



# BTP POLICING PLANS

**2023-26**

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**E Division**  
Specialist capabilities

**D Division**  
Scotland

**C Division**  
Pennine  
Wales  
Midland  
Western

**B Division**  
North  
South  
TFL

**A Division**  
Central  
Operational Support



# CHAIR'S FOREWORD

*I would like to thank all BTP staff and officers for their service over the last year. These Policing Plans are testament to that good work, and our intention to be even better going forward.*



**Ron Barclay-Smith**  
Chair

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Last year we took the decision to move to a rolling three-year policing plan, covering 2022-25. Therefore, the objectives and metrics in this document will remain largely the same as published in 2022, but we have updated some metrics, resource figures and financial data, as well as refreshed narratives from myself, the Chief Constable and the Divisional commanders.

You will also notice a new page on our commitment to inclusion and diversity. We welcome BTP's progress in developing its strategy for inclusion and diversity. BTP plans to be anti-racist and trusted by Black people in line with the national Police Race Action Plan. The Police Authority will hold BTP to account, while also self-challenging on these issues that go to the heart of trust, legitimacy and policing by consent.

Following Baroness Casey's report into standards of behaviour at the Metropolitan Police, BTP and the Authority will ensure that the type of organisation described by Baroness Casey is not one that is even remotely recognisable within BTP/BTPA. As an organisation, we will pull together so that sexist, homophobic and racist behaviours have no place in either the Force or the Authority.

Our priorities around Violence against Women and Girls remain at the top of the agenda in this Policing Plan. We have seen a 165% increase in reporting of incidents on the network, and this

can be linked to BTP's efforts to raise awareness and its campaigns like Speak up, Interrupt, and the launch of the Railway Guardian App.

We are still adapting to the evolving landscape of our industry, namely the development of Great British Railways. We are working alongside our Department for Transport (DfT) colleagues to ensure policing and security considerations are designed into the new rail body in the best possible way. Meanwhile BTP will continue to ensure that the Force helps to keep the railway running by making the reduction of disruption a core priority.

Separately, our Integrated Security and Policing Pilot (ISPP) has been a great success across the network. The project introduced a joined-up approach to station security at large sites, like Kings Cross St Pancras and Birmingham New Street, to ensure greater effectiveness and results. BTP are now reviewing their findings and working on next steps for integrated security and policing across the network.

Finally, I would like to thank all BTP staff and officers for their service over the last year. 2023 marks the start of the third year with Chief Constable Lucy D'Orsi in charge, and she has done a great job of steering the Force in a positive direction, especially in areas of professionalism and tackling violence against women and girls. These Policing Plans are testament to that good work, and our intention to be even better going forward.

# CHIEF CONSTABLE'S INTRODUCTION

*As we look ahead to the coming months, we will continue to be an increasingly vibrant and busy network as guardians of the railway – focused on your safety.*

As we move into the second year of our three-year policing plan, I am proud to report that we have already made great strides in achieving our objectives, thanks to the unwavering commitment and professionalism of our police officers, PCSOs and police staff. As we continue on this journey, we remain focused on delivering excellent performance and building public trust.

Over the past year, BTP have worked tirelessly with our rail industry partners and wider stakeholders to ensure the safety and security of staff and passengers as we emerge from the pandemic. As we look ahead to the coming months, we will continue to be an increasingly vibrant and busy network as **guardians of the railway – focused on your safety.**

My commitment to creating a hostile environment for crime and protecting the vulnerable remains steadfast, as our policing priorities continue to align to our strategy. We will continue to tackle violence, hate crime, sexual harassment and violence against women and girls, to ensure that the network is safe and feels safe from those who wish to do harm.

I recognise the importance of our legitimacy, and building the trust of those who use and work on the rail network has never been more important. That is why we remain committed to generating policing outcomes that better protect, support and safeguard the most vulnerable people at risk of harm and exploitation, while tackling disruption to services together with our industry partners to ensure passengers can get home safely and on time. We will be relentless in our pursuit of a well led, professional workforce.

As we continue to police an operating environment that is changing in light of the upcoming rail reforms, I see many opportunities to strengthen security across England, Scotland and Wales. I am confident that the objectives set out in this plan will continue to deliver world-class railway policing, and I am grateful to our stakeholders and partners for their unique insights and perspectives as we work together to achieve this.

Once again, I would like to thank all of our brilliant people at BTP for their dedication to public service, as we continue to move forward this year as A Force on the Move.



