

Strategic Plan 2013-19



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BTPA Strategic Plan, 2013-19

Introduction

The British Transport Police Strategic Plan for 2013-19 covers a period that will require unprecedented change in railway policing. It sets out how BTP will respond to wider industry pressures – financial and operational – by delivering improved service quality at the same time as significantly reducing unit costs.

The Department for Transport’s Rail Command Paper, published in March 2012, and its subsequent High Level Output Statement (HLOS) have launched a period of fundamental reform to the way the rail industry works. Government has directed the industry to improve service reliability at the same time as catering for continued high levels of patronage growth, delivering major infrastructure modernisation schemes, and making radical improvements in efficiency. In line with the McNulty Review, the Command Paper sets a target for the industry to reduce unit costs by 30% by April 2019; the Government’s HLOS for Control period 5 describes average passenger traffic growth of 16% by April 2019; and freight to grow by 23% over the same period. The Mayor of London’s Transport Strategy to 2020 also forecasts significant growth in rail passenger journeys on the heavy rail, tube and tram networks within and around the capital.

2878
BTP officers
stationed across
Britain in 2013

As the dedicated and specialist railway police force, our industry partners have told us they believe BTP has an important part to play in delivering this future vision for rail. Our activities in combating crime help reduce disruption to services and make the railway more attractive and safer for passengers and staff. As such, BTP can make a significant contribution to the industry’s ambition for rail to become the transport mode of choice. However, the extent of our role depends on BTP continuing to demonstrate that it is the most effective and efficient body to exercise policing functions across the national network in both

our statutory and non-statutory tasks. The Government's blueprint for the railway means BTP will have to reconsider the way it operates.

The need to minimise disruption will become even more important on an expanding, busier railway. Even greater emphasis will have to be placed on preventing unnecessary cost and disruption from temporary closures of stations or railway lines without compromising our duties to combat terrorist threats and investigate crime and fatalities on the railway.

BTP has already developed a specialist approach to achieve this aim. It flows through all operational activity and enhances the service we provide. For example, our position within the policing family, our national accreditation and ability to use warranted powers enables us to coordinate and oversee investigations in a way that has as little impact as practical on railway services.

A further successful programme to prevent and reduce delays is our partnership with operators and Network Rail to combat crimes, such as cable theft, which can cause particularly severe disruption to train services.

16%
to 2019
forecast growth
in passengers

This Strategic Plan sets out how we will build on these and other current activities to continue improving the value for money BTP offers to the industry and the taxpayer.

There is a consensus between industry and BTP that we must develop a deeper and enduring partnership to support delivery of wider industry objectives. Doing so will provide clear and lasting benefits to the railway's passengers and funders. For example, working with operators' and Network Rail's planning and operations teams will enable resources to be deployed in a co-ordinated way, creating a more efficient and effective service.

Our appetite to strengthen our working relationships with industry partners, enhance our understanding of their requirements and introduce new working practices mean BTP will be positioned to play an important part in delivering the Government's vision for a growing and financially sustainable railway.

[signed]

Millie Banerjee
Chairman

[signed]

Andrew Trotter
Chief Constable

Our role

BTP was established as the specialist and dedicated police force for the railway by the Railways and Transport Safety Act 2003. The Force is an integral element of the national policing landscape and counter terrorism effort, protecting the public, preventing crime and bringing offenders to justice on the national rail system and London Underground. As Great Britain's only public facing nationwide police force, BTP fulfils its statutory responsibilities across the country's rail transport systems, working closely with geographic police forces and national bodies such as the National Crime Agency.

The national rail and London Underground operating environment requires a specialist policing approach. 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. 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 BTP's value going forward.

Our vision

Our vision is to work with industry partners and stakeholders to deliver a safe, secure, reliable and expanding transport system.

Our mission

Our mission is to protect and serve the railway environment and its community, keeping levels of disruption, crime and the fear of crime as low as possible.

