

BTPA /BTP Strategic Plan 2022-2027

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Executive Summary

British Transport Police provides specialist policing for millions of rail and underground passengers and thousands of rail staff every day. We deliver a secure environment for passengers, a hostile place for those who would do harm, and a safe place for vulnerable people encountered on the network. We do this in partnership with the rail and underground industry, wider law enforcement, safeguarding agencies and passenger groups.

The operational environment in which we police is changing. The importance of understanding the future, and successfully influencing it with the public and valued rail industry partners, is critical.

This strategy covers the period 2022-27 and will be reviewed after 3 years. It has taken account of the risks and opportunities over this period. The years covered by the strategy will see long-term changes to passenger journeys and ways of working influenced by the pandemic, the first steps in the Government's ambitious programme of rail reform, an increase in freight traffic, and the delivery of new services. All these will affect the demand for our policing services, how those services are accessed, how we deliver them (and are seen to deliver) them and the partnerships through which we achieve success.

There are exciting opportunities to achieve better public safety outcomes, more effectively and more efficiently. Our strategy will deepen our partnerships, exploit innovation, information and technology. It will continue to build the legitimacy, trust and confidence essential to working closely with the public and rail staff to tackle the threats to the rail community.

The context and planning assumptions that support our strategy are:

- The **passenger experience** is central to our success. This is a key ambition for the reform of the railways. Our strategy will:
 - Increase passenger and staff confidence by reducing crime, and the fear of crime

- Support the improved reliability of services by reducing the criminal causes of disruption
- Whilst incidents of crime on the network have remained low compared to UK norms, the railway and underground will continue to see a wide range of potential **threats, risks and harms**. These include; terrorism, organised crime, violence against women and girls, cyber-crime, and safeguarding the vulnerable. We will tackle these through strong partnerships, innovation, and specialist policing capabilities where required.
- The **demand** for our services will change over the next 5 years given trends in passengers, legislation, society and technology. We will anticipate and adjust our policing services accordingly.
- **Rail reform** will have significant implications for the delivery of policing and security. We will play our part in the success of this ambitious initiative.
- The Rail industry will face critical economic challenges over the life of the Strategy. **Efficiency, demonstrating value for money**, and an ambitious programme of **sustainability** will be key to our approach.

Our strategy is framed around our vision and mission and will be delivered through 6 objectives. These will see BTP:

- **Reduce the likelihood of people coming to harm on the railways**
- Target our specialist policing efforts to **ensure fewer victims of the most harmful crime**
- Innovate and collaborate with our partners to **reduce disruption**
- Earn **the trust and confidence** of passengers and rail staff to defeat criminality together
- **Generate value for money** through technology and sustainable investments, adapting to meet the future
- Build a **modern and inclusive Force** where our people are well-equipped, well-led, well-cared for and reflect the best of our communities

BTP is ambitious for the future and the opportunities ahead. This strategy will ensure BTP works with partners towards its vision of:

A world class Police Force trusted to provide a safe and reliable railway.

About Us

The British Transport Police is the specialist and dedicated police force for Britain's railways. It provides a service to all passenger and freight operators, their staff and customers across England, Scotland and Wales; policing the London Underground, Docklands Light Railway, the Midland Metro tram system, Croydon Tramlink, Sunderland Metro and Glasgow Subway.

The BTP operates across three major Divisions covering:

- Scotland
- The North, the Midlands, South West and Wales
- London, the South and the South East

At a local level, BTP's seven sub-divisions are broadly aligned with the rail network's major routes and Transport for London's operating area.

A Division encompasses BTP Force Headquarters and central services.

E Division provides BTP's specialist capabilities, including counter terrorism. This is integrated into our wider territorial policing. The strategy had seen an expansion in response to the threat and increased geographic operating capability.



