

Strategic Plan

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

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

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

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

Policing Pillars & National Commitments

Counter Terrorism

To identify the most likely impact of terrorism and ensure that the Force has the most effective tactical options and plans in place

Preventing Crime

To prevent crime and detect offenders that impact the most on the public's confidence to travel or use the railways

Protecting the Public

To protect, support and safeguard vulnerable people at risk and in crisis

Supporting the Railway

To work in partnership with industry and other partners to keep the railway running efficiently and on time. To respond quickly and take command of incidents that cause delay and promptly reinstate services

Supporting Our Staff

To ensure that our officers and staff feel valued and supported in what they do and are well trained and equipped to deliver specialist railway policing services

Confidence & Satisfaction

To put victims and witnesses at the heart of what we do and inspire high standards of service, professionalism and personal integrity

Efficiency & Effectiveness

To ensure our staff and officers are in the right place at the right time to deliver our priorities. To use our resources effectively and deliver good value for our stakeholders

Local Objectives

A Division Objectives

- Contribute to the overall performance of the force and support operational policing
- Adhere to our statutory and legislative requirements or other expected service standards and ensure high level of compliance
- To provide a high level quality of service to both our internal and external customers

B Division Local Objectives

- **Partnership working** with industry to **tackle disruption and graffiti**
- **Maximise late night patrols and visibility** (in line with the night time economy)
- **Protect vulnerable people** and maximise support to victims
- Work closely with industry partners to **prevent and investigate staff assaults**
- Work closely with partners to **prevent cycle crime**
- Problem solving through **partnership, police activity & data sharing**

TfL - We will work in partnership with Transport for London and the Mayor of London to achieve the following commitments:

- To safeguard and protect vulnerable people and staff
- To prevent and investigate crime and ASB
- Improve reliability of services
- Ensure a high level of visibility and engagement to help increase public and staff confidence
- To demonstrate value for money
- Improve personal security and confidence of public and staff using/working on Night Services

C Division Local Objectives

- **Staff Assaults** – to reduce Assaults and Abuse against Staff
- **Anti Social Behaviour** - Focus on reducing and deterring incidents of Anti-Social Behaviour
- **Late Night Patrols** - Focus on late night and early evening reassurance patrols and visibility to address confidence and deter
- **Trespass** - Work in partnership to identify & mitigate high-risk, high-frequency trespass locations through a multi-agency problem solving approach
- **Cable Crime** - Partnership working to prevent, disrupt and detect cable related disruption - Wales only

D Division Local Objectives

- **Football and Events Policing** – working collaboratively with the industry and others to deliver safe and effective management of events within the scope of our responsibilities
- **Trespass** – reduce instances of trespass, particularly higher harm trespass involving vulnerable people and children. Continue the strong collaborative work with industry partners including targeted educational inputs and joint problem solving.
- **Staff Assaults** – continue to work with industry partners to reduce verbal and physical assaults on staff
- **Commitment to Protecting Vulnerable People** – continued focus on this through effective intervention, referrals and partnerships working.

A Division Policing Plan

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

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

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

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

Counter Terrorism

Preventing Crime

Protecting the Public

Supporting the Railway

Supporting Our Staff

Confidence & Satisfaction

Efficiency & Effectiveness

To identify the most likely impact of terrorism and ensure that the Force has the most effective tactical options and plans in place

To prevent crime and detect offenders that impact the most on the public's confidence to travel or use the railways

To protect, support and safeguard vulnerable people at risk and in crisis

To work in partnership with industry and other partners to keep the railway running efficiently and on time. To respond quickly and take command of incidents that cause delay and promptly reinstate services

To ensure that our officers and staff feel valued and supported in what they do and are well trained and equipped to deliver specialist railway policing services

To put victims and witnesses at the heart of what we do and inspire high standards of service, professionalism and personal integrity

To ensure our staff and officers are in the right place at the right time to deliver our priorities. To use our resources effectively and deliver good value for our stakeholders

Contribute to the overall performance of the force and **support operational policing**

Key Indicators of Productivity

Adhere to our **statutory and legislative requirements** or other expected service standards and ensure **high level of compliance**

Key Indicators of Productivity

To provide a **high level quality of service** to both our **internal and external customers**

Key Indicators of Productivity

Internal

External

- All submissions to the scientific support unit that relate to serious offences and require DNA screening, fingerprint examination or fingerprint comparison will be completed within 6 days.
- Where our CCTV Unit has direct access to camera footage, we will provide stills for B Division locations within the following timeframes: Serious cases (Tier 4) in 72 hour, Tier 3 cases 7 days, Tier 2 cases 14 days
- We will ensure that at least 95% of the Forcwide vehicle fleet is available to be used by our officers.
- We will support our Frontline Officers by ensuring that our Special Officers work at least 16 hours per month
- Our Specialist Operations Department will support the force's national or local priorities by carrying out Protective Security tasking's and General Purpose Dog taskings.
- We will deliver armed patrols throughout the year in order to deter crime and terrorism and reassure the public and rail staff.

