Our Strategy for policing the railways to 2021: summary of feedback as at 16th March 2018

Key messages

- Broad support for proposals but with a slight shift in emphasis in places – e.g. is the balance between the focus on high harm crime vs high frequency/low level incidents such as ASB right – suggest impact of ASB/disorder needs more recognition

- Vision needs to be more ambitious – be more confident about what the BTP of 2021 will be

- Commitments need tightening up – stakeholders not clear about what to expect or how they'll know when it's been delivered (strong delivery plan and measures are essential)

- Overarching collaboration principle is supported but suggestion that a stronger word is needed – 'partnership'?

- Critical success factors are;
  - Improving transparency on intent – clarity about what we plan to do and then how well we're delivering – identifying the right metrics is essential
  - Stronger engagement – involve partners in our decision making process rather than inform them about it afterwards

Summary of responses to core questions

Q1: Situational analysis
'is it comprehensive – have we missed anything important?'

- Our assessment is supported with no major omissions

- Our current assessment understates the importance of people feeling safe as well as being safe – strengthen in final draft

- Useful to also refer to the complexity of various factors affecting peoples' feelings of safety and security (e.g. reference ASB and high harm crimes such as violence and sexual offences) and how these will be addressed

Vision, mission and values

Our vision	To keep people safe and protect them from crime, ensuring levels of disruption and the fear of crime are as low as possible
Our mission	To work together with the rail industry to deliver a safe, secure and reliable transport system

Values

- We are proud to be a specialist police force responsible for policing the railway
- We put vulnerable people and victims and witnesses of crime at the heart of everything we do
- We value and trust our people to act in the public interest and have the courage to do what is right rather than what is easy
- We act with the highest standards of professional behaviour and integrity at all times
- We operate safely in a highly regulated and often dangerous environment, taking personal responsibility to ensure our training and knowledge is up to date
- We recognise the cost and value of all our activities and understand the impact of our actions

Q2 Vision, mission and values

'are they relevant to the refreshed strategy?'

- Broadly supported

- Vision needs to be strengthened – 'lacking in ambition' – needs to confidently describe what the future BTP looks like

- In particular, the statement about 'keeping crime as low as possible' doesn't feel strong enough

- Could vision acknowledge the contribution of visibility to passenger/staff reassurance/confidence

- Need clarity about the stated values – are these for BTP only or something for the industry to share in?

Proposed strategic themes

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

Leading and developing our people, equipping them with the **skills** and tools to provide an excellent service for all our communities

Preventing and **detecting** crime and **protecting** people on the railways so they are safe and feel **confident** to work and travel on the railways

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

Q3 four strategic themes
'are they consistent with our situational analysis?'

- Yes *'they're what we'd expect from BTP'*

- They feel 'looser' than before - we've 'lost 20:20:10 hard measures'. How will stakeholders know what BTP actually plans to do and whether that's been achieved? (strong delivery plan and performance measures are key)

- Think about how much time BTP proposes to devote to each one of the themes - e.g. collaborating/reducing disruption is the primary industry priority – it's not clear whether BTP will prioritise this or something else?

- Visibility doesn't come through as strongly as it should – this is a key focus for operators as it drives passenger and staff confidence (multiple respondents)

Theme 1: Collaborating with the railway industry to reduce delay and disruption to passenger and freight services

This theme and its supporting objectives reflect the BTP's role as a provider of specialist policing services for the railways. We know from research with passengers and operators that delays on the network cause frustration, impact on passenger satisfaction with services and drive cost into the rail industry.

Fully prepare to provide a rapid joint response to a terrorist incident and recover the railway as soon as possible	*Reduce trespass by coordinating joint action nationwide, including the creation of a team to gather and analyse intelligence (known as the fusion unit) and a task force focused on identifying and solving persistent problems*
When services are disrupted, get people on the move again as soon as possible by responding quickly and applying our professional experience and judgement	*Keep service delays and disruption caused by crime and disorder to a minimum by promptly taking command of the situation deploying our specialist teams when necessary*

Critical success factors : Our plans assume our partners will support working with us on the following;

- Developing a joint strategy and action to reduce trespass across the network
- A shared incident management system
- A collaborative approach to delivering policing and security

Q3 detailed feedback

Theme 1 collaborating to tackle disruption

- Be clear this is crime/incident related disruption and not all disruption – unless our horizons have broadened?

