



BRITISH
TRANSPORT
POLICE

Strategic Plan 2005 - 2008



Policing Britain's Railways



BRITISH TRANSPORT POLICE

Striving to
provide
policing
excellence
for Britain's
railways



Our Vision

Our vision is to provide policing excellence 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 and the travelling public.

Our Mission

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.

Our Values

Promoting 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.

Valuing diversity by:

- Valuing differences between people and communities, and respecting diverse lifestyles.
- Reaching out to, 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.

Ensuring integrity by:

- Openness.
- Honesty.
- Maintaining the highest professional standards.

Measuring our achievements

We have measurable standards of performance, agreed with the Secretary of State for Transport and a range of key stakeholders, which we will do our utmost to deliver. We believe these standards are challenging but reasonable.

Our performance is measured against a number of targets, some of which are set out in this three-year Plan, and others which are detailed in our Annual Policing Plan.

Informing you of our performance

We will publish details of our performance against our targets in our Policing Plan and on our website, www.btp.police.uk, on an annual basis.

Our staff

We are committed to providing the best possible service. We will improve the level of investment in training for all our staff, with a particular focus on meeting the needs of our community. We expect all of our staff to be courteous and willing to assist, and to reassure our community at all times.

Our challenge

The railways are at the heart of the community, commerce and industry. The Government's integrated transport policy promises to give our railways an increasing role in the life and prosperity of the nation.

Currently over five million passenger journeys are made every day on Britain's railways, whilst over a quarter of a million tonnes of freight moves from depots to docks, from factories to freight yards. British Transport Police (BTP) has the unique task of ensuring that all this takes place within a secure and safe environment.

As the national police force for the railways, BTP provides a policing service to rail operators, their staff and rail users throughout England, Wales and Scotland.

BTP is also responsible for policing the London Underground system, Docklands Light Railway, Midland Metro Tram System and Croydon Tramlink.



Foreword

Sir Alistair Graham

Chair of the British Transport Police Authority

I am pleased to present Policing Britain's Railways, our medium-term Strategic Plan for the period 2005-08. This is the first three-year Strategic Plan produced by the British Transport Police Authority and has been developed with the full co-operation and input of the Chief Constable. BTP has been the subject of a recent thorough inspection by Her Majesty's Inspector of Constabulary (HMIC). The Government created the Authority after extensive consultation and BTP has been the subject of a recent further review by the Department for Transport (DfT). These reviews confirmed the Government's commitment to maintaining a specialist police force for the railway. They also highlighted the legacy of under-funding for BTP, a point that the Government's recent Rail Review has re-emphasised.

Addressing these funding deficiencies is the Authority's starting point in this Strategic Plan. We believe that rectifying the legacy issues – in respect of both revenue and capital funding – must be one of our key strategic priorities over the next three years. Our Plan addresses this and outlines our vision of where we want BTP to be in three years' time.

Addressing funding deficiencies is the Authority's starting point in this Strategic Plan.

In producing this Plan, we must take into account national guidance and national policing priorities. We must also respond to the specific and often localised views of the railway community including the travelling public, which we gather through extensive consultation. We have already sought the views of the industry and have conducted interviews with some of our stakeholders. This can create a difficult balance to strike. We need to play our part in

achieving national aims for the police service, whilst at the same time giving due emphasis to the particular circumstances and challenges that BTP faces as the specialist police force for Britain's railways.

In our planning, we have assumed that there will be no significant change in BTP's jurisdiction, and that it will continue to provide a huge range of services to a large and diverse railway community across the whole of Britain.

Over the next three years BTP will focus on four objectives. These are to:

- Reduce crime by working with our partners and our railway community to tackle the causes of crime, as well as dealing with crime incidents.
- 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.
- Promote public safety and assurance by working in partnership with others to make the railway a safe environment for all.
- Respond to incidents in a way that meets the needs of our railway community and the travelling public, and takes into account local priorities.

Foreword continued

Detailed actions and timescales will be described in the Annual Policing Plan, which will set out specific objectives for each year. Successful delivery of these Plans will lead to:

- Increased detection rates.
- Increased visibility of uniformed personnel on stations and trains.
- Improved value for money, through efficiency reviews.
- Securing improvements in specific policing issues that we know are crucial to the railways.
- A satisfactory resolution to the funding issues raised in the reviews previously referred to – both capital and revenue.
- Increased partnership working with the rail industry.
- A closer working relationship with the DfT and any bodies that may emerge as a consequence of the Government's review of the rail industry, including Rail Passenger Councils (RPCs) and the successor bodies to the Strategic Rail Authority (SRA).

The Authority will work with BTP to ensure that it makes the most effective use of its people, through the use of up-to-date technologies and modern techniques in policing the railways. In line with the Government's Police Reform Programme, we intend to invest in police staff and Police Community Support Officers, in order to improve our services and release more police officers to front-line duties. BTP has not kept pace with the growth in police officers in many Home Office Forces in recent years. We intend to reverse this trend.

