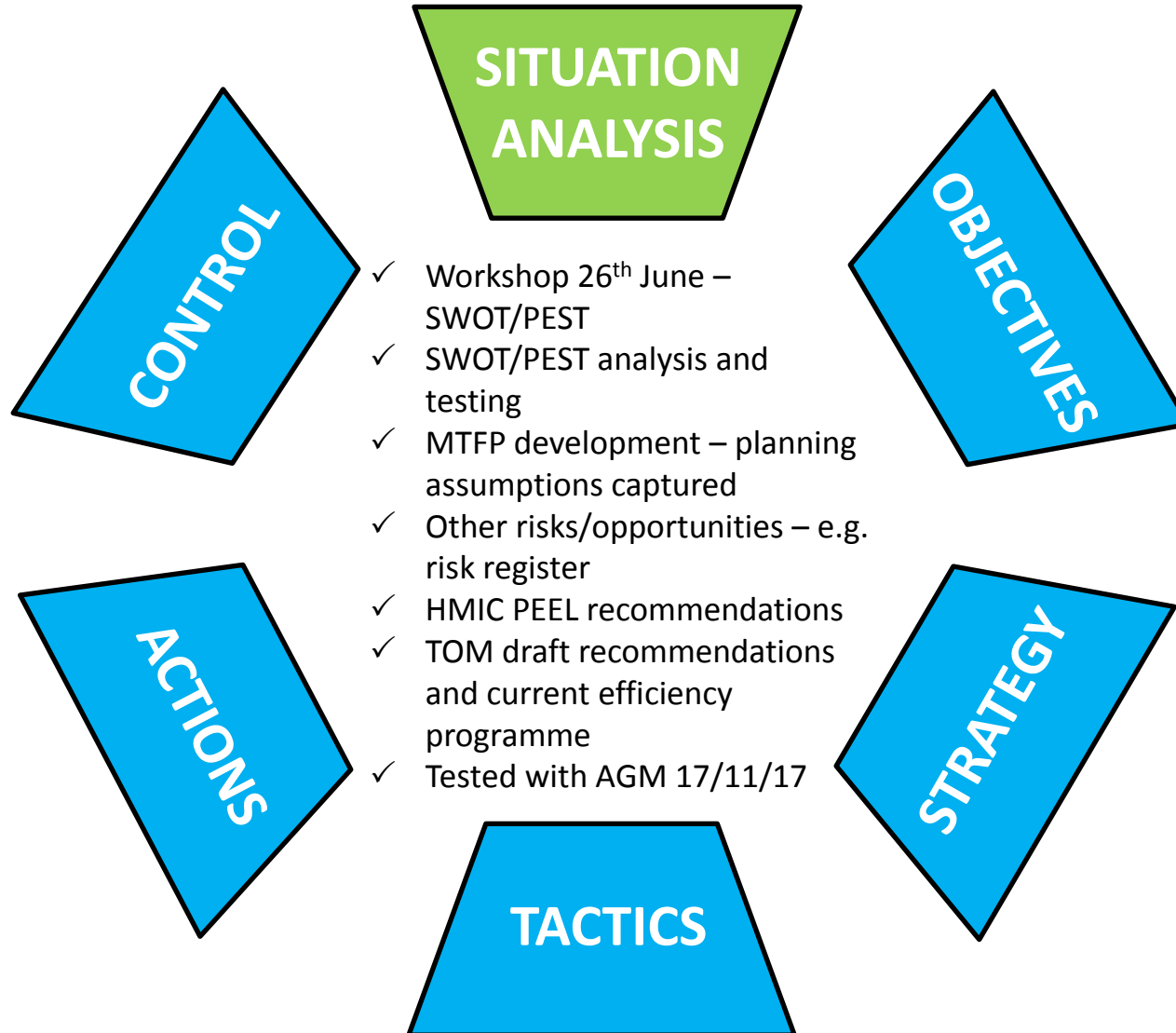
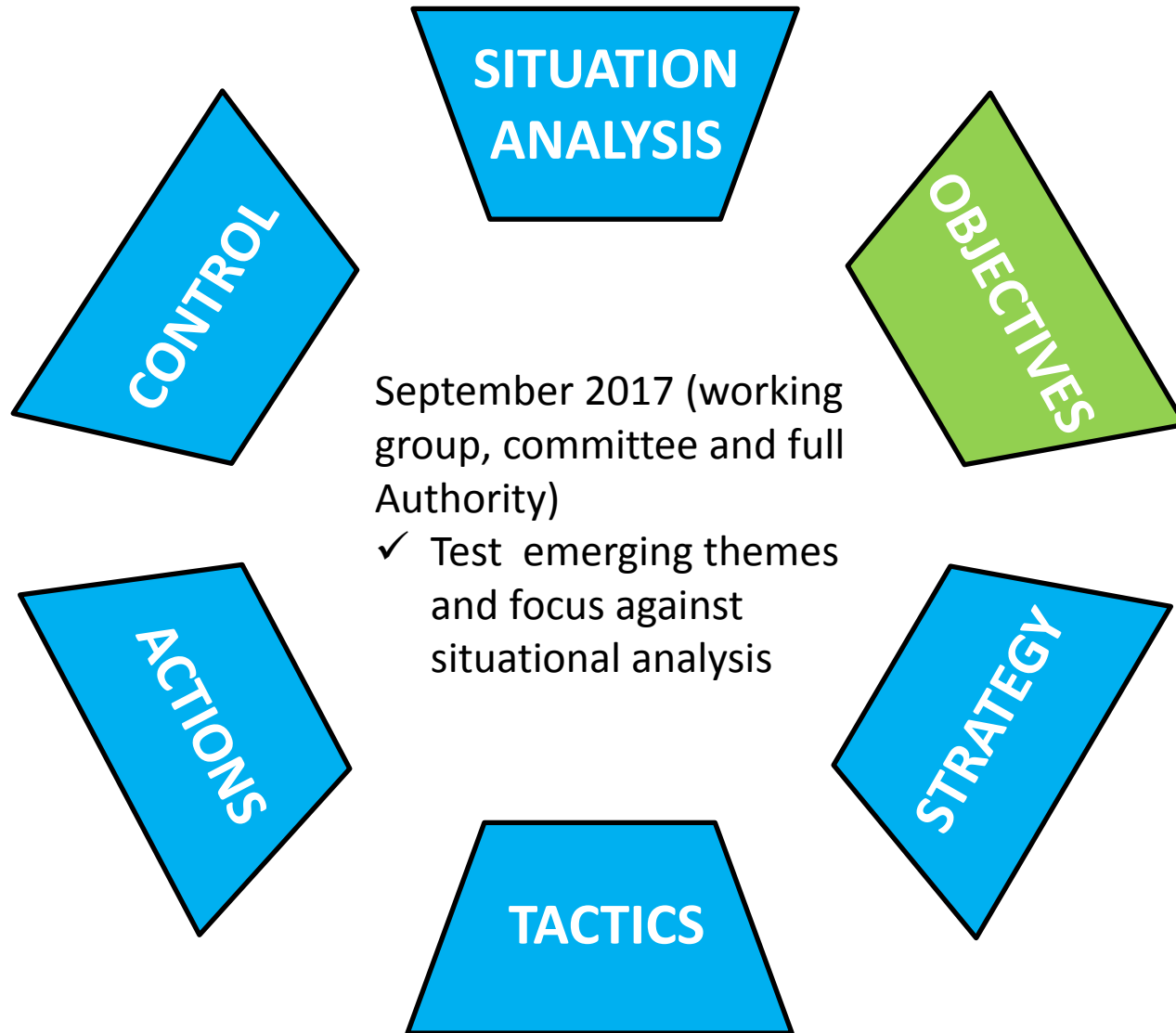
