transport, it is also anti-social behaviour, drunkenness, swearing and the threat of violence that causes great concern. We will be visible and available when the public need our protection.

Increasing visibility by concentrating resources on high profile neighbourhood policing, reducing sickness levels, making the most of special constables, who give us their time for nothing, and reducing bureaucracy will also help us give confidence to those who work on and use the rail network.

The policing plan supports our strategic plan, now in its second year, whose objectives are:

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

These were formulated following consultation with the rail industry, rail staff and passenger groups, and the specific and measurable targets in this policing plan will help to make them a reality.

National targets

Helping to keep rail transport systems running

Reducing disruption

Reduce minutes lost at 36 locations through joint problem solving plans agreed with Network Rail and train operators

Reducing disruption is a top priority and particularly important in 2012/13 in the run up to, and during, the Olympic and Paralympic Games. In consultation with partners, each overground BTP Area has chosen six key locations on the network where the prevention of disruption will be most beneficial.

Response times

Reduce disruption by responding to at least 95% of immediate incidents within 10 minutes for the five Olympic Zones

Supporting our partners in the provision of safe, secure and reliable transport services for the 2012 Olympic Games and Paralympic Games is a priority. A quick response to incidents is essential in ensuring that potential disruption is avoided. This target extends to both the Olympic and Paralympic Games periods with a footprint that includes the five LOCOG London 2012 Games Zones, covering all London venues, key stations, as well as the track and infrastructure that serve them.

Cable offences

Reduce live cable offences from the 2011/12 level

Cable theft is a serious and widespread problem across the whole of the UK, and particularly for the railways where the theft of even the smallest amount of live cable can cause significant disruption. Although live cable theft on the railway decreased by 24% this year (and detections increased by 53%), BTP is committed to working in partnership with the rail industry to further reduce this type of offence and the disruption it causes.

Fatalities

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

Each year, BTP deals with around 200 non-suspicious fatalities on the railway. BTP's ability to thoroughly manage these incidents and return the network back to normal is an important part of the service it provides. Throughout 2012/13 BTP will carry out a root and branch review of its approach to fatality management and the rationale behind its classification process. A 'shadow' target relating to unexplained fatalities will be monitored throughout the year and best practice will be gathered and implemented.

Helping to make rail transport systems safer and more secure

Notifiable offences

Reduce the number of notifiable offences (excluding police generated offences) from the 2011/12 level

Reducing crime is at the core of BTP's vision and, alongside reducing disruption, is consistently identified by stakeholders as a top priority. Over the past nine years, BTP has reduced notifiable offences by 33%, making significant reductions in priority crimes such as robbery (down 73%), theft of passenger property (down 53%), and notifiable route crime (down 71%). This year has seen a further 9% reduction in overall crime. Despite these year-on-year reductions, BTP remains committed to further reducing crime and ensuring the railway network continues to be a safe environment.

Serious violent offences and staff assaults

At least maintain the detection rate for serious violent, sexual and robbery offences and staff assaults

Violent, sexual and robbery offences and staff assaults cause serious harm, often having a major impact on victims and undermining the confidence of passengers and staff. BTP is determined to bring offenders to justice for these offences, maintaining a national focus on crimes that have a serious impact on victims. BTP has increased its detection rate from 33% in 2002/03 to 52% in 2011/12 for these types of offences, whilst the number of offences committed on the railway has reduced from 5,590 to 4,111.

Delivering value for money through continuous improvement

Sickness

Reduce overall sickness from the 2011/12 level

Like all police forces, staff costs account for the majority of BTP's budget and expenditure. High availability and productivity of staff are key priorities, and an important means of ensuring that BTP delivers an effective, value for money service to its stakeholders. This target will build on BTP's success in reducing sickness in recent years, from 10.4 days per person in 2007/08 to 7.4 days per person last year.

Value for money

Increase value for money by removing at least £500k from BTP's Force Headquarters functions to reduce back office costs

In the second year of the FHQ Essential Services Review, BTP is committed to removing a further £500k from Force Headquarters' office costs building on the £1.2m delivered during 2010/11. The review is a four year programme of cost reduction, to be achieved by a combination of civilianisation, staff savings (particularly at managerial level), rationalised administration and improved office processes and procedures. The total FHQ budget for services traditionally classified as back office is £26.2m.

Reducing bureaucracy

Reduce bureaucracy by decreasing the volume of manually produced performance reports by at least 20%

Reducing the volume of manually produced performance reports will ensure that BTP's performance and analytical resources are used as effectively as possible, providing clear, concise and accurate information to internal and external stakeholders. This will be delivered through an automated reporting tool for external stakeholders and a central performance portal for internal users. This target will also complement BTP's strategic objective to cut bureaucracy forcewide.

Promoting confidence in the use of rail transport systems

Neighbourhood policing

At least maintain the proportion of resources devoted to Neighbourhood Policing Teams and response policing between 8pm and 1am (not including the Olympic Games period)

The visibility and availability of BTP's Neighbourhood Policing Teams and response teams at night on the rail network are key to ensuring the confidence of passengers and staff. This target complements BTP's strategic aim to promote confidence in the use of the railway by ensuring that as many officers, PCSOs and special constables are deployed in roles that are visible to the public at the times they are needed most.

Visibility

Promote confidence and visibility by increasing the total hours worked by special constables by 10%

BTP's special constables play an important role in supporting regular officers and providing reassurance to the railway community. Increasing the total hours worked by BTP's special constables is an important part of increasing BTP's visibility and promoting increased confidence of railway stakeholders, particularly at night.

