INTRODUCTION

Our Policing Plan sets out how we will protect and serve the railway and its infrastructure, the people that work on it and those that use it over the coming year. The priorities in our Plan show our determination to continue reduce crime, disorder and disruption on the network, and investigate crime. We will provide a visible and accessible presence on the network, working with our partners, helping to create an environment which is safe and secure for all who use it.

The financial context for this Plan is extremely challenging. If we are to achieve our aim of further reducing crime we need to do even more with less money and fewer people this year and our staff need to be even more productive. Providing value for money is a theme that is reflected throughout this Plan and is by no means limited to those under that specific heading.

We will need to take balanced view about where we can best focus our resources; in some areas of the business this will mean seeking to further improve performance. In others this will mean consolidating our recent achievements by maintaining current levels of service delivery but achieving this with fewer resources. We also need to be innovative in finding ways to work smarter, for example, by making the best possible use of technology (such as introducing video technology for conferencing and remote crime scene assessment) and identifying and exploiting further opportunities to work in partnership (such as implementing shared CCTV facilities with Network Rail, London Underground Limited and train operating companies).

We are fully aware of the consequences that the current economic climate is having on the railway industry and understand the need to deliver the best policing

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service possible. BTP's budget will be reduced by 3.3% in real terms this year, so successfully achieving the targets in our Plan will demonstrate increased efficiency and the value for money we provide to the railways.

The threat to the transport system is real and present. Protecting the railway infrastructure and those who use it from the threat from terrorists and extremist groups, keeping the railway safe, and keeping it running remains our top priority. Our imperative will be to continue to develop our counter-terrorism capability and capacity, together with our ability to respond to terrorist related incidents. Such is the importance of this task that it represents a significant challenge to our overall capacity to achieve the ambitious targets within this Plan.

In the year leading up to the Olympic and Paralympic Games we face other significant operational pressures. The demands on our resources in terms of football and major events have never been higher. The continuing rise in the price of copper means that tackling cable theft, a significant cause of disruption to the railway network, will continue to be a major challenge for us and our partners.

Despite all of this, our aim is to improve the value for money we provide and increase our productivity in order to safeguard service delivery in this tough operational and financial context. Our commitment to the priorities set out within this plan demonstrate the scope of our ambition. To ensure all our effort is directed towards this aim we will use the following four tests to benchmark our activity:

- Focus: Making sure our activity is aligned to meet the key priorities identified by our stakeholders.

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- Utilisation: Making sure we are deploying our resources to their best effect to meet our stakeholders priorities, for example, ensuring as many police officers and police community support officers as possible are visible and available to the railway community at any one time.

- Control: Making sure we make full use of benchmarking and control systems to achieve better outcomes with the same, or less, resources.

- Improvement: Making sure we continue to challenge the way we work, finding ways to work smarter to achieve even more with the resources we have.

After comprehensive consultation with the railway industry, rail staff and passenger groups, the following priorities to focus our activity have been identified and 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.

These priorities form the foundation of our new three year Strategic Plan, which aims to safeguard our frontline service delivery while delivering sustainable savings. This Plan is the delivery mechanism for the first year of this strategy. We will ensure that all police officers are deployed to frontline duty unless there is a compelling case not to do so. To ensure our organisation is fit for the future, we will review and streamline management levels, reduce our estate and continue to

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re-distribute our staff so that we can effectively manage the increased demand for our services.

This Plan sets out our specific targets in support of these priorities, 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, or work on, the railway network. Each of our policing Areas has set local targets in support of these national priorities.

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HELPING TO KEEP THE RAILWAY RUNNING

2011-12 target: Reduce the number of disruption-related crimes on the railway network

2011-12 target: Clear all non-suspicious fatalities within an average of 90 minutes

The reduction of disruption and the associated adverse operational and financial impacts, is a key priority for passengers, staff and the railway industry. This year we have set a target to reduce those crimes (live cable theft, trespass, criminal damage, level crossing misuse and route crime) that lead to disruption on the railway and which we are able to influence through our policing.

We are working closely with Network Rail to create a common measure in relation to disruption on the railway network. This will give us a detailed understanding of where and when disruption takes place. In future years we will be setting cost-related targets to reduce disruption. This year, where accurate data can be obtained, particular stretches of line that are disruption hotspots will be targeted through local problem solving plans agreed between BTP Areas and the railway operators.

Each year we have to deal with about four hundred deaths on the railway and our management of these incidents to return the network back to normal as quickly as possible (taking into account the absolute need to thoroughly investigate each case), is essential in keeping any disruption to a minimum. Our method of dealing with fatalities is widely recognised as best practice and has become business as usual for all of our staff.

