

**British Transport  
Police Authority  
Strategic Plan**

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2008-11



British Transport Police  
Force Headquarters  
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## **Our vision**

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**Our vision is to provide policing excellence as the national specialist police force for Britain's railways.**

**Policing excellence means being professional in all that we do, and continually striving to provide the best possible service to our railway community, which includes passengers, rail staff and the railway industry.**

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# Our mission

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**Our mission is to work in partnership with others to help build a safe railway environment that is free from disruption and the fear of crime.**

**We will achieve this by:**

- **being dedicated to the specialist needs of our railway community**
- **ensuring that our staff are well trained and supported to enable us to deliver the highest possible quality of service**
- **improving our systems and structure to increase our effectiveness at all levels**
- **improving flows of information to our community about our aims and achievements**
- **providing value for money in all that we do**

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# Our values

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## Our values are to:

### Ensure integrity through:

- openness
- honesty
- maintaining the highest professional standards

### Promote equal opportunities by:

- treating everyone fairly, with respect and dignity
- eliminating all forms of harassment, bullying and victimisation
- providing an inclusive, supportive work environment, taking positive action where necessary, so that staff of all backgrounds can achieve their best

### Value diversity by:

- valuing differences between people and communities, and respecting diverse lifestyles
- reaching out to, and communicating and consulting with, communities so we can better understand and meet their needs
- winning the trust and co-operation of those we serve, so they can help us achieve our objectives
- developing a workforce that reflects the diverse communities we serve

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# Chair and Chief Constable's foreword

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We are pleased to present the Strategic Plan for 2008-11. This is the second Strategic Plan produced by the British Transport Police Authority (BTPA) and has been developed in partnership with British Transport Police (BTP) and stakeholders from the railway community.

During the life of the 2005-08 Strategic Plan, BTP was tested by the terrorist events of July 2005, and its continuing existence was endorsed by the findings of the Secretary of State for Transport's review of BTP in 2006. This review confirmed BTP's ongoing role as the national specialist police force for the railways, whilst emphasising the need for it and all its partners to explore new ways in which to work together to reduce crime and the fear of crime, and to promote public safety on the rail network.

The last three years have seen substantial investment and support from the rail industry, which has allowed BTP and the BTPA to address many of the major legacy issues of underinvestment and inadequate infrastructure. This period of change has provided BTP with a solid base from which it now plans to continue to improve the service it provides.

The operating context and environment within which this new plan has been developed is significantly different from that of three years ago. Key themes for 2008-11 will be:

- strengthening our partnership arrangements and building on the neighbourhood policing style to reduce crime, the fear of crime and disorder on the railway
- commitment to annual increases in charges to Police Service Agreement holders with respect to BTP's revenue budget to be no more than Retail Price Index (RPI) inflation
- capitalising on the investments made to date
- securing long lasting efficiencies

The operating environment during the life of the 2008-11 Strategic Plan will be extremely challenging. Passenger numbers and the size of the railway infrastructure are expected to continue to grow rapidly. The Government has estimated that there will be a 22.5% increase in passenger journeys by 2014. More passenger journeys will inevitably place



**Sir Alistair Graham**  
Chair,  
British Transport Police Authority



**Ian Johnston**  
Chief Constable,  
British Transport Police

increased demands on BTP's resources, and the terrorist threat is unlikely to recede; indeed the threat level has never before been at such a high level for so long, and another attack in the future sadly remains highly likely.

Preparation for the London Olympic Games and Paralympic Games in 2012 will be a priority for BTP throughout the duration of this Strategic Plan. A viable and safe transport infrastructure will be essential in staging a successful Games, and BTP is committed to working towards this with partner agencies during the build up to the Games.

Policing London offers it own particular challenges, and BTP will work in close partnership with the Metropolitan Police Service, the City of London Police Service and Transport for London to ensure that the capital receives the most effective policing service possible. Joint action around transport interchanges and major events policing is especially important, as is managing the implications of the growth of London Overground and other expansion programmes such as Thameslink, Channel Tunnel Rail Link and the East London Line.

Delivery of this Strategic Plan is heavily dependent upon BTP and its stakeholders working in partnership to exploit all opportunities to achieve best possible value from the funding available.

Over the period of this Strategic Plan, BTP will focus on four key objectives:

- reducing crime and disorder
- protecting the railway economy
- increasing BTP's capacity and capability through improved efficiency and effectiveness
- providing a better service to passengers, rail staff and the rail industry

We look forward to working together with all our partners over the next three years to make the railways an even safer place.



# Introduction





## Introduction

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The 2008-11 Strategic Plan builds on the achievements of the 2005-08 Strategic Plan, and is the foundation of both British Transport Police (BTP) and the British Transport Police Authority's (BTPA's) operational and organisational planning for the next three years. This new plan will allow BTP to capitalise on the improvements achieved to date in operational performance, organisational robustness and its partnerships with stakeholders.

