



Our Strategy for policing the railways to 2021: final consultation document

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Our consultation

The Authority is seeking feedback on its draft Strategy for policing the railways until 2021.

Representatives from the Rail Delivery Group; Transport Focus; Transport for London and freight operators have provided challenge and support via our strategy working group since it began its work in the autumn.

We are very grateful to all the stakeholders who attended our AGM in November where we shared our early strategy .

This is the final stage of consultation on the proposed strategy for the British Transport Police (BTP) 2018/21 and our written call for comments is being supported by a number of face-to-face meetings and briefings with our partners.

The feedback received during this final consultation stage will be reviewed by the Authority's Strategy and Planning Committee and used to inform its final recommendations to the full Police Authority.

We invite your views on;

- our planning assumptions
- areas the BTP to focus on over the next three years.

Please submit responses by close of business on Friday 2nd March.

How to respond

Please reply in writing via email to Charlotte.vitty@btp.pnn.police.uk or by post to;

Charlotte Vitty
Chief Executive
British Transport Police Authority
The Forum 74-80 Camden Street
NW1 0EG.

Introduction to our draft strategy

- In our 2013-19 Strategy we set out ambitious objectives for the BTP to deliver a high-quality , specialist policing service for the railways.
- Our objectives were designed to drive a change in how the BTP did business in the key areas of:
 - Reducing crime by 20%
 - Reduce police related disruption by 20%
 - Improve passenger and staff confidence by 10%
- We also set out our overarching ambition that the BTP would deliver value for money and its role as a key delivery partner within the rail industry would be stronger by the end of the strategy.
- While our three ‘hard measure’ targets have not been fully met, we believe we have achieved our overarching aim and remain committed to consolidating BTP’s performance in these areas over the life of the new strategy.

Why a new strategy now?

- Our ongoing review of the operating environment, and feedback received from our stakeholders, suggested our current strategy needed to be revisited before its planned end date.
- The Force and our industry partners have made compelling representations about the need to consider an adjustment to a strategy which focused the BTP's activities on tackling volume crime towards one which was more focused on addressing crimes and incidents which cause greatest threat and risk to people travelling and working on the railway network.
- We secured support from our partners to conclude our strategy a year early and to move away from numeric success measures during our transitional year, 2017/18.
- Last year the Authority published a new style policing plan based on a broader performance framework but still built around the industry's priorities of tackling crime and disruption and improving confidence which appear in our proposals below.
- This new framework was well received and we propose to retain it. However work continues to refine the way we monitor and report progress against our plans and we are grateful for the ongoing support of the rail industry in this task.

Our situational analysis

- In preparing this Strategy the Authority and Force have reviewed and considered the impacts of strategies, plans and reports from across government, the rail industry and the police service. We have also taken into account findings of recent inspections of BTP and initial feedback from a number of our stakeholders who have assisted with our early deliberations.
- The Authority has set a challenging efficiency target for BTP to deliver savings of £30m by 2021; we will work with partners to review opportunities and risks around BTP's emerging proposals and will engage with them to explore how savings identified can be treated most effectively.
- The Authority will also implement the UK and Scottish Government's plans for devolution of railways policing in Scotland by April 2019.
- Government's infrastructure policing agenda.
- On the next two pages we set out the headlines emerging from our analysis of the railway network we believe BTP will be policing by the end of this strategic plan.

Context and environment: rail

- Rail transport systems are critical to continued economic growth in Great Britain
- The underground and over ground rail networks will get busier
- Passenger and freight capacity will continue to increase
- Feeling safe, secure and confident whilst on the railways is essential to the continued growth of the network
- Feelings of security and confidence to travel are impacted by perceptions high harm offences such as sexual and hate crimes
- Improving reliability and reducing disruption on rail and tube also remain a priority
- There is a drive to improve services for passengers and increase satisfaction with the reliability and value of those services
- Stations will become more complex environments with a growing focus on leisure and retail
- The rail sector will continue to innovate with a focus on improving services and delivering greater value for money
- The industry is working to improve transparency around costs and service delivery
- The rail workforce will be developed in terms of its diversity, skills and training