We will do this by

- Integrating our policing services with railway service providers' planning and processes, as well as with the wider policing community
- Demonstrating improved performance and reduced costs through a range of measures including integration, outsourcing, commissioning and broadening our customer base
- Focusing on reducing crime and also understanding the needs of staff, passengers and the public on the transport system in order to care for and protect them
- Continuously innovating the way we police in order to anticipate the impact of new technologies and social change on creating a safer, more secure and more reliable transport system

- Developing confident, competent and trained officers, PCSOs and police staff that are equipped for the future

Our ambition and objectives

Our ambition is to make a step change in the quality and efficiency we achieve in delivering our services. This translates into the following objectives for 2019:

Keep transport systems running

- Reduce minutes lost to police-related disruption by at least 20% on the 2012/13 outturn figure*

A safe and secure railway

- Reduce crime on the railway by at least 20% on the 2012/13 outturn figure

Promote confidence in use of railway

- Increase passenger confidence with personal security on train and on station by at least 10%**

Deliver value for money

- Achieve the targets above within a Medium Term Financial Plan with annual cost increases within RPI

* To be measured in customer hours for TfL and LUL

** To be measured via the Spring 2013 National Passenger Survey and a measure agreed with TfL and London Underground

The context for our Strategic Plan to 2019

We have based our Strategic Plan on an assessment of BTP's strengths and weaknesses as well as an analysis of the railway's current and future requirements and how they will impact the way we operate. The context for our plan in terms of high level railway requirements and forecasts is as follows:

Significant growth in demand

Demand forecasts in the Government's Command Paper show that by April 2019 (the end of Control Period 5) passenger journeys are predicted to increase by an average 16%, with high levels of growth across the network both in and outside the commuter peak; a 23% growth in freight traffic is forecast



in the Government's HLOS during the same period. Within London, The Mayor's Transport Strategy forecasts a 35% increase in demand for rail travel between 2006 and 2031.

Railway infrastructure enhancement projects

A large number of significant infrastructure enhancement projects are scheduled to be delivered or started during the period covered by the Strategic Plan. They include the completion of the Thameslink Programme and major electrification projects set out in the Government's HLOS. A high-capacity 'electric spine' will be created running from Yorkshire and the West Midlands to South Coast ports allowing more reliable electric trains to cut journey times and increase capacity for passengers and freight.

Other major projects include the new Crossrail network which will consist of 37 stations, linking Maidenhead and Heathrow in the west, to Shenfield and Abbey Wood in the east. New stations will be built along the central route of the line. It is anticipated that Crossrail will provide a 10% increase to rail capacity in the capital and around 200 million



passengers will travel on the new network each year. In addition, work is also expected to begin on construction of HS2 with Phase 1 scheduled to open in 2026. The new line will be served by four high-speed stations in London and the West Midlands.

Maintaining and improving service quality

The importance of minimising delays to rail services will take on even greater importance during the Strategic Plan period. As passenger numbers continue rise, the impact of any inconvenience caused by disruption will also increase, as will the cost to the rail industry and the UK economy as a whole. On critical parts of the network, such as the West Coast Main Line, which is planned to double its capacity, and in strategically important locations around London, delays will have particularly severe impact.

In its HLOS, the Government has recognised that delivering further significant improvements to punctuality may not provide value for money at present. This is reflected in the industry's punctuality target of 92.5% by April 2019, which is virtually identical, to the April 2014 target and requires a relatively small step from current levels of 91.1%. However, Network Rail believes that achieving the HLOS target could be challenging given the expectation of increased freight and passenger traffic and the potential for disruption from planned infrastructure enhancement works. These pressures will be compounded by expectations that passengers will become more demanding, a likely increase in the public's willingness to report antisocial behaviour and the continued terrorist threat.