Lucy D'Orsi QPM  
Chief Constable

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# STRATEGIC OBJECTIVES

- Crime prevention and safeguarding to **reduce the likelihood of people coming to harm on the railways**
- Target our efforts to ensure **fewer victims of the most serious crimes**
- Innovate and collaborate with our partners to **reduce disruption**
- Build the **trust and confidence** of passengers and rail staff to defeat criminality together
- **Generate value for money** through the exploitation of technology, adapting to meet the future
- Build a **modern and inclusive Force** where our people are well-equipped, well-led, well cared for and reflect the best of our communities





# OUR COMMITMENT TO INCLUSION AND DIVERSITY

*Becoming more representative of the communities we serve.  
Explaining or reforming where our impact is disproportionate.*

- We will build **inclusive cultures** and leadership through procedural justice, fairness and transparency. Removing disproportionality and disadvantage from our institutional systems and processes.
- We will **engage and involve** our people to understand lived experiences, removing barriers and providing a fair and equitable service.
- We will improve **workforce representation** to become a force which understands, and provides an effective service to, our communities.
- We will build **confident, engaged and protected communities** by identifying where our impact is felt disproportionately by the communities we police, and challenging ourselves to understand why.
- We will focus on **education and learning** to equip our people better to understand diversity, to drive inclusion and belonging and operate fair and equitable processes.

Our targets and priorities in respect of workforce representation, community trust and legitimacy, culture, retention/exit and promotion/progression are set out in full in our Inclusion and Diversity Strategy which underpins **all** we do and **how** we do it.

# OUR ANNUAL FORCEWIDE POLICING PLAN

We will work with our partners to tackle the following for the railway and Underground:



## Create a hostile environment for terrorism through the CONTEST strategy

- Maintain specialist operational capabilities that provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist.
- Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it.
- Increase rail industry awareness of the terrorist threat and how they are able to mitigate against it
- Maintain command capability that enables effective command and control of the BTP response to a terrorist attack
- Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT Strategic Threat and Risk Assessment
- Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the CT Strategic Threat and Risk Assessment



## Ensure passengers and staff can work and travel free from the threat of violence

### **VIOLENCE AND AGGRESSION AGAINST PASSENGERS**

- Number and percentage of positive outcomes for:
  - Serious violence
  - Weapon-enabled offences
  - Robbery
  - Public Order
- Officer tasking activity output for serious violence and weapons crimes:
  - Stop and Search
  - Intelligence submissions
  - Weapons seized
  - Victim Code of Practice Compliance

### **VIOLENCE AND AGGRESSION AGAINST RAIL STAFF**

- Number and percentage of positive outcomes for violence against person (VAP) and public order against rail staff
- Outcome types for offences against rail staff
- Through collaboration with operators, improvement in percentage of positive outcome types for rail staff
- Victim Code of Practice Compliance



# OUR ANNUAL FORCEWIDE POLICING PLAN



## Tackle those crimes and incidents that most impact on the confidence of those who work and travel

- Number and percentage of positive outcomes for volume crime at agreed key locations
- Officer activity output at agreed key locations (on and off train)
- Number of anti-social behaviour (ASB) incidents
- Satisfaction levels as determined by the Victim Crime Survey
- Incident response times, broken down by category (Priority/Immediate)
- Number and percentage of positive outcomes for football-related offences



## Reduce disruption on the network through collaboration

- Number of disruption incidents and primary minutes at key locations broken down by category:
  - Cable theft
  - Vandalism/theft
  - Trespass
  - Drunks/disorder/trespass
  - Fatality/injuries involving a train
- Average fatality handback times
- Number of PSPs created for PiPP hotspots



## Protect, support and safeguard vulnerable people and those at risk of exploitation and harm

- Vulnerability concern reports by category
- Number of repeat presenters and high frequency presenters
- County Lines data by outcome category
- Number of life saving interventions
- Use of powers to protect people in crises (S136 Mental Health Act)

# OUR ANNUAL FORCEWIDE POLICING PLAN



## Tackle violence against women and girls, hate crime and sexual harassment

- Number and percentage of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement)
- Number and percentage of positive outcomes for incidents involving sexual harassment (measure for public and rail staff)
- Number and percentage of positive outcomes for sex offences (including breakdown of victim engagement)
- Number of known offenders being actively monitored
- Number of applications for Sexual Harm Prevention Orders, Criminal Behaviour Orders and wider preventative orders.
- Percentage of compliance with prohibitive orders for managed offenders
- Number and percentage of positive outcomes for hate crime (broken down by factor)
- Officer tasking activity output for sexual offences and hate crimes
- Satisfaction levels as determined by the Victim Crime Survey
- Victim support of prosecutions



# RESOURCES

## THE COST OF POLICING

For 2022-23 the BTPA set a core policing budget of £365.3 million for policing Great Britain's railways. A total of £284.3 million has been allocated to overground rail services and £81 million for London Underground.



