



**REPORT TO:** British Transport Police Authority  
**DATE:** 02<sup>nd</sup> January 2018  
**SUBJECT:** 2018-19 Policing Plan  
**SPONSOR:** Deputy Chief Constable  
**AUTHOR:** Vanita Patel – Head of Analysis and Performance

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**1. PURPOSE OF PAPER**

1.1 This paper sets out options for National and Local areas of focus for 2018-19, building on local stakeholder meetings that took place across the Force during November and December 2017. It also aligns the national and local areas of focus to the Strategic Plan (Appendix A).

**2. INTRODUCTION**

2.1. The Strategic Plan sets out BTP mission to protect and safeguard people, prevent crime and keep the railway running. The BTP vision is to work together with the rail industry to deliver a safe, secure and reliable transport system.

2.2. The Strategic plan consists of four key objectives:

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

- 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 crime 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

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

- 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
- Continue to apply a proportionate, dynamic and risk-based response to manage any impact from the shifting counter terrorist threat



- 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

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

- Preserve a high level of frontline and specialist policing across the network through the modernisation and streamlining of business functions and processes
- Respond to growing demand through the agile deployment of people and resources to places which have 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, to provide our stakeholders with accurate and timely indication of the cost of policing
- Explore alternative sources of funding and income generation to preserve frontline policing levels
- Influence government transport policy and railway franchising processes to deliver the best safety and security outcomes

2.6. ***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 and retain 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



### **3. NATIONAL AREAS OF FOCUS**

- 3.1. The National commitments are statements of intent aim to provide a pledge for the year ahead on the areas that BTP will focus upon. The commitments are aligned to the Strategic Plan and the Pillars of Policing. Underpinning each of these commitments will be a suite of indicators which are used to determine success. These indicators will not only relate to crimes rates and usual crime measures but also provide a focus upon service delivery and the wider measures that actually influence what BTP do and how we do it; our outputs. Local objectives help the BTP to achieve the National commitments and overall Strategic Plan.
- 3.2. The proposed National commitments are listed below:
- To identify the most likely points of impact from terrorism and ensure that the Force has effective tactical options and plans in place
  - To prevent crime and detect offenders that impact the most on people's confidence to travel
  - 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 to safeguard the public and promptly reinstate services
  - To ensure that our staff feel valued and supported in what they do and are well trained and equipped to deliver a first class specialist policing service
  - 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 officers and staff are in the right place at the right time to deliver our priorities. To use our resources effectively and deliver value for money for our stakeholders
- 3.3. **A Division**
- 3.4. A Division departments and central units will compile a series of indicators which will be aligned to the strategic plan and national commitments. These indicators will be presented to the Deputy Chief Constable in February 2018 who will endorse a series of indicators for each department.
- 3.5. The indicators will form part of the Performance framework and data will be reviewed each month at the Force Performance Meetings.



#### 4. LOCAL AREAS OF FOCUS

##### 4.1. B Division

4.2. A series of stakeholder meetings took place with B Division industry partners to discuss areas of focus for 2018/19. A separate meeting was held with TfL to discuss joint priorities; these areas will be included in both North and South local Policing objectives. Common themes from the stakeholder meetings are summarised below:

- 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 Shepard
- 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.

4.3. B Division proposed Divisional Objectives:

- Counter Terrorism Policing

We will continue to provide a vigilant police service to prevent and deter terrorist attacks. Working with stakeholders and partners to maintain a visible presence and with our CTSU assets support initiatives, exercises and operations to prevent and deter and raise public confidence. We will also continue to develop and improve our response to incidents to protect life and property and to recover to normality as quickly as possible.

- Policing the Night Time Economy

We will ensure that our officers are visible late in the evening, through the night and into the morning to provide reassurance and a swift response to emerging incidents.

- Supporting and Safeguarding Rail Staff

By reviewing where and when the demand for our service is greatest will adjust the work patterns and locations of our officers so they are deployed at the times and places where they are most needed. By doing this, we will continue to respond quickly to incidents, provide officers in more isolated areas and increased our capacity to catch and prosecute offenders.