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The Authority is committed to ensuring that BTP reflects the diversity of the community it serves and will support the measures outlined in this Plan to achieve this goal. BTP will participate fully in the Police Race and Diversity Learning and Development Programme. All officers and staff of BTP and members of the Authority will be held accountable for their performance in race and diversity issues.

We will ensure that the recommendations contained in the HMIC 2003-04 inspection report are addressed, and that BTP has a stronger infrastructure to support its policing activities. By the end of the three-year period, we want to ensure that BTP is on a comparable footing to other forces of similar size in respect of its use of Information and Communication Technology (ICT), forensics, Closed Circuit Television (CCTV) and the quality and quantity of other support activities.

The Authority wants to assist BTP in the continuous professional development of its staff. We will help to improve leadership and management at all levels, not only through training but also by continuing to encourage innovation and devolved responsibility. We will work with BTP to maintain an effective performance culture and to develop Human Resource strategies to support all its staff, and provide them with the necessary skills to deliver improved performance.



In terms of funding, the Authority has already reviewed the capital requirement and has made a bid to Government for £15.5m in 2005-06, £13.8m in 2006-07 and £9.2m in 2007-08. At the time of this Plan going to print, BTP has been advised it will be provided with £12.4m in 2005-06, £9.9m in 2006-07 and £7.4m in 2007-08. We look to the Government to fulfil its commitment – as explicitly stated in the various reviews – to provide adequate capital funding. We believe that the rail industry is entitled to expect that the Authority will be given adequate capital funding.

The vast majority of public bodies have greater certainty than BTP does presently about their funding stream over a three-year period. The Authority intends to give confidence to BTP's leadership that resources made available to them will keep pace with those of other Home Office Forces. We also recognise that the industry will need some indication of future charges, so that it too can plan in a coherent way. We are also mindful of the funding problems and issues that the industry faces.

To this end, the Authority is embarking upon a review of the charging mechanisms, and will seek to secure a more stable and realistic funding base to resource policing activity. Whilst it is difficult to predict the future financial climate with any accuracy, our aim is to put BTP on a similar financial footing to Home Office Forces of comparable size. This will mean a budget increase in the first year of this Plan period of 24.9% for the overground budget, with subsequent annual budget increases of 11.6% in 2006-07 and 7.2% in 2007-08. These increases reflect the extent of the legacy issues, and the current cost pressures on all police forces. The Underground budget, which has not suffered the same pressures as the overground in the past, will increase by around 3%.

How the Strategic Plan will be put into effect is described in the Annual Policing Plan and the Authority's own Business Plan. These two Plans include the performance indicators and targets we will use to monitor and continually assess performance. Details of how to obtain copies of these can be found on page 29 of this document.

We are committed to providing policing excellence for Britain's railways to help build a safe railway environment that is free from disruption and the fear of crime. We believe we are well on the way to achieving this, and the actions described in this Strategic Plan will enable us to continue developing and delivering the effective and modern policing service that our communities demand and deserve. Much, however, depends upon continued support of our communities and strategic partners, with whom we intend to work even more closely than we have in the past.

We look forward to the challenges that face us.

Sir Alistair Graham

Chair of the British Transport Police Authority

The actions described in this Strategic Plan will enable us to deliver the effective and modern policing service that our communities demand and deserve.



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Railways
2005 - 2008**

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Introduction

Our strategic planning framework

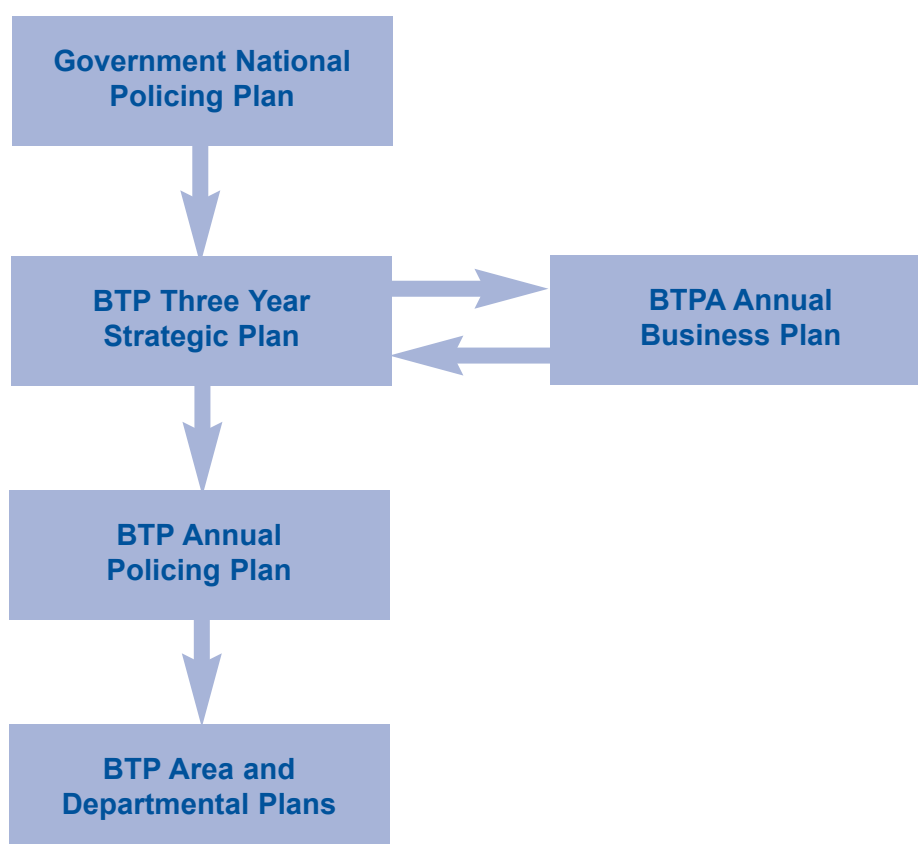
The 2005-08 Strategic Plan builds on the existing 2002-05 Strategic Plan initiated by the Chief Constable. A number of actions in that Plan have been completed or replaced to take account of changes in the railway industry and police service, such as the Railway Group Safety Plan, the Government's Policing Performance Assessment Framework and the National Policing Plan.