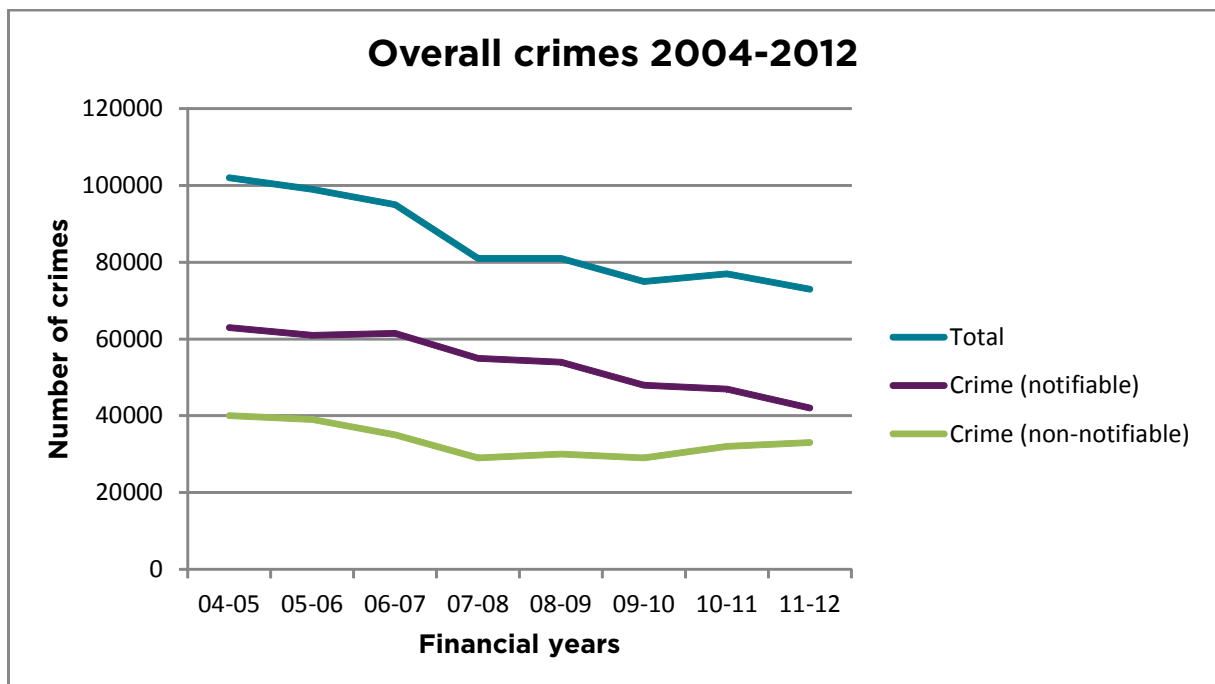
It means that all parts of the industry will need to reconsider how to raise their performance in order to meet and then maintain the punctuality target. BTP's role in preventing incidents which cause disruption and minimising the impact of those that occur will form an essential part of this mix. Measures will need to include redeployment of police resources to provide the necessary response and coverage at critical locations. These are often outside urban and easily accessible areas.

Our achievements to date

Passenger numbers up, crime down

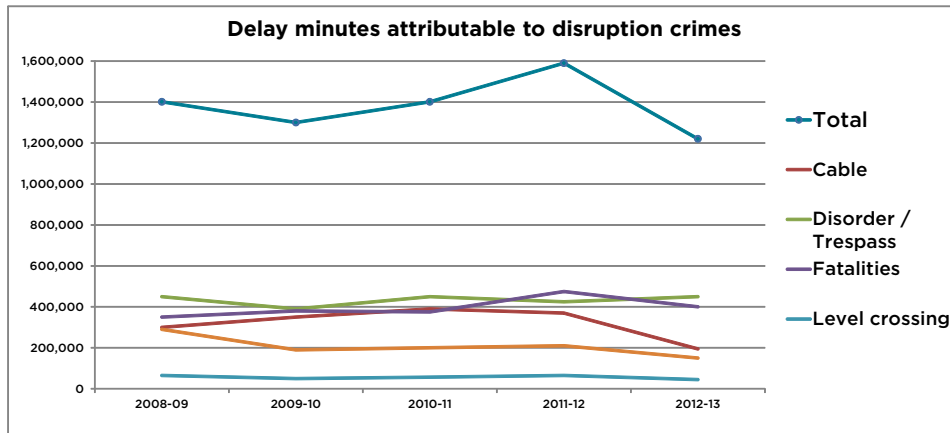
BTP has been successful in reducing railway crime in partnership with train operators and Network Rail. The railway is now a safer place than it has ever been for those who work and travel on it. Crime has fallen by 33% in the last eight years, whilst the number of people travelling on the railway has increased by nearly 50% to over 1.4 billion. Significantly, there has been a major reduction in crimes which cause passengers most concern – robbery has been reduced by 70%, theft by 48%, violent offences by 19% and motor vehicle crime by 71%. At the same time, more criminals who commit offences on the railway are being arrested. Since 2004-05, BTP’s detection rate has improved from 17% to 32% and the number of offenders detected has increased by 20%.