E Division

Specialist capabilities

D Division

Scotland

C Division

Pennine
Wales
Midland
Western

B Division

North
South
TFL

A Division

Central
Operational
Support

Our Vision, Mission and Objectives

British Transport Police:

Guardians of the railway, focused on your safety

Our Vision:

A world class Police Force trusted to provide a safe and reliable railway.

Our Mission:

Working together to protect the rail community, creating a hostile environment for crime

Our Objectives:

- Crime prevention and safeguarding to **reduce the likelihood of people coming to harm on the railways**
- Target our specialist policing efforts to **ensure fewer victims of the most harmful crime**
- Innovate and collaborate with our partners to **reduce disruption**
- Earn **the trust and confidence** of passengers and rail staff to defeat criminality together
- **Generate value for money** through technology and sustainable investments, adapting to meet the future
- Build a **modern and inclusive Force** where our people are well-equipped, well-led, well-cared for and reflect the best of our communities

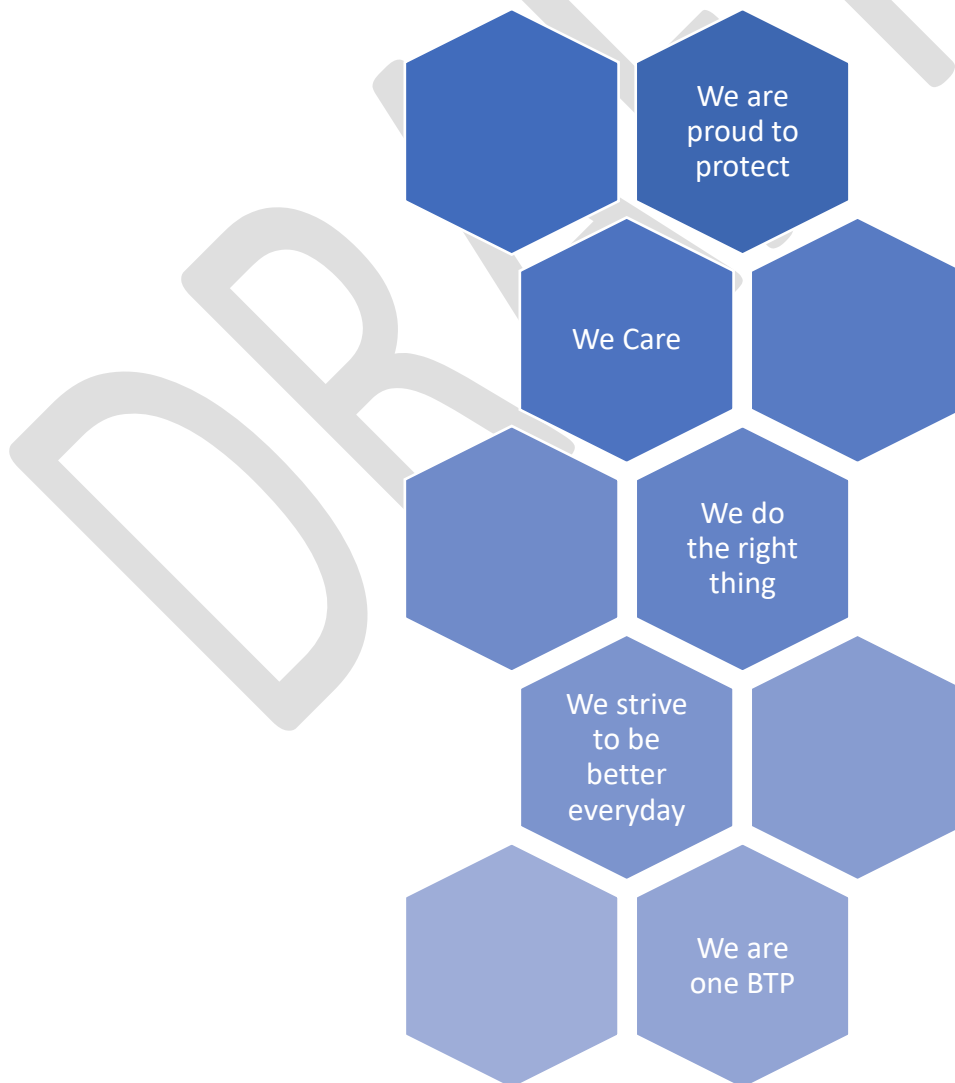
Us at our best: Our Values

Values are essential to how we work together, serve the public, and partner others. They are the foundations of a policing service that is trusted, respected, and whose policing actions are viewed as legitimate.