- We will focus on priority crimes (for example Sexual Offences, Robbery, DV, Hate, Staff Assaults and VAP with Injury) ensuring that we record them promptly and accurately. We will record these crimes within 24hrs of them being reported to us.
- We will ensure that all of our estate is compliant with statutory standards.
- All Freedom of Information requests sent to use will be completed within 21 days.
- All requests for information made under the Data Protection Act or General Data Protection Regulations will be completed in 40 days or 30 days respectively.
- We will ensure that all of our officers are trained in the most important skills they need to do their job. For track safety, personal safety and first aid we will work to a level of 95% compliance across the force.
- To ensure all buildings comply with the regulatory reform (fire safety) order 2005.
- To ensure that the data provided to our Industry partners and stakeholders is accurate and provided in a timely manner.

- All staff who are referred to our Occupational Health Unit will be contacted within 48 hours of the referral being made
- All staff who have been contacted by our Occupational Health Unit in the first instance, will have communication from an Advisor within 5 days
- Officers who contact our Evidence Review Gateway will be provided with prompt advice and guidance. Advice will be provided within 2 hours, at least 90% of the time.
- We will ensure that there is equality in the availability of our leadership and talent programmes. We will also monitor satisfaction levels of participants and address any high levels of dissatisfaction amongst females and BME staff.
- Recruitment of staff, student officers, PCSOs and Specials will be timely. Recruitment will be completed within 56 days from the date that the application is approved at our RAP meeting.
- All people who submit complaints to PSD or who are the subject of complaints will be updated within 28 days.

- We will work to answer all of the emergency and non-emergency calls made to us a to us. We aim keep the abandonment rate no higher than between 5-10% for emergency calls and no higher than 5% for non-emergency calls.
- We will ensure that all invoices will be paid within 30 days.
- All investigations undertaken by our Major Crime Unit will be subject to case reviews at least every 3 months to ensure that the investigation remains valid and proportionate.

B Division Policing Plan

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

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

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

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

Counter Terrorism

Preventing Crime

Protecting the Public

Supporting the Railway

Supporting Our Staff

Confidence & Satisfaction

Efficiency & Effectiveness

To identify the most likely impact of terrorism and ensure that the Force has the most effective tactical options and plans in place

To prevent crime and detect offenders that impact the most on the public's confidence to travel or use the railways

To protect, support and safeguard vulnerable people at risk and in crisis

To work in partnership with industry and other partners to keep the railway running efficiently and on time. To respond quickly and take command of incidents that cause delay and promptly reinstate services

To ensure that our officers and staff feel valued and supported in what they do and are well trained and equipped to deliver specialist railway policing services

To put victims and witnesses at the heart of what we do and inspire high standards of service, professionalism and personal integrity

To ensure our staff and officers are in the right place at the right time to deliver our priorities. To use our resources effectively and deliver good value for our stakeholders

Key Themes Raised at Stakeholder Meetings

- Continued focus on staff assaults and more information required on the investigations and outcomes of staff assault cases
- Focus on disruption and the helping the industry to ensure the railway ran on time and efficiently after an incident of disruption
- A continued focus on late night patrols on trains building upon Operation Shepherd
- Access to accurate and timely data relating to performance
- More information requested by the stakeholders relating to visibility and general performance data against key objectives
- Working together to build confidence in the travelling public and also Rail staff. To help ensure they feel safe when travelling and working on the network.
- A different approach to cycle crime, joint working throughout the year to help reduce the impact of cycle crime
- The growth in retail outlets in hub locations and the effect such outlets have on retail crime and attracting offenders to the locations to steal was raised by HS1 in particular.