BTP met all operational targets in 2005-06 and 2006-07, and 94% in 2007-08 (90 out of 96). During the life of the last plan, there have been notable successes in a number of key areas, including detection rates for staff assaults, fatality management and tackling anti-social behaviour and robbery. Excellent progress has also been made in relation to organisational targets, particularly in increasing the diversity of BTP's frontline officers. BTP has 40% more police officers from black and minority ethnic backgrounds, and 34% more female officers than it did at the start of 2005. These results mean that BTP is much more representative of, and therefore better equipped to police, its railway community in the future.

In 2006, the role of BTP as the national specialist police force for the railways, was scrutinised, and firmly endorsed, in a review carried out by the Secretary of State for Transport. This comprehensive review of BTP's role and functions provided an opportunity for industry and wider stakeholders to submit evidence in relation to the appropriateness of, and support for, a continuing specialist police force for the rail

network. The review confirmed BTP's role and reaffirmed the current 'user pays' principle for funding BTP. It also recommended that BTP further develop its partnership working with key stakeholders in the future.

To that end BTP, the BTPA and senior representatives from the Association of Train Operating Companies (ATOC) and other train operators established the Working Together Group to explore opportunities for greater partnership working with the industry. The protocols developed by this group will continue to shape BTP's working relationships over the course of this new Strategic Plan.

In pursuit of improved partnership working, BTP has piloted a neighbourhood policing style in parts of the rail network and currently has 61 teams in place across the United Kingdom, the majority of which are on the London Underground. These teams are made up of accountable resources with geographic ownership. They target, in an intelligence-led manner, issues that matter most to their community. BTP has also developed a new multi-tiered approach to agreeing the priorities for its Policing Plan, by combining a range of national and locally defined policing objectives and stressing local accountability.

On 7 and 21 July 2005, BTP played a central role in responding to the atrocious terrorist attacks on the London transport network. Not only did these events test BTP's resilience but demonstrated its ability to work with a range of partners to respond effectively, and to restore the transport system quickly to enable passengers and rail staff to continue their normal business. These and subsequent

terrorist events led to a new normality for the railways in which a focus on counter terrorism is now a 'business as usual' approach for BTP. However, another event such as the 7 July bombings could seriously undermine BTP's ability to achieve all of its strategic aims.

The BTPA has developed and implemented a new charging model which more accurately and sensitively distributes the current costs of policing amongst Police Service Agreement (PSA) holders. The BTPA is aware of the impact on its industry partners that the increases in funding over the duration of the 2005-08 Strategic Plan had, and the impact of the redistribution of costs as a consequence of the new model.

PSA holders have requested a period of stability and certainty in relation to revenue charges for the duration of this plan and as such, the BTPA has given a commitment to annual increases in charges to PSA holders with respect to BTP's revenue budget being no more than RPI. The risks associated with this commitment are outlined in Section 7.

Successful delivery of this commitment is dependent on BTP and the BTPA capitalising on the investments that have been made to date, securing long lasting efficiencies, strengthening partnership working arrangements and building on the progress made in relation to implementing the neighbourhood policing style, in an effort to reduce crime and disorder on the railways.

In the summer of 2012, the world's focus will be on London as it stages the Olympic and Paralympic Games. London can expect a substantial increase in construction in and around the railway network in the years leading up to the Games, and in international and domestic visitors during the Games. Providing a safe and secure environment for those using public transport up to and during the Games presents significant policing challenges which require clear identification and planning. BTP has already begun work on this with the Olympic Delivery Authority (ODA), Transec, Metropolitan Police Service (MPS), Transport for London (TfL), London Underground Limited (LUL) and other rail industry partners. With events being staged across the country, the Games have a national policing impact for BTP that extends beyond just London. After discussions between the Secretary of State for Transport, the Chief Constable and Chair of the BTPA, an assurance has been given that the Government, and not the rail industry, will provide funding to cover the additional costs of BTP and to ensure the capacity and capability to meet the challenges of the 2012 Olympic and Paralympic Games.

The high level objectives and performance measures, financial strategy, and risks associated with this Strategic Plan, are set out in Sections 5, 6 and 7 of this plan.

This plan is a rolling three-year plan and will therefore be updated on an annual basis to enable it to adapt to the changing environment, and to remain focused on the specialist needs of the railways.



# Achievements

## What we have achieved

In our last Strategic Plan we committed to deliver against five strategic aims. This section sets out some of our key achievements against those aims.

We said we would:

### **1. Reduce crime by working with our partners and our railway community to tackle the causes of crime, as well as dealing with crime incidents.**

Key achievements:

- a reduction in recorded offences from 135,139 in 2004-05 to 109,508 in 2007-08, including significant reductions in key areas such as line of route (22%), theft of passenger property (14%), staff assaults (14%) and robbery (46%)
- the implementation of local joint tasking and coordinating arrangements in all BTP Areas, and improved access of partners to BTP through secondments to industry, and better access to information through direct links to BTP data sources

### **2. Investigate crime in an efficient, effective and timely manner, in order to increase the number of detections and the number of offenders brought to justice. Over the next three years, we aim to increase our overall detection rate to a level that is above the average for Home Office Forces.**

Key achievements:

- an improvement in the overall notifiable detection rate from 17% at the end of 2004-05 to 27% at the end of 2007-08. Particularly noteworthy was the achievement of a 52% detection rate for staff assaults, a 48% detection rate for hate crime and a 39% detection rate for robbery
- the delivery of an intelligence-led approach to all operational activity through use of the National Intelligence Model

### **3. Promote public safety and assurance by working in partnership with others to make the railway a safe environment for all.**

Key achievements:

- a 140% increase in the number of detections for notifiable offences involving disorder between 2004-05 and 2007-08
- the introduction of 61 neighbourhood policing sites including 30 on London Underground
- exploitation of the benefits of complementary policing in order to provide reassurance and increased visibility on stations and trains



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**4. Respond to incidents in a way that meets the needs of our railway community and takes into account local priorities.**

Key achievements:

- the conclusion of police activity which disrupts train movement to an average of 76 minutes when dealing with railway fatalities
- response times achieved for counter terrorism vehicles in London and resolution of incidents
- rationalised control room functions to maximise our ability to respond
- the introduction of a single crime recording centre to provide a faster and more accessible means of recording crime
- implementation of the Airwave national communication system
- the introduction of a localised planning process

**5. Ensure that BTP makes the most effective use of its people; supported by timely and accurate financial information to aid operational decision making sustained by the use of sound Information and Communication Technology (ICT).**

Key achievements:

- the realisation of £6m efficiency savings and redirection of a total of £3m released by further efficiency savings to improve service provision between 2005-06 and 2007-08
- the implementation of new structures and processes for the Finance Department to improve efficiency and value for money
- the introduction of a student officer training programme in collaboration with the City of London Police (CoLP) and the City University (London)
- the maximisation of benefits such as increased productivity and visibility from the effective use of modern technology, for example through the provision of immediate access to forcewide systems, the introduction of new duty management systems, and the piloting of mobile data

A portrait of a woman wearing a black hijab and a light-colored jacket, holding a handgun. The image is split vertically: the left half is a light blue-tinted version of the photo, and the right half is a dark blue-tinted version. The text 'year plan' is centered across the middle in white.

year plan

## Where we want to be in three years' time

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Appendix A of this plan outlines the actions which will deliver our strategic aims.

The purpose of these strategic aims is to build a railway environment where there will be less crime and disorder on the railways, and passengers and staff will feel, and be, safer. Criminals will be more vulnerable, and there will be a more visible and joined up use of the extended policing family. There will be a safer railway environment for passengers, but more hostile to those who wish to commit crime or engage in disorderly conduct. When incidents do occur on the railway (e.g. fatalities, route crime, etc.) the impact on services will be reduced, inconvenience to customers will be less and the direct and consequential costs to the industry will fall. The risk of a terrorist attack will have been minimised, and station closures and service disruption from threats will be less frequent.

Large groups of people travelling on the network will be managed safely through the system, on route to and from major events across the whole of the United Kingdom. This will be achieved through partnership with the industry, Home Office and Scottish police forces, better use of information and intelligence and improved risk management.

Frontline police officers and staff will have improved access to technology such as personal digital assistants which will reduce the time they spend inputting data (e.g. double keying of information) and increase the time they have available to them for visible patrolling and maximising their effectiveness through access to information.

All staff will have embraced and understood the qualitative elements of BTP's performance culture, have a customer perspective toward service delivery, and see the need to provide timely feedback as an important part of their role. They will be trained to deliver their roles and to ensure that they get things right 'first time – every time'.

BTP's estates will be fit for purpose in terms of location and role, including the provision of sufficient custody cells to accommodate an increase in productivity in relation to the number of arrests.

In partnership with the industry, BTP will be routinely engaged in joint planning and regularly undertake joint operations with the industry, which through an appropriate mix of resources and improved understanding of problems, will produce higher outputs for the same or less cost.

BTP together with its partners will plan for the Olympic and Paralympic Games and be poised to ensure the effective delivery of policing services in support of this and other events due to take place across the country in 2012.



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In summary, there will be effective policing services, tightly focused on the needs of the railways delivered to even higher standards. BTP's reputation as the specialist police force for the railways, delivering through its operational and organisational competence, will be high. Passengers and the industry will be better served, and this will be achieved against a backdrop of significantly increased external demand and an improved internal efficiency having modernised the way policing services are delivered. Valuing diversity and promoting equal opportunities will lie at the heart of BTP. BTP's staff will see the world through the eyes of its partners, stakeholders and the travelling public. They will be proud to be a trusted member of the railway family – being valued for what they do, and adding value by doing it.





# Context

## Context of the 2008-11 Strategic Plan

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### The internal environment

#### Performance management

It is vitally important that all of the police Area Commands within BTP continue to deliver high standards of performance. However, it is also essential that BTP's Headquarters' Departments are equally held to account in an effective way. This will be achieved by monitoring all Headquarters Departments' Key Performance Indicators as part of BTP's rigorous performance management framework.