Our annual Best Value Performance and Policing Plan (known more commonly as the Policing Plan) is set by the Authority, who use the Strategic Plan as the backcloth for that document.

Annual Area Policing Plans provide the main delivery mechanism for our Policing Plan, and help to secure a balance between corporate aims and local needs. These Plans are the building blocks on which improvements in our service delivery are constructed.

Departmental Plans are the delivery mechanisms for Force Headquarters' departmental contribution to both our Strategic and Policing Plans.

Our Strategic and Policing Plans will be supported by the Authority's Business Plan. This planning framework is shown diagrammatically below:



Our policing style

Working in partnership with others to reduce crime, the fear of crime and to provide reassurance is the key theme of our Strategy. We will take the lead in combating the anti-social behaviour that can impact on those who use and work on the railway. Much of our day-to-day activity involves dealing with low-level crime, disorder and anti-social behaviour, which is in line with the Government's drive to improve the quality of everyday life for all.

BTP is actively involved with Home Office Forces in piloting schemes for reassurance policing across the country. Reassurance policing combines a traditional approach to policing with a focus on partnership working, problem solving and the National Intelligence Model (NIM). It aims to sharpen community focus and increase community engagement, with the emphasis on making public space secure and providing communities with a sense of security – something we feel is tailor-made for BTP and the railway community on whose behalf it polices.

The proper use of information and intelligence is essential if we are to deliver the best possible value for money to the railway industry and its users. BTP's 2487 police officers, 235 special constables and 940 police staff, including a growing number of Police Community Support Officers, are responsible for policing over 5 million passenger journeys a day, over 10,000 miles of track and 3,000 stations and depots.

The use of intelligence allows us to:

- Deploy resources more efficiently, thereby reducing criminality and improving detections and arrests.
- Provide the picture that drives efficient strategy, covering the full spectrum of BTP's activities, from tackling organised crime and public disorder, to promoting public safety and reassurance.

Underpinning delivery of our strategy is the creation of a more diverse workforce. BTP has long-term targets to increase the percentage of staff who are from visible ethnic minority backgrounds. These targets are based on those set for Home Office forces. We also have targets to address gender representation.

We are determined to enhance this representation, both in the wider police officer population and specifically in specialist posts, to a level that is at least the national average for Home Office Police Forces.

We will make greater investment in training for all our staff, and promote a culture of continuous professional development aimed at improving customer service.



Providing a citizen-focused service

We are committed to providing a police service that understands and responds to the needs of our community and places a high priority on engaging with them. It is important that we meet the needs of all of our community, whether they are passengers, railway staff, people who live or work near the railway, or are otherwise affected by the railways.

The Home Office and the Association of Chief Police Officers (ACPO) are currently developing national quality standards that will set out the minimum levels of service to be provided to the public by police forces, whenever they have contact with them. Every force will have these standards in place by the end of 2006 and will agree in a 'contract' with their communities how these can be developed locally, to reflect the particular needs of the area. During 2005, BTP will be carrying out a full impact assessment of how these standards relate to the service we provide to our railway community and how they can be adapted to our unique policing environment. The full resourcing requirements of this new approach are as yet unknown.

Our Strategic Plan has been built upon the Policing Performance Assessment Framework (PPAF), which is an initiative led by the Home Office, with the support of the ACPO and the Association of Police Authorities (APA).

PPAF is designed to emphasise the performance of a citizen-focused service, and to reflect the breadth of the modern policing challenge. It also seeks to measure the contribution of local communities and other organisations, as well as the police service itself.