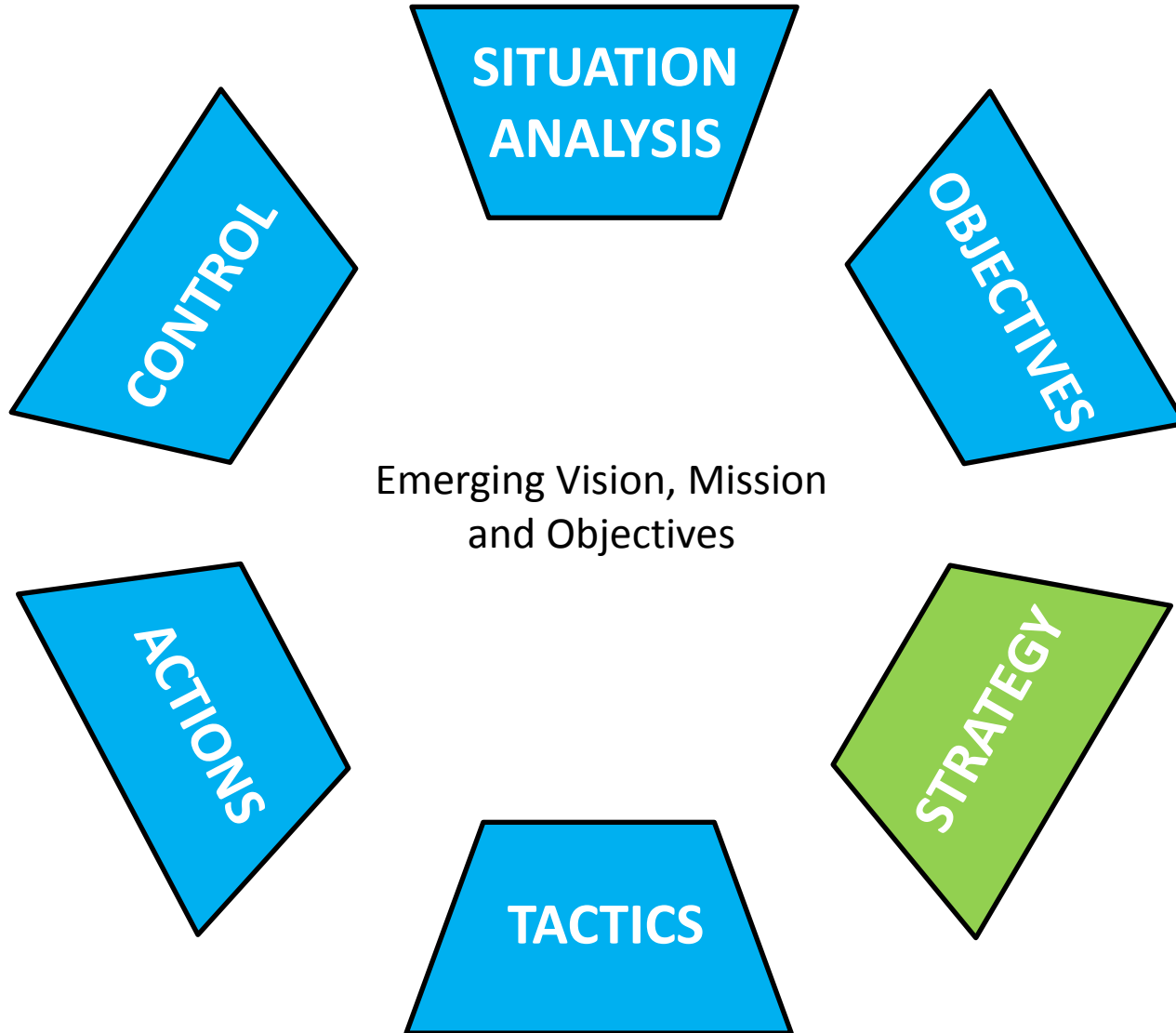