### OVERGROUND BUDGET

Core policing	£260.3m
Enhanced policing services	£16.50m
Other income	£7.50m
<b>Sub total</b>	<b>£284.3m</b>

### UNDERGROUND BUDGET

Core policing services	£81m
Enhanced policing services	-
Other income	-
<b>Sub total</b>	<b>£81m</b>

#### Total budgets by division

A Division	£204.64m
B Division (Overground)	£40.08m
B Division (Underground)	£40.32m
C Division	£44.34m
D Division	£10.17m
E Division	£25.75m

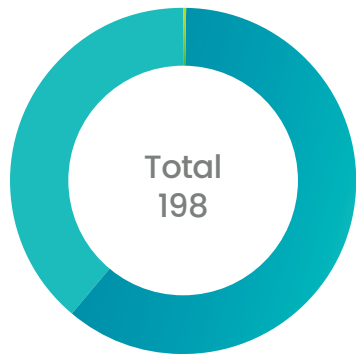
**Total operating budget £365.3m**





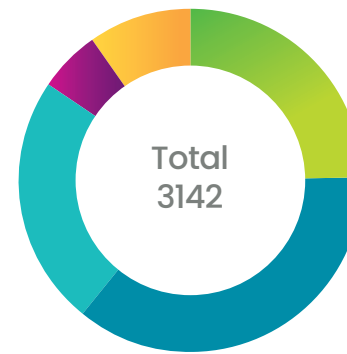
# RESOURCES

## STAFF NUMBERS



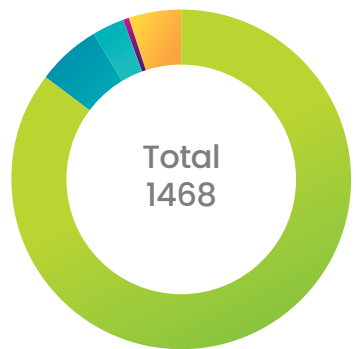
### PCSO

A Division	1
B Division	120
C Division	77
D Division	0
E Division	0



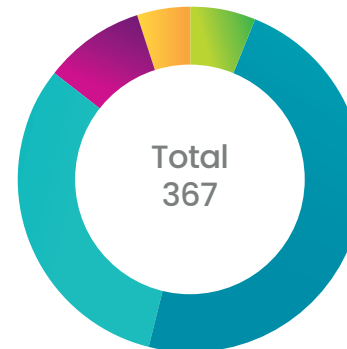
### Police Officer

A Division	781
B Division	1134
C Division	746
D Division	179
E Division	302



### Police Staff

A Division	1252
B Division	93
C Division	45
D Division	8
E Division	70



### Special Officer

A Division	23
B Division	175
C Division	117
D Division	34
E Division	18





# Divisional Plans

# A Division

## Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways

- Achieve at least a 95% answer rate for emergency calls
- At least 95% of priority crimes to be recorded within 24 hours
- Achieve contact centre satisfaction rates in excess of 75%
- Implement the new crime prevention strategy
- Ensure resources are dispatched within three minutes of incident creation for robbery & sexual offences

## Target our efforts to ensure fewer victims of the most serious crime

- Ensure judicial outcomes are secured for criminals linked to major and serious crimes
- Create a hostile environment for criminals concerned in Cyber related criminality ensuring at least one cyber disruption per month
- Deliver a minimum of 900hrs internal Counter Terrorism training with the target of reaching 100% of new recruits
- Provide access to SCaN (See, Check and Notify) training for 100% of customer facing rail partner staff
- Deliver enhancements to ARV/CBRN capability\*

\*Armed Response Vehicles / Chemical, Biological, Radiological, Nuclear,

## Innovate and collaborate with our partners to reduce disruption

- Reduce the number of incidents and cost per incident at disruption hotpots
- Harm Reduction Team identify and manage at risk individuals
- Number of drone flights undertaken and minutes and costs saved per incident
- 100% of disruption hotspots to have Problem Solving Plans in place
- Review 100% of fatalities and non-fatal incidents to ensure BTP identifies learning and suitable representation at HM Coroners Court
- Adopt learning from Integrated Security and Policing Pilot and develop proposals for the future

## Build the trust and confidence of passengers and rail staff to defeat criminality together

- Complaints and conduct measures are regularly reviewed and managed
- Quality assurance is undertaken on a sample of reflective practice process records
- Achieve at least 90% compliance across all crime and incident audits
- Maintain a Victim Code of Practice compliance rating of at least 90%
- PSD Investigations – 90% of investigations completed within 120 days
- Roll out of new warrant cards