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HELPING TO MAKE THE RAILWAY SAFER

2011-12 target: Reduce the number of notifiable offences

2011-12 target: Reduce the number of staff assaults

2011-12 target: At least maintain the detection rate for robbery, serious violence and sexual offences

Reducing crime is our primary role. In reducing crime on the railways year-on-year for the last six years by 24%, we have focused on reducing priority crimes such as robbery (down 66%), violent crime (14%), staff assaults (3%), theft of passenger property (49%), route crime (64%) and vehicle crime (35%). In the same period, our detection rate for robbery, sexual and violent offences has risen from 34% to 52% and our detection rate for staff assaults has increased to 37% from 53%. Our overall detection rate has risen from 17% to 35%; higher than it has ever been before.

Notwithstanding these significant achievements our stakeholders have told us that reducing crime and detecting offenders on the railway who carry out the types of crime that directly impact on passengers and staff (such as assaults and other crimes of violence) remain some of their highest priorities. Our focus therefore is to set targets to reduce overall crime and the number of assaults on staff. We have also set a target to at least maintain our detection rate for the most serious offences of robbery, violent and sexual offences.

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PROVIDING VALUE FOR MONEY THROUGH CONTINUOUS IMPROVEMENT

2011-12 target: Reduce the number of organisational support police officer posts at Force Headquarters by at least 10%

To ensure that we are operating effectively we have compared ourselves to other police forces in a number of areas of activity. Data collated by the Chartered Institute of Public Finance and Accountancy (CIPFA) shows that BTP is just outside the top quartile in terms of maximising the percentage of police officers who are employed in frontline, rather than organisational support, roles. In comparison with our most similar forces (in terms of size of workforce and budget) BTP is the second best performing force, which reflects our success in ensuring our officers are as effective and visible as possible. However, we want to improve on that to ensure our focus and utilisation is directed towards the core priorities in this Plan. The achievement of this ambitious target will move BTP into the best performing quartile for police forces and ensure that we continue to utilise our resources in the most effective way.

2011-12 target: Reduce non-staff costs as a percentage of staff costs by at least 1.5 percentage points

Our non staff costs are currently 31.3% of our staff costs, which puts us in the lowest quartile of police forces. As part of our three year strategy, we intend to improve so that we are more efficient than the average of other forces. In the first year we will reduce our non-staff budget by £1.7m within the budget categories of supplies and services, premises, transport, third party, capital expenditure and other employee expense. Savings in these areas will be returned to the frontline

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and focused on increasing performance, visibility and operational effectiveness. However whilst there is a clear opportunity for us to reduce our non-staff costs we must be mindful of the need to protect spending in areas that contribute to the productivity and efficiency of our staff.

2011-12 target: Days lost to sickness absence per employee to be no more than 7.7 or the level recorded for 2010-11 (whichever figure is the lowest)

Maintaining the maximum numbers of staff deployed is a primary objective. We have made enormous improvements in recent years in reducing absence through sickness. From a poor position five years ago, BTP are now in the top quartile of police forces with the fifth best performance. We intend to improve further on that this year to make sure we are fully utilising the valuable resources we have.

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PROMOTING CONFIDENCE IN THE USE OF THE RAILWAY

2011-12 target: Reduce incidents of Anti-Social Behaviour between 8pm and 1am

2011-12 target: Increase Visibility after 8pm

2011-12 target: Respond to at least 80% of incidents graded as Immediate within 20 minutes

Anti-social behaviour is widely recognised as a key determinant of confidence in both passengers and railway staff. Our rail staff surveys tell us that this issue affects rail staff more than any other crime and is consistently cited as a top priority for passengers through the National Passenger Survey. We have worked hard with railway operators to tackle anti-social behaviour and have achieved a reduction of 20% in recorded offences between 2005-06 and 2009-10, while in 2009-10 increasing our detection rate to 67% from 33% in 2004-05.

We have set a target to reduce the number of incidents of anti-social behaviour offences between 8pm and 1am as passenger and staff surveys tell us that anti-social behaviour in the evening or at night has a disproportionate effect on their confidence and fear of crime. This target will exclude police generated incidents so that our officers should continue to challenge the anti-social behaviour they encounter whilst on patrol and in the course of planned operations.

Police visibility is also a key driver of public confidence; rail staff and passengers feel that our presence on stations and trains is most important in the evening and

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into the early hours. In order to provide a visible presence when it is most needed, it is important that as many of our police officers, PCSOs and Special Constables as possible are deployed in roles that are visible to the public and at the times they are most needed. We have set a target to increase the percentage of officers, PCSOs and Special Constables deployed as part of response and Neighbourhood Policing Teams between the hours of 8pm. and 1am.

It is also important to our stakeholders that, when a prompt police response is required, we respond as quickly as possible. We have therefore set a target in this Policing Plan to respond to at least 80% of incidents graded as Immediate within 20 minutes; this is consistent with the national target set for Home Office forces and reflects the likelihood that, due to resourcing challenges elsewhere, partner forces will be less able to attend calls on behalf of BTP.

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