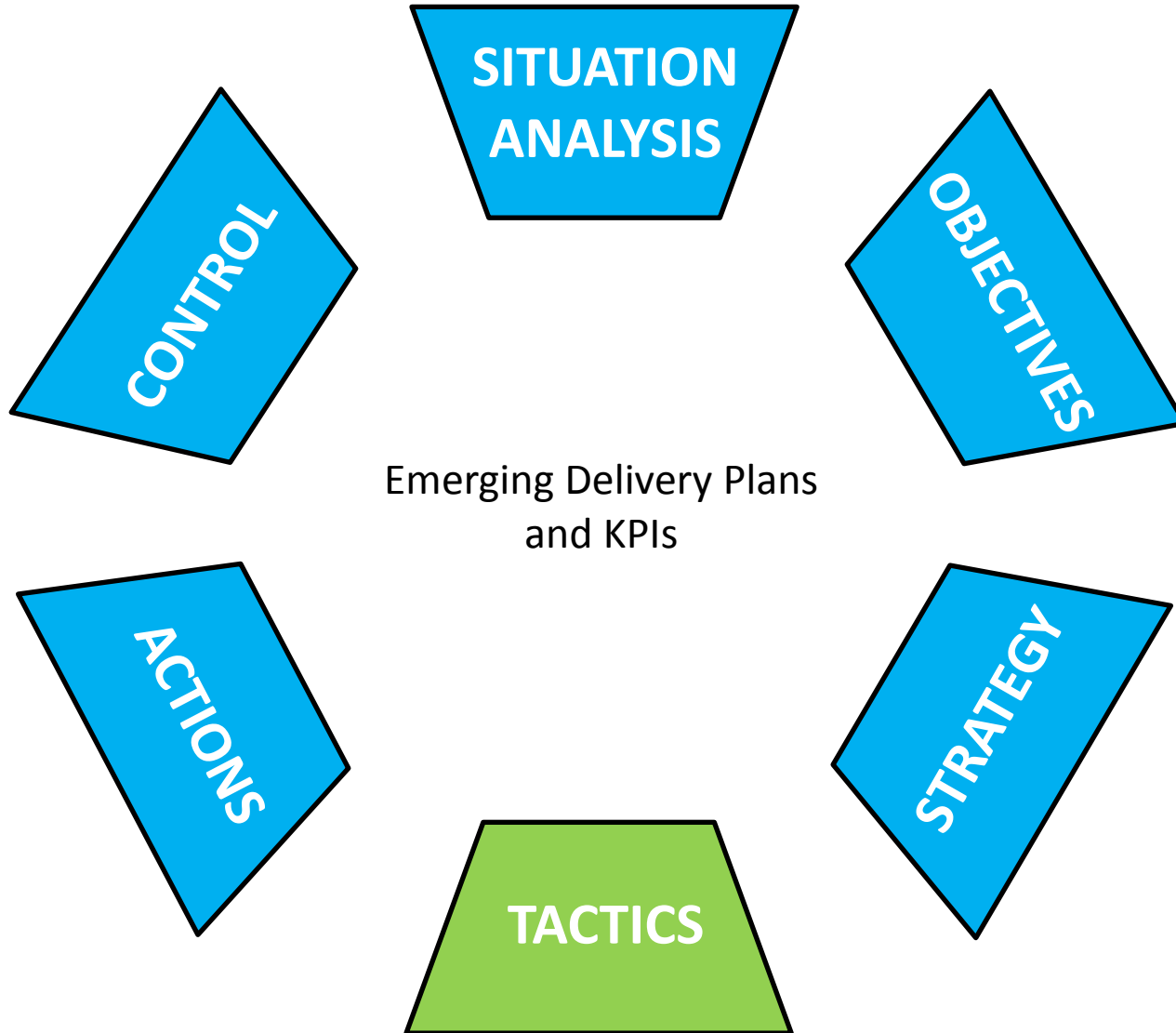
# **Strategic Plan Refresh**

