



Policing Plan 2019-2020

Protect the railway environment from terrorist attacks



Lead our people through change and deliver efficiencies through the BTP2021 Programme



BTP National Policing Priorities 2019-20

Reduce disruption and delay on the network



Reduce volume crime - particularly in hotspot locations - through a joint problem-solving approach



Reduce violent crime on the railway



Our 2019-20 National Policing Priorities

1. Protect the railway environment from the impact of terrorist attacks

We are acutely aware of the threat posed by terrorists, which has been highlighted by recent incidents at Ilford and Manchester as well as the tragic events of 2016-17. We will continue to prevent and prepare for terrorist attacks and to implement an agile response to incidents when they occur, to ensure the railway infrastructure is protected from attacks.

We will be held to account on:

- To host 120 ACT Awareness industry engagement sessions
- To host 8 ACT Operational industry engagement sessions
- To host 85 CT mobilisation exercises with stakeholders to assess our preparedness
- An increase in our visible presence and Servator patrol activity at Category A stations within London whilst implementing the full roll-out of our outer-London counter-terrorist hubs
- A prompt response to suspicious incidents to prevent unnecessary disruption

Our 2019-20 National Policing Priorities

2. Reduce disruption and delay on the network

Fatalities and trespass are the major contributor to delay on the railway network. We will continue to work with key stakeholders within industry to deliver our Trespass Reduction. We will use our enforcement powers and prevention tactics at critical locations and work with our partners to identify long lasting solution at problematic or persistent hotspot locations. We will protect those who are vulnerable or in crisis on the network and respond quickly to incidents, returning possession to the railway as soon as it is practically safe to do so.

We will be held to account on:

- The delivery of our commitments under the National Trespass Reduction Strategy
- Joint problem solving plans at route crime hotspots to prevent trespass and other police related disruption
- A reduction in the impact of trespass at the top ten hotspot locations on the network
- To maintain an average handback time below 90 minutes for non suspicious fatal incidents
- 100% of incidents to utilise partial lines to provide partial running of the lines*

** For qualifying incidents only*

Our 2019-20 National Policing Priorities

3. Reduce violent crime on the railway

Incidents of serious violence on the railway are very rare, however crime analysis mapping suggests that the risk of serious violence is increasing. Operation Sentinel (our violence reduction strategy) will focus on reducing these types of offences against rail staff, the travelling public and our staff. We will in particular focus on reducing knife-enabled crime (robbery and violent assaults) through a relentless focus on key locations, journeys and trends.

We will be held to account on:

- Our commitments and key indicators outlined in Operation Sentinel, our overarching strategy to protect the public, rail staff and our staff (including the Workplace Violence Reduction Strategy)
- A 10% reduction in serious violence offences*
- A 10% reduction in the number of knife-enabled offences**
- An increase in the number of solved crimes for serious violence offences

* Includes homicide, assault involving an injury, any offence where a knife or other weapon is seen or intimated, including any attempts of these type of offence

** Excluding police-generated crimes (e.g. possession of an offensive weapon) where they are an indicator of proactive policing

Our 2019-20 National Policing Priorities

4. Reduce volume crime - particularly in hotspot locations - through a joint problem solving approach

We will work with our partners to effectively solve long-standing problems at known high impact locations. Whilst we will focus on those crime types that present the most risk and harm, we must also tackle volume and organised crime and anti-social behaviour that can affect the confidence of those who work or travel on the railway. We will work with our partners to identify long-lasting effective solutions that are not wholly reliant on enforcement, but can offer more efficient and longer-lasting solutions.

We will be held to account on:

- A reduction in rates of anti-social behaviour and volume crime at hotspot locations and those places where passenger and staff confidence is low
- Problem solving plans at each hotspot location that deliver outcomes jointly agreed with industry stakeholders. Progress of plans will be reviewed at the Neighbourhood board chaired by ACC and shared with industry at the local Railway Coordination Tasking Group meeting
- Work with industry stakeholders to deliver Secure Station accredited status at 400 locations under the new refreshed scheme

Our 2019-20 National Policing Priorities

5. Lead our people through change and deliver efficiencies through the BTP2021 Programme

We will continue to drive efficiencies and improvement benefits through our ambitious BTP 2021 Change Programme, which will enhance our ability to meet the changing demand for policing on the railways. We will deliver our cashable and non-cashable efficiency savings and demonstrate that we are using our budget as efficiently as possible and in order to demonstrate value for our stakeholders.