BTP will continue to develop its localised planning process and use the new tasking machinery to improve external influence on, and scrutiny of, BTP's overall performance. BTPA and Department for Transport (DfT) also have key statutory roles in monitoring BTP's performance and holding the Chief Constable to account.

#### People development

BTP is committed to offering on-going development opportunities to both police officers and police staff who wish to develop their careers. It is essential for the next three years that BTP gets the maximum innovation and drive from its people who represent approximately 75% of BTP's revenue costs.

BTP will regularly review all staff learning needs to ensure that they are being met and will also set clear targets and equally clear ways of measuring how they will be achieved. BTP will work to develop a culture in which managers work with staff and identifying everyone's individual learning needs is part of an everyday activity that is captured in the annual appraisal process.

#### Improving control

Following a period of major investment, it is important that BTP has a firm grip on the use of all its physical assets. The control environment has been improved and BTP has started to develop and implement an Efficiency Review Programme (ERP). The primary focus for the ERP will be delivering additional frontline resources such as additional NPTs for BTP Areas. The programme to develop this will be known, in future, as the Frontlinefirst Programme. The Frontlinefirst Programme will embrace and take cognisance of all current activity in support of the pursuit of further efficiency in BTP, including Human Resources, Information and Communication Technology, Finance, Procurement, Fleet, Estates, Media and Communications, Strategic Development and Area-based Strategic Reviews.

The introduction of new technology, such as GPS-based Airwave radio, and a centralised duty management system, gives BTP the opportunity to understand and manage the use of its staff more efficiently and effectively.

It is important that BTP employees have the most effective processes and technologies to aid them in managing the information they use in their job. This will be achieved through the Information Management Strategy, which will direct activity in the most relevant areas.

After a period of neglect of its support infrastructure, BTP is now better placed to develop policy, and to enforce it, so that best practice is more widely applied and the organisation is less at risk through weaknesses in compliance.

### **Building relationships**

Partnership, shared ambition, mutual trust and respect will underpin the success of this plan. BTP will work hard to ensure effective relationships exist between officers and support staff, and between frontline and support teams. It will also be essential to secure first class relationships built on sound structures and processes with all stakeholders, including passengers, rail staff, local authorities, owning groups, the DfT, and other police forces. The relationship with the industry will be key to success, and BTP and the BTPA will continue to work hard with them to take forward the ideas which emerged from the *Working Together Group*.

## **The external environment**

### **Predicted growth in rail passenger numbers**

Growth in passenger numbers is accelerating. In 2006, over 1 billion passenger journeys were made for the first time on the national rail network since 1961. Both passenger numbers and the size of the railway infrastructure are forecast to continue to grow. The Government's White Paper *Delivering a Sustainable Railway* anticipates a 22.5% increase in passenger demand by 2014, although increases over the last two years (in the region of 6-7% per annum in both years) suggest this is a modest estimate. BTP's operating environment during 2008-11 will therefore be extremely challenging.

The relationship between passenger growth and crime levels is complex but a more crowded railway provides an environment for higher levels of conflict amongst passengers, and between passengers and staff. Moreover, there is sound academic research which shows a clear relationship between the greater ownership of attractive personal consumables, such as MP3 players and mobile phones, and higher levels of theft and robbery.

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### **New rail infrastructure**

Throughout the life of this plan and beyond, the DfT, Transport Scotland, Network Rail and operators will invest heavily to increase the capacity of the railway network. More than 1,300 additional carriages will be provided as well as the Thameslink upgrade, major station works at Birmingham and Reading, new lines opening in Scotland, and an ambitious programme of platform lengthening, power-supply upgrades and depot facilities.

The DfT has also indicated that it intends to invest in the region of £150m on the refurbishment of 150 medium-sized stations and BTP will liaise with relevant partners to ensure that it plays a key role in this refurbishment programme particularly in relation to designing out crime and building in benefits for policing. It is important that BTP's estate is fit for purpose in terms of location and role, including the provision of sufficient custody cells to accommodate a likely increase in productivity in relation to the number of arrests. When new building projects are started, it is vital that consideration is given to providing appropriate facilities for BTP to provide the most effective policing service possible.

In November 2007, the Channel Tunnel Rail Link (CTRL) created a high speed railway line from London through Kent to the Channel Tunnel. BTP officers based at St Pancras will work closely with their partners in the Immigration and Intelligence agencies. The opening of Ebbsfleet International Station in Kent will be accompanied by park-and-ride spaces for 9,000 vehicles which will provide significant challenges for BTP, including the prevention of theft of, and from, motor vehicles.

A growing railway infrastructure, combined with a continuing world shortage of copper, will give added impetus to the current prolific levels of cable theft, and this crime is likely to remain a major challenge for the industry and BTP throughout the life of this plan.

### **A sustained terrorist threat**

The sustained terrorist threat to the railway infrastructure is a long-term issue for BTP. Nationally, the police service will continue to play a vital part in the fight against terrorism together with the security agencies. The counter terrorism work undertaken by BTP will remain vital in tackling the ongoing threat of terrorist attacks against the transport network. The railways have been, and will remain, an attractive terrorist target and the focus of our future policing will reflect this. BTP works closely with Local Resilience Forums to prepare emergency plans and business continuity plans on the basis of risk assessment.