## Generate value for money through the exploitation of technology, adapting to meet the future

- Develop and deliver a transformation programme to secure efficiency benefits
- Complete roll out of body worn video
- Mobile controlworks and origin mobile on officer devices
- Achieve a 99% score for system availability
- 80% of crime to be reported via non-voice channels for reporting
- Continue to work towards net carbon neutrality by 2030

## Build a modern and inclusive Force where our people are well-equipped, well-trained, well-led, well-cared for and reflect the best of our communities

- Sickness absence falls below the 2020/21 level (excluding Covid related absences)
- Employee medical support enhancements and Occupational Health futures project
- Implement new senior leadership structure (Layers and Spans)
- London Estates: start work on new London Hub
- Implement police staff pay review



# B Division Introduction



**Chief Superintendent Chris Casey**  
Divisional Commander B Division

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**Follow** @BTCasey



The 2022–23 operational year has been an eventful and historic time for B Division. 2022 was marked by the sad passing of Her Royal Highness Queen Elizabeth II. Hundreds of officers and staff from across British Transport Police were involved in the years of planning and the operation itself to help ensure a trouble-free experience for over 1 million mourners who came to London to witness a pivotal moment in the history of the United Kingdom.

As Guardians of The Railway we are proud of our work to provide a safe and reliable network for all. Our policing plan for 2023–24 brings together our plans and ideas to reduce people coming to harm on the railways, collaborate with our partners to reduce disruption, and build the trust and confidence that is a vital part of British Policing.

We recognise that policing is not just about enforcing the law, but also about working collaboratively with our community and stakeholders to address the unique needs and challenges that we face. Our policing plan is designed to help us achieve these goals by setting clear objectives, identifying key strategies and providing a framework for measuring our progress.

On B Division we are invested in our people – we are working to build a modern and inclusive workforce through first-

class training, listening to our people following our people survey, and tackling inappropriate behaviours by creating a culture where our staff and officers feel empowered and secure to speak up.

Looking at the year ahead, B Division is playing host to the coronation of King Charles III. This will be another historic event that I know many within British Transport Police will be honoured to be a part of. We have the capability to police these once-in-a-generation events whilst maintaining an effective policing service to our communities.

Our policing plan is not just a document, but a living, breathing framework that will guide our actions and decisions every day. We will continuously monitor our progress, evaluate our effectiveness, and make data-driven decisions that optimise the use of our resources.

# B Division North and South

*We will work with our partners to tackle the following for the railway and Underground:*

## Create a hostile environment for terrorism through the CONTEST strategy

- Maintain specialist operational capabilities that provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist.
- Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it.
- Increase rail industry awareness of the terrorist threat and how they are able to mitigate against it
- Maintain command capability that enables effective command and control of the BTP response to a terrorist attack
- Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT Strategic Threat and Risk Assessment
- Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the CT Strategic Threat and Risk Assessment



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**Superintendent Darren Malpas**  
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## Ensure passengers and staff can work and travel free from the threat of violence

### VIOLENCE AND AGGRESSION AGAINST PASSENGERS

- Number and percentage of positive outcomes for:
  - Serious violence
  - Weapon-enabled offences
  - Robbery
  - Public Order
- Officer tasking activity output for serious violence and weapons crimes:
  - Stop and Search
  - Intelligence submissions
  - Weapons seized
  - Victim Code of Practice Compliance

### VIOLENCE AND AGGRESSION AGAINST RAIL STAFF

- Number and percentage of positive outcomes for violence against person (VAP) and public order against rail staff
- Outcome types for offences against rail staff
- Through collaboration with operators, improvement in percentage of positive outcome types for rail staff
- Victim Code of Practice Compliance



# B Division

## North and South

### Tackle those crimes and incidents that most impact on the confidence of those who work and travel

- Number and percentage of positive outcomes for volume crime at agreed key locations
- Officer activity output at agreed key locations (on and off train)
- Number of anti-social behaviour (ASB) incidents
- Satisfaction levels as determined by the Victim Crime Survey
- Incident response times, broken down by category (Priority/Immediate)
- Number and percentage of positive outcomes for football related offences

#### DIVISIONAL OBJECTIVE:

- Agreed key locations – To be decided with Divisions in new performance year

### Reduce disruption on the network through collaboration

- Number of disruption incidents and primary minutes at key locations broken down by category:
  - Cable theft
  - Vandalism/theft
  - Trespass
  - Drunks/disorder/trespass
  - Fatality/injuries involving a train
- Average fatality handback times
- Number of PSPs created for PiPP hotspots