- Providing information on the quality of police activity  
We are committed to providing the rail industry and the public with information on what we do and why, which will improve our accountability. We will do this through regular meetings at both local and senior management level to keep our partners sighted on our strategies, performance and how we deliver our specialist police service.
- Working closely with the Public and Industry Partners  
To help us deliver the best level of service we must work closely with both the travelling public and local communities, and also our colleagues in the rail industry.

4.4. Each Sub Division will have focused local objectives that are underpinned by the above. TfL related objectives will be present in both North and South Policing objectives:

#### **North Policing Plan Objectives**

- Joint working with the Industry to tackle disruption  
We aim to working closely with Industry to identify routes at high risk locations such as trespass and work in partnership to reduce the amount of disruption caused.
- Maximise late night patrols and visibility  
To enhance visibility during late night patrols with joint taskings alongside staff from the train operating companies.
- To prevent and deter retail crime  
With growing development of retail outlets in hub stations we aim to focus on prolific offenders, key locations and joint crime prevention initiatives.

#### **TfL**

- Protecting vulnerable people and disruption  
BTP will focus on protecting vulnerable people and those in crisis to prevent them coming to harm to themselves by ensuring safeguarding measures are in place, thus preventing disruption to services.
- To work closely with the Industry to prevent Staff Assaults  
Continue to robustly investigate any incidents against London Underground staff and provide timely information on case progression. To work with LU colleagues to develop innovation in the prevention of staff assaults.
- Maximise visibility with LU Neighbourhood teams (NPT)  
To maintain high levels of visibility across the LU NPT to prevent crime, disorder and increase confidence in those that work and travel on the LU.



### **South Policing Plan Objectives**

- To work closely with the Industry to prevent Staff Assaults  
Continue to robustly investigate any incidents against staff and provide timely information on case progression. To work with industry colleagues to develop innovation in the prevention of staff assaults.
- Joint working with the Industry to tackle disruption  
We aim to working closely with Industry to identify routes at high risk locations such as trespass and work in partnership to reduce the amount of disruption caused.
- Joint initiatives with the Industry to prevent cycle crime  
BTP will continue to prevent and detect cycle crime focusing on hotspot locations and prolific offenders. We will actively work alongside train companies and provide further support in developing new and innovative passenger security initiatives.

### ***TfL***

- Protecting vulnerable people and disruption  
BTP will focus on protecting vulnerable people and those in crisis to prevent them coming to harm to themselves by ensuring safeguarding measures are in place, thus preventing disruption to services.
- To work closely with the Industry to prevent Staff Assaults  
Continue to robustly investigate any incidents against London Underground staff and provide timely information on case progression. To work with LU colleagues to develop innovation in the prevention of staff assaults.
- Maximise visibility with LU Neighbourhood teams (NPT)  
To maintain high levels of visibility across the LU NPT to prevent crime, disorder and increase confidence in those that work and travel on the LU.



4.5. **C Division**

4.6. Each Sub Division within C Division held local stakeholder meetings that took place in November 2017. The common themes and issues that emerged from across the different consultations are summarised below:

- 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.

4.7. C Division recommends Divisional wide 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.



4.8. **D Division**

4.9. D Division held its stakeholder meeting on the 28th November and was attended by Cross Country, Transport Scotland, Police Scotland, Transpennine, Railway Chaplains, Network Rail and ORR. The common areas of discussion are summarised below:

- 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

4.10. D Division recommends the below local objectives:

- 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 reduce 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

## **5. RECOMMENDATIONS AND CONSIDERATIONS**

- 5.1. There is clear synergy between the concerns raised at the various stakeholder meetings held across the country during November and December and the recommended policing plan objectives.
- 5.2. Collaboration and joint working is a continued theme throughout all feedback and challenges will exist in ensuring the partnership approach is maintained.
- 5.3. Performance against local objectives will be monitored through local performance meetings. Progress against the national objectives and the strategic plan will be monitored at the National Performance Meetings.
- 5.4. Members of the Policing Plan Group to approve the recommended national commitments, local objectives and general approach outlined in this paper.