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**Policing major events: London 2012**

In the summer of 2012, the world's focus will be on London as it stages the Olympic and Paralympic Games. To provide a safe and secure railway environment for those using public transport over the period during which the sporting events take place presents significant policing challenges, which need to be identified and planned for.

Managing the demands generated during the lead up to the Games will be a priority for BTP throughout the duration of this plan. A viable and safe transport infrastructure is essential to the Games' success. Planning has already begun in partnership with the MPS and other police forces, the ODA, Transec, TfL, LUL and the rail industry.

The growth in the United Kingdom's economy has had a major impact on the use of leisure time. The opening of the new Wembley Stadium and the redevelopment of the O<sub>2</sub> Arena in London are examples of attractive new venues for large groups of people that place further pressure on an already crowded transport infrastructure.

**The wider policing agenda**

BTP works in partnership with Home Office and Scottish police forces, and interacts with other parts of the criminal justice system in vital ways that ensure that it can police Britain's railways in an effective and efficient manner. BTP must therefore react to, and be part of, the wider police agenda.

Growing public concern about violence and disorder, legislation such as the Corporate Manslaughter and Corporate Homicide Bill, and new Government targets within the wider criminal justice system (as well as the emerging policing agenda about localism, managing resources, bureaucracy, collaboration, protective services, and border management), all add to the complex context in which BTP seeks to provide its specialist policing service for the railways.



# Key aims





## Key strategic aims

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Delivery of the strategic aims will be achieved through the Delivery Plan attached in Appendix A and through the operational targets contained within our annual Policing Plans. These will be updated each year in consultation with our stakeholders.

The key targets for 2008-09 are outlined below:

### Reducing crime and disorder:

- reduce notifiable offences by at least 2%
- increase the notifiable detection rate by at least 1%
- reduce the number of staff assaults
- reduce disorder offences at identified hotspot locations in partnership with the railway industry

### Protecting the railway economy:

- reduce live cable theft related offences by at least 5%
- increase the number of detections for route crime offences
- conclude police activity which disrupts train movement within an average of 90 minutes from receiving a report of a fatal incident as defined in the Policing Plan

### Increasing capability and capacity through improving efficiency and effectiveness:

- re-align resources to maximise effective delivery of the strategic aims through the Frontlinefirst Programme
- maintain operational performance service levels while limiting the annual increase in the charges to the Train Operating Companies to the RPI for the life of this plan
- achieve at least 6% efficiency savings through the Frontlinefirst programme during the life of this plan

### Providing a better service to the railway community:

- achieve the National Quality of Service Commitment satisfaction target of 80% overall victim satisfaction
- achieve control room response times target
- achieve diversity recruitment and progression targets

A woman with long brown hair, wearing a white lab coat, is shown in profile, looking down at a document she is holding. The image is overlaid with a semi-transparent blue filter. The word "Links" is written in large, white, sans-serif font across the middle of the image. The lab coat has a dark patch on the shoulder that reads "COASTAL MOUNTAIN".

# Links

## Links to our medium term financial strategy

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BTP passed through two contrasting phases in its recent financial history; one in the late 1990s through to the early 2000s where it suffered from a lack of investment and had, in real terms, budget reductions, and more recently it has been through a major investment programme, addressing a range of legacy issues.

While some of this investment funded issues such as pension shortfalls and VAT liability, much of it provided the opportunity for significant efficiency gains to help meet growing demand, for example an improved standard of accommodation and premises, the further implementation of NPTs and improved technology systems. As BTP moves into a new phase of its development, with charges to PSA holders with respect to BTP's revenue budget capped at RPI, it views this next era, as among other things, one focused on making sure the benefits from the investment that has already been made are realised.

To deliver this plan successfully will require BTP to secure 6% efficiency savings to reinvest in order to meet growing demand and to continue to modernise. This provides a very challenging scenario for BTP and the BTPA, which will be monitored and managed through the Frontlinefirst Programme.



# Risks

## Risks

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There are three significant risks to the financial strategy:

- the continued threat from terrorism and the need to respond to any future incidents, the costs of which could be significant and could undermine the delivery of the Strategic Plan
- the ability to manage growth in the rail industry (currently at 6-7% per annum) throughout the life of this plan. This could lead to a growth in passengers and the railways of 25%. It is unlikely that BTP will be able to deliver the same levels of operational performance faced with this increase in demand
- the relationship between the stock market and the pension funds, which can lead to major swings in employer and employee contribution levels, and can therefore undermine BTP's pensions funding assumptions

BTP is seeking to mitigate these risks by inviting Government to accept the responsibility for the first and by reviewing its rolling three-year financial plan on an annual basis in relation to the last two.

Other significant risks include:

- the delivery of the call handling project
- the management of the consequences of the equal pay audit
- the lack of sufficient custody facilities in BTP
- the ability to secure movement of officers in and out of BTP because of different pension arrangements in BTP, Home Office and Scottish forces
- the loss of Government grant for forensic funding
- the failure to meet Government targets in relation to persistent young offenders

BTP has plans to mitigate all these risks, but each will have the impact of putting it under greater financial pressure.