The Framework focuses on a number of operational outcomes, including:

- Less crime and disorder.
- Better investigation.
- More offenders brought to justice.
- Greater reassurance.
- Less fear of crime.
- Increased efficiency.

In addition, PPAF provides measures of satisfaction, trust and confidence in the police. In line with the Government's desire to enhance policing accountability at a local level, performance against national and local priorities is also reflected in the framework. BTP will seek to use PPAF to measure its performance to enable comparisons with other forces. This may not always be possible, however, because of the lack of a comparable resident population.



Policing Priorities





Reducing Crime

Our Strategic Aim is to:

Work with our partners and our railway community to prevent crime by tackling the causes of crime, as well as dealing with crime incidents.

We will achieve this by:

	2005-06	2006-07	2007-08
Developing crime reduction strategies to address assaults on railway industry staff in partnership with the Railway Personal Security Group. (Reducing Crime Objective (RCO) 1 - ACPO lead: ACC Crime)	● ●		
Continuing involvement in partnerships and plans with the railway industry to tackle route crime and disruption. (RCO2 - ACPO lead: ACC Operations)	● ●	●	
Ensuring that BTP's Annual Policing Plan and activities are aligned to the National Route Crime Group Annual Plan.	● ●	●	
Continuing to work with Network Rail to focus resources where the risk is highest and in particular support both education and enforcement initiatives.	● ●	●	
Promoting and monitoring effective involvement in crime and disorder and community safety partnerships at the local level where the maximum reduction of crime and the fear of crime on the railway network can be achieved. (RCO3 - ACPO lead: ACC Scotland & Community Affairs)	● ●	●	
Implementing effective lines of communication with key partners, including Regional Crime Directors, local authorities and other police forces.	● ●		
Improving corporacy and customer relationship management by strengthening formal liaison processes.	● ●		
Evaluating and improving partnership arrangements, using BTP's Crime & Disorder and Community Safety Partnership database.	● ●		
Reviewing BTP's account management structure and processes to ensure that it has appropriate account management arrangements with Network Rail and Train Operating Companies at an operational and strategic level. (RCO4 - ACPO lead: ACC Scotland & Community Affairs)	●		

Policing Priorities



Reducing Crime <small>continued</small>	2005-06	2006-07	2007-08
Improving the two-way flow of information between BTP and the railway community. (RCO5 - ACPO lead: ACC Scotland & Community Affairs)	●		
Ensuring that Rail Passenger Committees are kept informed of crime trends and initiatives to tackle crime on the railway.	●	●	●
Developing policy and procedures in respect of prolific offenders. (RCO6 - ACPO lead: ACC Crime)	●		
Improving liaison and relationships with Youth Offending Teams, with particular reference to prolific young offenders and any other areas where maximum benefit in tackling crime on the railways can be derived.	● ●		
Assisting the railway industry in developing effective CCTV systems to help prevent and deter criminality and anti-social behaviour. (RCO7 - ACPO lead: ACC Crime)	● ●		
Establishing an intelligence unit to work exclusively on the information provided by the railway industry's CCTV systems. (RCO8 - ACPO lead: ACC Crime)	● ●	●	





Investigating Crime

Our Strategic Aim is to:

Investigate all aspects of a crime and satisfy the needs of victims and witnesses. We will undertake investigations that are efficient, effective and timely, 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.

We will achieve this by:

	2005-06	2006-07	2007-08
Implementing the Professionalising Investigation Programme within BTP and ensuring we make maximum use of its subsequent benefits. (Investigating Crime Objective (ICO) 1 - ACPO leads: HR Director & ACC Crime)	● ●		
Introducing specific investigative performance requirements in officers' Performance Development Reviews (PDRs).	●		
Measuring the quality of our investigations against minimum investigative standards.	● ●		
Introducing a mentoring system for investigators along with a better, more rigorous assessment of them in this area of work.	●		
Implementing an accreditation scheme which ensures our investigators have the required training, experience and competence to conduct successful criminal investigations.	●		
Creating new career pathways for investigators.	●		
Enhancing the skills of our investigators through external secondments where appropriate. (ICO2 - ACPO lead: ACC Crime)	● ●	●	
Setting minimum levels of specialist skills for our investigators to enhance BTP's investigative response. (ICO3 - ACPO lead: ACC Crime)	●		