Our people have carefully considered Our Values through engagement across BTP and with partners.

Our Values will enable BTP to evidence each day that we are

US at our Best.



The Strategic Context

The rail industry is facing a period of change. Working closely with partners, we will anticipate how these changes will affect the demand for the policing services we offer and exploit the opportunities to improve public safety.

The Railways and The Underground

- The railways and the Underground are critical to the economy, the Government's levelling-up agenda, linking societies and to environmental sustainability. This importance will increase over the life of our strategy.
- The railways will need to manage significant challenges; from the short term need to build passenger confidence following the pandemic to adjusting to long-term changes in ridership. Financial pressures will remain considerable as rail providers adjust their business model to meet demand.
- Britain's railways are undergoing major reform through the Williams-Shapps proposals. The management of rail services will be transformed with the creation of Great British Railways and reform will deliver improvements to the passenger experience.
- The success of the railway will be based on more integrated and efficient services, better reliability, increased freight usage and an improved passenger experience that includes a feeling of safety and security
- The scale of change has implications for passenger and public safety, policing demand and services.
- A safe and secure environment is the result of a partnership of policing, industry, security professionals, welfare organisations and the public. Rail reform provides the opportunity to deepen these partnerships to deliver policing and security in a better and more efficient way.

The evolving policing landscape

- The railway network will remain a target for those who would exploit it to do harm – organised crime gangs, including those who profit from County Lines models, sexual predators, terrorists and opportunist offenders.

- Tackling the most serious harms will remain a Ministerial and public priority and the focus for all our staff.
- Policing is being transformed by technology, globalisation and the emergence of new, complex social problems.
- Digitisation, new technology, and innovative approaches offer vulnerabilities for crime but provide opportunities for police, partners, and public to share information, problem solve and tackle threats to public safety.

Legitimacy and Trust

- Recent years have seen significant public concern over the legitimacy of national institutions, including the police. Britain's policing is based on the principle of consent. BTP's success is dependent on the trust and confidence of the public.
- Building public trust, strengthening professional standards, enabling internal and external scrutiny of our policing activities will be a core part of our strategy.

National and Local Accountability

- Accountability to local communities, passenger groups, metro mayors, and the Scottish and Welsh devolved Governments is an important strand of rail reform.
- Our strategy will seek to deepen accountability to national, regional and local security requirements through empowered locally led teams. Our strategy will offer a consistent core service recognising difference
- The Scottish Railways Policing Committee of the BTPA will provide an additional level of assurance and oversight of operations in Scotland by:
 - Providing accountability and transparency for railway policing in Scotland
 - Oversight and scrutiny of the safe and effective management of railway policing in Scotland
 - Assessing and reporting to BTPA on value for money in relation to those elements of the BTPA fund invested in railway policing for Scotland.

Sustainability

- The railways have an important role to play in contributing to the UK's ambitious sustainability targets.
- Evidencing sustainability in all our activities will be a core strand of our strategy. It will be a key expectation of our partners and the public

What are the Implications for our policing of the Railway?