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## Delivery plan

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Set out below, in a way which is aligned to the four main themes of the Strategic Plan, are the activities which will bring it to life. Some elements continue throughout the three years of its life, while others operate to shorter time scales. Each element has a BTP Chief Officer accountable for its delivery although there are elements that require all Chief Officers to contribute. They are ordered in a way which reflects the four key internal themes:

- Performance
- People
- Control
- Relationships

## Reduce crime and disorder by:

		2008-09	2009-10	2010-11
	Performance			
CD1	Developing crime reduction strategies to address disorder and to tackle assaults on railway industry staff and passengers in partnership with the industry and other relevant stakeholders (ACC Crime).	●	●	●
CD2	Improving arrangements for gathering, developing and disseminating intelligence to address organised criminal groups that pose most risk of harm and improve co-ordination of intelligence in London (ACC Crime).	●		
CD3	Enhancing the collection, development and dissemination of intelligence concerning football disorder, event management, and wider criminality (ACC Crime).	●		
CD4	Ensuring BTP's neighbourhood policing model is embedded in our service delivery where appropriate (ACC Operations).	●		
CD5	Making the best use of football banning orders (ACC Operations).	●	●	●
CD6	Making the best use of management information to reduce crime and the fear of crime on the railway, including the development of a secure extranet portal and regular crime and incident analysis (ACC Crime).	●	●	
CD7	Support a dedicated programme/project team to develop and lead a nationwide CCTV programme in order that all CCTV systems across the rail transport industry are aligned and implemented to a set of national standards and support the Home Office National CCTV strategy (ACC Crime).	●	●	●
CD8	Increasing the number of successful prosecutions by improving the quality of investigations and of the files presented to the Crown Prosecution Service (ACC Crime).	●	●	●



		2008-09	2009-10	2010-11
<b>Performance – continued</b>				
CD9	Promoting a positive arrest policy (Deputy Chief Constable).	●	●	●
CD10	Ensuring BTP has sufficient capacity and capability to deal with serious and organised crime and major crime. (ACC Crime).	●	●	●
CD11	Introducing a criminal justice performance regime and Standard Operating Procedures (SOPs) to assess BTP's performance against partners in the wider criminal justice system (ACC Crime).	●		
CD12	Making the best use of forensic science to bring more offenders to justice (ACC Crime).	●	●	●
<b>People</b>				
CD13	Ensuring BTP has sufficient capacity and expertise to deal with crime and public safety, including for the 2012 Olympics and Paralympic Games (Director of Human Resources).	●	●	●
CD14	Ensuring our staff have appropriate equipment for the tasks they are expected to perform (ACC London and 2012 Olympics).	●	●	
CD15	Identifying and defining the operational training requirement for frontline staff to enable them to detect and prevent crime and disorder, in consultation with Learning and Development (ACC Crime).	●	●	●
<b>Control</b>				
CD16	Targeting uniform patrol to prevent crime and tackle anti-social behaviour in line with BTP's Anti-Social Behaviour Strategy (ACC Operations).	●	●	●
CD17	Ensuring that major events and regular sporting occasions are well planned, risk managed and appropriately resourced (ACC Operations).	●	●	●
CD18	Implementing an effective patrol strategy (ACC Operations).	●		

		2008-09	2009-10	2010-11
<b>Control – continued</b>				
CD19	Reviewing custody facilities, both in terms of capacity and capability (to ensure compliance with Safer Detention and Handling of Persons in Custody guidance) and to meet the operational need (ACC Crime).	●	●	
CD20	Improving the quality of briefing of frontline staff through development of better briefing models and processes (ACC Operations).	●		
CD21	Developing further the crime recording system (CRIME) and the Police Operational Information and Tasking System (POINTS) to improve the management and investigation of crime (ACC Crime).	●	●	
<b>Relationships</b>				
CD22	Working within a partnership framework with the industry and passengers, and provide links to Crime and Disorder Reduction Partnerships, local area agreements and Government office regions where appropriate (ACC Operations).	●	●	●
CD23	Continuing to participate in the work of the Association of Chief Police Officers in Scotland (ACPOS) particularly the Crime and Operational Policing Business Areas to ensure BTP (Scotland) plays a full part in crime and disorder reduction strategies affecting the wider Scottish police service (ACC Scotland).	●		
CD24	Making people feel safer about using or working on the rail and underground network by tackling crime and disorder through joint problem solving initiatives with rail partners and key stakeholders (ACC Operations).	●	●	●
CD25	Supporting Network Rail in their role to ensure safe use of level crossings through a joint control strategy (ACC Operations).	●	●	●

