



BRITISH
TRANSPORT
POLICE

Scotland Policing Plan



11/12

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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.

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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.

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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 Ellie Bird Scotland Area Commander



As Area Commander, I am pleased to report that crime on Scotland's rail network decreased again last year. This is the seventh consecutive year that crimes and offences have fallen.

In fact, crime in the Scotland Area has fallen by 27% in five years. This is something that all of our 230 police officers – 97% of whom are on frontline duties – 34 police staff and six special constables can be justifiably proud of.

I am extremely proud of the achievements of the last year; with the visit of His Holiness Pope Benedict XVI in September being a particularly challenging operation for everyone involved. However, by working closely with our partners we were able to ensure the safe transit of tens of thousands of pilgrims between Scotland's two largest cities and beyond to enjoy, what was without question, this once-in-a-lifetime public event.

It is just as pleasing that, against a backdrop of record passenger numbers, the Scotland Area is able to deliver an impressively high quality of service. We will continue to focus on how we can ensure we are accessible. While recognising the geographical challenges in policing Scotland's rail network, we will ensure that we have the resilience and capability to respond to the individual needs of passengers and our rail industry partners.

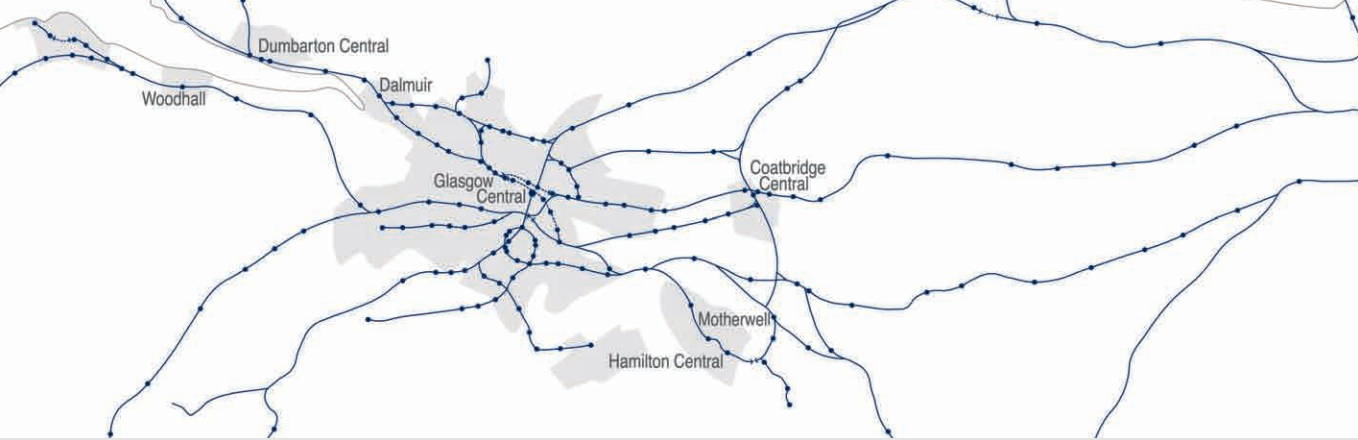
In the coming year increased visibility is our intention. As a direct result of listening to feedback from our key stakeholders such

as ScotRail, Network Rail, Transport Scotland, Strathclyde Partnership for Transport, National Express, Cross Country, East Coast and Virgin Trains, our officers will patrol stations and trains across Scotland later in the evenings. This will provide even greater reassurance to those who travel and work at stations across the rail network on a daily basis.

It is also our intention to keep reducing route crime, driven by the members of the re-focused BackTrack initiative.

Cable and metal theft continue to blight our communities. This year we will work collaboratively with Network Rail and their contractors to minimise the disruption and inconvenience caused by criminals.

It is also our intention to keep reducing route crime, driven by the members of the re-focused BackTrack initiative. The remit of this multi-agency forum now incorporates identifying those level crossings that pose the greatest risk. Drivers and pedestrians will be reminded of the extreme dangers of misuse through a mix of enforcement and education. Frequent consultation with other key partners including the Crown Office and



Procurator Fiscal Service as well as the Office of the Rail Regulator will be also be key in meeting this objective.

I have no real pleasure in noting that detections for sectarian related offences increased last year. Despite the hard work of all those involved, this unacceptable scourge on society remains. We will continue to support the authorities in ridding Scotland of this, and all forms of hate crime. Footage from incidents recorded on body worn video cameras can now be used as evidence against those accused of disorder.

High-profile, high-visibility and intelligence-led policing following consultation with those most closely affected, will ensure the continued safety and security of our railway and wider community.