Context and environment: policing

- Recorded crime is rising
- Preventing crime and antisocial behaviour, protecting the vulnerable from harm and bringing offenders to justice are core priorities
- The threat from terrorism and cybercrime will persist and continue change
- Strengthening local policing and delivering specialist capabilities will seek to reduce demand and improve outcomes for victims
- The workforce needs to be equipped and skilled to deliver the policing services of the 21st century
- Digital policing will improve access to services and sharing of information
- The police service will need to work effectively and consistently with a range of partners
- Professional, ethical delivery of policing services will be embedded
- Inspection activity by HMICFRS highlighted ongoing challenges around predicting demand, driving efficiencies and realising benefits from investment

BTP's role

- The national rail and London Underground operating environment continue to need a specialist policing capability. In carrying out its duties, BTP deploys a service delivery model that takes full account of the unique railway requirements while maintaining its overarching statutory requirements of impartiality and independence.
- BTP's critical role in supporting and enabling the ongoing success and security of the rail transport system is well recognised and the success of the railways delivers significant benefits to the economic and social wellbeing of Great Britain.
- The Force is also a key part of the police service in Great Britain working alongside Home Office partners on matters such as counter terrorism and serious and organised crime.
- Fulfilling our statutory duties through developing more efficient practices which provide a higher quality of service will be core to our plans to further improve the BTP's value going forward. This will require closer collaboration with partners to achieve better value from monies spent on policing and security.
- The Authority will also implement the UK and Scottish Government's plans for devolution of railways policing in Scotland by April 2019.

Vision and mission

Our proposed vision and mission are refinements of the statements in our current strategy, we believe our existing commitments are still valid and will be appropriate to the network the BTP will be policing in 2021.

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

Supporting delivery - shared 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

Proposed strategic themes

Our assessment of the current and future operating environment has led us to develop four broad areas of focus for the BTP;

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

Questions

Our analysis:

- *Is our analysis of the BTP's future operating environment comprehensive, are there any other strategic priorities for the railway or policing that we should take into account in finalising our plans?*

Our vision, mission and values:

- *Do you agree that our proposed vision, mission and values are relevant to the refreshed strategy?*

Our strategic themes:

- *Do you agree that our four overarching strategic themes are consistent with our analysis of the operating environment? If not how might we improve this?*
- *Do our overarching proposals align with your own medium-term priorities for the railway? If not what other areas could we consider?*

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

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 uninterrupted 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