The strategic summary illustrates that there are challenges in the years ahead but significant opportunities. We are committed to an ambitious and innovative approach to keep passengers and staff safe. This approach will be based on:

- Playing our part in the success of rail reform and the formation of Great British Railways. The 3-year review point of our strategy will ensure we remain aligned to its delivery.
- Deepened partnerships to share our ideas and capabilities and to address together, railway threats and harms.
- The better integration of policing and security deployments to maximise our collective reach and visibility. The integrated neighbourhood policing programme and its pilot locations is an important initiative in support of this.
- To dare to share information ethically and legally with partners to better understand and tackle threats to public safety.
- To harness the benefits of emerging technologies such as drones, integrated data, artificial intelligence, social media, cyber protection and CCTV to create an 'all informed' railway community and ensure that our resources are deployed at the right place, at the right time.
- To ensure an agile and reflective organisational learning where insights are embedded and assured.
- To commit to the proportionate use of police powers, supported by independent scrutiny and transparent and easily understood data

Our Strategic Objectives

Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways

It is vital that everyone who works on or uses the railways to travel for leisure or work, feels safe and is confident to do so. BTP will work with industry, security and wellbeing partners to ensure that the railway is a hostile environment for the criminal, and to support vulnerable people encountered on the network.

Our Priorities will be:

- Crime prevention by design, target hardening the railway environment to deter volume crime and anti-social behaviour
- An evidence-based approach to tackle each priority crime type, taking what works into how we police the railway
- Developing effective control strategies to tackle harm and threat
- Partnership with wellbeing agencies to protect those most vulnerable to harm or exploitation
- Maximise opportunities throughout the criminal justice system to increase positive judicial outcomes and deter offenders from using the rail network

This will deliver:

- Fewer victims of crime and anti-social behaviour, per million passenger journeys
- Fewer fatal incidents on the rail network
- An improved positive outcome rate for victims of crime
- Visible policing targeting crime hotspots to provide reassurance to the public and rail staff

Our Strategic Objectives

Target our specialist policing efforts to ensure fewer victims of the most harmful crime

Our officers and partners work together to keep the railway safe. Others would exploit the network for criminal purposes or to do harm. We will fight terrorism and organised crime and apprehend and prosecute sexual predators.

Our priorities will be:

- Deliver a Counter Terrorism capability to keep the tube and rail network safe
- Target crime most harmful to the public and our communities, including serious and organised crime and exploitation
- Address the under reporting of sexual offending by making it easier for people to make reports and giving them confidence that we'll take those reports seriously

This will deliver:

- A proportionate counter terrorist capability, integrated with partner resources, and equipped, trained and tested to protect and prepare
- Fewer victims of major, serious and organised crime and exploitation
- A true baseline of unwanted sexual behaviour through an improved victim confidence to report crime and satisfaction in victim care
- From the true baseline, fewer victims of unwanted sexual behaviour

Our Strategic Objectives

Innovate and collaborate with our partners to reduce disruption

The impact of disruption to the rail network is far reaching – from the individual journey, supplies via freight, and impact to people and businesses across the country. BTP has a vital role to play in preventing disruption events and then dealing with the aftermath in a professional and expeditious manner, so that services can run safely and on time. Through this strategy BTP will build on its world-leading capability to find new and innovative ways to reduce disruption to passenger and freight services.

Our priorities will be:

- Focus on identifying and tackling in partnership the causes of police-related disruption
- Return the railways to operators as soon as we can balancing disruption, public safety and legal responsibilities
- Work with statutory partners and the voluntary sector to reduce disruptive incidents
- Make better use of new technology and data sharing to ensure our collective approach is targeted, effective and efficient
- Plan to mitigate disruption from climate change/extreme weather events

This will deliver:

- Improved engagement and joint planning with partners
- Reduced police related primary delay minutes
- Reduced police related reactionary delay minutes enabled by a One Rail approach
- Reduced total cost to industry and wider society, associated with police related disruption

Our Strategic Objectives

Earn the trust and confidence of passengers and rail staff to defeat criminality together

Legitimacy in policing is dependent on public consent and trust so that we can work with our community to understand and tackle potential harms. We acknowledge the challenges to public confidence in policing. We will broaden our engagement with the public and rail staff, strengthen our professional standards and reinforce the internal and external scrutiny by which our policing is held to account.