| | |
|--|---|
| <p>B Division Policing Plan</p> | <ul style="list-style-type: none"> • Partnership working with industry to tackle disruption and graffiti • Maximise late night patrols and visibility (in line with the night time economy) • Protect vulnerable people and maximise support to victims • Work closely with industry partners to prevent and investigate staff assaults • Work closely with partners to prevent cycle crime • Problem solving through partnership, police activity & data sharing |
| <p>TfL Commitments <i>We will work in partnership with Transport for London and the Mayor of London to achieve the following commitments:</i></p> | <ul style="list-style-type: none"> • To safeguard and protect vulnerable people and staff • To prevent and investigate crime and ASB • Improve reliability of services • Ensure a high level of visibility and engagement to help increase public and staff confidence • To demonstrate value for money • Improve personal security and confidence of public and staff using/working on Night Services |

B Division Policing Plan & Indicators

Protect vulnerable people and maximise support to victims

Key Indicators of Productivity

- SPMH activity – interventions, active suicide prevention plans
- Child & Young Persons – CYP, action taken, SHPOs criminal behaviour orders (Julie's team to collate)
- Solved crime monitored in relation to crime challenges that cause harm

Work closely with partners to prevent cycle crime

Key Indicators of Productivity

- Cycle crime - crimes, arrests, outcomes & solved crimes monitored for exceptions
- Police activity – PSPs, Operations, level 1 tasking etc.

Work closely with industry partners to prevent and investigate staff assaults

Key Indicators of Productivity

- Barrier line activity & engagement
- Staff assaults - crimes, arrests, outcomes & solved crimes monitored for exceptions
- Repeat Victims (monitored and action directed via level 1 process)

Partnership working with industry to tackle disruption and graffiti

Key Indicators of Productivity

- Disruption incidents, delay
- Graffiti – crimes, arrests, outcomes & solved crimes monitored for exceptions
- Fatality handback within 90 minutes & Arrival times
- Action taken from NDFU analysis and tactical meetings (minutes & actions documented)

Maintain late night patrols and visibility and engagement

Key Indicators of Productivity

- Op Shepherd – late night on train patrols planned with industry partners

Problem solving through partnership, police activity & data sharing

Key Indicators of Productivity

- TOC Monthly reporting (provided by A&P)
- Monthly Sector police activity updates
- Level 1 taskings quality monitoring and feedback
- PSP score results to ensure high quality

TfL Commitments & Indicators

We will work in partnership with Transport for London and the Mayor of London to achieve the following commitments

Protect vulnerable people and maximise support to victims

To safeguard and protect vulnerable people and staff

Work closely with partners to prevent cycle crime
Work closely with industry partners to prevent and investigate staff assaults

To prevent and investigate crime and ASB

Partnership working with industry to tackle disruption and graffiti

Improve Reliability of services

Maintain late night patrols and visibility and engagement

Ensure a high level of visibility and engagement to help increase public and staff confidence

Problem solving through partnership, police activity & data sharing

To demonstrate value for money

Maintain late night patrols and visibility and engagement

Improve personal security and confidence of public and staff using/working on Night Services

Key Indicators of Productivity

- SPMH Interventions documented by mode
- Adult at Risk submissions
- CYP submissions
- Volume of suicide prevention plans in place
- Volume of fatalities on the rail network

Key Indicators of Productivity

- Staff Assaults (focus on staff victims (1A and 9A offences – crimes, arrests, outcomes and solved crimes)
- Monitor crimes, arrests, outcomes and solved crimes (sex offences, public order, hate crime, robbery, violence with injury, criminal damage and graffiti)
- Crime per million passenger journey
- Share results specific to TfL modes from police team sector returns
- Joint patrol and operations with LU Revenue Control

Key Indicators of Productivity

- Fatality hand back times
- Disruption – volume and duration of incidents, minutes of LCH Crime and ASB, Suicide(LU specific)
- Immediate and priority response times (LU and DLR only)

Key Indicators of Productivity

- % of Londoners deterred from using the Underground due to worry about personal security
- DLR Partnership Patrols (DLR specific)
- Number of NPT Station Visits (LU specific)
- Response in compliance with immediate and priority calls for service (LU specific currently)
- % of LU survey visits with a police officer sighted
- % of LU Night Tube static locations with no police presence
- Action taken from both organisations following feedback from passenger and staff confidence surveys

Key Indicators of Productivity

- % of TfL resource deployed on TfL services
- Transparency on Sickness and Absorption levels
- Establishment (budget Vs. actual)
- Cost Per Police officer

Key Indicators of Productivity

- % of LU Night Tube static locations with no police presence
- Night Tube Crime rates
- Monitor crimes, arrests, outcomes and solved crimes during Night services (TfL and Overground)
- Problem Solving in Partnership – PSiP action to focus of matters such as alcohol (LU specific)
- Visibility of officers deployed