We will be held to account on delivering:

- The £9m savings target outlined in year two of our BTP2021 prospectus
- The successful implementation of our new counter terrorism hubs
- The ongoing improvement of our technology systems and infrastructure through our Digital Policing Programme

A Division Key Supporting Indicators

First Contact	Emergency calls answered	90% of emergency calls answered within 10 seconds
	Non emergency calls	No more than 5% of non emergency (external) calls abandoned
Response	Immediate & Priority Incident Response times	To maintain or improve on our average response time
Crime Management	Timeliness of crime recording	95% of crimes to be recorded in 24 hours
	Timeliness of crime allocation	90% of crimes to be allocated in 24 hours
Investigations	Investigation Review	100% of all serious offences reviewed for secondary review
	Spit samples	95% of spit sample submissions processed within 2 working days
	Forensic detections	Number of DNA, fingerprint and other forensic detections that contribute to the detection of crime
Fatality Management	Fatality management	Ensure all escalation locations are identified on the occasion of the third relevant event within the last 12 months.
	Investigation review	Review 100% of all BTP fatalities and injurious attempts within 3 weeks
Vulnerability	Identifying vulnerability	95% of incidents to submit a children and young persons form, adult at risk or DASH form within 24 hours
	Referral of high risk cases	100% of high risk referrals reviewed within 28 days
Skilled workforce	Fleet availability	95% of the forcewide vehicle fleet to be available
	Mandatory training	95% of mandatory training to be completed (track safety/personal safety/first aid)



Local Policing Plan 2019/20

B Division – Policing Plan 2019/2020

Our Draft Local Plan 2019/20

- Prevent and detect crime
- Provide a high standard of support to victims of crime in line with the Victim Code
- Prevent assaults against rail staff and deliver successful prosecutions
- Reduce trespass through joint problem solving with the industry at agreed high impact locations
- Investigate and prevent graffiti offences
- Maintain an average handback time of under 90 minutes for non suspicious incidents

B Division: Key Themes from Stakeholders

- Focus on Staff Assaults – prevent, detect and support
- Joint working to tackle trespass
- Joint working to tackle Graffiti
- Improve communications of outcomes to Industry
- Joint tasking framework with Industry
- Tackle violence and Anti Social Behaviour
- Focus on Disruption
- Improve Visibility

How our local plan helps us to achieve the Force Strategic aims		Strategic Objectives			
		Prevent & detect crime and protect people on the railways so they are safe to and feel confident to work and travel	Collaborate with the railway industry to reduce delay and disruption to passenger and freight services	Deliver specialist policing that is efficient and effective, demonstrating value for money for our stakeholders	Lead and develop our people, equipping them with the skills and tools to provide a first class service for all our communities*
B Local Objectives 2019/2020	Prevent and detect crime	✓			
	Provide a high standard of support to victims of crime	✓			
	Prevent assaults against rail staff and deliver successful prosecutions	✓		✓	
	Reduce trespass through joint problem solving with the Industry		✓	✓	
	Investigate and prevent graffiti offences	✓		✓	
	Maintain an average handback time of under 90 minutes for non suspicious incidents		✓	✓	

* KPIs to lead and develop our people are captured in the national policing plan or A Div KPIS

B Division – Policing Plan 2019/2020

Our Plan of Action

- ✓ Intelligence led, proactive operations that focus on crimes that are persistent and cause harm or distress (including sexual offences and pickpocketing)
- ✓ Implement and embed Neighbourhood Plus at hub locations to provide maximum reassurance to rail staff and passengers
- ✓ Rigorous oversight of investigations to ensure a high standard of victim care and to deliver successful prosecutions
- ✓ Effective trespass and disruption problem solving plans at high impact locations
- ✓ Effective intelligence led investigations and prevention plans to deter graffiti crime

We will measure our success by:

- ✓ A reduction in notifiable crime rates
- ✓ An increase in solved crimes
- ✓ High quality Problem Solving Plans with timely updates and effective results
- ✓ Timely and informative updates to victims of crime in line with the Victim's Code
- ✓ A reduction in the number of trespass incidents at high impact locations
- ✓ An average handback time of 90 mins or under for non suspicious fatalities
- ✓ An increase in Rail Staff Satisfaction

B Division - Sub Divisional Problem Solving Themes

North	Staff Assaults
	Trespass & disruption including Graffiti
	Working towards a joint tasking framework with Industry
	Improving our service to victims

TfL	Staff Assaults
	Violence, Sex and Public Order
	Disruption
	Visibility
	Fraud / Revenue

South	Staff Assaults
	Improving our service to victims
	Trespass & disruption including Graffiti
	Working towards a joint tasking framework with Industry

Each Superintendent on B Division will be responsible for localised problem solving plans throughout the year

These themes are directly linked to local issues that have been raised by stakeholders at the consultation meetings

Each plan will be subject to review and progress will be communicated through Railway Tasking and Coordination Group meetings

C Division – Policing Plan 2019/2020

Our Draft Local Plan 2019/20

- Prevent and detect crime
- Prevent assaults against rail staff and deliver successful prosecutions
- Reducing violence and serious public order offences
- Safeguard the public and reduce delay on the railway by reducing trespass incidents
- Maintain an average handback time of under 90 minutes for non suspicious incidents