## We will protect the railway economy by:

		2008-09	2009-10	2010-11
	<b>Performance</b>			
PR1	Combating cable theft across the rail network (ACC Crime).	●	●	●
PR2	Developing more effective ways to investigate graffiti crimes and bring offenders to justice (ACC Crime).	●		
PR3	Enhancing the response to incidents on the system where fatalities occur in order to minimise disruption and the risk to others (ACC Operations).	●	●	●
PR4	Enhancing BTP's response to major incidents that affect the rail and underground network in partnership with the industry and other agencies (ACC Operations).	●	●	●
PR5	Enhancing the investigation of major incidents to improve outcomes and timelines (ACC Crime).	●	●	●
PR6	Reviewing Operation Alert and improving our efforts to prevent and disrupt terrorist activity, working in conjunction with partner agencies and working within the overarching Government Counter Terrorism Strategy (ACC Operations).	●	●	●
PR7	Maintaining an effective response to both suspected and actual terrorist incidents and threats (ACC Operations).	●	●	●
PR8	Ensuring that BTP operates effectively within the UK regional counter terrorism structure (ACC Operations).	●	●	●
PR9	Working in partnership with the ACPOS Counter Terrorism Sub Group and Scottish Guardian Group to ensure a joined up national counter terrorism strategy is in place linking Scotland with the rest of the United Kingdom (ACC Scotland).	●	●	●

		2008-09	2009-10	2010-11
<b>People</b>				
PR10	Creating an Olympic Project Team to ensure that BTP has the funding, capacity and capability to meet the challenges of the 2012 Olympic and Paralympic Games (ACC London and 2012 Olympic Games).	●		
<b>Control</b>				
PR11	Ensuring that BTP has fit for purpose accommodation in Stratford to deal with the demands of the Olympic Games and the subsequent use of the infrastructure (ACC London and 2012 Olympic Games).	●	●	●
<b>Relationships</b>				
PR12	Working in partnership with CTRL stakeholders to create a secure and safe environment (ACC London and 2012 Olympic Games).	●	●	●
PR13	Working in partnership with the industry to protect the infrastructure against route crime and disruption (ACC Operations).	●	●	●
PR14	Working in partnership with the Scottish Executive, Transport Scotland, ACPOS and the rail industry in Scotland to ensure BTP (Scotland) has the capability to meet the challenges of an expanding rail network in Scotland. (ACC Scotland).	●	●	●
PR15	Continuing to take the lead on corporate communications issues on behalf of the Scottish police service through the ACPOS Media sub-group. Create a cohesive media strategy for major policing events which affect BTP (Scotland) and relevant partners within the Scottish police service. (ACC Scotland).	●	●	●
PR16	Working in partnership with the Welsh Assembly, Welsh police forces and the rail industry in Wales to ensure BTP (Wales and Western Area) has the capability to meet the challenges of an expanding rail network in Wales (ACC Operations).	●	●	●

## We will increase our capacity and capability through improved efficiency by:

		2008-09	2009-10	2010-11
	Performance			
CC1	Continuing to roll out, and increase the utilisation of, mobile data to operational staff to reduce bureaucracy, increase visibility on the rail and underground network, and make frontline staff more efficient (ACC Crime).	●	●	●
CC2	Ensuring that maximum benefit is gleaned from BTP's complementary policing strategy utilising the assets of our wider BTP family. (ACC Operations).	●	●	●
CC3	Maintaining a rigorous performance monitoring regime, including Headquarters Departments, so that all staff are accountable for their performance, underachievement is properly dealt with and good performance is recognised and rewarded (Deputy Chief Constable).	●	●	●
CC4	Continuing to develop BTP's inspection regime and to share best practice across BTP (Deputy Chief Constable).	●	●	●
CC5	Reducing sickness absence for all employees to an average of eight days per employee (Director of Human Resources).	●	●	●
CC6	Working with other agencies to apply the CIPFA (Chartered Institute of Public Finance & Accountancy) financial management model; to develop a profile of the strengths and weaknesses of financial management, and its predominant style in BTP and then change this where necessary to ensure it is aligned to supporting the organisation's strategic goals (Director of Finance & Corporate Services).	●	●	
CC7	Implementing a new system of case management and custody that will be integrated with the wider criminal justice system (ACC Crime).	●	●	

		2008-09	2009-10	2010-11
<b>People</b>				
CC8	Improving the leadership capability within BTP by attracting new staff and developing existing members of BTP (Director of Human Resources).	●	●	●
CC9	Getting more value and improving the performance of our staff by responding to key issues raised within the staff survey (Director of Human Resources).	●	●	
<b>Control</b>				
CC10	Implementing the Frontlinefirst efficiency review programme in order to deliver additional frontline resources, including additional NPTs for BTP Areas (Deputy Chief Constable).	●	●	●
CC11	Collating and evidencing efficiency gains in BTP (Deputy Chief Constable).	●	●	●
CC12	Ensuring that lessons learnt from Professional Standards investigations are fed back promptly and acted upon (Deputy Chief Constable).	●	●	●
CC13	Implementing the recommendations of the Taylor Report in order to provide a proportionate, just and effective process for the investigation and disposal of conduct and complaint matters and to increase the confidence of the public and staff (Deputy Chief Constable).	●		
CC14	Improving compliance with BTP's policy and procedures (Deputy Chief Constable).	●	●	●
CC15	Maximising value for money from improved procurement (Director of Finance and Corporate Services).	●		
CC16	Ensuring that resource capability and capacity matches the demand and risk profile in order to maximise the resources available for frontline policing (ACC Operations).	●	●	●