Our Priorities will be:

- Strengthen our professionalism
- Build public trust through a programme of engagement and transparency
- Enhance external scrutiny of our policing activities and professionalism
- Listening and taking in to account the passenger and rail staff voice throughout our policing services
- Encourage our communities to share information and report crime and incidents at the earliest opportunity

This will deliver:

- Improved public accountability of our policing services
- Increased customer satisfaction with an empathetic and proactive complaints handling process
- Strengthened internal assurance of our professionalism standards supported by a culture that calls out wrong-doing
- Improved external advice, oversight and scrutiny of our policing standards
- Improved public attitude survey results for confidence in policing and sense of public safety

Our Strategic Objectives

Generate value for money through technology and sustainable investments, adapting to meet the future

We have a duty to use the resources that we are provided with in the most effective and efficient way. National and rail industry financial challenges re-emphasise the importance of delivering the public safety in the most efficient manner. How we operate and the resources we use must also be sustainable and anticipate future opportunities. We will be ambitious and innovative in exploiting technology, modernising how we work and contributing to national and railway environmental targets

Our Priorities will be:

- Focus our people, resources and activity on the things that are most important to the rail community
- Challenge inefficiency, ensuring 'every penny counts' towards our strategic goals
- Deliver transformation that supports our strategic goals
- Meet the key milestones in our plan to become a carbon neutral police force by 2030
- The delivery of our digital and data strategies

This will deliver:

- Evidenced steps over the life of the strategy to achieve our sustainability plan
- We are amongst the top performing forces in delivering policing services efficiently against independent audit reports
- A commitment to producing evidenced and quantifiable efficiency savings
- Our partners say BTP represents good/excellent value for money
- Reduced societal and economic impact from police related disruption on the rail network
- Progress against major transformation milestones, evidencing the benefits we deliver

Our Strategic Objectives

Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities

An effective and legitimate police force has strong values, an inclusive modern culture, comprises the best aspects of the communities it polices and has the skills and equipment required to do the job. Our strategy aims to enhance areas where we know we can do better and build on our strengths. Successful policing requires innovative and modern operational capabilities that keep ahead of threats and crime; but it is fundamentally about people. We are proud of our people and the difficult job they do. We will ensure that they have the leadership, the skills, the tools and the first rate care they need to support the public.

Our Priorities will be:

- Better representing the diverse backgrounds and experiences of the communities we serve
- Developing leadership capabilities and ratios to ensure empowerment, empathy and efficiency
- Strengthening how we care for our people through a new wellbeing programme
- Modernising our technology, equipment, learning and estates services

This will deliver:

- Improved people engagement (survey benchmark increase)
- Improved visible representation focused on gender and ethnicity
- An inclusive workplace where everyone can be their whole selves, evidenced through sentiment analysis
- A more efficient and effective leadership model
- A workforce with the diverse range of skills necessary to deliver our Strategy
- The most comprehensive wellbeing package in UK policing, reflective of our unique demands
- Stable, secure, and available technology that supports our digital and data ambitions
- An estate that meets our operational and business needs

Our Medium Term Financial Plan

[Section to be completed]

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Delivery - Our Objectives and Measuring Success (1)

OUR STRATEGIC DELIVERY

British Transport Police:

Guardians of the railway, focused on your safety

Our Mission:

Working together to protect the rail community, creating a hostile environment for crime