9 consecutive years of crime reduction



Less disruption

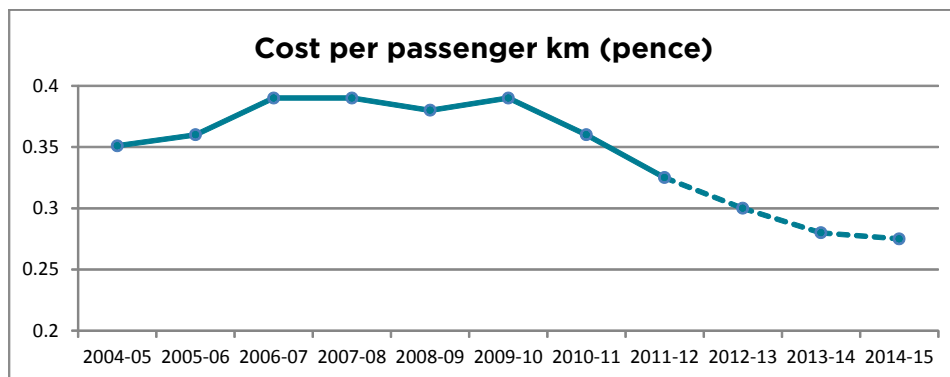
Delay minutes caused by police related activity are now 14% lower than four years ago. To achieve this BTP has worked closely with train operators and Network Rail to focus on crimes and incidents which can cause the most severe disruption, reducing their number and impact. Improvements were made across the board, particularly in preventing live cable theft which can cause severe and widespread delays. Cable theft fell 48% in 2012/13 and delays minutes caused by this crime fell 58%.



Progress in reducing costs

We recognise that the rail industry has to work within tight financial constraints and we have been successful in reducing both our total operating costs and unit costs to provide value to stakeholders. The Force is therefore in a strong position to contribute to the 30% unit reduction in cost per passenger kilometre that was recommended by the McNulty Report and is significantly further ahead than most other industry sectors in this regard.

As well as achieving significant reduction in its costs per passenger kilometre, BTP has also undergone a prolonged period of real budget reduction. Growth in funding was agreed between 2004 and 2009 to provide the resources for BTP to become a high quality police force. Since then, BTP’s real budget has been steadily reduced without loss of service quality. Using Treasury RPI forecasts, it is likely that between the 2009/10 to 2014/15, year 2 of our MTFP BTP’s budget will already have reduced by £34m from £202.2m to £168.2m (or 16.8%) in real terms.



Our Strategy for 2013-19

The period covered by this Strategic Plan will be one of major change. Although BTP has a sound record of achievement, we recognise that the requirements of our industry partners and the railway's funders have altered significantly.

The industry will have to deal with new financial pressures and the challenges associated with improving operational performance at the same time as building substantial infrastructure enhancements and accommodating forecast growth in passenger numbers and freight. In addition, passengers' expectations of the service they receive will become more demanding.

BTP will address these requirements through the delivery of the Strategic Plan's ambition and objectives to continue reducing crime and its impact, while improving the value for money we provide. The key outcomes will be a 20% reduction in crime, 20% reduction in delay minutes caused by railway crime and BTP investigations and an increase of 10% in passenger and staff confidence by 2019. All this will be delivered against a backdrop of further real terms reductions in BTP's budget and increases in passenger kilometres.