### Protect, support and safeguard vulnerable people and those at risk of exploitation and harm

- Vulnerability concern reports by category
- Number of repeat presenters and high frequency presenters
- County Lines data by outcome category
- Number of life saving interventions
- Use of powers to protect people in crises (S136 Mental Health Act)

# B Division North and South

## Tackle violence against women and girls, hate crime and sexual harassment

- Number and percentage of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement)
- Number and percentage of positive outcomes for incidents involving sexual harassment (measure for public and rail staff)
- Number and percentage of positive outcomes for sex offences (including breakdown of victim engagement)
- Number of known offenders being actively monitored
- Number of applications for Sexual Harm Prevention Orders, Criminal Behaviour Orders and wider preventative orders.
- Percentage of compliance with prohibitive orders for managed offenders
- Number and percentage of positive outcomes for hate crime (broken down by factor)
- Officer tasking activity output for sexual offences and hate crimes
- Satisfaction levels as determined by the Victim Crime Survey
- Victim support of prosecutions



# B Division TfL



**T/Superintendent Lisa Garrett**  
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*We will work with our partners to tackle the following for the railway and TfL (London Underground, London Overground, TfL Rail, Docklands Light Railway, Trams and Emirates Air Line):*

## Create a hostile environment for terrorism through the CONTEST strategy

- Maintain specialist operational capabilities that provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist.
- Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it.
- Increase rail industry awareness of the terrorist threat and how they are able to mitigate against it
- Maintain command capability that enables effective command and control of the BTP response to a terrorist attack
- Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT Strategic Threat and Risk Assessment
- Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the CT Strategic Threat and Risk Assessment

## Ensure passengers and staff can work and travel free from the threat of violence

### VIOLENCE AND AGGRESSION AGAINST PASSENGERS

- Number and percentage of positive outcomes for:
  - Serious violence
  - Weapon-enabled offences
  - Robbery
  - Public Order
- Officer tasking activity output for serious violence and weapons crimes:
  - Stop and Search
  - Intelligence submissions
  - Weapons seized
  - Victim Code of Practice Compliance

### VIOLENCE AND AGGRESSION AGAINST RAIL STAFF

- Number and percentage of positive outcomes for violence against person (VAP) and public order against rail staff
- Outcome types for offences against rail staff
- Through collaboration with operators, improvement in percentage of positive outcome types for rail staff
- Victim Code of Practice Compliance

### DIVISIONAL OBJECTIVES:

- Ancillary orders for repeat offenders
- Precursor ancillary order activity such as notices and withdrawal of permissions
- Plans to manage prolific ancillary order offenders
- Number of joint exercises to tackle fare evasion

# B Division

## TfL

### Tackle those crimes and incidents that most impact on the confidence of those who work and travel

- Number and percentage of positive outcomes for volume crime at agreed key locations
- Officer activity output at agreed key locations (on and off train)
- Number of anti-social behaviour (ASB) incidents
- Satisfaction levels as determined by the Victim Crime Survey
- Incident response times, broken down by category (Priority/Immediate)
- Number and percentage of positive outcomes for football related offences

#### TFL-SPECIFIC OBJECTIVES:

- Ancillary orders for persistent offenders of anti-social behaviour/byelaw/public order offences
- Agreed key locations – to be decided with Divisions in new performance year
- Number of joint preventative initiatives with industry to tackle issues of concern (i.e. aggressive begging).

### Reduce disruption on the network through collaboration

- Number of disruption incidents and primary minutes at key locations broken down by category:
  - Cable theft
  - Vandalism/theft
  - Trespass
  - Drunks/disorder/trespass
  - Fatality/injuries involving a train
- Average fatality handback times
- Number of PSPs created for PiPP hotspots

#### TFL-SPECIFIC OBJECTIVES:

- TfL provided lost customer hour data compared to long term trends, broken down by category (approx categories);
- Anti-social behaviour, drunks/vagrants
- Trespass, person on tracks
- Criminal behaviour, vandalism
- Criminal Behaviour, Assault / Fight / Altercation between Customers
- Suicide or Illness/Accident, Suicide risk
- Incident count of where a National Incident Response Team resource responded

### Protect, support and safeguard vulnerable people and those at risk of exploitation and harm

- Vulnerability concern reports by category
- Number of repeat presenters and high frequency presenters
- County Lines data by outcome category
- Number of life saving interventions
- Use of powers to protect people in crises (S136 Mental Health Act)