- This is THE key priority for the industry – this is BTP's USP – so it should feel like BTP's main focus (along with crime) but doesn't quite yet

- Some challenge to BTP positioning around leading the partnership working in this area – there is a role for all partners, BTP should focus on tactics and enforcement – it can't and shouldn't try to fix everything

- Be clear about which delivery elements BTP will own and be responsible for within an overarching collaborative approach – for example references to building deliverables into franchising, clarify in strategy who we propose will be accountable

- Strong support for commitment to working with the industry – and a particular interest in how place based policing information sharing systems could work in reality – bring to life in final strategy

- Some challenge to the current direction on CT - CT (and other specialist functions) is important but shouldn't be at the expense of abstracting resources from core business – how will BTP protect core activities whilst addressing the terrorist threat (efficiency programme?) specialist activity mustn't leave service gaps elsewhere

- Not all operators have benefitted from recent disruption reduction activity – what benefits will the new strategy delivery for them? (Delivery plan and metrics key)

Theme 2: Preventing and detecting crime and protecting people on the railways so they are safe and feel confident to work and travel

This strategic theme and its supporting objectives capture those areas of work which reflect the BTP's core duties as part of the wider policing family. Wherever possible the BTP will assess and prioritise those crimes and incidents which have a particular impact on the safe and undisrupted running of the railway. It will also require BTP to focus on areas where it can work with partners to find solutions to persistent problems.

Recognising that the railway is a vital part of our critical national infrastructure BTP will prioritise protecting the network from threat of terrorism so people can travel with confidence and without delay	*Looking beyond the obvious to identify people who are in crisis, vulnerable or at risk of exploitation and ensure they are provided with care and support from the most appropriate agencies*
Focusing on preventing and detecting crimes that cause most harm to victims, particularly sexual offences and hate crimes	*Protecting passengers and staff from the distress caused by antisocial behaviour and disorder*

Critical success factors : Our plans assume our partners will support working with us on the following;

- Supporting and participating in a place-based policing model
- Capturing safeguarding responsibilities in new franchise agreements
- to be adopted across network
- Designing out and preventing volume crimes such as retail and cycle theft
- Improving management of football supporters

Q3 detailed feedback
Theme 2 preventing crime, keeping people safe

- Supported as a theme – general recognition this is core business for BTP as a police force – if ordering is hierarchical consider making this (or disruption reduction) the lead theme

- But be clear about what will take priority – e.g. crimes that affect the network, rail passengers and staff (staff assaults, ASB, criminal damage/**graffiti**, high harm crime – i.e. crimes which have the greatest impact on most people) and not retail theft. CT is important but not what BTP spends most of its time doing – consider the right balance.

- Some nervousness about BTP's future approach to safeguarding – need greater clarity about where the boundaries are for BTP and where it hands responsibility to other agencies – important work but mustn't distract from core business

- Graffiti increasingly raised as an emerging priority – consider for inclusion?

- Should cybercrime be included?

Theme 3: Leading and developing our people, equipping them with the right skills and tools to provide an excellent service for all our communities

This strategic theme is about developing our workforce so they can to continue to deliver professional and ethical police services for the railway. As we have set out throughout this consultation document we anticipate that the network BTP will need to police by 2021 will be significantly different to the one it currently polices; the need to invest in the rail workforce to make it fit for purpose in meeting the challenges of the future is set out clearly in the Government's current rail strategy.

In order to meet this challenge, BTP will need to think differently about attracts, develops and retains the best people and equips them to deliver services needed in 2021 and beyond. Over the life of the Strategy BTP will;

Employ a workforce that is more representative of the communities it serves	*Ensure it has the right skills and experience to keep people safe and protect them from crime*
When its people are involved in challenging and traumatic incidents provide them with the care and support they need when they need it	*Give its people the tools they need to do their job*
Encouraging and supporting people in their careers	*Learn from mistakes and promote the importance of high standards of professional behaviour in delivering an outstanding service to victims of crime and the wider public*

Q3 detailed feedback
Theme 3 leading and developing our people

- Recognition of the benefits of this approach to the industry and its staff and customers – agreement it should improve quality of service. But suggest this could be viewed as business as usual – be clear about what change/benefits are to be delivered over the life of the strategy

- A commitment to greater visibility of BTP's resources needs to be strengthened throughout – resources seem to have been depleted of late. Partners want to know where people are, when, and what they're doing – this a key area for improving transparency

- Handling of demand review has dented trust and confidence therefore partners need good engagement on the future approach – e.g. a commitment to 'putting people in the right place at the right time' requires BTP to talk to partners about how that will work and ask what they think

- Would also like to understand how BTP could be working smarter, making better use of technology – what specific initiatives/tactics are being considered?

- Consider opportunities for working with the industry to develop people and share learning

Theme 4:Delivering specialist policing that is efficient and effective, demonstrating value for money to our stakeholders

This area of our strategy aims to demonstrate that the force is both efficient and effective and is delivering better value to passengers and operators .

