



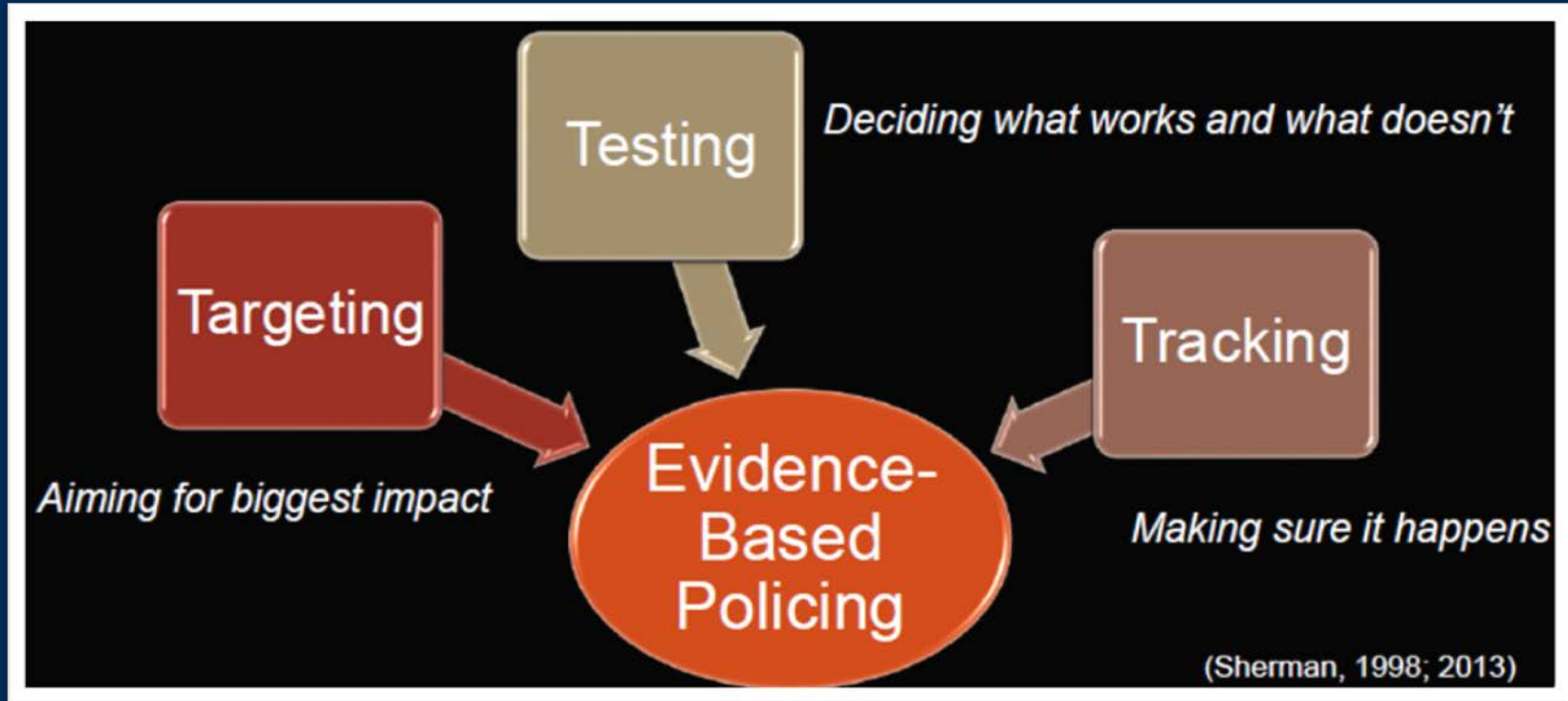
BRITISH
TRANSPORT
POLICE

Operation
Trafalgar

Transformation

Op Trafalgar

Evidence Based Policing



Targeting resources to the greater concentrations of crime
= More effective and efficient deployment