# Proposed National and Local Objectives against the Strategic Plan

## 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 impacts from terrorism and ensure that the Force has effective tactical options and plans in place*

### Preventing Crime

*To prevent those crimes that impact the most on people's confidence to travel. To arrest offenders and bring them to justice*

### 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 staff feel valued and supported in what they do and are well trained and equipped to deliver a first class specialist policing service*

### Confidence & Satisfaction

*To put the public, in particular victims and witnesses, at the heart of what we do. Inspire high standards of service, professionalism and personal integrity in our Staff*

### Efficiency & Effectiveness

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

## Local Objectives

### B Division Local Objectives

#### North

- **Joint working with the Industry to tackle disruption** - We aim to working closely with Industry to identify routes at high risk locations such as trespass and work in partnership to reduce the amount of disruption caused.
- **Maximise late night patrols and visibility** - To enhance visibility during late night patrols with joint tasking alongside staff from the train operating companies.
- **To prevent and deter retail crime** - With growing development of retail outlets in hub stations we aim to focus on prolific offenders, key locations and joint crime prevention initiatives.

#### South

- **To work closely with the Industry to prevent Staff Assaults** - Continue to robustly investigate any incidents against staff and provide timely information on case progression. To work with industry colleagues to develop innovation in the prevention of staff assaults.
- **Joint working with the Industry to tackle disruption** - We aim to working closely with Industry to identify routes at high risk locations such as trespass and work in partnership to reduce the amount of disruption caused.
- **Joint initiatives with the Industry to prevent cycle crime** - BTP will continue to prevent and detect cycle crime focusing on hotspot locations and prolific offenders. We will actively work alongside train companies and provide further support in developing new and innovative passenger security initiatives.

#### TfL

- **Protecting vulnerable people and disruption** - BTP will focus on protecting vulnerable people and those in crisis to prevent them coming to harm to themselves by ensuring safeguarding measures are in place, thus preventing disruption to services.
- **To work closely with the Industry to prevent Staff Assaults** - Continue to robustly investigate any incidents against London Underground staff and provide timely information on case progression. To work with LU colleagues to develop innovation in the prevention of staff assaults.
- **Maximise visibility with LU Neighbourhood teams (NPT)** - To maintain high levels of visibility across the LU NPT to prevent crime, disorder and increase confidence in those that work and travel on the LU.

### 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.

## B Division Policing Plan

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#### 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 Shepard
- 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.

#### B Division Policing Commitments

- Counter Terrorism Policing
- Policing the Night Time Economy
- Supporting and Safeguarding Rail Staff
- Providing information on the quality of police activity
- Working closely with the Public and Industry Partners

#### North / TfL Policing plan

- **Joint working with the Industry to tackle disruption** - We aim to working closely with Industry to identify routes at high risk locations such as trespass and work in partnership to reduce the amount of disruption caused.
- **Maximise late night patrols and visibility** - To enhance visibility during late night patrols with joint tasking alongside staff from the train operating companies.
- **To prevent and deter retail crime** - With growing development of retail outlets in hub stations we aim to focus on prolific offenders, key locations and joint crime prevention initiatives.

#### TfL

- **Joint working with the Industry to tackle disruption** - We aim to working closely with Industry to identify routes at high risk locations such as trespass and work in partnership to reduce the amount of disruption caused.
- **Maximise late night patrols and visibility** - To enhance visibility during late night patrols with joint tasking alongside staff from the train operating companies.
- **To prevent and deter retail crime** - With growing development of retail outlets in hub stations we aim to focus on prolific offenders, key locations and joint crime prevention initiatives.

#### South / TfL Policing plan

- **To work closely with the Industry to prevent Staff Assaults** - Continue to robustly investigate any incidents against staff and provide timely information on case progression. To work with industry colleagues to develop innovation in the prevention of staff assaults.
- **Joint working with the Industry to tackle disruption** - We aim to working closely with Industry to identify routes at high risk locations such as trespass and work in partnership to reduce the amount of disruption caused.
- **Joint initiatives with the Industry to prevent cycle crime** - BTP will continue to prevent and detect cycle crime focusing on hotspot locations and prolific offenders. We will actively work alongside train companies and provide further support in developing new and innovative passenger security initiatives.

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# C Division Policing Plan

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## Counter Terrorism

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## Preventing Crime

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## 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*

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## Efficiency & Effectiveness

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## 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.

## Pennine Policing plan

- 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

## Midlands Policing plan

- 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

## Wales Policing plan

- 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

## Western Policing plan

- 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

## D Division Policing Plan

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### 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

- 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 reduce 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