Importantly it recognises the need to ensure that the Force can demonstrate to its service users that it is playing an active role in supporting the ongoing success of the railway through improving its long-term planning and using its resources ever more efficiently. We propose to do this by;

Putting people in places where they are needed most at the right times	
Telling stakeholders how much policing the railway will cost at a time that's right for them by improving our long-term business planning and reviewing the model we use to work out charges to funders	*Using our specialist knowledge of the railways and experience to influence government transport and policing policy to ensure safety and security is a priority in franchise agreements*
Identifying and securing other sources of funding and generating our own income	*Investing in technology that enables people to interact with us more easily*

Critical success factors : Our plans assume our partners will support working with us on the following;

- Supporting and actively participating in a place-based policing model

Q3 detailed feedback

Theme 4 specialist policing that is efficient and effective, and demonstrates value for money

- Some confusion about what 'specialist' means in relation to this theme – is it focused on the unique day to day needs of the railway or specialist in terms of a dedicated CT or safeguarding capability – clarify

- Some respondents are less interested in 'demonstrating value' and want to see more policing at reduced cost - i.e. demonstrate that BTP is more efficient by the end of the strategy

- How will BTP demonstrate better value for money – what are the key measures – be more specific

- Be clear about how any savings will be treated – some call for savings to be returned to PSA holders – second major area where transparency around decision making has to improve (multiple responses)

- Which alternative sources of funding are being considering – set out in strategy if possible

- How will BTP use intelligence to inform activity in the future – would like to see a commitment to this – however efficiency programme suggest function will be reduced. How will the capacity/capability be protected?

Q4 and 5 strategic objectives

'do you support proposals – what else should be consider?'

- Broad support for initial proposals – little specific feedback

- A commitment to improved visibility is a recurring theme – key priority for passengers and staff so should be explicit in the strategy

- Want to see a more detailed delivery plan – what is BTP committing to do, how and when

Measuring progress

- The following are some suggestions about how we will measure and track progress against the final Strategy. Which measures/indicators would be most meaningful to you, which others should we consider?

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

- Minutes lost to police related disruption
- Number of fatalities on the network
- Number of lifesaving interventions
- Number of trespass incidents
- Activity at trespass hotspots

Leading and developing our people, equipping them with the **skills** and tools to provide an excellent service for all our communities

- Retention rate for staff
- Mandatory training compliance
- TRiM and OH provision

Preventing and **detecting** crime and **protecting** people on the railways so they are safe and feel **confident** to work and travel on the railways

- Priority crime rates
- Outcome rates for priority crime
- Crimes per million passenger journeys
- Crimes per freight tonne
- Passenger and staff satisfaction/confidence levels

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

- Delivery of cashable and non-cashable savings
- Cost of policing per officer
- Sickness and availability levels
- Emergency call answer rate

Q6 Measuring progress
'do you support proposals – what else should be consider?'

- More clarity is needed on what will be delivered before we describe how progress will be measured

- **Transparency** is the strongest theme in the feedback so far, therefore demonstrating progress is a critical area for building stakeholder confidence. Key area to be addressed is transparency around actual resource levels and deployments vs establishment (multiple respondents)

- Be mindful that whatever measures we choose, crime and crime rates will always be headline grabbing figures – BTP must be able to explain what it is doing in response to changing crime levels

- Some challenge to loss of numerate measures so would still like to see reporting on traditional measures such as crime, crime rates, outcome rates of all crimes and outcome rates – not just for priority crimes – charging model uses all crime data so this needs to be provided

- Using the rail staff survey to measure changing perceptions – e.g. around visibility – should be considered

Other points for consideration

- Overall the view of the service provided by BTP is very positive and its specialist role on the railway is still greatly valued. But lessons of the recent past must be learned

- Engagement/consultation on CT, demand review and TOM was poor – we need a more transparent approach to our relationship with stakeholders in the future

- Two respondents would like to see a stronger role for BTP in relation to detection and prosecution for ticketless travel (collaboration or preventing crime themes?)

- Position on Scotland has changed – needs to be updated along with re-profiled MTFP

Consultee log (as at 16.03.18)

Strategy working group	Rail Delivery Group (RDG) Transport for London Transport Focus (virtual) DB Cargo (virtual)	
1:1s	GTR, South Western Railway, ORR, Abellio Scotrail Network Rail, Northern, TfL (Virgin East Coast cancelled)	
Group telcon briefing 26th Feb	RDG Network Rail Routes (multiple) Great Western Railway Arriva Trains Wales GTR TfL SWR Wales & Borders Southeastern	C2c Abellio Group Abellio East Anglia GB Rail Freight Tyne & Wear Metro Arriva Rail London Northern Abellio Scotrail (a number of others not identifying themselves)
Written feedback	Arriva Rail London Arriva Trains Wales ASLEF BTP Superintendents Assoc Chiltern Department for Transport East Midlands Trains First Group GTR Great Western Railway	High Speed 1 Nexus (Transport Focus confirm they won't be submitting an additional written response) Rail Delivery Group TfL Welsh Government