Meeting these targets and further responses to wider industry changes will require a fundamentally new approach to our role.

Organisational change and new operating models will be at the forefront of the way BTP develops during the Strategic Plan Period. It will take as a given the need to maintain and enhance the command resilience, operational grip and ability to respond that have enabled us to deliver significant improvements in our performance over recent years.

On top of current good practice, we will build capacity throughout the organisation and create more effective relationships with stakeholders to strengthen our frontline service through more effective and efficient policing. BTP will become more dynamic, more embedded within the structure of the industry and better able to learn from and inform other organisations. Partnerships with operators and Network Rail will focus on improvements including making best use of all parties' resources in a joined-up approach to policing and identifying new technologies. Early engagement and flexibility will be built in, facilitating trials of a range of our new operating models and enabling us to adapt those taken forward over time. We will also make use of research to provide an evidence base which will inform the way we work, assist in our programmes to identify organisational efficiencies and demonstrate the value BTP provides.

Our change programme will require us recruit, develop and retain

highly talented staff. An analysis of personnel and positions has already been conducted and provides the basis to identify, involve and nurture the key change personnel required. Initiatives will include introducing a leadership academy and embedding key values and behaviours throughout BTP. Focus on the



customer at all times will be a key aspects, from ensuring services return to normal rapidly after a disruption incident to understanding the needs of all our industry partners, the communities we serve and passengers. The key values and behaviours that form part of our Strategic Plan are set out in Appendix 1.

Alongside the development of our People Strategy and implementing new operational models, reviews of our IT Strategy and Estates Strategy will be among the most important priorities as early enablers of change.

Our Strategic foundations

To ensure a rigorous and structured focus on key aspects of the challenges and changes we face, BTP has identified five core strategic foundations. They are:

- Operational activities
- Commercial plans
- Customers
- People
- Society

Each one will be addressed in all five elements of our mission in order to build the capability required to achieve our ambition and objectives. Delivery plans will be developed for all aspects of our change programme, taking into account the required systems, skills, values and culture. Much of this work is at an early stage.

Details of the changes we will make and the capability we will build are described in Appendix 2. Some examples are summarised below.

Integrating our policing services with railway service providers' planning and processes, as well as with the wider policing community

- Work with other members of the police family to ensure resources are used in the most effective and efficient ways and that BTP takes the national lead in all appropriate areas of railway policing
- Work with industry partners to ensure BTP is fully involved in all appropriate aspects of railway planning, including improving and expanding the rail network
- Ensure the industry implements joined-up planning and processes to maximise the effectiveness of all resources involved in providing a secure and safe railway
- Demonstrate clear links between resourcing and operational outcomes

Demonstrating improved performance and reduced costs through a range of measures including integration, outsourcing, commissioning and broadening our customer base.

- Explore legislative and other opportunities to overcome any organisational constraints
- Use research to tailor resource and activity levels including: assessing which aspects of the BTP service are most valued by stakeholders; benchmarking to establish the optimum ratio of back office, supervisory and operational resources
- Reduce back office costs and identify inefficiencies with surplus being reinvested in frontline service
- Identify direct and indirect economic benefits delivered by BTP
- Recruit leaders able to drive organisational improvement and change, and where appropriate introduce new policing practices
- Protect the national rail infrastructure and the vital economic and societal role it plays, including remaining at the forefront of counter-terrorism

Focusing on reducing crime and understanding the needs of staff, passengers and the public on the transport system in order to care for and protect them

- Optimise BTP's resource profile and deployment strategy to provide the best possible response and policing service
- Effectively engage with railway service providers, staff and the public, including



minority groups, so that their priorities and concerns influence and are built into BTP's planning processes

- Ensure BTP can recruit and retain exceptional, highly-motivated individuals with the skills to implement all aspects of BTP's change programmes

Continuously innovating the way we police in order to anticipate the impact of new technologies and social change on a safer, more secure and more reliable transport system