# B Division TfL

## Tackle violence against women and girls, hate crime and sexual harassment

- Number and percentage of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement)
- Number and percentage of positive outcomes for incidents involving sexual harassment (measure for public and rail staff)
- Number and percentage of positive outcomes for sex offences (including breakdown of victim engagement)
- Number of known offenders being actively monitored
- Number of applications for Sexual Harm Prevention Orders, Criminal Behaviour Orders and wider preventative orders.
- Percentage of compliance with prohibitive orders for managed offenders
- Number and percentage of positive outcomes for hate crime (broken down by factor)
- Officer tasking activity output for sexual offences and hate crimes
- Satisfaction levels as determined by the Victim Crime Survey
- Victim support of prosecutions









# C Division Introduction



**Chief Superintendent Sandra England**  
Divisional Commander C Division

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**This year has seen the hard-working officers and staff of C Division continue to demonstrate us at our finest. We have been working closely with Rail Industry and wider partners ensuring the rail network across the Division remains safe for the millions of people who use and work on it. I am privileged to be their new Divisional Commander leading my teams through the last 12 months with increasing complex demand and significant challenges to national policing.**

There has been continued focus on crimes that undermine trust and confidence, with workplace violence against rail staff, violence against women and girls and unwanted sexual behaviour a high priority. Across the Division we have collaborated with local authorities and policing partners to reduce vulnerability to women during the night-time economy that has resulted in safe spaces at Railway Stations for key periods of the year. We have developed a partnership with Bath Rugby Club ensuring men and boys are included in our work while encouraging the reporting of these crimes in the “Speak Up, Interrupt” campaign.

We have targeted key periods of the year with increased visibility where we know that passenger footfall and opportunity for crime increases, such as the Christmas markets where specific policing operations took place across the Division. Where those crimes have taken place, we have acted quickly and Operation Invert targeted key locations such as Manchester and Birmingham to prevent further offences and detect offenders. The Midlands is a good example where working with Safer Travel and West Midlands Police over the Christmas period there were no further reported robbery offences.

The Commonwealth Games Birmingham 2022 was a highlight of the policing year for the Division with BTP a significant partner in a complex stakeholder landscape that

successfully delivered the Games. Officers and those with specialist skills from across Force were deployed into the West Midlands, providing reassurance and an effective police response to the millions who used the rail and tram network to attend the venues.

Neighbourhood policing is at the heart of the Division’s policing to prevent crime and anti-social behaviour. Over the last 12 months we have used problem solving plans to intervene early and work with partners to resolve issues affecting our rail community. A problem-solving plan in the Manchester area saw good collaboration with Industry and wider partners reviewing a variety of options from CCTV to school engagement that reduced anti-social behaviour by 20%. The Wales Neighbour Policing Team have been actively involved in creating diversionary activities and engaging with young people to educate them on rail safety and consequences of anti-social behaviour.

We will continue to focus on a neighbourhood policing approach using the Neighbourhood Policing strategy to build a Divisional problem-solving and crime prevention ethic. As Guardians of the railway it is essential that officers know their community, are visible on patrol and engaging with the public to building trust and promote safety and security for those who travel and work on the railway.





# C Division Midland, Western and Pennine



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**Superintendent Lorna McEwan**  
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*We will work with our partners to tackle the following for the railway and Merseyrail underground network:*

## Create a hostile environment for terrorism through the CONTEST strategy

- Maintain specialist operational capabilities that provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist.
- Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it.
- Increase rail industry awareness of the terrorist threat and how they are able to mitigate against it
- Maintain command capability that enables effective command and control of the BTP response to a terrorist attack
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- Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the CT Strategic Threat and Risk Assessment

## Ensure passengers and staff can work and travel free from the threat of violence

### VIOLENCE AND AGGRESSION AGAINST PASSENGERS

- Number and percentage of positive outcomes for:
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  - Victim Code of Practice Compliance

### VIOLENCE AND AGGRESSION AGAINST RAIL STAFF

- Number and percentage of positive outcomes for violence against person (VAP) and public order against rail staff
- Outcome types for offences against rail staff
- Through collaboration with operators, improvement in percentage of positive outcome types for rail staff
- Victim Code of Practice Compliance

# C Division

## Midland, Western and Pennine

### Tackle those crimes and incidents that most impact on the confidence of those who work and travel

- Number and percentage of positive outcomes for volume crime at agreed key locations
- Officer activity output at agreed key locations (on and off train)
- Number of anti-social behaviour (ASB) incidents
- Satisfaction levels as determined by the Victim Crime Survey
- Incident response times, broken down by category (Priority/Immediate)
- Number and percentage of positive outcomes for football related offences