Op Trafalgar Aims

- Hotspot patrol strategy for all uniformed, patrolling resources as **business as usual**
- Every Officer and PCSO has a **directed daily patrol**, ensuring they are visible in the right locations at the right times
- Individuals will be **monitored** throughout deployment to ensure visibility is maintained
- **Targeting hotspots of high disruption and of low confidence** as well as hard crime
- **Patrollers with higher skills** in crime reduction, problem solving and public engagement to drive down crime further

Perfect Nationwide Scenario

The Op Trafalgar Patrol Strategy is one of the many tools we can use to ensure 20:20:10 is achieved by managing places to tranquillity



Local Delivery: Waterloo Hub

The platforms with the biggest probability of crime occurring are platform 2, 3, 4, 12, 13 and 19, which make up 56% of all platform crime at Waterloo Mainline Hub.

Platform	Count	Probability of Crime
3	32	0.172043011
4	19	0.102150538
12	14	0.075268817
13	14	0.075268817
2	13	0.069892473
19	13	0.069892473
5	11	0.059139785
15	10	0.053763441
16	9	0.048387097
1	8	0.043010753
17	8	0.043010753
10	7	0.037634409
14	7	0.037634409
9	5	0.02688172
18	5	0.02688172
6	4	0.021505376
8	3	0.016129032
7	2	0.010752688
11	1	0.005376344
20	1	0.005376344

Local Delivery: Waterloo Hub

The shops with the biggest probability of crime occurring are **Marks & Spencer, Boots and WH Smiths** which make up **59%** of all Shop crime at Waterloo HUB

Shop	Count	Probability of Crime
M&S	276	0.510166359
Boots	45	0.083179298
WH Smith	44	0.081330869
Costa Coffee	33	0.060998152
Starbucks	30	0.055452865
Accessorize	28	0.051756007
Monsoon	15	0.027726433
Pink	11	0.020332717
Joules	8	0.014787431
Fat Face	7	0.012939002
Benugo	5	0.009242144
Paul	4	0.007393715
McDonalds	3	0.005545287
Oliver Bonas	3	0.005545287
Pret a Manger	3	0.005545287
Patisserie Valerie	2	0.003696858
Carluccio's	2	0.003696858
Keihs	2	0.003696858
Whistlestop	2	0.003696858
Bagel Factory	2	0.003696858
LUSH	2	0.003696858



One patrolling Officer or PCSO between 0700 and 1200

Where are we now?

Completed national rollout of patrol strategy

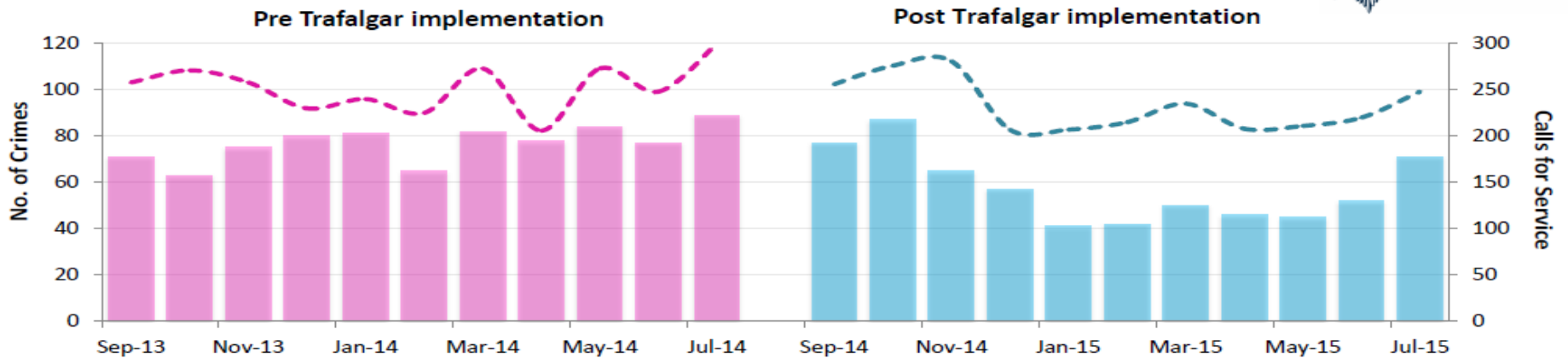
Challenges: Technology for tracking
 Reluctance to accept culture change