Policing Priorities



Investigating Crime <small>continued</small>	2005-06	2006-07	2007-08
Ensuring that we record crime ethically and fairly, in line with the National Crime Recording Standards. (ICO4 - ACPO lead: DCC)	● ●	●	
Carrying out a programme of crime recording audits and ensuring that the recommendations of these audits are implemented in a vigorous and timely manner.	● ●	●	
Implementing and monitoring the recommendations of the Police Standards Unit year one report on crime recording in BTP.	●		
Monitoring our performance against the National Standard of Incident Recording.	● ●	●	
Ensuring that BTP complies with the forthcoming Police National Computer (PNC) Statutory Code of Practice in respect of performance targets set for the police service, so that maximum operational benefit can be gained from its use. (ICO5 - ACPO lead: ACC Crime)	●		
Supporting the IMPACT programme (the first national police intelligence computer system) as part of the service-wide response to the Bichard Inquiry. (ICO6 - ACPO lead: ACC Crime)	● ●	●	
Reviewing the working practices of Crime Management Centres and Area Justice Units in order that we comply with the requirements of the Victims and Witnesses Codes of Practice under the Domestic Violence and Victims of Crime Act 2004. (ICO7 - ACPO lead: ACC Crime)	● ●		
Ensuring that we comply with the requirements of the Government's No Witness – No Justice Scheme in order to return the victim and witness to the centre of the criminal justice stage by providing a service focused on their needs. (ICO8 - ACPO lead: ACC Crime)	● ●		
Implementing new methods of case preparation and management in line with the Government's ten-year strategy for criminal justice. (ICO9 - ACPO lead: ACC Crime)	● ●	●	
Minimising the attrition rates for detection of recordable offences in line with Government strategy.	● ●		
Improving communication between BTP and the Crown Prosecution Service (CPS) through the creation of regional liaison forums, to ensure that there is a joined-up approach to reduce attrition rates.	● ●		
Using Fixed Penalty Notices (FPNs) to reduce bureaucracy and increase visibility by saving officers' time spent on case file preparation and court attendance.	● ●	●	



Investigating Crime <small>continued</small>	2005-06	2006-07	2007-08
Integrating our systems to improve information flows with our partners in the criminal justice system, to remove bureaucracy, achieve faster court disposals and support victims of crime.	● ●	●	
Introducing the National Strategy for Police Information Systems (NSPIS) Case and Custody system throughout England and Wales.		● ●	
Introducing a more effective performance regime in conjunction with the CPS, to monitor BTP's performance within the criminal justice system.	● ●		
Promoting an intelligence-led approach to all our operational activity through the use of the National Intelligence Model (NIM). (ICO10 - ACPO lead: ACC Crime)	● ●	●	
Responding flexibly to crime hotspots and match service delivery to the demands identified by intelligence products at both strategic and tactical levels.	● ●	●	
Ensuring railway industry representatives participate in BTP's Strategic Tasking and Co-ordinating Group meetings determining operational priorities, and that passenger representatives are fully consulted.	●		
Improving the use of NIM products through the provision of a dedicated intelligence trainer.	●		

Policing Priorities



Investigating Crime <small>continued</small>	2005-06	2006-07	2007-08
Introducing systems to support intelligence-led policing. (ICO11 - ACPO lead: ACC Crime)	● ●		
Developing an integrated intelligence system which will provide electronic access to relevant data from law enforcement agencies and the railway industry.	● ●		
Developing mobile computing solutions to enable officers to access real-time intelligence, allowing more effective operational decision making.		● ●	
Enhancing the management of crime and the investigation process to allow faster allocation of crimes, and more effective supervision and management of caseloads, through the use of the Police Operational Information and Tasking System (POINTS).	● ●		
Developing and implementing systems which will enable railway industry staff to report intelligence quickly and easily to BTP.	● ●		
Implementing a mapping system linked to crime, incident and intelligence data to aid analysis, operational decision making and executive action.	● ●		
Bringing BTP's Level 1 surveillance capability up to the ACPO recommended minimum standards. (ICO12 - ACPO lead: ACC Crime)	● ●		
Establishing Level 2 pro-active crime fighting units in London and the Regions to tackle priority crime on the rail network. (ICO13 - ACPO lead: ACC Crime)	● ●		
Increasing the number of confidential human intelligence sources in order to assist in the gathering of intelligence and the detection of crime. (ICO14 - ACPO lead: ACC Crime)	● ●		
Improving the levels of forensic recovery from crime scenes to aid the detection of more crime and speed up investigation. (ICO15 - ACPO lead: ACC Crime)		●	
Utilising technology to generate greater volumes of forensic intelligence to identify offenders and enable the smarter deployment of crime scene examiners. (ICO16 - ACPO lead: ACC Crime)		● ●	
Ensuring that we make full use of the Proceeds of Crime Act 2002 as a means to tackle offenders and reduce crime. (ICO17 - ACPO lead: ACC Crime)	● ●	●	



Promoting Public Safety & Reassurance

Our Strategic Aim is to:

Increase the trust and confidence of our railway community and the travelling public by working in partnership with others to make the railway a safe environment for all.

We will achieve this by:

2005-06

2006-07

2007-08

Countering terrorism and the threat of terrorism

Developing and co-ordinating BTP's response to terrorism against the railways in order to maximise safety for passengers and staff and minimise disruption to railway services.
(Promoting Public Safety and Reassurance Objective (PPSRO) 1 - ACPO lead: ACC Operations)

● ●

●

Continually reviewing options for countering terrorism in partnership with the Department for Transport, rail industry, other forces and agencies.

