



Strategy and Planning Committee

19th September

OFFICIAL

Our approach



Stage	
Situation analysis	<ul style="list-style-type: none"> ✓ Workshop 26th June – SWOT/PEST ✓ SWOT/PEST analysis and testing ✓ MTFP development – planning assumptions captured ✓ Other risks/opportunities – e.g. risk register ✓ HMIC PEEL recommendations ✓ TOM draft recommendations and current efficiency programme
Objectives	September 2017 (working group, committee and full Authority) <ul style="list-style-type: none"> - Test emerging themes and focus against situational analysis
Strategy	
Tactics	
Actions	
Control	

OFFICIAL

Emerging Themes (1)

- Valuing and developing our people is key to success
- Protecting people and counter terrorism remain key operational priorities
- Transport policing ethos and BTP's position within policing UK is critical
- Continue to demonstrate quantifiable commercial and public value
- Reputation and relationships with industry should be protected
- BTP is an important enabler for future passenger and freight growth and other government transport policy
- Move to greater collaboration/partnership position
- Exploit commercial and technological opportunities
- Build stakeholder confidence through greater transparency

Emerging Themes (2)

- There is growing and changing demand (e.g. safeguarding responsibilities)
- Scottish Devolution and IPP are key governmental issues
- Relationships with devolved authorities in a changing political landscape need to be monitored
- Organisational areas to be addressed include:
 - Financial management and governance
 - Managing impact of change
 - Replacing and upgrading IT infrastructure
 - Delivering value and benefits
- Opportunities for innovation and collaboration should be exploited

Emerging Vision

Mission

To protect and safeguard people, prevent crime and keep the railway running

Vision

We will keep people who use and work on the railway safe from harm and protect the railway infrastructure. We will work with the rail industry to support growth and to be regarded as the railway policing service of choice

Emerging Strategic Themes

SAFEGUARD
and PROTECT
people and
places

LEAD
and
TRANSFORM

Build
CONFIDENCE
across all our
communities

Deliver
VALUE

Protect

Protect passengers, the public, rail staff and the railway infrastructure from terrorism

Equip and train our workforce to tackle those crimes that cause the greatest harm and impact

Identify and support people who are in crisis, vulnerable or at risk of exploitation

Protect and enhance our reputation with passengers, the public, rail staff and the railway industry

Reduce disruption and contribute to a swift return to service following a disruptive incident

Lead and
Transform

Take a leading role in coordinating and collaborating with protective, security and problem solving resources

Influence government transport policy at a local, regional and national level

Support railway franchising and planning processes to deliver the best safety and security outcomes

Take a leading role in tackling national railway crime and security threats

Build
Confidence

Deliver an ethical and professional policing service

Recognise and respond to the unique and diverse needs of our workforce and our community

Be an employer of choice by providing a working environment which values and supports its people and welcomes diversity

Deliver a high level of compliance and governance across all of our organisational functions

Deliver a stable and agile charging model in line with BTP's unique funding arrangements

Deliver
Value

Create sustained public and commercial value through the application of the transport policing ethos

Achieve the benefits from BTP's transformation and efficiency programme

Optimise the availability and deployment of resources in line with the force's strategic assessment and workforce plan

Develop a value for money culture which will deliver high quality, cost effective and continually improving services

Mission:

To protect and safeguard people, prevent crime and keep the railway running

Vision:

We will keep people who use and work on the railway safe from harm and protect the railway infrastructure. We will work with the rail industry to support growth and to be regarded as the railway policing service of choice

Protect

- Protect passengers, the public, rail staff and the railway infrastructure from terrorism
- Equip and train our workforce to tackle those crimes that cause the greatest harm and impact
- Identify and support people who are in crisis, vulnerable or at risk of exploitation
- Protect and enhance our reputation with passengers, the public, rail staff and the railway industry
- Reduce disruption and contribute to a swift return to service following a disruptive incident

Lead and transform

- Take a leading role in coordinating and collaborating with protective, security and problem solving resources
- Influence government transport policy at a local, regional and national level
- Support railway franchising and planning processes to deliver the best safety and security outcomes
- Take a leading role in tackling national railway crime and security threats

Build confidence

- Deliver an ethical and professional policing service
- Recognise and respond to the unique and diverse needs of our workforce and our community
- Be an employer of choice by providing a working environment which values and supports its people and welcomes diversity
- Deliver a high level of compliance and governance across all of our organisational functions
- Deliver a stable and agile charging model in line with BTP's unique funding arrangements

Provide and create value

- Create sustained public and commercial value through the application of the transport policing ethos
- Achieve the benefits from BTP's transformation and efficiency programme
- Optimise the availability and deployment of resources in line with the force's strategic assessment and workforce plan
- Achieve our strategic outcomes efficiently and effectively

Mission:

To protect and safeguard people, prevent crime and keep the railway running

Vision:

We will keep people who use and work on the railway safe from harm and protect the railway infrastructure. We will work with the rail industry to support growth and to be regarded as the railway policing service of choice

Protect

Lead and transform

Build confidence

Provide and create value

Preventing Crime

Counter Terrorism

Protecting Vulnerable
People

Supporting the
Railway

Building Confidence

Effectiveness and
Efficiency

Valuing the workforce

Supported
by our
common
values

We will protect the vulnerable and those in crisis

We act in the public interest and have the courage to do what is right rather than what is easy

We are proud to be specialists, providing active and dynamic leadership in difficult situations

We operate at all times with the highest standards of professional behaviour, demonstrating integrity in all that we do

We recognise the cost and value in all our activities and understand the commercial impact our actions can have

APPENDIX Strategy refresh – roadmap



	June-Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Stage	Prioritisation and alignment	Engagement and feedback – internal/external test emerging themes and assumptions			Refine objectives Final consultation			Execution (launch) Delivery plans finalised Metrics and year 1 policing plan approved Approval and publication	
		Emerging objectives			Deliverables planning – tactics				
					Action planning – route map				
Authority	Member COG workshop – initial SWOT & PEST	27/9 Review progress – test assumptions and emerging vision, mission, values and themes			13/12 Approve budget endorse draft plan ★ AGM key messages and next steps			★ 22/3 Final approval strategy, MTFP and policing plan	
Strategy Working Group and Committee	Refine SWOT & PEST Identify other planning assumptions Launch MTFP work	7/9 and 19/9 Review outline strategy and MTFP Give steer for policing plan group		(Tbc) and 23/11 Refine strategy – objectives and MTFP Budget AGM materials prep - outline strategy		Out of committee comms planning for launch	(Tbc) and 28/2 Review initial feedback Propose final amends	(Tbc) Final amends for Authority approval Finalise launch comms	
Policing Plan			Meeting 1 Themes			Meeting 2 Local and nation plans		Meeting 3 Approval	
Consult & comms	Initial planning Review stakeholder map	1:1s key stakeholders	1:1s key stakeholders Policing plan local meetings	Policing plan local meetings	AGM	Written consultation			★ Publish
Outcomes	Situational analysis	Strategy refinement – discussion with full Authority			Final written consultation completed Strategy refined			Strategy approved and published	