#### DIVISIONAL OBJECTIVE:

- Agreed key locations – To be decided with Divisions in new performance year

### Reduce disruption on the network through collaboration

- Number of disruption incidents and primary minutes at key locations broken down by category:
  - Cable theft
  - Vandalism/theft
  - Trespass
  - Drunks/disorder/trespass
  - Fatality/injuries involving a train
- Average fatality handback times
- Number of PSPs created for PiPP hotspots

### Protect, support and safeguard vulnerable people and those at risk of exploitation and harm

- Vulnerability concern reports by category
- Number of repeat presenters and high frequency presenters
- County Lines data by outcome category
- Number of life saving interventions
- Use of powers to protect people in crises (S136 Mental Health Act)

# C Division Midland, Western and Pennine

## Tackle violence against women and girls, hate crime and sexual harassment

- Number and percentage of positive outcomes for violent crimes against women and girls (including breakdown of victim engagement)
- Number and percentage of positive outcomes for incidents involving sexual harassment (measure for public and rail staff)
- Number and percentage of positive outcomes for sex offences (including breakdown of victim engagement)
- Number of known offenders being actively monitored
- Number of applications for Sexual Harm Prevention Orders, Criminal Behaviour Orders and wider preventative orders.
- Percentage of compliance with prohibitive orders for managed offenders
- Number and percentage of positive outcomes for hate crime (broken down by factor)
- Officer tasking activity output for sexual offences and hate crimes
- Satisfaction levels as determined by the Victim Crime Survey
- Victim support of prosecutions





# C Division Wales



**Superintendent Andy Morgan**  
Subdivisional Commander Wales  
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## Create a hostile environment for terrorism through the CONTEST strategy

- Maintain specialist operational capabilities that provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist.
- Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it.
- Increase rail industry awareness of the terrorist threat and how they are able to mitigate against it
- Maintain command capability that enables effective command and control of the BTP response to a terrorist attack
- Undertake an exercise programme which thoroughly tests response plan, commanders and responders against the highest risk and most plausible threats within the CT Strategic Threat and Risk Assessment
- Develop and train guidance documentation and prepare plans for the highest risks and most plausible threats within the CT Strategic Threat and Risk Assessment

## Ensure passengers and staff can work and travel free from the threat of violence

### VIOLENCE AND AGGRESSION AGAINST PASSENGERS

- Number and percentage of positive outcomes for:
  - Serious violence
  - Weapon-enabled offences
  - Robbery
  - Public Order
- Officer tasking activity output for serious violence and weapons crimes:
  - Stop and Search
  - Intelligence submissions
  - Weapons seized
  - Victim Code of Practice Compliance

### VIOLENCE AND AGGRESSION AGAINST RAIL STAFF

- Number and percentage of positive outcomes for violence against person (VAP) and public order against rail staff
- Outcome types for offences against rail staff
- Through collaboration with operators, improvement in percentage of positive outcome types for rail staff
- Victim Code of Practice Compliance

# C Division Wales

## Tackle those crimes and incidents that most impact on the confidence of those who work and travel

- Number and percentage of positive outcomes for volume crime at agreed key locations
- Officer activity output at agreed key locations (on and off train)
- Number of anti-social behaviour (ASB) incidents
- Satisfaction levels as determined by the Victim Crime Survey
- Incident response times, broken down by category (Priority/Immediate)
- Number and percentage of positive outcomes for football related offences

### DIVISIONAL OBJECTIVE:

- Agreed key locations – To be decided with Divisions in new performance year

## Reduce disruption on the network through collaboration

- Number of disruption incidents and primary minutes at key locations broken down by category:
  - Cable theft
  - Vandalism/theft
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- Average fatality handback times
- Number of PSPs created for PiPP hotspots

## Protect, support and safeguard vulnerable people and those at risk of exploitation and harm

- Vulnerability concern reports by category
- Number of repeat presenters and high frequency presenters
- County Lines data by outcome category
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- Use of powers to protect people in crises (S136 Mental Health Act)

# C Division Wales

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- Number and percentage of positive outcomes for hate crime (broken down by factor)
- Officer tasking activity output for sexual offences and hate crimes
- Satisfaction levels as determined by the Victim Crime Survey
- Victim support of prosecutions









# D Division Scotland Introduction



**Chief Superintendent Gill Murray**  
Divisional Commander D Division

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**D Division, following public and rail staff feedback, recognised a demand for change in the post-pandemic landscape. We have focused on enhanced recruitment, a review of resource structures to ensure greater officer visibility on key routes, refreshed our neighbourhood policing model and the re-energising of Operation Alert.**

Over the past year, BTP officers in Scotland have been involved in policing major events across the country, most notably those events associated with the passing of Her Majesty Queen Elizabeth II. Policing under these challenging circumstances required officer professionalism, compassion and adaptability, while continuously demonstrating a commitment to protect and serve Scotland's communities on the rail network. I am proud our officers stood up to the task.

