

London South 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
Stephen J. Morgan QPM MA
London South Area Commander



London South Area undertakes a crucial role in maintaining a safe and secure travelling environment for passengers, rail staff and other users of the rail system throughout south London and the southern Home Counties, the busiest commuter sector in the UK.

This responsibility entails providing an effective policing service to over 420 million passenger journeys, as well as protecting 2,200 miles of line of route, 529 rail stations and the Croydon Tramlink system.

I am extremely pleased to report that 2011/12 was another successful year for the Area, achieving all bar two of our 17 operational policing plan objectives. Notifiable crime fell by a further 7% compared with the previous twelve months, meaning there were 860 fewer victims of crime on the railway and delivering a detection rate of 29% for the year.

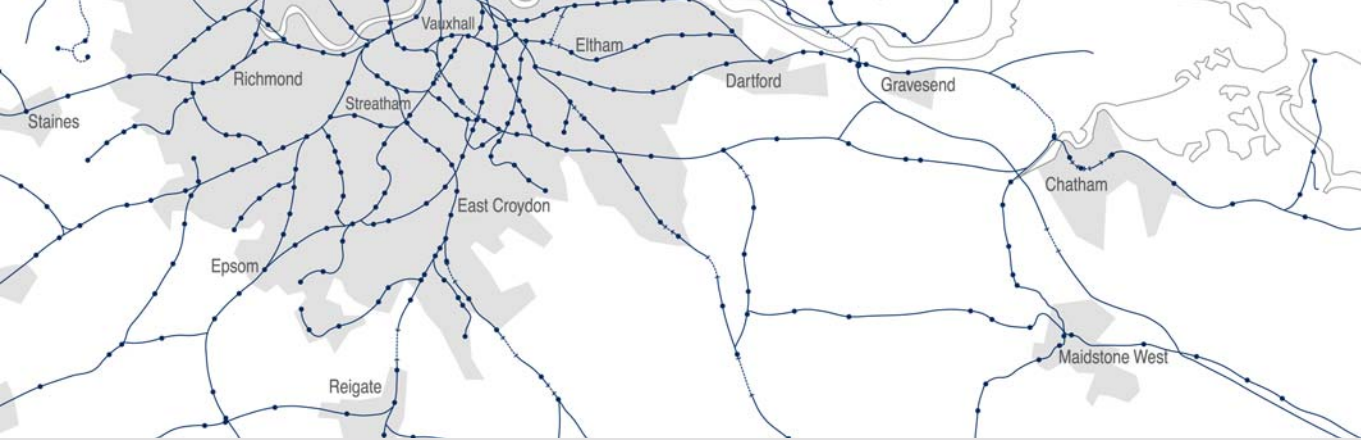
Cycle crime, an increasing problem, saw a huge leap in detections, as did metal theft which, after terrorism, is the most serious threat to the running of the rail system, and one that I am determined to defeat. The past year has seen us make great inroads into combating this with instances of live cable theft falling from 126 to 68.

Our commitment to neighbourhood policing remains strong in order to maintain the essential contact within our communities...

Looking forward, our objectives for the new performance year are focused on reducing disruption offences and combating cycle theft which now accounts for 12% of crime on the Area.

Our commitment to neighbourhood policing remains strong in order to maintain the essential contact within our communities which is vital to the rapid and effective deployment of resources to solve local problems and issues. It also allows us to keep a highly visible police presence during the times they are needed most, particularly during the late evening periods, to combat drunkenness and other forms of anti-social behaviour.

Looking forward, our objectives for the new performance year are focused on reducing disruption offences and combating cycle theft which now accounts for 12% of crime on the Area. Our commitment to driving down violence, sexual offences and robbery remains and anti-social behaviour will be dealt with robustly.



The forthcoming year also brings one of the biggest policing challenges ever, with the Olympic and Paralympic Games. Not only will we have to provide manpower to police these events, but we must also continue with 'business as usual'. However, with the dedication of the officers and staff on London South I am confident that the Area will exceed all expectations, and, once more, demonstrate that we are able to adapt to any task set.

The forthcoming year also brings one of the biggest policing challenges ever, with the Olympic and Paralympic Games.

Area targets

London South

2012/13

Metal theft

Maintain or improve the detection rate for all metal theft offences

Metal theft continues to pose a problem and the London South Area is committed to detecting these offences and bringing those responsible to justice. The Area achieved a detection rate of 21% in 2011/12.

Level crossings

Increase the number of detections for level crossing related offences from the level recorded in 2011/12

Level crossing offences are highly dangerous with the potential to cause significant loss of life and disruption to services. The London South Area achieved a detection rate of 66% in 2011/12, following the national roll-out of level crossing enforcement vehicles, in partnership with Network Rail. The Area will further build on this success in 2012/13.

Cycle crime

- **Maintain or improve the detection rate for cycle crime offences**
- **Carry out at least 200 cycle crime reduction initiatives**

Cycle crime has been an ongoing challenge for the London South Area, particularly as the number of cycle racks at stations has increased. The Area is committed to tackling the problem through focused initiatives with industry partners and bringing those responsible to justice. A detection rate of 15% was achieved in 2011/12.

Anti-social behaviour

Increase the number of detections for anti-social behaviour offences

Anti-social behaviour has a significant impact on the perceptions of safety and security of railway staff and passengers alike. In 2011/12, London South achieved a detection rate of 65% for anti-social behaviour and the Area is committed to further improving on that success and detecting those who commit offences.



Neighbourhood policing

Increase the number of high visibility joint operations with rail industry partners and Home Office forces

The London South Area will continue to work in partnership with the rail industry and local forces to tackle the problems that matter most to their communities. There were 1,027 joint operations in 2011/12.

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, the London South 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 a total of 88,047 minutes were lost due to disruption across these six locations.

Locations selected:

1. Farnborough to Woking
2. Wimbledon
3. Gillingham to Rochester
4. Sittingbourne to Faversham
5. Lancing to London Road
6. Selhurst to Balham

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