BRITISH TRANSPORT POLICE

Chair's Foreword

It is by now accepted that there have been great advances in BTP's performance since the Police Authority was established in 2004; and 2011/12 has seen a further reduction in crime on the railway and an improvement in detection rates. 2012 is an Olympic year in which will see unprecedented demands placed on both BTP and our colleagues in forces across England, Scotland and Wales. Whilst the ensuring a safe Olympics is an incredibly important focus for us in the coming year; ensuring an efficient and effective rail policing service for the whole railway community throughout the coming year is a primary goal.

This year will be BTP's second under a rolling Strategy that will take us to 2015. Our core mission remains largely unchanged: we aim to protect and serve the railway environment and its community, whilst keeping levels of disruption, crime and the fear of crime as low as possible.

The strategic objectives for us to achieve this year 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 and, for the first time, our Independent Advisory Group. The Police Authority held another very successful planning workshop in September 2011 where passengers, and many train and freight operating company were represented. The discussion at the workshop was again very helpful in identifying the most important issues for BTP to focus on in 2012/13.

A proposal which first arose in 2010 and appeared again this year in nearly all consultation responses we received was that BTP has a crucial part to play in helping the rail industry to reduce disruption to its services. Building on the early work we carried out in this area in 2011/12, we have worked with Network Rail and rail operators to set both national and local

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targets for the coming year. We propose to work closely and imaginatively with our partners to both prevent disruption and, when it does occur, to minimise the impact of disruption at a series of key locations across the network. This is an important step in increasing BTP's involvement in joint initiatives to address an issue which causes great inconvenience for passengers and has a cost for train operators. The Police Authority will be closely monitoring progress on this innovative set of national and local targets.

While our early achievements were supported by generous investment from the rail industry, the policing plan targets we have set for 2012/13 will have to be delivered with a limited financial resource. In December, the Police Authority agreed to set a net budget for the British Transport Police Fund of £198.8 million; this is a standstill position on the 2011-12 budget. In taking this difficult funding decision this we have aligned ourselves with our industry partners in having to absorb much of the significant financial pressure we are facing in the coming year. To successfully deliver this plan for 2012/13 BTP will need to continue to find creative ways of working in order to deliver the quality of frontline services much valued by passengers and the rail industry.

The ultimate aim for the 2012/13 policing year, and indeed for the whole period covered by our strategy, is to sustain our record of consistent improvement. As ever, I am confident BTP will rise to the challenge.

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Chief Constable's Foreword

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 that includes the Queen's Diamond Jubilee.

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.

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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:

- 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 were formulated following consultation with the rail industry, rail staff and passenger groups, and the 2012/13 annual Policing Plan, by setting specific, measurable targets, will help make them a reality.

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REDUCING DISRUPTION

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

Reducing disruption has been consistently identified by BTP's stakeholders as a top priority. It will be particularly important in 2012-13, not only in the context of the current economic climate, and the need to work with the industry to ensure that the railways run as efficiently as possible, but also in the run up to the Olympic and Paralympic Games, and during the events themselves. In consultation with their partners, each overground BTP Area has chosen six locations at key strategic points on the network where the prevention of disruption will have the most beneficial effect.

Reduce disruption by responding to at least 95% of Immediate incidents within 10 minutes for the five LOCOG London 2012 Games Zones for the Olympic Games (27th July to 12th August 2012) and the Paralympic Games (29th August to 9th September 2012)

A key priority for BTP in 2012-13 will be to support our partners in the provision of safe, secure and reliable transport services for the 2012 Olympic Games and Paralympic Games. A quick response to incidents is essential in ensuring that potential disruption is avoided. This target covers both the Olympic and Paralympic Games periods within a geographic area that covers the five LOCOG London 2012 Games Zones as a footprint, therefore covering all of the London Venues, key stations and parts of the track and infrastructure that serve them.

Reduce Live Cable offences from the 2011-12 level

Cable theft (and more generally, metal 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 across a large section of the network. Although live cable theft on the railway network has reduced by 23% this year (with the number of detections increasing by 31%), BTP remains committed to working in partnership with the rail industry to further reduce this type of offence and the disruption it causes.

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

Each year, BTP deal 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 BTP provides. Throughout 2012-13 BTP will carry out a root and branch review 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 gathered from successful local initiatives such as the new approach to partial track opening within the London North Area will be implemented across BTP.

MAKING THE RAILWAY SAFER AND MORE SECURE

Further reduce Notifiable Crime (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. Between 2002/03 and the end of 2011/12, BTP has reduced notifiable offences by 33%, and in doing so, made significant reductions in priority crimes such as robbery (down 70%), theft of passenger property (down 49%), and notifiable route crime (down 69%). 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.

At least maintain the 2011-12 detection rate for serious violent, sexual and robbery offences and staff assaults

Serious violent, sexual and robbery offences and staff assaults cause serious harm often having a major impact on victims and undermining the confidence of wider communities, both passenger and staff. BTP is determined that offenders are detected and brought to justice for these offences, maintaining a national focus on crimes that have a serious impact on victims. BTP has increased its notifiable detection rate from 16% in 2002/03 to 32% in 2011/12 for these types of offence, whilst the number of offences committed on the railway has reduced from 81,545 to 54,594.

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IMPROVING VALUE FOR MONEY

Further reduce overall sickness from the 2011-12 level

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

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

This target has been set in the context of the second year of the FHQ Essential Services Review. BTP is committed to remove a further £500k from BTP's Force Headquarters to reduce back 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.

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

Reducing the volume of manually produced performance reports will cut bureaucracy and 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. These benefits will be delivered primarily through the provision of an enhanced, 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.

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PROMOTING CONFIDENCE

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 (NPTs) and response teams at night on the rail network are key to ensuring the confidence of stakeholders – both passengers and staff – whilst on or about the railway network. 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.

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 will be an important part of increasing BTP's visibility, and promoting increased confidence of railway stakeholders, particularly at night.

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