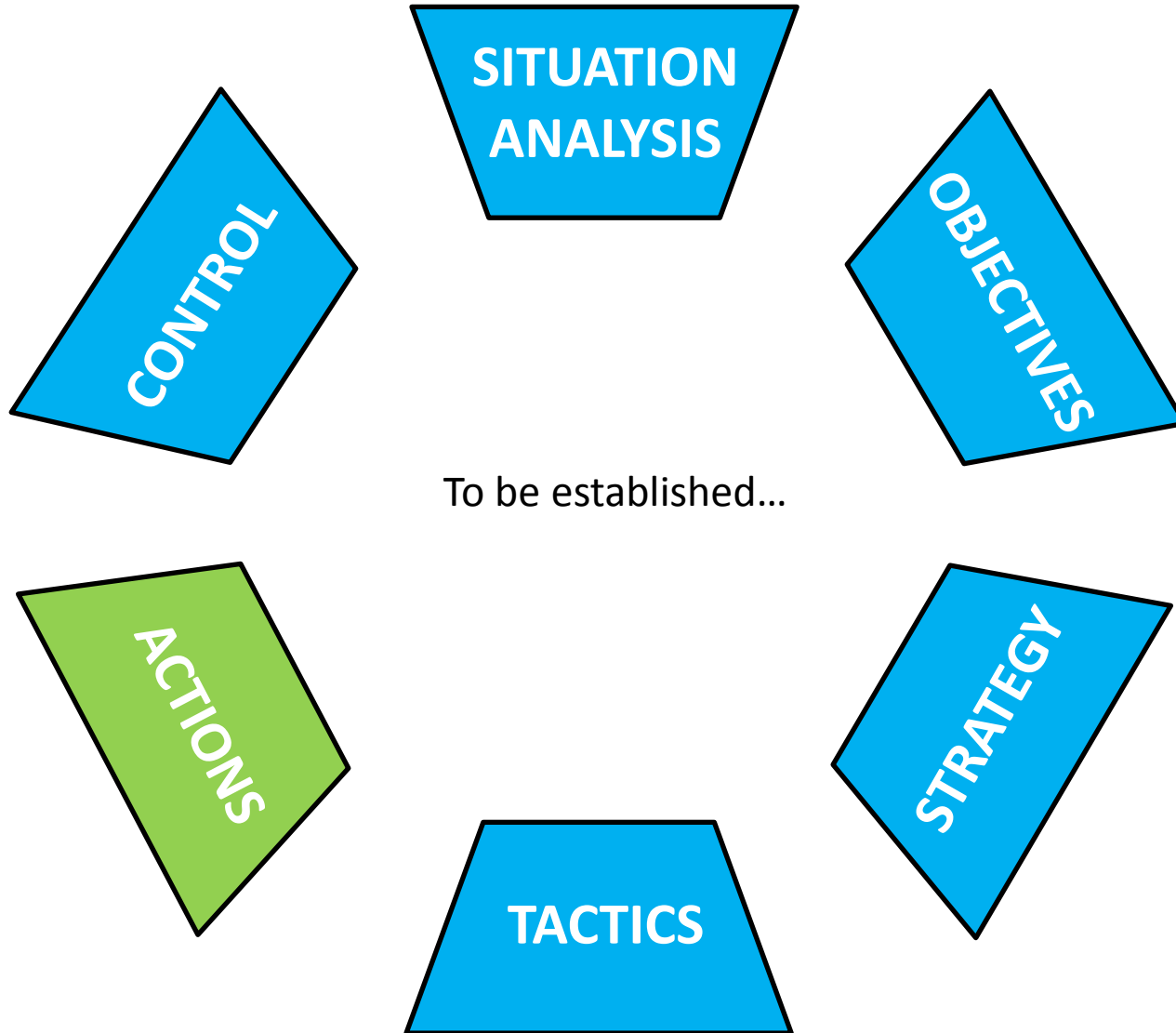
**Strategy and Planning  
Committee 23/11/17**