● ●

●

Using complementary policing resources to support high visibility reassurance and deterrent deployments.

● ●

●

Maintaining a robust response to reduce the risk to the public, staff and infrastructure.

● ●

●

Making an appropriate and proportionate use of counter terrorism powers.

● ●

●

Sharing counter terrorism prevention advice with the industry and railway community, to promote awareness of the terrorist threat.

● ●

●

Making the most effective use of information technology to ensure that all operational and appropriate security staff have up-to-date and relevant intelligence.

● ●

●

Maintaining an appropriate specialist response available to attend suspicious incidents, manage risk and minimise disruption.

● ●

●

Front-line policing measure

We will increase the proportion of officer time spent on front-line duties. To support this approach we are taking advantage of the provisions of the Police Reform Act 2002 to make the best possible use of complementary policing options to support the duties undertaken by police officers.

Policing Priorities



Promoting Public Safety & Reassurance <small>continued</small>	2005-06	2006-07	2007-08
Complementary Policing			
Extending and improving operational service delivery by greater use of complementary policing options. (PPSRO2 - ACPO lead: ACC Operations)	● ●	●	
Supporting the implementation of the Railway Safety Accreditation Schemes and maximising the benefits across the railway industry.	● ●	●	
Introducing a programme of Police Community Support Officers and maximising the benefits across the railway industry.	● ●		
Maximising the benefits of railway operator-sponsored Special Constables by promoting and supporting their use with other companies and the railway industry.	● ●	●	
Tackling anti-social behaviour and disorder			
Working with our partners in the Government's Together campaign to tackle anti-social behaviour. (PPSRO3 - ACPO lead: ACC Scotland & Community Affairs)	● ●	●	
Targeting uniform patrol to prevent crime and tackle disorder, to reassure our railway community and the travelling public. (PPSRO4 - ACPO lead: ACC Operations)	● ●	●	
Ensuring the patrol function is based on timely and accurate intelligence by the use of mapping and National Intelligence Model products.	● ●	●	
Ensuring that operational plans and initiatives are focused on the specialist needs of the railways.	● ●	●	
Tackling alcohol-related disorder			
Ensuring that exclusion orders and Fixed Penalty Notices are used to help combat underage drinking whenever practicable. (PPSRO5 - ACPO lead: ACC Operations)	● ●	●	
Tackling the unlawful supply of alcohol to young persons through off-licence premises on stations. (PPSRO6 - ACPO lead: ACC Operations)	● ●	●	
Working with Network Rail and other relevant partners in effectively managing the advent of alcohol licensing changes. (PPSRO7 - ACPO lead: ACC Operations)	● ●	●	



Promoting Public Safety & Reassurance <small>continued</small>	2005-06	2006-07	2007-08
Tackling football-related disorder			
Maximising BTP's capacity to deal with public order situations and sporting events in order to improve safety for passengers and staff and minimise disruption to railway services. (PPSRO8 - ACPO lead: ACC Operations)	● ●	●	
Vigorously pursuing the option of applying for football banning orders against relevant offenders in all appropriate cases. (PPSRO9 - ACPO lead: ACC Operations)	● ●	●	
Exploring all avenues for additional funding streams for football-related duties. (PPSRO10 - ACPO leads: ACC Operations and Director of Finance & Corporate Services)	● ●	●	
Tackling drug crime			
Identifying and engaging with Drug Action Teams where there is a link to criminality on the railway network. (PPSRO11 - ACPO lead: ACC Crime)	● ●	●	
Managing major incidents			
Reviewing and developing BTP's response to major incidents and, together with other forces and agencies, ensure lessons learnt and best practice are shared as widely as possible. (PPSRO12 - ACPO lead: ACC Operations)	● ●	●	
Increasing BTP's capacity to manage major incident enquiries through the provision of dedicated major incident teams based in London and the North of England, and undertaking a review of the technology needed to respond to such incidents. (PPSRO13 - ACPO lead: ACC Crime)	●		

Policing Objectives



Promoting Public Safety & Reassurance <small>continued</small>	2005-06	2006-07	2007-08
Providing reassurance			
Continuing to be fully involved with the National Reassurance Policing Pilot. (PPSRO14 - ACPO lead: ACC Operations)	●		
Identifying whether Reassurance Policing is a model suitable for introduction for use within the unique policing environment in which BTP operates.	●		
Monitoring the National Pilot and working with Home Office police forces, and assessing whether products used within the National Pilot are adaptable to BTP use.	●		
Raising the profile of BTP. (PPSRO15 - ACPO lead: ACC Scotland & Community Affairs)	● ●		
Developing marketing and media initiatives to enhance BTP's visibility and reputation within the railway industry, as well as in the views of the travelling public and the wider criminal justice system.	● ●		
Working with our staff, our partners and our railway community to identify needs and to deliver responsive and appropriate services which meet our obligations as set out in BTP's Race and Equality Scheme. (PPSRO16 - ACPO lead: ACC Scotland & Community Affairs)	●		





