

Strategic Plan 2018-21



In developing our Strategic Plan for 2018-21 we consulted widely with our stakeholders – passengers, the rail industry and industry staff – and developed a plan which sets out our ambitions over the next four years, one that addresses our joint priorities and tackles the things that matter most to you.

Our Strategic Priorities: **Protecting People**

We will...

- Protect the network and reduce delay caused by the threat of terrorism
- Prevent and detect crimes that cause the most harm
- Identify and help vulnerable people in crisis, working with the appropriate authorities
- Protect people from unwelcome and anti-social behaviour



Our Strategic Priorities:

Reducing Delays and Disruption

We will...

- Reduce the impact of trespass on the network
- Work in partnership to identify lasting solutions and target hotspot locations
- Respond quickly to incidents that have the most impact on the safety and reliability of the railway
- Return possession to railway operators as soon as practically safe to do so after an incident

Our Strategic Priorities:

Building a skilled and specialist workforce

We will...

- Train and develop our people to operate safely and with the skills required to deliver our strategy
- Provide the equipment and tools our officers and staff need to do their jobs safely and efficiently
- Safeguard our workforce and provide them with care and support when they need it
- Give further attention to the recruitment, development and progression of under-represented groups and reducing the gender pay gap

Our Strategic Priorities: **Providing Value for Money**

We will...

- Ensure officers are placed where they are needed most at the right times
- Ensure engagement, transparency and informed accountability to stakeholders
- Provide regular reports to stakeholders linking operational performance with outcomes
- Identify and secure additional sources of funding to generate our own income where appropriate



Delivery Plan

Officers will be placed where they are needed most at the right times



1	Protecting and safeguarding people	2018	2019	2020	2021
1.1	We will enhance our counter terrorism capability, establishing two new CT hubs outside of London		■		
1.2	We will establish new digital channels through which the public can engage with us and receive a rapid response		■	■	■
1.3	We will embed a structured joint working approach (Place Based Policing) with industry to focus on critical places such as hubs and stations.	Pilot	■	■	■
1.4	We will build on our successful safeguarding approach, identifying and helping people who are in crisis, vulnerable or at risk of exploitation		■	■	■
1.5	We will introduce new technology to ensure that policing is delivered at the right time and place.		■	■	■
1.6	We will establish a resolution centre to improve how we triage calls for service	Pilot	■		
2	Reduce delay and disruption	2018	2019	2020	2021
2.1	We will reduce the impact of trespass on the network through a joint Trespass Strategy	■	■	■	■
2.2	We will reduce the impact of trespass at the top 10 hotspot locations	■	■	■	■
2.3	We will reduce disruption at other key locations through collaborative partnerships	■	■	■	■
2.4	We will improve coordinated command and control through more effective data sharing arrangements		■	■	■
2.5	We will ensure that when we take command of incidents we return possession to the railway operators as soon as it is practically safe to do so	■	■	■	■
3	Providing value for money	2018	2019	2020	2021
3.1	We will demonstrate more reliably to stakeholders how the Force has used its resources intelligently to meet the challenging demands of policing the railways	■	■	■	■
3.2	We will evaluate the Consumer Price Index (CPI) as the benchmark rate for any increases in charges		■		
3.3	We will produce consistent reporting to stakeholders, mapping out how investment made in the Force links to operational outcomes	■	■	■	■
3.4	We will invest in technology that helps reduce duplication and double keying of information, creates a self-service capability and pushes information to frontline officers		■	■	■
4	Building a specialist and skilled workforce	2018	2019	2020	2021
4.1	We will train and develop our people to operate safely, the skills required to deliver our strategy. This will be enabled through a new training model and a new employment model for officers and staff		■	■	■
4.2	We will safeguard our workforce and provide them with the care and support they need	■	■	■	■
4.3	We will recruit, develop and progress under-represented groups, and reduce the gender pay gap	■	■	■	■
4.4	We will maintain our record and reputation for high standards of professionalism and ethical policing	■	■	■	■