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Area targets

Scotland

2011/12

Sectarian related offences

Increase the number of offenders detected for sectarian related offences from the level recorded in 2010/11

Tackling sectarian related offences remains a priority for the Scottish Area. In 2010/11, 81% of offences were detected and the Area will focus on further increasing the number of offenders detected.

Anti-social behaviour

Increase the number of offenders detected for anti-social behaviour offences between 3pm and 1am

Anti-social behaviour has a direct impact on the confidence of passengers and rail staff. The Scottish Area is committed to increasing the number of offenders detected focusing specifically on problems that arise between 3pm and 1am. In 2010/11, the Area detected 465 offenders for anti-social behaviour offences between 3pm and 1am.

Police officer sickness

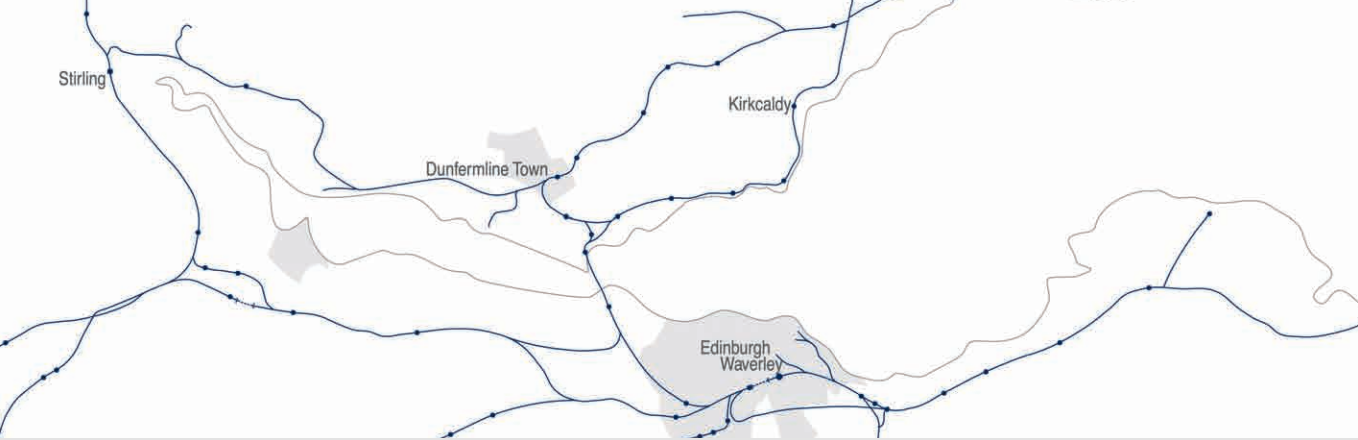
In partnership with Occupational Health, to reduce police officer sickness to no more than the forcewide average for officer sickness in 2011/12

Police officers are BTP's most visible frontline and this target is focused on providing additional support to reduce instances of sickness on the Area to a level in line with the forcewide average.

Cable theft

Implement a minimum of four problem solving plans to tackle cable theft offences

Reducing cable theft is a key priority for BTP in 2011/12 as it causes considerable disruption to the network. With the cost of copper rising to an all time high on the world markets, tackling cable theft will remain a focus for the Scottish Area.



Route crime

Implement a minimum of six problem solving plans to tackle route crime

Route crime causes significant disruption to the network and to passenger journeys. A minimum of six problem solving plans will be devised to tackle these issues at identified key locations.

Level crossings

Implement a minimum of six problem solving plans to tackle level crossing offences

Level crossing offences are highly dangerous with the potential to cause significant loss of life and disruption to services. The Area will aim to address problems at key level crossings by implementing a problem solving plan approach to improve safety.

Staff assaults

Implement a minimum of three problem solving plans to tackle staff assaults

Staff assaults have a major impact on the confidence of railway staff. The Scottish Area will implement a problem solving plan approach to tackle the issue and ensure that staff can work across the network without fear.

Graffiti

Implement a minimum of six problem solving plans to tackle graffiti offences

Graffiti has a significant cost to the industry and undermines passenger and rail staff confidence in the safety of the rail network. Six problem solving plans will be implemented to address these offences.

Quality of service

Increase the overall victim of crime satisfaction rate from the level recorded in 2010/11

The Scottish Area consistently achieves high levels of satisfaction among victims of crime, achieving an 89% satisfaction rate in 2010/11. This year, the Area will strive to further improve this rating.

**British Transport Police welcomes
your feedback. To send us a
comment or for additional
information please visit:**

www.btp.police.uk



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