Strategic Plan Refresh

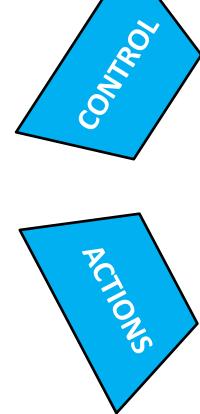
Strategy and Planning Committee 23/11/17



- 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
- ✓ Tested with AGM 17/11/17







TACTICS

SITUATION ANALYSIS

September 2017 (working group, committee and full Authority)

 Test emerging themes and focus against situational analysis



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TACTICS

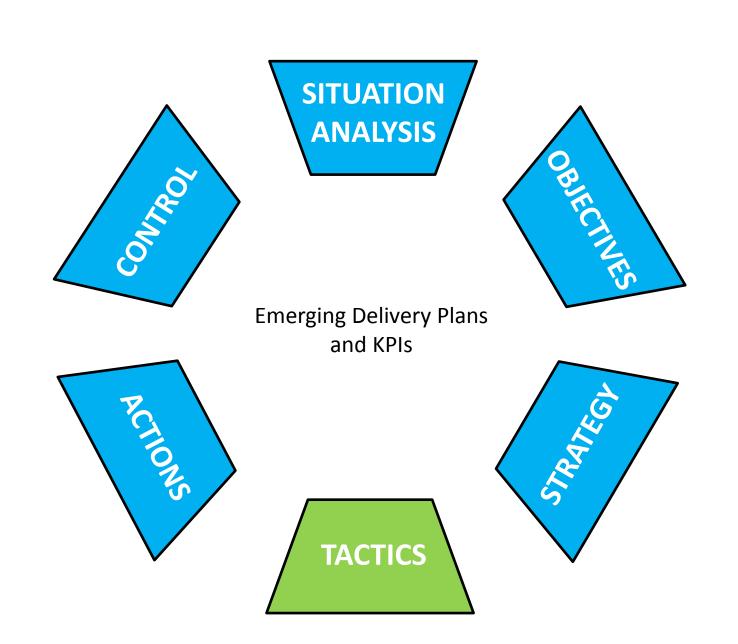
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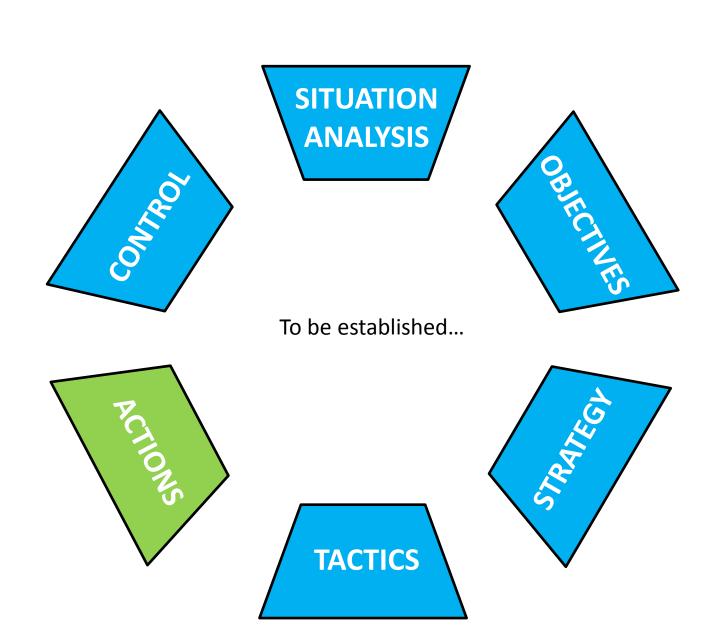
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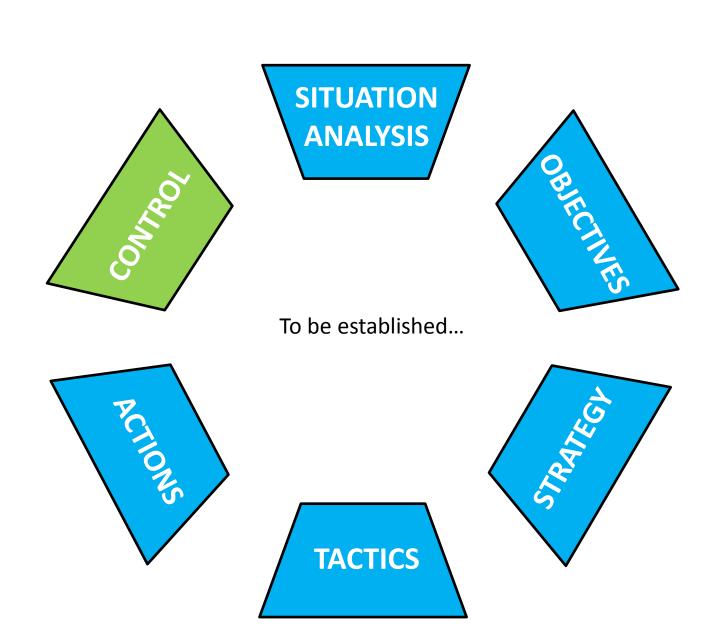




TACTICS







Situational Analysis

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PEEL: Police efficiency, legitimacy and leadership

An inspection of British Transport Police 6 - 17 February 2017



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

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Draft for public consultation JUNE 2017

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March 2015					
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Situational Analysis

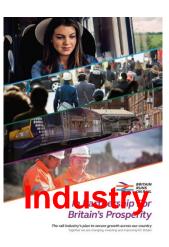
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Policing

PEEL: Police efficiency, legitimacy and leadership

An inspection of British Transport Police 6 – 17 February 2017

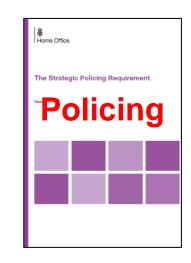


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Railway Policing What matters to you? We are Briter Transport Police – the special whence police force for the rate network. Provide the second second second second second the second s	FREEPOST BYD 22M-K972 British Transport Police 25 Camden Road London WH SLN
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Member PESTELO/SWOT session



External Consultation



HMIC PEL Report



Industry Strategies



Strategic Policing Requirement/NPCC Policing 2025 requirement



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

CORE POLICING MISSION

ADDED VALUE TO INDUSTRY

EFFICIENT & EFFECTIVE POLICING

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

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

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

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 then three fatalities in a month
 - Rest day cancellations
- Compliance against Mandatory Training
- Delivery and usage of mobile devices
- Professionalism and PSD indicators

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		gement and feedback – internal/external test ging themes and assumptions Emerging objectives		Refine objectives Final consultation Deliverables planning – tactics Action planning – route map			Execution (launch) Delivery plans finalised Metrics and year 1 policing plan approved 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 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 consultatio	n		★ Publish	
Outcomes	Situational analysis		t – discussion with full approach and material		Final written consu Strategy refined	ltation completed		Strategy approved and published		