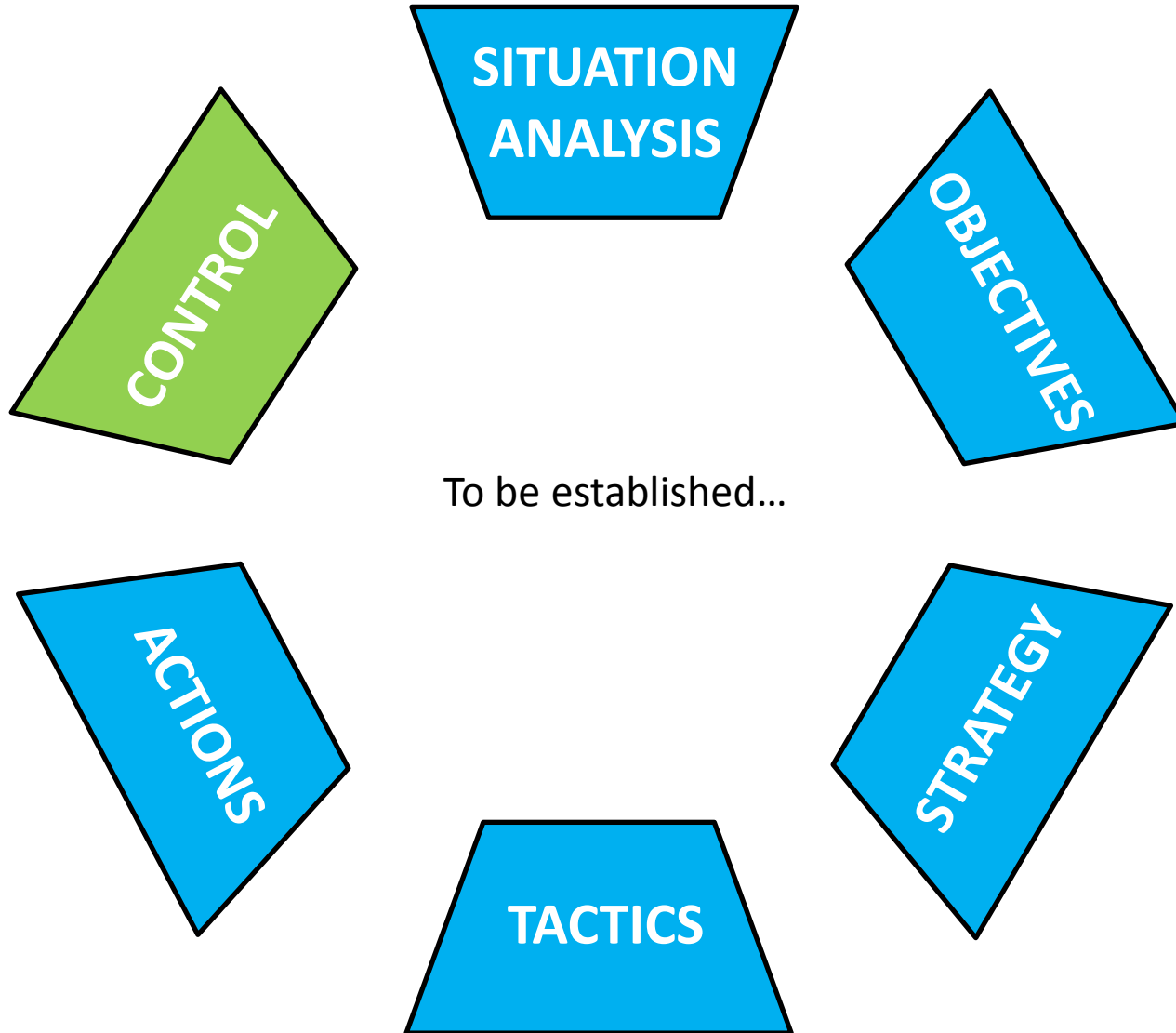













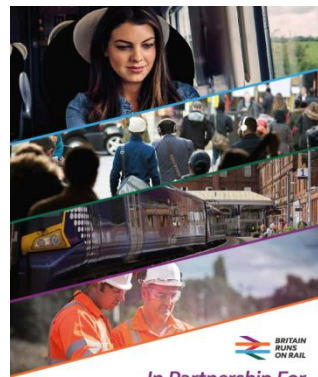
# Situational Analysis

[illegible]

Promoting improvements  
in policing to make  
everyone safer

# PEEL: Police efficiency, legitimacy and leadership

An inspection of British Transport Police  
6 – 17 February 2017



*In Partnership For  
Britain's Prosperity*

The rail industry's plan to secure growth across our country  
Together we are changing, investing and improving for future

## Railway Policing

### What matters to you?

We are the British Transport Police – the specialist national police force for the rail network.

Representing our passengers, and our staff, we are committed to protecting you and your journey.



**HEDDLI  
TRAF NIDIAETH  
HYDROGDDU  
BRITANNIA  
POLICE**

## FREESTOP

FLYC-ZEH4-XSYZ

### British Transport Police

25 Camden Road

London NW1 9LN

**To complete online visit**

**<http://police.local.uk/whatmatters>**

1. What is your local station?

2. What is the main reason for using this station?

☐ **Commuting (into or back regularly for work or education)**

☐ **Leisure (for shopping, sport events, holiday travel, visit relatives/friends)**

☐ **Business (visiting clients/partners for appointments, job interviews)**

☐ **Company business (on behalf of employer, work meetings)**

☐ **Other** (PLEASE SPECIFY)

3. If you are a regular commuter which stations do you travel

4. How would you rate your personal safety while using the rail network?

