Annex A
Report from strategy group
Dated 12 June 2012

STRATEGIC PLAN 12/13

Our vision

To deliver a first class, specialist policing service for the railway and to be recognised by our customers as providing excellent value for money.

Our mission

Our mission is to protect and serve the railway environment and its community, keeping levels of disruption, crime and the fear of crime as low as possible.

We will achieve this by:

- Being responsive, flexible and creative in the way we work and in our anticipation of the changing needs of our railway community
- Reassuring passengers and staff by providing a highly visible, polite, professional and helpful presence
- Working with our partners to improve perceptions of safety and security
- Developing professionalism among officers and staff giving them the capability to deliver an effective and innovative policing service with a unity of purpose
- Stripping out bureaucracy to develop ways of working that are simple and 'fit for purpose'
- Working in closer partnership with our stakeholders to deliver value for money and continuous improvement in productivity and performance

Our values:

Our activities and decisions will be based on, and guided by, these values:

- Always doing what we say we will and striving for excellence and quality in everything we do
- Taking ownership of our customers' needs and being accountable for delivering an efficient and effective policing service
- Acting with integrity at all times, to provide a quality service
- Being a learning organisation, sharing knowledge, committed to continuous professional development of our people

- Treating one another with respect and taking pride in the significant contributions that come from the diversity of individuals and ideas

- We will continue to ensure that good quality data is available to allow us to evaluate progress against our Plan.

Objective 1 Protect passengers and staff from crime and anti-social behaviour

- Vigorously deal with violence and anti social behaviour on the railway network
- Protect the railway network from criminal gangs who commit serious and violent offences
- Stamp out racist and other hate crime on the railway network
- Protect vulnerable people and focus on repeat victimisation

We will achieve this by:

- Clamping down on alcohol related disorder and violence
- Focusing on identifying and arresting football supporters who are aggressive and cause distress to passengers or staff
- Protecting vulnerable people on the railway and focussing on reducing repeat victimisation
- Exploiting social media to gain intelligence, investigate crime and communicate with passengers and staff

Objective 2 Reduce delay on the railway network

- Counter the terrorist threat to the railway
- Drive down delay to the railway network caused by crime
- Reduce delays associated with fatalities
- Work with partners to increase safety and reduce risk at level crossings

We will achieve this by:

- Conducting a root and branch review of bomb threat processes and procedures
- Exploiting experiences from bomb threat analysis to improve our risk management approach
- Carrying out a fundamental review of fatality management procedures
- Building on an expert evidence base to support effective decision making
- Reducing metal theft and leading the national task force
- Reducing trespass and damage
- Changing driver behaviour at level crossings
- Preventing suicides recognising vulnerable locations and people

Objective 3 Provide customers with excellent value and operational delivery

- Be recognised as the best in the eyes of our customers, employees and stakeholders
- Be recognised by our customers as providing excellent value for money
- Deliver system-wide solutions
- Drive down cost, reduce bureaucracy and improve performance
- Deliver cutting edge support functions to operational policing
- Recruit, empower and retain the best people at every level of the organisation

We will achieve this by:

- Driving down cost and improving performance
- Communicating effectively with stakeholders at every level
- Maximising our frontline resource
- Mapping resources and drivers of activity
- Providing operator specific data to demonstrate the optimal use of resources and effort to achieve outcomes
- Constantly looking for opportunities to support the operation of the railway
- Continuously improving through the delivery of the Futures Programme
- Implementing a comprehensive corporate services transformation programme
- Developing a comprehensive people strategy
- Transforming IT into an enabling, customer focused support function
- Implementing a learning and development strategy to recruit and retain the best people
- Conducting end to end reviews of BTP's criminal justice processes and implementing opportunities for improvement
- Empowering decision makers
- Promoting a 'right first time' culture

Objective 4 Ensure passengers and staff feel safe when using the railway

- Ensure the railway network is safe and feels safe
- Optimise the deployment and visibility of uniformed staff
- Support our partners to provide safe, secure and reliable transport services to those attending large scale public, sporting and cultural events
- Maximise the use of technology to deter and detect criminals

We will achieve this by:

- Responding to incidents quickly and establishing early grip and control
- Providing leadership and coordination to resolve incidents rapidly and support the railway
- Driving down crime across the rail network
- Vigorously tackling violent, aggressive and racist behaviour
- Making better use of social media to investigate crime, detect offenders and communicate with passengers

- Maximising and marketing the use of CCTV
- Managing safety on the network through effective contingency planning
- Ensuring our people are deployed more in late evenings
- Increasing train and station patrols
- Promoting the safety of the system to passengers and other stakeholders
- Working with partners to ensure that our operational policing plans support their operations to provide safe, secure and reliable transport services to those attending large scale events