We are clear that, in our role as Guardians of the Railway, BTP will take a no tolerance approach to violence, discrimination and sexual harassment, while also collaborating with partners to prevent crime and minimise disruption related incidents on the network.

Anti-social behaviour and violence and intimidation towards women and girls continues to cause significant concern to the travelling public and rail staff. Focusing on greater visibility and targeted patrols in hotspot routes across Scotland, such as our joint Safer Shores initiative with partners, we will continue to take decisive action to tackle anti-social behaviour, violence and intimidation toward women and girls. The County Lines Taskforce are also engaged in fantastic work through taking decisive action against criminality perpetrated by organised crime, who often exploit some of the most vulnerable in our society, to courier drugs that impact communities in Scotland.

The key to our success in delivering for passengers and rail staff across Scotland is our partnership working with stakeholders, including the rail industry, Police Scotland, government and the third sector. Collaboration with our partners is essential if we are to create a hostile environment for those individuals who wish to engage in

violence and intimidation towards women and girls and other crimes on the network.

Our partners continue to support us in these efforts by raising awareness of our Railway Guardian app and Text 61016 service, which offers passengers and staff an important tool to report incidents to BTP, where our officers will respond with decisive action. I am encouraged by the positive work BTP are engaged in with our partners in ScotRail through the Travel Safe Team Initiative, which facilitates greater visibility on trains across the rail network in Scotland to provide reassurance to passengers and staff in the event of an incident.

As we look to strengthen our partnership working further, I look forward to working with stakeholders to support Transport Scotland's recent reported recommendations on what action can be taken to improve the safety of women and girls on public transport in Scotland.

As we are all aware, there is intense public scrutiny on the work of the police. I share the deep anger, frustration and hurt of my valued colleagues following the news of PC David Carrick using his position as a police officer to manipulate and abuse women. I wholeheartedly welcome the bold leadership shown by the Chief Constable in recent weeks and months over this issue.

I am clear that BTP officers must continue to demonstrate the highest standards of professionalism when serving our communities, as we look to address the key challenges facing the rail network in Scotland.

I want to thank all the committed, hard working volunteers, staff and officers who continue to deliver a dedicated, professional policing service.

# D Division Scotland

## Create a hostile environment for terrorism through the CONTEST strategy

- Maintain specialist operational capabilities that provide mitigation to the plausible attack methodologies identified. Develop capabilities where they do not already exist.
- Develop the awareness and understanding of the terrorist threat amongst BTP officers and staff, including the role they play in mitigating against it.
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- Victim Code of Practice Compliance



# D Division Scotland

## Tackle those crimes and incidents that most impact on the confidence of those who work and travel

- Number and percentage of positive outcomes for volume crime at agreed key locations
- Officer activity output at agreed key locations (on and off train)
- Number of anti-social behaviour (ASB) incidents
- Satisfaction levels as determined by the Victim Crime Survey
- Incident response times, broken down by category (Priority/Immediate)
- Number and percentage of positive outcomes for football related offences

### DIVISIONAL OBJECTIVES:

- Number of BTP, industry operations and interoperability working with Police Scotland and associated outcomes
- Agreed key locations – to be decided with Divisions in new performance year

## Reduce disruption on the network through collaboration

- Number of disruption incidents and primary minutes at key locations broken down by category:
  - Cable theft
  - Vandalism/theft
  - Trespass
  - Drunks/disorder/trespass
  - Fatality/injuries involving a train
- Average fatality handback times
- Number of PSPs created for PiPP hotspots

### DIVISIONAL OBJECTIVES:

- Disruption minutes and incidents related to red route locations
- Joint problem-solving initiatives at red route locations with industry

## Protect, support and safeguard vulnerable people and those at risk of exploitation and harm

- Vulnerability concern reports by category
- Number of repeat presenters and high frequency presenters
- County Lines data by outcome category
- Number of life saving interventions
- Use of powers to protect people in crises (S136 Mental Health Act)

# D Division Scotland

## Tackle violence against women and girls, hate crime and sexual harassment

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- Satisfaction levels as determined by the Victim Crime Survey
- Victim support of prosecutions







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# DIVISIONAL CONTACTS

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## D Division



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