☐ **Very good** ☐ **Neutral good or poor**

☐ **Fairly poor** ☐ **Very poor**

5. How do you appraise about your personal satisfaction while using the rail network?

☐ **Very good** ☐ **Fairly good** ☐ **Fairly poor** ☐ **Very poor**

☐ **Not satisfied** (Please state the reason in the next 12 months)

6. Have you reported a crime to British Transport Police in the last 12 months?

☐ **Yes** ☐ **No**

7. Do you assume that you can trust British Transport Police on E1016 to report your crime?

☐ **Yes** ☐ **No**

☐ **Not satisfied** (Please state the reason in the next 12 months)

8. How satisfied are you with the level of police presence on your rail journey?

☐ **Very satisfied** ☐ **Fairly satisfied** ☐ **Fairly dissatisfied** ☐ **Not dissatisfied**


☐ **Fairly dissatisfied** ☐ **Very dissatisfied** ☐ **Don't know**



**MAYOR OF LONDON**


**Mayor's Transport Strategy**  
Draft for public consultation

JUNE 2017

 Home Office



# The Strategic Policing Requirement

March 2015





# Situational Analysis

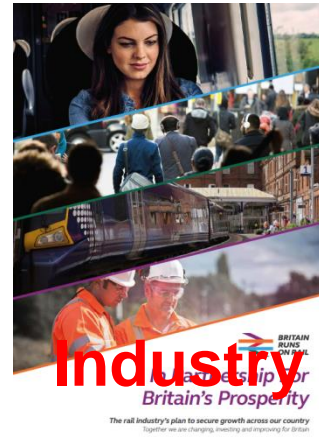
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Promoting improvements  
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# Policing

**PEEL: Police efficiency,  
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## Railway Policing

### What matters to you?

We are the British Police Force – the specialist national police force for the rail network.