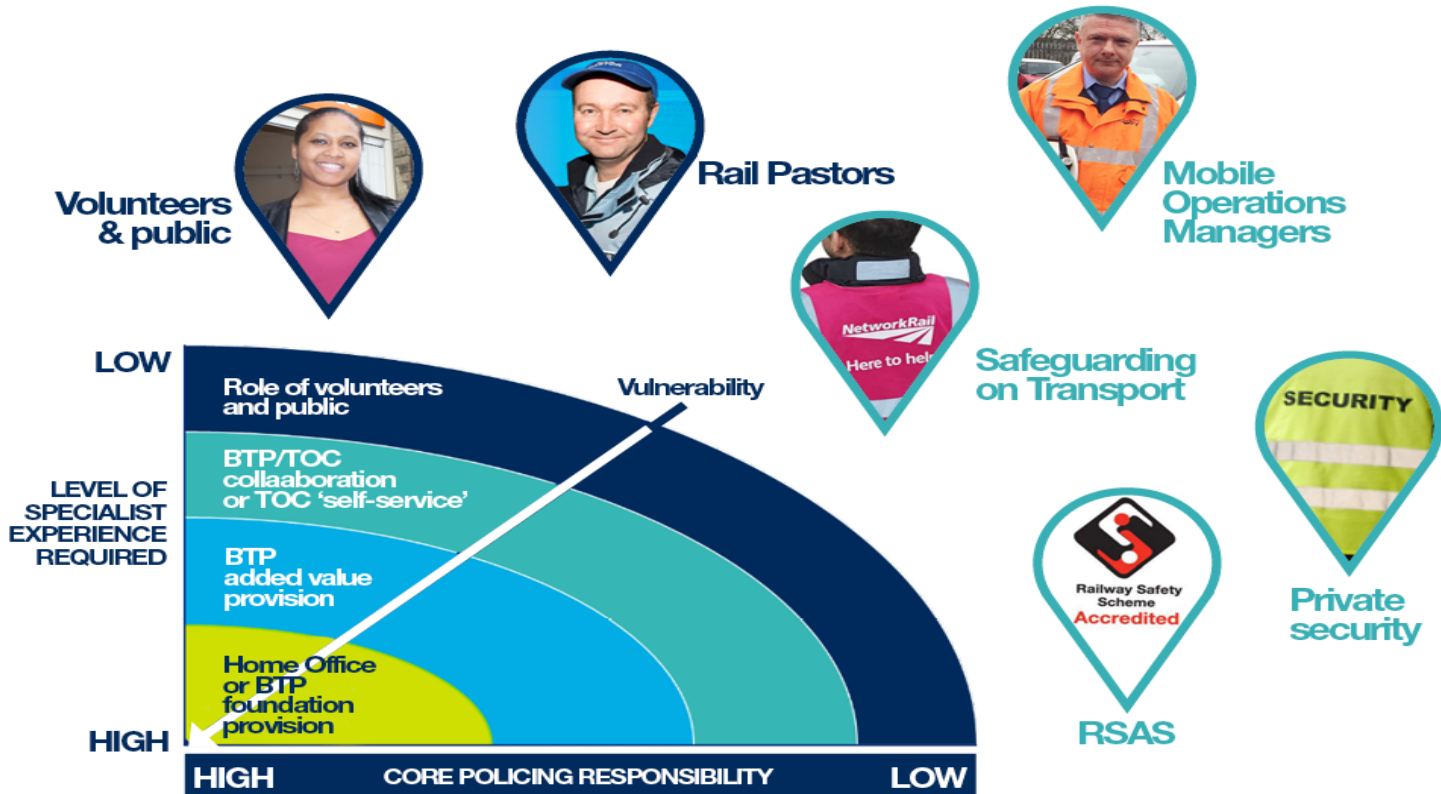
Protecting passengers and staff from the distress caused by antisocial behaviour and disorder

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

Working together to prevent and detect crime

Our plans for the Force could be brought to life through a locally based approach to policing which recognises that a range of stakeholders make a contribution to delivering safety and security at a defined location



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 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

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

Questions

Our strategic objectives :

- *For each of the strategic themes/sets of objectives above, do you support the objectives proposed for delivering each of our strategic themes? If not which should we consider changing and why?*
- *We have set out our assumptions around how the industry could help ensure success – would you be supportive of working with BTP in this way?*
- *How should we measure and demonstrate progress with each strategic aim – which indicators or measures are most important to you? Some suggestions are set out on the next slide.*