C Division Policing Plan

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

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

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

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

Counter Terrorism

Preventing Crime

Protecting the Public

Supporting the Railway

Supporting Our Staff

Confidence & Satisfaction

Efficiency & Effectiveness

To identify the most likely impact of terrorism and ensure that the Force has the most effective tactical options and plans in place

To prevent crime and detect offenders that impact the most on the public's confidence to travel or use the railways

To protect, support and safeguard vulnerable people at risk and in crisis

To work in partnership with industry and other partners to keep the railway running efficiently and on time. To respond quickly and take command of incidents that cause delay and promptly reinstate services

To ensure that our officers and staff feel valued and supported in what they do and are well trained and equipped to deliver specialist railway policing services

To put victims and witnesses at the heart of what we do and inspire high standards of service, professionalism and personal integrity

To ensure our staff and officers are in the right place at the right time to deliver our priorities. To use our resources effectively and deliver good value for our stakeholders

Key Themes Raised at Stakeholder Meetings

- Positive drive to increase partnership working to improve areas around theft, particularly cycle theft, fatality management and trespass.
- Anti-social behaviour, trespass and staff assaults/aggression were a recurring theme in each of the meetings.
- The effect of football related anti-social behaviour was still a prominent concern. There was a strong appetite for a Neighbourhood Policing approach to solving issues through Problem Solving Plans.
- Additional late night patrols to help protect vulnerable passengers and staff working late at night was also an area raised by the stakeholders.
- Cable theft and the subsequent delays caused by such incidents were raised as being a key concern in the Welsh sector.

C Division Policing Commitments

- **Staff Assaults** – Focus on Reducing and Deterring Assaults and Staff Aggression
- **Anti-Social Behaviour** - Focus on reducing and deterring incidents of Anti-Social Behaviour
- **Late Night Patrols** - Focus on late night and early evening reassurance patrols and visibility to address confidence and deter
- **Trespass** - Work in partnership to identify & mitigate high-risk, high-frequency trespass locations through a multi-agency problem solving approach
- **Cable Crime** - Partnership working to prevent, disrupt and detect cable related disruption * *Wales Only*

C Division Policing Plan Objectives and Indicators

Staff Assaults

To reduce Assaults and Abuse against Staff

Key Indicators of Productivity

- Number of Barrier Line patrols
- Number of late night train patrols
- Conflict Management DC
- Increasing use of 61016
- Actions taken as a result of Staff and Passenger Surveys
- Response times for Staff assaults
- Compliance against Victim Code of Practise

Anti-Social Behaviour

Focus on reducing and deterring incidents of Anti-Social Behaviour

Key Indicators of Productivity

- Number of Barrier Line patrols
- Number of late night train patrols
- Number of post incident debriefs carried out
- Compliance against Victim Code of Practise
- Outcome Rates for ASB offences
- Number of alternative disposal and dispersal options
- Number of Criminal Behaviour Orders (CBO) applied for and obtained

Late Night Patrols

Focus on late night and early evening reassurance patrols and visibility to address confidence and act as a deterrence

Key Indicators of Productivity

- Number of late night and evening patrols
- Quality and outcomes of problem solving plans aimed at late night Reassurance
- Response times for late night
- Crime rates during late nights and evenings