We are responsible for protecting passengers, and making sure the railways are safe.

To complete online visit  
<http://police.uk/whatmatters>



## FREESTOP

### RLVC-ZERK-HSYZ

### British Transport Police

25 Camden Road

London NW1 9LN

1. What is your local station?

2. What is your main purpose for using this site?

☐ **Commuting** (ask or text regularly to work)

☐ **Leisure** (personal shopping, sports, hobbies, social relationships)

☐ **Personal** (personal issues, job related, partner agreement, job interview)

☐ **Commuting** (ask or text regularly to work)

☐ **Personal** (personal issues, job related, partner agreement, job interview)

☐ **Leisure** (ask or text regularly to work)

☐ **Other** (PLEASE SPECIFY)

3. If you are a regular commuter which stations do you travel

From

To

# Public

Thinking about the last 12 months

How would you rate your personal security while using the rail network?

☐ **Very satisfied** ☐ **Neither satisfied nor dissatisfied** ☐ **Very dissatisfied**

How would you rate your personal security while using the rail network?

☐ **Yes** ☐ **No** If no, what the reason for your concern?

4. Have you reported a crime to British Transport Police in the last 12 months?

☐ **Yes** ☐ **No**

5. Have you asserted that you can text British Transport Police on 01610 to report non-emergency incidents?

☐ **Yes** ☐ **No**

6. How satisfied are you with the level of police presence on your rail journey?


☐ **Very satisfied** ☐ **Fairly satisfied** ☐ **Neither satisfied nor dissatisfied** ☐ **Fairly dissatisfied** ☐ **Very dissatisfied** ☐ **Don't know**



MAYOR OF LONDON

# Industry

Mayor's Transport Strategy  
Draft for public consultation  
JUNE 2017




Home Office

The Strategic Policing Requirement

March 2019

# Policing



# Member PESTELO/SWOT session



# External Consultation





# HMIC PEL Report



# Industry Strategies





# Summary

Terrorism

Presence and visibility

Safeguarding

Vulnerability

Anti Social Behaviour

Keep railway running

Support growth

Collaboration

Partnership

Passenger satisfaction

Efficiency

Future demand

Capacity and capability

People strategy

Technology

Relationships

# Mission

As the specialist national police force, we will help protect and keep the railways running by tackling crime & anti-social behaviour, safeguarding people at most risk of harm and resolving disruptive incidents

# Vision

To work together with industry partners and promptly resolve incidents that present the greatest chance of delay; deal effectively with victims and others that are vulnerable, diverting them into appropriate support and care services



# Strategic Objectives

**Prevent & detect** crime and **protect** people on the railways so they are safe and feel **confident** to work and travel

**Collaborate** with the railway industry to **reduce delay and disruption** to passenger and freight services

Deliver **specialist** policing that is **efficient and effective**, demonstrating **value for money** to our stakeholders

**Lead and develop** our people, equipping them with the **skills** and **tools** to provide a first class service for all our communities

# Strategic Objectives

Prevent & detect crime and protect people on the railways so they are safe and feel confident to work and travel

**CORE POLICING MISSION**

Collaborate with the railway industry to reduce delay and disruption to passenger and freight services

**ADDED VALUE TO INDUSTRY**

Deliver world class policing that is efficient and effective demonstrating value for money to our stakeholders

**EFFICIENT & EFFECTIVE POLICING**

Lead and develop our people, equipping them with the skills and resources to deliver a first class service for all our communities

**PROFESSIONAL & ETHICAL FORCE**

## **Prevent and detect** crime and **protect** people from harm so they are safe and feel **confident** to work and travel on the railways

- Safeguard people by actively identifying and supporting those who are in crisis, vulnerable or at risk of exploitation, ensuring that they are provided with appropriate care
- Focus on predatory crime and crimes that present the greatest risk of harm to victims, particularly those that are motivated by hatred or are sexual in nature
- Reduce the risk to the critical national infrastructure from the complex threat of terrorism so people can travel with confidence and without delay to their journey
- Place the needs of passengers, railway operators and their staff at the heart of what we do, coordinating problem solving activity to improve their experience of journeys and the railway environment
- Combat anti-social behaviour, football or alcohol fuelled disorder, recognising the damaging impact such behaviour has on passengers and those who work on the railway