Providing Assistance

Our Strategic Aim is to:			
Respond to incidents in a way that meets the needs of our railway community and the travelling public and takes into account local priorities.			
We will achieve this by:	2005-06	2006-07	2007-08
Implementing the Airwave national police communication system. (Providing Assistance Objective (PAO) 1 - ACPO lead: ACC Scotland & Community Affairs)	● ●		
Rationalising control room functions to maximise the business benefits, by addressing business continuity, call handling, command and control, service standards, economies of operation and the benefits accruing in the reduced need for disaster recovery contingency. (PAO2 - ACPO lead: ACC Scotland & Community Affairs)	● ●		
Introducing a single crime recording centre to provide a faster and more accessible means of recording crime, improved accuracy of intelligence and the provision of real-time intelligence. (PAO3 - ACPO lead: ACC Crime)	● ●		
Reviewing and improving the quality of BTP's response to fatalities. (PAO4 - ACPO lead: ACC Operations)	● ●	●	
Maintaining the current highly regarded levels of performance, minimising unnecessary disruption to services.	● ●	●	
Co-operating with any further research into causation or preventative intervention strategies.	● ●	●	

Improving our Organisation





Our Resources

Our Strategic Aim is to:

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

We will achieve this by:

	2005-06	2006-07	2007-08
Human Resources			
Reviewing and improving the structure and organisation of the Human Resources Department so that it fits BTP's needs and contributes to the achievement of our objectives. (Improving our Resources Objective (IORO) 1 - ACPO Lead: Human Resources Director)	●		
Ensuring that BTP's workforce reflects the diverse make up of our community. (IORO2 - ACPO Lead: Human Resources Director)	● ●	●	
Improving the capture and control of personnel-related data through the deployment of the NSPIS HR system. (IORO3 - ACPO Lead: Human Resources Director)	●		
Recruiting and retaining the highest standard of employees to provide the best possible service to our community. (IORO4 - ACPO Lead: Human Resources Director)	● ●	●	
Providing continuous training and development to all our staff so that they have the competence and capability to achieve our objectives. (IORO5 - ACPO Lead: Human Resources Director)	● ●	●	
Improving the quality of training provided to BTP staff through the provision of a centralised training facility at Tadworth. (IORO6 - ACPO Lead: Human Resources Director)	● ●		

Improving Our Organisation



Our Resources <small>continued</small>	2005-06	2006-07	2007-08
<p>Negotiating modernised terms and conditions for all of our staff to ensure consistency, flexibility and fairness, commensurate with an increasingly competitive employment market. (IORO7 - ACPO Lead: Human Resources Director)</p> <p>Reviewing Human Resource policies and procedures so that they are consistent, corporate and conform with all necessary legislative requirements.</p> <p>Ensuring that BTP's Human Resources Department operates in a clearly defined performance framework, so that all of our staff are focused and accountable.</p>	● ●		
<p>Giving all our staff the personal support they need in terms of occupational health, welfare, and health and safety, especially those who operate in what is sometimes a dangerous and difficult environment. (IORO9 - ACPO Lead: Human Resources Director)</p>	● ●	●	
Finance			
<p>Implementing the new structure and organisation for the Finance Department, identified as a result of the recent review, and continuing that review across the Forcwide finance function to create the capacity and capability necessary for the effective financial management for BTP. (IORO10 - ACPO Lead: Director of Finance & Corporate Services)</p>	●		
<p>Completing the current review of the Finance Department systems, processes and procedures, and continuing that review across the Forcwide finance function to ensure that they are robust and effective. This will allow us to meet the challenges and maximise the opportunity offered by our new status as a Non-Departmental Public Body. (IORO11 - ACPO Lead: Director of Finance & Corporate Services)</p>	●		
<p>Ensuring that all staff in the Finance & Corporate Services Department operate within a clearly defined performance framework, so that staff are focused and accountable. (IORO12 - ACPO Lead: Director of Finance & Corporate Services)</p>	●		
<p>Continuing to raise financial awareness across BTP through improved financial management information and training, and by regular and robust reviews of financial controls, forecasting and monitoring. (IORO13 - ACPO Lead: Director of Finance & Corporate Services)</p>	● ●	●	