Early Results: Hub Stations

Hub Station	On Station Crime (Pre Trafalgar)	On Station Crime (Post Trafalgar)	Variance
Euston	927	649	-30%
Kings Cross	1,385	1,553	12%
Liverpool St	668	586	-12%
London Bridge	432	298	-31%
Paddington	389	385	-1%
Stratford	420	215	-49%
Victoria	1,445	1,155	-20%
Waterloo	743	606	-18%

Op Trafalgar Performance Dashboard – Euston HUB



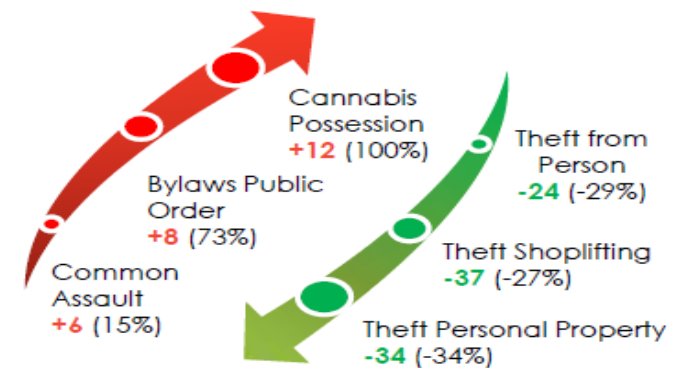
Crime Group changes pre & post implementation

Force Crime Group	Pre Trafalgar	Post Trafalgar	% Change
Less Serious Fraud	104	37	-64
Criminal Damage	9	5	-44
Other Less Serious	45	26	-42
Other Serious Crimes	12	7	-42
Sex	10	6	-40
Motor Vehicle	32	21	-34
Theft of Pass. Prop.	187	126	-33
Burglary & Theft Railway	149	107	-28
Serious Public Order	55	41	-25
Less Serious Public Order	96	88	-8
Drugs	28	29	+4
Violence	99	113	+14
Less Serious Line of Route	12	15	+25
Serious Fraud	6	9	+50
Robbery	0	3	+300

Committed Crime █ █ Calls for Service - - -



Crimes with the highest increase/decrease post implementation

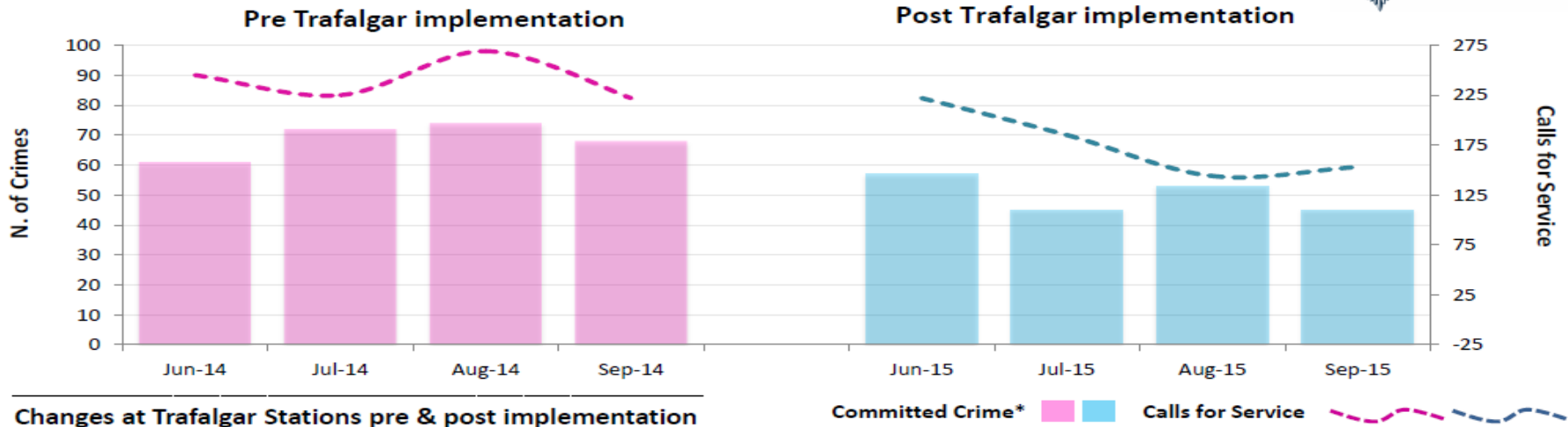


Committed Crime* - All crime excluding 'ONTRAIN'

Pre/Post Trafalgar* - 11 month year on year comparison.