Commentary



Chief Superintendent Peter Holden North Western Area Commander

The north west is seeing increased passenger footfall as more and more people turn to the railway every year.

And those who look to the rail network in the region are enjoying the safest travel environment to date as BTP's North Western Area recorded a 5% reduction in crime.

Despite these reductions, we will continue to work closely with our partners, both within and outside the rail industry, over the coming year in our quest to make rail transport even safer.

Our focus remains firmly upon reducing those offences and apprehending those offenders that cause disruption to the network and cause harm to those people travelling on, and working within, the region's rail system, and this is reflected in the targets in this plan.

This plan is the result of consultation and dialogue with our partners and represents the concerns that we will be striving to address, along with meeting our other commitments around public safety arising from the many events that we have to police due to their impact upon the railway.

We will also continue to ensure we are in the best shape to meet the challenges that 2012/13 will bring by increasing our responsiveness to all our stakeholders, including the public who travel on the railways. Throughout the North Western Area, we continue to embed neighbourhood policing to ensure the policing we deliver meets the needs of our communities.

We aim to build on this during 2012/13 with the establishment of a full North Western Independent Advisory Group, which will give us a better opportunity to understand the demands, needs and concerns of the traveling public.

In common with other public services, this plan will be delivered in the context of constraints on public spending and I know that we will have to get the maximum from our resources if we are to meet our targets and objectives against the backdrop of increased investment in, and patronage of, the region's railways.

Throughout the North Western Area, we continue to embed neighbourhood policing...

In last year's policing plan, I stated a desire to recruit more special constables to provide a cost-effective and sustainable method of delivery for frontline policing.

During 2011/12 we delivered on that promise and recruited 17 additional special constables, who were posted across the region to supplement our existing officer strength. In 2011, our special constables donated more than 6,200 hours of their time to help police the North Western Area's railways – that's more than 258 solid days of policing. During 2012/13 we aim to build on this incredible resource with the introduction of a further seven special constables.



Last year also saw a further reduction in absence levels due to sickness, which equated to an extra 150 days in the workplace and this will again be an area of focus in 2012/13.

The area has also seen a comprehensive review of structures, processes and deployment patterns, with the objective of providing value for money with an improved service that protects frontline policing and ensures that staff are in the right place at the right time and we will continue to critically review our working practices to achieve these goals.

We know that 2012/13 will bring unique demands for BTP and partners with policing of the Olympics and the many varied events taking place this summer.

While North Western Area will see its fair share of Olympic traffic with several days of football at Manchester United's Old Trafford, we will approach this with confidence, as we are well versed in dealing with large numbers of football fans, as we police the highest concentration of Premier League football clubs – and a number of challenging lower league sides – on an almost daily basis.

Of course, in addition to these major events, we will face challenges from the day-to-day business of policing the railway and this plan clearly sets out our objectives and targets for the year.

2012/13 will undoubtedly be a challenging year, but I am confident it will also prove to be an exciting one.

Staff assaults remain a high priority as we seek to continue to protect those who work on the railway for the good of the travelling public, but we will also continue to tackle lower level disorder and anti-social behaviour which has a major impact on passengers and can often act as a pre-cursor to more serious violence.

2012/13 will undoubtedly be a challenging year, but I am confident it will also prove to be an exciting one. Investment in the region's railway infrastructure, record numbers of passengers using services and the Olympics will continue to drive the renaissance of the railways in the north west.

A safe, secure and reliable service will ensure that this growth continues. BTP has a key role to play in achieving this, and with the help of our partners, we can make this undoubted potential a reality.

Area targets

North Western

2012/13

Football offences

Detect at least 86% of all football related offences

Football policing is a priority for 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 and will build on this success in 2012/13.

Staff assaults

Reduce the number of staff assaults from the level recorded in 2011/12

Staff assaults have a major impact on staff and passengers alike with the potential to undermine confidence and affect passenger use of the railway. In 2011/12, 263 offences were recorded.

Level crossings

Complete a minimum of six level crossing problem solving plans at locations identified with the industry

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

Locations selected:

1. Navigation Road
2. Leasowe
3. Birkdale
4. Deansgate Junction
5. Freshfield
6. Smithy Bridge



Anti-social behaviour

Complete a minimum of five problem solving plans to tackle anti-social behaviour at locations identified with the industry

Anti-social behaviour has a direct impact on the confidence of passengers and rail staff. In consultation with industry partners, North Western Area will use a problem solving plan approach to tackle anti-social behaviour at five key locations.

Locations selected:

1. Liverpool Lime Street
2. Chester
3. Liverpool Central
4. Manchester Victoria
5. Blackpool North

Disruption

Reduce minutes lost at six high impact locations through joint problem solving plans agreed with Network Rail and train operators

Reducing disruption is a top priority and particularly important in 2012/13 leading into the Olympic and Paralympic Games. In consultation with industry partners, North Western Area has chosen six key locations on the network where the prevention of disruption will be most beneficial and a problem solving plan approach will be used to tackle this. In 2011/12, 41,436 minutes were lost due to disruption across these six locations.

Locations selected:

1. Winsford to Weaver Junction
2. Salford Crescent to Bolton
3. Stockport to Slade Lane Junction
4. Rochdale to Manchester Victoria
5. Bootle Branch Junction to Earlestown
6. Preston to Euxton Junction

**British Transport Police welcomes
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