Our Strategic Objectives	Our Priorities	What we will deliver	Major Projects	Metrics will be finalised through the performance framework
<p><i>Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways</i></p>	<ul style="list-style-type: none"> • Crime prevention by design, target hardening the railway environment to deter volume crime and antisocial-behaviour • An evidence-based approach to tackle each priority crime type, taking what works into how we police the railway • Developing effective control strategies to tackle harm and threat • Partnership with wellbeing agencies to protect those most vulnerable to harm or exploitation • Maximise opportunities throughout the criminal justice system to increase positive judicial outcomes and deter offenders from using the rail network 	<ul style="list-style-type: none"> • Fewer victims of crime and anti-social behaviour, per million passenger journeys • Fewer fatal incidents on the rail network • An improved positive outcome rate for victims of crime • Visible policing targeting crime hotspots to provide reassurance to the public and rail staff 	<ul style="list-style-type: none"> • We will pilot an integrated approach to Neighbourhood Policing at 5 sites in 2022 with Force wide roll out across the strategy • A programme to integrate and share data through: NICHE Intelligence Module, Digital Case File (DCF), CCTV enhancements (access Agile CCTV, Connect to Industry CCTV, Mobile Platform Interface CCTV, Develop Analytics CCTV), Identification Procedure Remodel, PROSCOT Replacement, Secure File Sharing MAIT, National Law Enforcement Data Project (NLEDP), Transforming Forensics, National Law Enforcement Data Project (NLEDP) Transforming Forensics, Digital Intelligence Unit Review, Chorus Analyse, Client Relationship Management (CRM) System (22/23) 	<ul style="list-style-type: none"> • Performance reporting • Crime statistics KPIs • Passenger and victim surveys • Assessment of judicial outcomes
<p><i>Target our specialist policing efforts to ensure fewer victims of the most harmful crime</i></p>	<ul style="list-style-type: none"> • Deliver a Counter Terrorism capability to keep the tube and rail network safe • Target crime most harmful to the public and our communities, including serious and organised crime and exploitation • Address the under reporting of sexual offending by making it easier for people to make reports and giving them confidence that we'll take those reports seriously 	<ul style="list-style-type: none"> • Fewer victims of major, serious and organised crime and exploitation • A true baseline of unwanted sexual behaviour through an improved victim confidence to report crime and satisfaction in victim care • From the true baseline, fewer victims of unwanted sexual behaviour 	<ul style="list-style-type: none"> • A threat based review of counter terrorism capability (22) • Enhancements to our County Lines taskforce (22) • Violence against women and girls programme (22) 	<ul style="list-style-type: none"> • Performance reporting • Crime statistics KPIs • Passenger and victim surveys • Assessment of judicial outcomes • Independent assessment of our CT capability

Delivery - Our Objectives and Measuring Success (2)

OUR STRATEGIC DELIVERY

British Transport Police:

Guardians of the railway, focused on your safety

Our Mission:

Working together to protect the rail community, creating a hostile environment for crime

Our Strategic Objectives	Our Priorities	What we will deliver	Major Projects	Metrics will be finalised through the performance framework
<i>Innovate and collaborate with our partners to reduce disruption</i>	<ul style="list-style-type: none"> Focus on identifying and tackling in partnership the causes of police-related disruption Return the railways to operators as soon as we can balancing disruption, public safety and legal responsibilities Work with statutory partners and the voluntary sector to reduce disruptive incidents Make better use of new technology and data sharing to ensure our collective approach is targeted, effective and efficient Plan to mitigate disruption from climate change/extreme weather events 	<ul style="list-style-type: none"> Improved engagement and joint planning with partners Reduced police related primary delay minutes Reduced police related reactionary delay minutes enabled by a One Rail approach Reduced total cost to industry and wider society, associated with police related disruption 	<ul style="list-style-type: none"> Strategic drones programme to enhance our ability to pre-empt incidents and respond (22/23) Digital and data programme to enable information sharing and the more effective tasking of resources (22/24) 	<ul style="list-style-type: none"> Performance reporting Partnership assessment Economic assessment of the cost of disruption
<i>Earn the trust and confidence of passengers and rail staff to defeat criminality together</i>	<ul style="list-style-type: none"> Strengthen our professionalism Build public trust through a programme of engagement and transparency Enhance external scrutiny of our policing activities and professionalism Listening and taking in to account the passenger and rail staff voice throughout our policing services Encourage our communities to share information and report crime and incidents at the earliest opportunity 	<ul style="list-style-type: none"> Improved public accountability of our policing services Increased customer satisfaction with an empathetic and proactive complaints handling process Strengthened internal assurance of our professionalism standards supported by a culture that calls out wrong-doing Improved external advice, oversight and scrutiny of our policing standards Improved public attitude survey results for confidence in policing and sense of public safety 	<ul style="list-style-type: none"> A programme of public, passenger and stakeholder engagement and communications. This will be enhanced through new information sharing tools from our digital and data programme (22/24) Senior Leadership Development Programme (22/23) Command & Control Ambient Recording (22) 	<ul style="list-style-type: none"> Transport Focus assessment Passenger survey HMICFRS assessment