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

Our financial plan

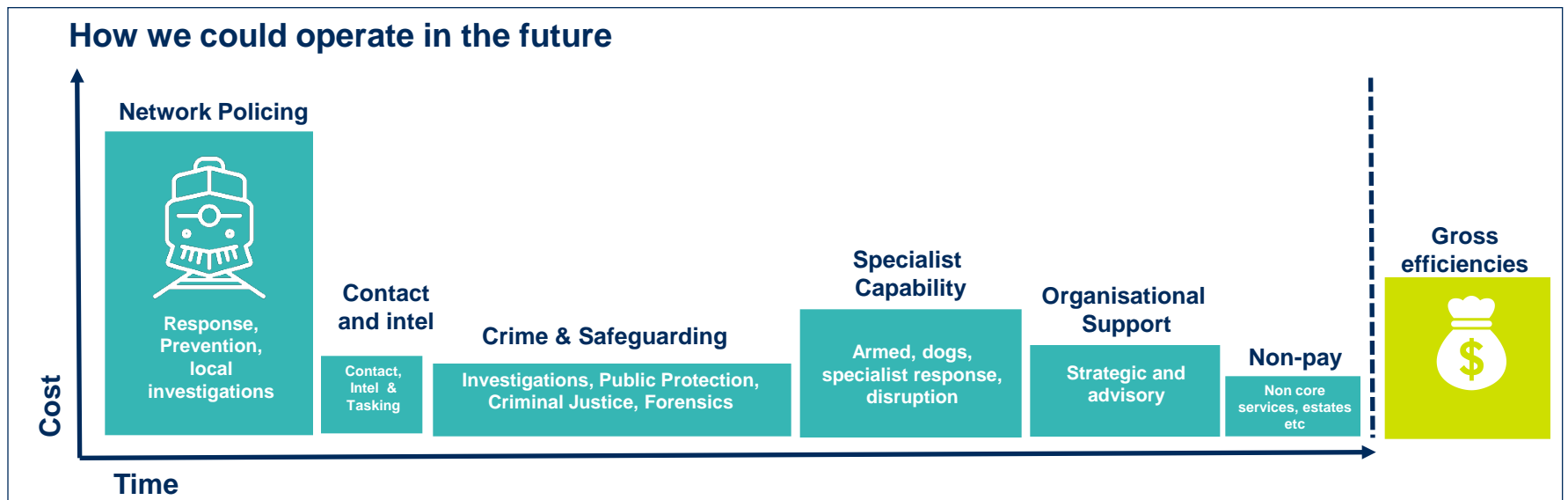
Our MTFP for 2018 -21 is based on the following assumptions;

- Increases in the overall charge to (PSA) holders will be constrained by the Retail Prices Index (RPI) . We will explore the implications of moving to a position where these charges could be constrained by the Consumer Prices Index (CIP) in the future.
- The efficiency plan underpinning the strategy refresh will be met in full by the end of 2020/21; we will engage with our funders before making decisions on business case for reinvestment of additional savings
- Capital investment across the life of the 2013/19 strategy was £58m, we anticipate further benefits of this investment to be realised over the life of the new Strategic Plan
- Our pay assumptions for police officers and police staff are in line with national recommendations
- We have secured a Capital grant to cover planned CT capital expansion and we will explore alternative sources of investment for government mandated programmes
- There will be costs arising from Scottish devolution both for delivering devolution and residual costs thereafter. Costs of delivering devolution will not be charged back to industry .

	2017/18 (base year)	2018/19	2019/20	2020/21	2021/22
Income £m	296,934	306,502	291,742	299,031	308,580
Costs £m	(297,568)	(313,002)	(300,346)	(302,685)	306,063
Net income/ (costs £m)	(634)	(6,500)	(8,604)	(3,654)	2,517

Our resource plans

In the future BTP will prioritise its deployment of resources on frontline and public facing activity



Summary: our consultation questions

Our analysis:

Q1 Is our analysis of BTP's future operating environment comprehensive, are there any other strategic priorities for the railway or policing that we should take into account in finalising our plans?

Our vision, mission and values:

Q2 Do you agree that our proposed vision, mission and values are relevant to the refreshed strategy?

Our strategic themes:

Q3 Do you agree that our four overarching strategic themes are consistent with our analysis of the operating environment? If not how might we improve this?

Our strategic objectives :

Q4 Do you support the objectives proposed for delivering each of our strategic themes? If not which should we consider changing and why?

Q5 Are there any other objectives we should consider including, if so why.

Q6 We have set out our assumptions around how the industry could help ensure success – would you be supportive of working with BTP in this way?

Q7 How should we measure and demonstrate progress with each strategic aim – which indicators or measures are most important to you?