Our Resources <small>continued</small>	2005-06	2006-07	2007-08
Completing and implementing the current review of BTP's procurement arrangements to take cost out of the purchasing cycle, and maximise the value for money obtained via both existing and new contracts. Ensuring that all opportunities for new purchasing and procurement arrangements are explored (including collaboration with other organisations) and to ensure that contract management is robust. (IORO15 - ACPO Lead: Director of Finance & Corporate Services)	● ●	●	
Working closely with the Strategic Development Department on the implementation of the National Intelligence Model as the business and resource planning tool for BTP and to ensure that this drives the creation of a medium term financial strategy. (IORO16 - ACPO Lead: Director of Finance & Corporate Services)	● ●		
Implementing an Estates Strategy for BTP to ensure fit-for-purpose accommodation in accordance with all legislative requirements, a clear corporate identity and presence within the railway community, and that best value is obtained via leasing, ownership and fit out arrangements. (IORO17 - ACPO Lead: Director of Finance & Corporate Services)	● ●	●	
Ensuring property projects currently identified, including the move to the new Force Headquarters and the extension to the Tadworth Dog Training School, meet operational requirements, promote modern ways of working and are effectively managed and delivered on time and within budget. (IORO18 - ACPO Lead: Director of Finance & Corporate Services)	●		
Implementing robust management information in respect of all aspects of the vehicle fleet to enable the maximisation of both value for money and operational effectiveness, and to ensure compliance with all legislative and health and safety requirements. (IORO19 - ACPO Lead: Director of Finance & Corporate Services)	● ●	●	
Reviewing the arrangements for the acquisition of new and replacement vehicles to ensure value for money is obtained and that all vehicles are fit for purpose. (IORO20 - ACPO Lead: Director of Finance & Corporate Services)	● ●		
Ensuring that BTP has an Information Management Strategy (which complies with the forthcoming statutory Code of Practice for Police Information Management), so that the full potential of our information can be exploited to drive performance throughout the organisation. (IORO21 - ACPO Lead: ACC Scotland & Community Affairs)	● ●		
Recognising the differing requirements of the individual elements of policing. (IORO22 - ACPO Lead: ACC Scotland & Community Affairs)	● ●	●	

Improving Our Organisation



Our Resources <small>continued</small>	2005-06	2006-07	2007-08
Improving the collection and storage of relevant information and knowledge. (IORO23 - ACPO Lead: ACC Scotland & Community Affairs)	● ●		
Enhancing the sharing, dissemination and availability of appropriate information and knowledge. (IORO24 - ACPO Lead: ACC Scotland & Community Affairs)	● ●	●	
Developing the organisation in its ethical utilisation, exploitation and innovative use of information and knowledge. (IORO25 - ACPO Lead: ACC Scotland & Community Affairs)	● ●	●	
Improving the performance management regime. (IORO26 - ACPO Lead: ACC Scotland & Community Affairs)	● ●		
Adopting and investing in a co-ordinated approach to information, information systems and information technology. (IORO27 - ACPO Lead: ACC Scotland & Community Affairs)	● ●		
Ensuring that robust core infrastructure is in place, from servers through to desktops. (IORO28 - ACPO Lead: Director of Finance & Corporate Services)	●		
Maximising the benefits to BTP from the effective use of modern technology, focusing on mobile computing and data warehousing. (IORO29 - ACPO Lead: Director of Finance & Corporate Services)	● ●	●	
Ensuring that the Technology Department is organised to deliver, via effective performance management, an emphasis on customer focus and clear processes for planning, resourcing, project management and disaster recovery. (IORO30 - ACPO Lead: Director of Finance & Corporate Services)	●		
Enhancing BTP's radio and telephone communication system by installing a new Integrated Communication Control System (ICCS). (IORO31 - ACPO Lead: Director of Finance & Corporate Services)	●		
Investing in the appropriate computer software that will enable BTP to meet its statutory responsibilities under the Data Protection Act 1998, Freedom of Information Act 2000 and relevant codes of practice. (IORO32 - ACPO Lead: Director of Finance & Corporate Services)	●		



The way forward

Our Annual Policing Plan and the Police Authority Business Plan will be the means by which we will deliver our Strategic Plan over the next three years.

Policing Britain's Railways and our Annual Policing Plan are available on our website at: **www.btp.police.uk**

There are only two telephone numbers you need to know to contact British Transport Police. Dial **FREEPHONE 0800 40 50 40** for all non-emergencies. Dial **999** only when there is a danger to life or a crime in progress.

The Chief Constable welcomes feedback on the Strategic Plan 2005-08 and any issues it raises. If you would like to comment, please write to:

Ian Johnston CBE QPM
British Transport Police
15 Tavistock Place
London WC1H 9SY
or e-mail: ian.johnston@btp.pnn.police.uk



Further Information

British Transport Police is the specialist police service for Britain's railways, including National Railways, London Underground, the Docklands Light Railway and a growing number of tram systems.

If you would like to know more about British Transport Police, or would like to consider joining us as either a police officer, Special Constable, Police Community Support Officer or police staff member, you can visit our website at www.btp.police.uk or write for information to the following addresses.

For general information:

Media and Customer Relations
British Transport Police
15 Tavistock Place
London WC1H 9SY

For recruitment information:

Recruitment Manager
British Transport Police
15 Tavistock Place
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Strategic Plan 2005 - 2008



BRITISH TRANSPORT POLICE

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Strategic Plan 2005 - 2008