Delivery - Our Objectives and Measuring Success (3)

OUR STRATEGIC DELIVERY

British Transport Police:

Guardians of the railway, focused on your safety

Our Mission:

Working together to protect the rail community, creating a hostile environment for crime

Our Strategic Objectives	Our Priorities	What we will deliver	Major Projects	Metrics will be finalised through the performance framework
<p>Generate value for money through technology and sustainable investments, adapting to meet the future</p>	<ul style="list-style-type: none"> Focus our people, resources and activity on the things that are most important to the rail community Challenge inefficiency, ensuring 'every penny counts' towards our strategic goals Deliver transformation that supports our strategic goals Meet the key milestones in our plan to become a carbon neutral police force by 2030 The delivery of our digital and data strategies 	<ul style="list-style-type: none"> Evidenced steps over the life of the strategy to achieve our sustainability plan We are amongst the top performing forces in delivering policing services efficiently against independent audit reports A commitment to producing evidenced and quantifiable efficiency savings Our partners say BTP represents good/excellent value for money Reduced societal and economic impact from police related disruption on the rail network Progress against major transformation milestones, evidencing the benefits we deliver 	<ul style="list-style-type: none"> Electrification of the fleet (22/23) Counter-fraud software (22) Net Zero Carbon programme (22/24) Priority-Based Budgeting (22/23) Every penny counts programme (22/24) EV Charging Infrastructure (22/23) Fleet electrification (22/24) IT Device upgrade (22) Delivering the digital strategy (22/23) Relocation of FHQ data Centre (23) Upgrading the functionality and capacity of our network and telephony (23) Mobile device management upgrade (23) Modernising our technology function (22/23) 	<ul style="list-style-type: none"> Evidenced progress against our plan to achieve Net Carbon Zero by 20230 Rail industry survey of BTP VFM Audit assessment of transformation benefits People survey Peer policing benchmarks CIPFA analysis Police Objective analysis
<p>Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities</p>	<ul style="list-style-type: none"> Better representing the diverse backgrounds and experiences of the communities we serve Developing leadership capabilities and ratios to ensure empowerment, empathy and efficiency Strengthening how we care for our people through a new wellbeing programme Modernising our technology, equipment, learning and estates services 	<ul style="list-style-type: none"> Improved people engagement (survey benchmark increase) Improved visible representation focused on gender and ethnicity An inclusive workplace where everyone can be their whole selves, evidenced through sentiment analysis A more efficient and effective leadership model A workforce with the diverse range of skills necessary to deliver our Strategy The most comprehensive wellbeing package in UK policing, reflective of our unique demands Stable, secure, and available technology that supports our digital and data ambitions An estate that meets our operational and business needs 	<ul style="list-style-type: none"> New Safety Management System (22) Occupational Health Futures (22) Internal Comms transformation (22) Review of reward (22)/23 Review of Promotions (22) Developing the Psychological Framework for wellbeing (22) New Ways of Working (22/23) DC accelerated entry scheme (22) Review of layers and spans of control (22/23) A new London operational hub to modernise operational Policing (24) A comprehensive programme of site upgrades and condition works (22/23) 	<ul style="list-style-type: none"> People survey Peer policing benchmarks CIPFA analysis Police Objective analysis