Leicester Sector

Op Trafalgar Performance Dashboard – Leicester Sector



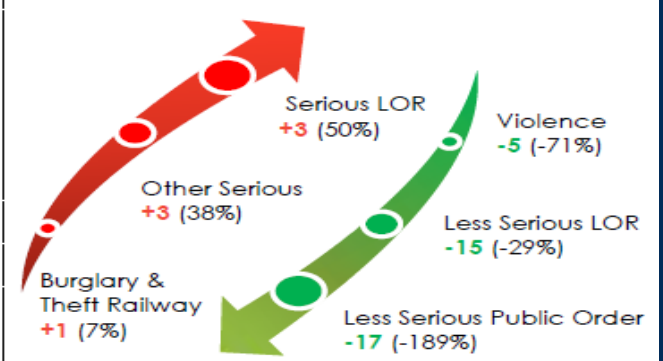
Changes at Trafalgar Stations pre & post implementation

Trafalgar Station	Committed Crime*			Calls for Service		
	Pre Trafalgar	Post Trafalgar	+/- (%)	Pre Trafalgar	Post Trafalgar	+/- (%)
Corby	11	4	-175%	15	8	-88%
Kettering	10	19	+47%	23	37	+38%
Leicester	111	50	-122%	268	228	-18%
Loughborough	11	14	+21%	26	27	+4%
Market Harborough	5	2	-150%	15	8	-88%
Wellingborough	13	12	-8%	20	31	+35%

Committed Crime* ■ ■ Calls for Service - - -



Crimes with the highest increase/decrease post implementation



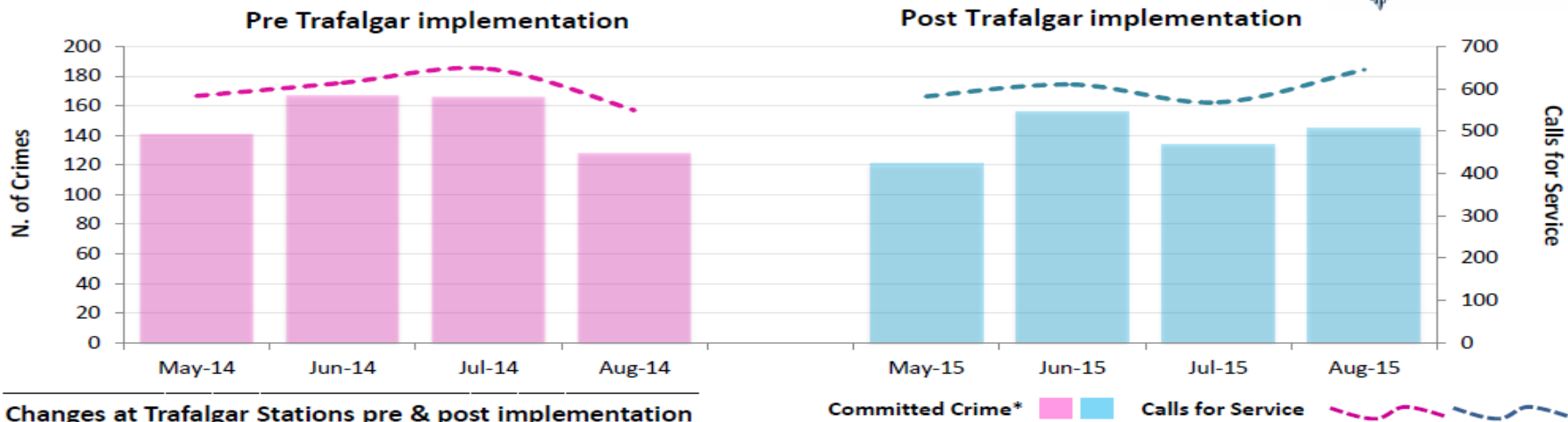
Committed Crime* - All crime excluding 'ONTRAIN'.

