



Our vision

To collaborate with service operators and businesses in an expanding rail industry to provide a safe, secure and reliable transport system for passengers and those who work on the railways

Our mission

To keep the railways safe and protect people from crime, ensuring that levels of disruption and the fear of crime are as low as possible

Strategic Objectives

- Protecting and **Safeguarding** People
- Reducing Delays and Disruption
- Providing Value for Money
- Building a Skilled and Specialist Workforce

Strategic Objective 1: Protecting People

It is vital that everyone who uses the railway and its infrastructure – passengers, staff and the general public - feel safe and confident whether they are travelling, at their place of work or using shopping and leisure facilities at stations. Our intention is to strengthen our partnership working with the industry to protect people and communities from harm, anti-social or predatory behaviour and mitigate the ever-present threat from crime and terrorism. We will enhance our problem solving arrangements to help reduce the likelihood of risk and harm

Our key focus will be on:

- Protecting the network and reducing delay caused by the threat of terrorism
- Preventing and detecting those crimes which cause the most harm
- Identifying and helping people who are in crisis, vulnerable or at risk of exploitation
- Protecting people from unwelcome and anti-social behaviour
- Vigilance in identifying people at risk and safeguarding them from harm

Our key outcomes will be:

- More agile specialist response to managing suspicious incidents and improved deterrence to terrorist attacks by introducing two new CT hubs to reflect the approach taken in London (2019)
- Enhanced contact with the public by establishing more convenient digital channels, such as online crime reporting and live-chat (2019)
- Increase in time spent on public-facing patrols through the benefits of allocating mobile technology to officers and staff (2019)
- **[Protecting/safeguarding people outcome to be developed]**

Key success measures: Priority crime rates (e.g. sexual assaults, staff assaults, violent crimes), priority crime outcome rates, the number of crimes per million passengers, the number of people who are repeatedly victimised, our interventions and the provision of support to those in crisis, response times to immediate and priority incidents, NRPS results, rail staff survey results

Strategic Objective 2: Reducing Delay And Disruption

Services that run safely and smoothly are critical to the success of the rail industry and contribute to the social and economic well-being of the United Kingdom. We will build on the excellent relationship we already have with the railway industry and its stakeholders and continue to find innovative and new ways to reduce delay and disruption to passenger and freight services. We recognise the important contribution we can make in helping reduce incidents of trespass and the key part we play in the National Trespass Reduction Strategy.

Our key focus will be on:

- Reducing the impact of trespass on the network through the use of our enforcement powers and prevention tactics
- Work in partnership to identify lasting solutions at problematic or persistent hotspot locations
- Responding quickly to incidents that have the most impact on the safety or reliability of the railway
- Ensuring that when we take command of incidents we return possession to the railway operators as soon as it is practically safe to do so

Our key outcomes will be:

- Plan to reduce the impact of trespass at the top ten hotspot locations on the network (2018 onwards)
- Through a collaborative and joined up partnership approach reducing disruption at other key locations through a combination of enforcement, education and technological solutions (2018 onwards)
- Better coordinated command and control of resources and improved response by the implementation of more effective data sharing arrangements (2018 onwards)

Key success measures: The overall delay as a result of police-related disruption, the number of trespass incidents and associated delay, our arrival time to disruptive incidents, amount of delay per incident, the number of life-saving interventions made by our staff, our handback times following fatal incidents, criminal damage, vandalism, theft of cable and plan, level crossing contravention rates and judicial outcomes

Strategic Objective 3: Providing Value for Money

We will be transparent in our decision making and how this impacts on our financial planning, engaging and consulting with industry stakeholders wherever possible. We will use our budget effectively and demonstrate value for money to our stakeholders. We will assess the demand for our services, deploying our staff dynamically at the time and locations where they can be the most effective. Throughout the life of this strategy we will implement our ambitious 'BTP 2021' transformation programme which will increase the capability of our frontline and ensure we can meet the existing and future needs of the communities we serve.

Our key focus will be on:

- Putting our people in the places where they are needed most and at the right times, complementing industry and other resources
- Providing regular, consistent and relevant reports to stakeholders that link investment with operational performance and outcomes
- Investing in technology that helps reduce duplication and double keying of information, creates a self-service capability and pushes information to frontline officers
- Identifying and securing additional sources of funding and generating our own income where appropriate
- Engagement, transparency and informed accountability to stakeholders

Our key outcomes will be:

- Demonstrating more reliably to stakeholders how the Force has used its resources intelligently to meet the challenging demands of policing of the railways (2018-21)
- Clear and workable agreements between the BTPA and rail industry as to how the force is funded and to what level (2019)
- Evaluation of CPI as the benchmark rate for any increase in charges
- Consistent reporting to stakeholders, mapping out how investment made in the force links to operational outcomes (2018)
- Replacement of our dated IT infrastructure to modernise the way officers work and enhance their responsiveness to industry and the public (2021)

Key success measures: Achievement of cashable and non-cashable efficiency targets, CIPFA and POA benchmarking, the overall cost of policing, BTP cost per passenger km, amount of income generated, officers and staff availability rates, % of budget spent on frontline resource, establishment levels, response times to immediate/priority incidents, visibility of officers, the value to the industry of BTP's specialist policing approach

Strategic Objective 4: Building a Specialist and Skilled Workforce

Supporting and developing our people is vitally important to us and we are committed to leading and continuously improving our workforce, equipping them with the skills and tools they need to deliver effective specialist policing for the railways. We will ensure our people are given the most appropriate training, equipment and information to meet demand today and in the future. We will support our people when they are involved in challenging or traumatic incidents, providing them with the level of care and support they need and when they need it.

Our key focus will be on:

- Training and developing our people to operate safely and with the skills required to deliver our strategy
- Providing the equipment and tools our officers and staff need to do their job safely and efficiently
- Safeguarding our workforce and providing them with care and support when they need it
- As a force with a rich and diverse profile, give further attention to the recruitment, development and progression of under-represented groups and reducing the gender pay gap
- Maintain our record and reputation for high standards of professionalism and ethical policing

Key success measures: Our staff survey results, the diversity of our workforce – recruitment, retention and progression metrics, staff turnover better than CIPD average, the levels of our staff who are trained in the most important skills, the rates of complaints and conduct issues made against our staff and how quickly we resolve them

Our key outcomes will be:

- A revised employment model for police officers that will create more flexible contracts and updated ways of working (2019)
- A new employment model for police staff that better attracts and retains talent and introduces a more agile approach reducing the reliance on inflexible office working (2019)
- Introduction of a modular and customised approach to training that is focused on specific role requirements and considers a range of delivery models (2019)

Our Shared Values

Proud - We are proud to be the specialist police force responsible for policing the railways

Compassionate - We care about people and put those who are vulnerable or victims at the heart of everything we do

Professional - We act with integrity at all times, displaying our professional and ethical principles

Safety Conscious - We operate safely in a highly regulated and often dangerous environment, taking personal responsibility to ensure our training and knowledge is up to date

Commercially Aware - We demonstrate the value of our activities to the public and rail industry and understand the financial impact of our actions