## **Collaborate** with the railway industry to **reduce delay and disruption** to passenger and freight services

- Continue to apply a proportionate, dynamic and risk-based response to manage any impact from the shifting counter terrorist threat
- Lead the coordination of a national trespass reduction strategy incorporating an intelligence fusion unit and joint problem solving task force
- Respond to disruptive incidents promptly, applying appropriate operational and ethical judgements, to limit unnecessary delay and enable the timely resumption of services
- Where crime or disorder has the potential to cause disruption, swiftly take command and control, and apply our specialist approach to minimise impact and delay

## **Lead and develop** our people, equipping them with the **skills and tools** to provide a first class service for all our communities

- Work to build, retain and develop a diverse workforce that is representative of the communities we serve
- Encourage and support all of our staff to progress and develop the right skills and experience to meet our challenging policing requirement
- Actively manage the risk to our people arising from exposure to challenging and traumatic incidents, providing appropriate and tailored levels of care and support
- Provide our people with modern and appropriate technologies to allow them to carry out business promptly and effectively, and interface seamlessly with other elements of the criminal justice system
- Promote a supportive, learning culture, reinforcing high standards and acknowledging outstanding professional behaviour in order to deliver high levels of victim care and public satisfaction

## Deliver **specialist** policing that is **efficient and effective**, demonstrating **value for money** to our stakeholders

- Preserve a high concentration of frontline and specialist policing across the network through modernisation and streamlining of business functions and processes
- Respond to current and rising demand through the agile deployment of our people and resources to places which display the greatest levels of threat, risk, harm or vulnerability
- Invest in technology to enable smarter and more cost effective ways for the public and stakeholders to interact with us
- Improve long-term business planning, and review the cost allocation model, in order to provide our stakeholders with accurate and timely indication of the cost of policing
- Explore alternative sources of funding and income generation options to enhance frontline policing levels
- Influence government transport & policing policy, and franchising arrangements, to embed the best safety and security options for the railway environment

## **Next Steps**

- **Stakeholder consultation**
- **KPIs**
- **Business plans/deliverables**

# Strategic Objectives and Emerging KPIs

**Prevent** and **detect** crime and **protect** people on the railways so they are safe and feel **confident** to work and travel

- Levels of Crime that cause harm (sex offences, physical & verbal assaults, violence, public order, robbery & hate crime)
- Positive Outcome rates for the above crimes
- Children and Young Person, Adult at Risk, Domestic Abuse Referral Rates
- Number of Life Saving Interventions
- NRPS confidence levels
- Staff survey results
- Victim Satisfaction results
- Outstanding Suspects – Wanted on Warrant, Forensic hits etc.
- Stop and Search resulting in a positive hit



# Strategic Objectives and Emerging KPIs

**Collaborate** with the railway industry to **reduce delay and disruption** to passenger and freight services

- Minutes lost to police-related disruption
  - Trespass
  - Cable Theft
  - Level crossings
  - Criminal damage
- Arrival times to disruption incidents
- Lost minutes at identified hotspot locations
- Fatality handback times
- Use of partial handback
- PSP activity at trespass/disruption hotspot locations

# Strategic Objectives and Emerging KPIs

**Lead and develop** our people, equipping them with the **skills** and **tools** to provide a first class service for all our communities

- Representation of Officers and Staff by ethnicity, gender and age
- Wellbeing indicators i.e.
  - TRiM take up Vs Referral rates
  - Officers that have dealt with more than three fatalities in a month
  - Rest day cancellations
- Compliance against Mandatory Training
- Delivery and usage of mobile devices
- Professionalism and PSD indicators

# Strategic Objectives and Emerging KPIs

Deliver **specialist** policing that is **efficient and effective**, demonstrating **value for money** to our stakeholders

- Cost per officer
- % of workforce dedicated to frontline
- Response times
- Sickness and availability rates
- CIPFA/POA business and operational support benchmarking data
- Emergency and Non Emergency call answering rates
- Use of 61016 and emails to report crimes to the BTP
- % of THRIVE risk assessments by FCC for all individuals reporting crime in person
- Compliance against NCSR and NSIRC standards
- Income generation rates

# Timeline

	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	
					Deliverables planning – tactics				
			Emerging objectives		Action planning – route map			Approval and publication	
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	7/9 and 19/9 Review outline strategy and MTFP		(Tbc) and 23/11 Refine strategy – objectives and MTFP		Out of committee comms planning for launch	(Tbc) and 28/2 Review initial feedback Propose final amends	(Tbc) Final amends for Authority approval	
	Identify other planning assumptions			Budget				Finalise launch comms	
	Launch MTFP work	Give steer for policing plan group		AGM materials prep - outline strategy					
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 approved and published	
		Initial consultation approach and materials approved			Strategy refined			Launch comms delivered	