Pre/Post Trafalgar* - 4 month year on year comparison.

Birmingham Sector



Op Trafalgar Performance Dashboard – Birmingham Sector



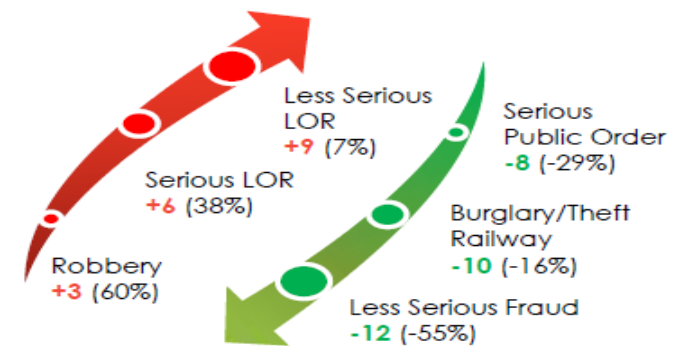
Changes at Trafalgar Stations pre & post implementation

Trafalgar Station	Committed Crime*			Calls for Service		
	Pre Trafalgar	Post Trafalgar	Change (%)	Pre Trafalgar	Post Trafalgar	Change (%)
Birmingham New Street	204	180	-12%	1,061	1,091	+3%
Birmingham International	24	19	-21%	62	76	+23%
Selly Oak	17	10	-41%	44	22	-50%
Solihull	8	14	+75%	23	31	+35%
Kings Norton	18	5	-72%	28	20	-29%
Gravelly Hill	17	10	-41%	24	20	-17%

Calls for Service
+1%

All Crime
-8%

Crimes with the highest increase/decrease post implementation



Committed Crime* - All crime excluding 'ONTRAIN'.

Pre/Post Trafalgar* - 4 month year on year comparison.

Industry Feedback

- Industry engagement has been at three levels – Station / Security Manager and MD with a significant amount of briefings
- Three Industry reps were part of the steering group
- Repeated briefings take place at RDG.
- Challenges remain about perceptions and localised concerns. Security manager concerns about coverage, route crime, train patrols are easily addressed once the model is understood.
- Many at MD level endorse the approach and seek to deploy their security staff in accordance with model. Security managers are sometimes more parochial. SWT have agreed to be the first TOC to hand over deployment based upon this model.
- Challenges around 20 20 10 being an unsuitable strategy to direct resources towards (VTEC)
- Belief that confidence and Trafalgar patrols have been successfully combined for B Div South, delighted with results (Southern)
- Convinced of value, desire to build on success of existing patrol plans (London Midland) Chiltern provided positive feedback at COG visit 15/10/15.

International Interest

- Society of Evidence Based Policing
- Future RCT – Moving to Location based Professionalism



... Moving to Location Based Professionalism

- Under the prism of environmental criminology, what is needed is a “**place manager**”
- Place management within policing means a coordinated, area-based, multi-stakeholder approach to improve locations, harnessing the skills, experiences and resources available at the station level
- The PM must have access to relevant data and information
- The PM = someone who is accountable for the reduction in crime, demand and disruptions, and gap in public confidence and staff safety
- **PM must be supported vertically as well as horizontally**

... Moving to Location Based Professionalism

First Batch January 2016

50% of OICs

Training

New IT
Capacities

Estate
management

Stakeholders
engagement

Second Batch

Business as usual until
July 2016

Serve as a comparison group

If First Batch is successful, get the same

The most promising role for
this position is the OIC

The OIC can drive and
maintain the necessary
changes:

- greater capacities around managing and leading place-based initiatives
- create and sustain tranquility within locations
- fewer tasks that can be stripped away from the current role definition

Any questions?



Email the team:
operation-trafalgar@btp.pnn.police.uk