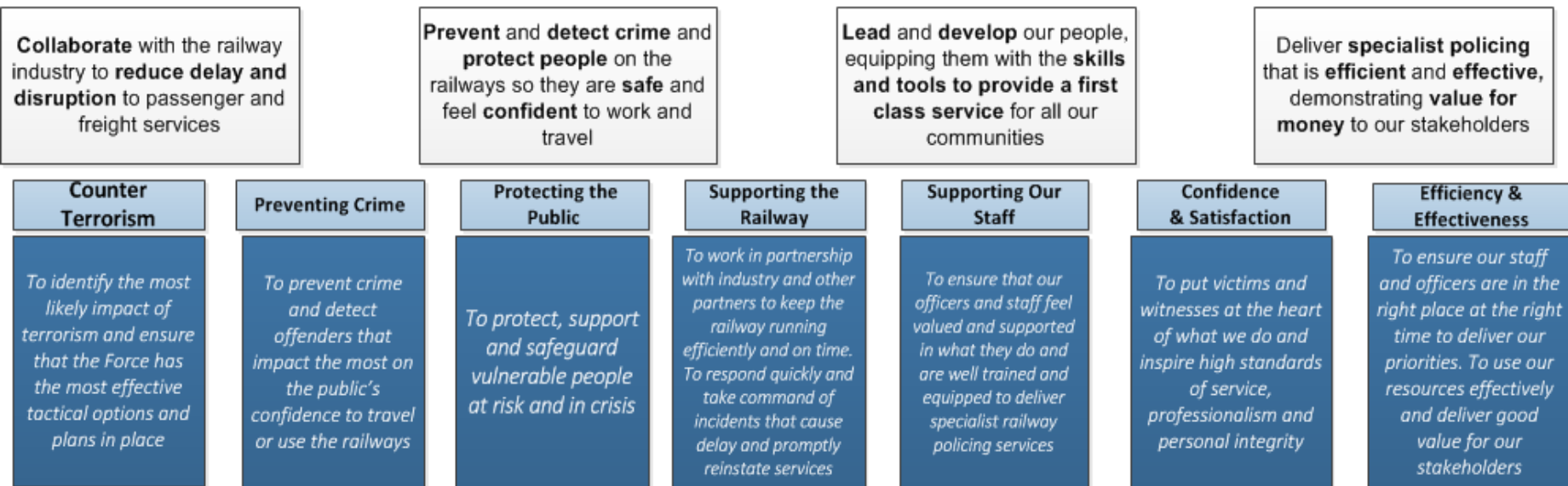
Trespass

Work in partnership to identify & mitigate high-risk, high-frequency trespass locations through a multi-agency problem solving approach

Key Indicators of Productivity

- Number of trespass incidents record by NR on TRUST database
- Quality and outcomes of problem solving plans aimed at trespass
- Timely input of investigative plans for cable theft

D Division Policing Plan



- Key Themes Raised at Stakeholder Meetings**
- Disruption and the effects of congestion on the railway. The group raised concerns relating to trespass and level crossing awareness as well as sharing of information.
 - Vulnerability was also raised as an area of concern especially around the use of the chaplain service at hotspot locations. Staff awareness of vulnerability and how it can be identified and what they can do to help those in crisis.
 - Visibility of officers especially on late night services to protect staff and the travelling public
 - Continued focus on football and other key events in order to deal effectively with anti-social behaviour

| | |
|---------------------------------|---|
| D Division Policing plan | <ul style="list-style-type: none"> • Commitment to Protecting Vulnerable People – continued focus on this through effective intervention, referrals and partnerships working. • Staff Assaults – continue to work with industry partners to address verbal and physical assaults on staff • Trespass – reduce instances of trespass, particularly higher harm trespass involving vulnerable people and children. Continue the strong collaborative work with industry partners including targeted educational inputs and joint problem solving. • Football and Events Policing – working collaboratively with the industry and others to deliver safe and effective management of events within the scope of our responsibilities |
|---------------------------------|---|

D Division Policing Plan Objectives and Indicators

Commitment to Protecting Vulnerable People

Continued focus on this through effective intervention, referrals and partnerships working

Key Indicators of Productivity

- Incident date to CYP1 form submission date (days)
- DASH form submission date to decision/referral date (working days)
- Number of times S297 (Scotland) Mental Health powers have been used
- Number of lifesaving interventions made

Staff Assaults

Continue to work with industry partners to reduce verbal and physical assaults on staff

Key Indicators of Productivity

- Outcome rates for staff assaults
- Compliance against Victim Code Of Practise
- Number of union / management meetings attended to promote staff safety
- Number of partner meetings attended to promote staff safety
- Contribute to number of planned conflict management inputs
- Participate in any violence prevention (against transport workers) media campaign

Trespass

Reduce instances of trespass, particularly higher harm trespass involving vulnerable people and children. Continue the strong collaborative work with industry partners including targeted educational inputs and joint problem solving

Key Indicators of Productivity

- Attend 90% of Immediate incidents within target
- Develop with partners bespoke PSP for each high-harm location including indicators to manage our own level of performance
- Number of educational visits by us or us with partners
- Joint initiatives completed with other agencies (NR / Rail Pastors) to tackle priority crimes

Football and Events Policing

Working collaboratively with the industry and others to deliver safe and effective management of events within the scope of our responsibilities

Key Indicators of Productivity

- Number of joint planning meetings with industry partners
- Count of Notifiable crimes associated with the football day / match / event
- FBO applications in all appropriate cases