		2008-09	2009-10	2010-11
<b>Control – continued</b>				
CC17	Improving resource planning and utilisation through the integration of technology systems including HR, Duty Management, Command and Control and Payroll (ACC Operations).	●	●	
CC18	Enhancing BTP's risk management processes so that BTP is well placed to meet future challenges and opportunities (Director of Finance and Corporate Services).	●		
CC19	Ensuring that all BTP projects are managed properly, so their outcomes provide best value and improve what we do (Deputy Chief Constable).	●	●	●
CC20	Improving financial controls and compliance with regulatory standards in accordance with the recommendations of BTP's internal and external auditors (Director of Finance & Corporate Services).	●		
CC21	Improving the financial operating regime and the planning processes in BTP (Director of Finance & Corporate Services).	●	●	
CC22	Analysing causation factors of claims against BTP to ensure lessons learned and prevention or minimisation strategies are considered and acted upon (Director of Finance & Corporate Services).	●	●	●
CC23	Reviewing exposures and maintaining appropriate risk financing and transfer arrangements to minimise the financial impact of an incident or aggregation of incidents that could threaten the operational performance or financial health of BTP (Director of Finance & Corporate Services).	●	●	●
CC24	Reviewing and assessing the findings of the <i>Memorandum of Understanding</i> of BTP as a Non-Departmental Public Body (NDPB) (Director of Finance & Corporate Services).		●	
CC25	Developing and delivering a medium term workforce plan in light of the financial strategy (Director of Human Resources).	●	●	●

		2008-09	2009-10	2010-11
	<b>Control – continued</b>			
CC26	Improving people data to manage staff resources and linking people data systems across HR functions (Director of Human Resources).	●	●	●
CC27	Implementing identified efficiencies in the HR Department (Director of Human Resources).	●	●	●
CC28	Reviewing BTP's pay structures to enable recruitment and retention of talented employees, and implementing the outcomes in the subsequent two years (Director of Human Resources).	●		
CC29	Reviewing all staff contracts so that they meet BTP's operational requirements through negotiated implemented revised terms and conditions (Director of Human Resources).	●	●	
CC30	Improving the resilience and capacity of the technology infrastructure in order to support service delivery more effectively, including a more coherent approach to application management and consideration of video conferencing (Deputy Chief Constable).	●	●	
CC31	Ensuring BTP is effectively using Airwave and PNC so that maximum operational benefit is derived at least cost (ACC Operations).	●	●	
CC32	Ensuring that BTP's Information Management Strategy is compliant with Management of Police Information (MOPI) requirements, and provides a co-ordinated approach to information, information systems and information technology (Deputy Chief Constable).	●	●	
CC33	Improving the data quality within BTP, in particular emphasising a 'getting it right the first time' approach (Deputy Chief Constable).	●	●	●
CC34	Ensuring implementation of the IMPACT Nominal Index (INI) within BTP (ACC Crime).	●	●	



		2008-09	2009-10	2010-11
<b>Control – continued</b>				
CC35	Implementing a programme of improvement to BTP's estate to ensure they meet legal requirements for staff and those who need to access BTP's services (Director of Finance and Corporate Services).	●	●	
CC36	Implementing improvements to the utilisation and management of BTP's fleet (Director of Finance and Corporate Services).	●	●	
<b>Relationships</b>				
CC37	Maintaining close liaison with the Scottish Police Services Authority (SPSA) in order to identify best practice measures and to capitalise on any efficiencies which might arise (ACC Scotland).	●	●	●

## We will provide a better service to passengers and the railway community by:

		2008-09	2009-10	2010-11
<b>Performance</b>				
SP1	Ensuring that BTP provides a service focused on the needs of victims of crime by achieving all victim and witness care targets under the Victim's Code of Practice and Witness Charter (ACC Crime).	●	●	●
SP2	Providing a citizen-focused policing service which meets BTP's commitments under the National Quality of Service Commitment (Deputy Chief Constable).	●	●	●
SP3	Improving communication and response by call handling and contact management, through the delivery of a new control room infrastructure and enhanced real time management of information, in order to provide a better service to everyone who requires assistance (ACC Operations).	●	●	
SP4	Ensuring the completion of the Airwave special coverage solutions within BTP (ACC Scotland).	●	●	●
<b>People</b>				
SP5	Recruiting, retaining and progressing a diverse workforce that better reflects the communities BTP serves (Director of Human Resources).	●	●	●
<b>Relationships</b>				
SP6	Ensuring BTP is aware of, and responsive to, the concerns of the travelling public (Deputy Chief Constable).	●	●	●
SP7	Working to improve the level of engagement with Government departments, in particular the DfT and Home Office, in order to promote a better understanding and support of BTP activities (Deputy Chief Constable).	●		