C Division: Key Themes from Stakeholders

- Staff Assaults
- Violence against the person
- Public order / Anti Social Behaviour
- Trespass
- People in Precarious positions

How our local plan helps us to achieve the Force Strategic aims

	Strategic Objectives			
	Prevent & detect crime and protect people on the railways so they are safe to and feel confident to work and travel	Collaborate with the railway industry to reduce delay and disruption to passenger and freight services	Deliver specialist policing that is efficient and effective, demonstrating value for money for our stakeholders	Lead and develop our people, equipping them with the skills and tools to provide a first class service for all our communities
Prevent assaults against rail staff and deliver successful prosecutions	✓			
Protect the public by reducing Violence and Serious Public Order	✓			
Safeguard the public and improve delay on the railway by reducing Trespass incidents		✓	✓	
Maintain an average handback time of under 90 minutes for non suspicious incidents		✓	✓	

C Local Objectives 2019/2020

* KPIs to lead and develop our people are captured in the National Policing Plan or A Div KPIS

C Division – Policing Plan 2019/2020

Our Plan of Action

- ✓ Continued, focussed and demonstrable operational activity across the Division under Operation Nimrod, our proactive approach to reducing persistent, harm-rich offending.
- ✓ Implement and embed Neighbourhood Plus at hub locations to provide maximum reassurance to rail staff and passengers
- ✓ Work closely with the rail industry across C Division, through our network of embedded police officers, to reduce the incidence and negative impact of disruptive incidents.
- ✓ Rigorous oversight of investigations to ensure a high standard of victim care and to deliver successful prosecutions

We will measure our success by:

- ✓ A reduction in notifiable crime rates
- ✓ An increase in arrests with positive outcomes for staff assaults, violence and serious public order
- ✓ High quality Problem Solving Plans with timely updates and results analysis
- ✓ Timely and informative updates to victims of crime
- ✓ A reduction in the number of trespass incidents at high impact locations
- ✓ An average handback time of 90 mins or under for non suspicious fatalities
- ✓ An increase in rail staff satisfaction

D Division – Policing Plan 2019/2020

Our Draft Local Plan 2019/20

- Prevent and detect crime
- Reduce incidents involving vulnerable people through effective problem solving plans delivering agreed joint objectives
- Prevent assaults against rail staff and deliver successful prosecutions
- Reduce trespass through joint problem solving with the industry at agreed high impact locations
- Increase passenger and rail staff confidence through the reduction of football and event-related crime and anti-social behaviour
- Maintain an average handback time of under 90 minutes for non suspicious incidents

D Division: Key Themes from Stakeholders

- Protecting Vulnerable People
- Staff assaults
- Trespass
- Football and events policing
- Officer Visibility
- Fatality Management – reducing disruption
- General Anti-social behaviour
- Staff and customer confidence

How our local plan helps us to achieve the Force Strategic aims

		Strategic Objectives			
		Prevent & detect crime and protect people on the railways so they are safe to and feel confident to work and travel	Collaborate with the railway industry to reduce delay and disruption to passenger and freight services	Deliver specialist policing that is efficient and effective, demonstrating value for money for our stakeholders	Lead and develop our people, equipping them with the skills and tools to provide a first class service for all our communities
D Local Objectives 2019/2020	Prevent incidents involving vulnerable people through effective problem solving	✓	✓		
	Prevent assaults against rail staff and deliver successful prosecutions	✓		✓	
	Reduce Trespass at the locations that cause most harm		✓	✓	
	Reduce football and event-related crime and anti-social behaviour	✓		✓	
	To maintain handback times for non suspicious fatality incidents under 90 mins		✓	✓	

* KPIs to lead and develop our people are captured in the National Policing Plan or A Div KPIS

D Division – Policing Plan 2019/2020

Our Plan of Action

- ✓ Reduce the risk to vulnerable people at high harm locations
- ✓ Deliver successful prosecutions and high levels of victim care
- ✓ Reduce trespass through effective problem solving plans delivering jointly agreed actions
- ✓ Increase passenger and rail staff confidence through the delivery of an effective and visible policing presence at football and other sporting events, maximising the use of all security and policing resources
- ✓ Review each major disruption incident to identify learning and speedily implement improvements or change

We will measure our success by:

- ✓ A reduction of football related crime including incidents of a sectarian nature
- ✓ Effective problem solving plans and successful delivery of agreed outcomes
- ✓ An increase in the number of solved crimes for staff assaults
- ✓ Timely and informative updates to victims of crime
- ✓ A reduction in the number of trespass incidents at high impact locations
- ✓ An average handback time of 90 mins or under for non suspicious fatalities