- Implement an effective horizon scanning process so that BTP is well placed to anticipate and exploit changes in the policing landscape and the wider political, social and economic environment
- Further develop expertise in transport policing through national and international best practice review
- Ensure BTP is at the forefront of technological change and innovation to contribute to the best possible passenger experience through its services and informing/learning from wider industry planning processes
- Create income opportunities through knowledge export programmes
- Embed an ethos of creative and innovative problem solving in all our staff

Developing confident, competent and trained officers, PCSOs and police staff that are equipped for the future

- Introduce a leadership academy to develop a comprehensive talent management programme
- Ensure BTP's terms and conditions of employment enable the recruitment and retention of highly talented people whilst retaining the benefits of an agile and flexible workforce
- Seek opportunities to share learning and development with other organisations to further develop commercial awareness and skills
- Promote a culture of risk management and service recovery, and ensure an emphasis on service continuation wherever appropriate
- Recruit and retain a diverse workforce in order to improve the level of trust and understanding between the BTP and the railway industry, and ensure greater understanding of all the communities we serve.

Our Medium Term Financial Plan

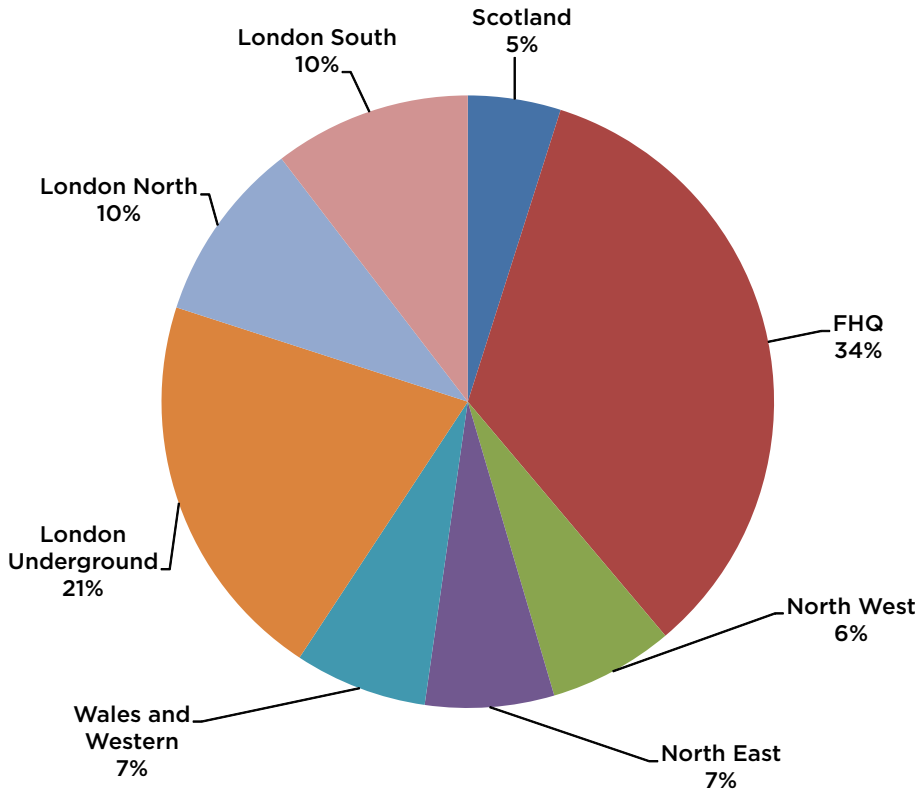
We will develop our strategy within the budget of our approved Medium Term Financial Plan (MTFP) in which our annual increases in charges to PSA holders will be within RPI. The budget set out in the table below is subject to our there being no change in our current assumptions on crime and terrorism and major cost drivers.

Since the BTP Authority considered the MTFP last year, a significant number of additional pressures have emerged. These include Winsor reform, pensions and Airwave usage costs. The additional pressures have been considered by the BTP Executive Board and scrutinised by the BTP Authority and additional savings have been found in order to keep the budget within our proposed MTFP.

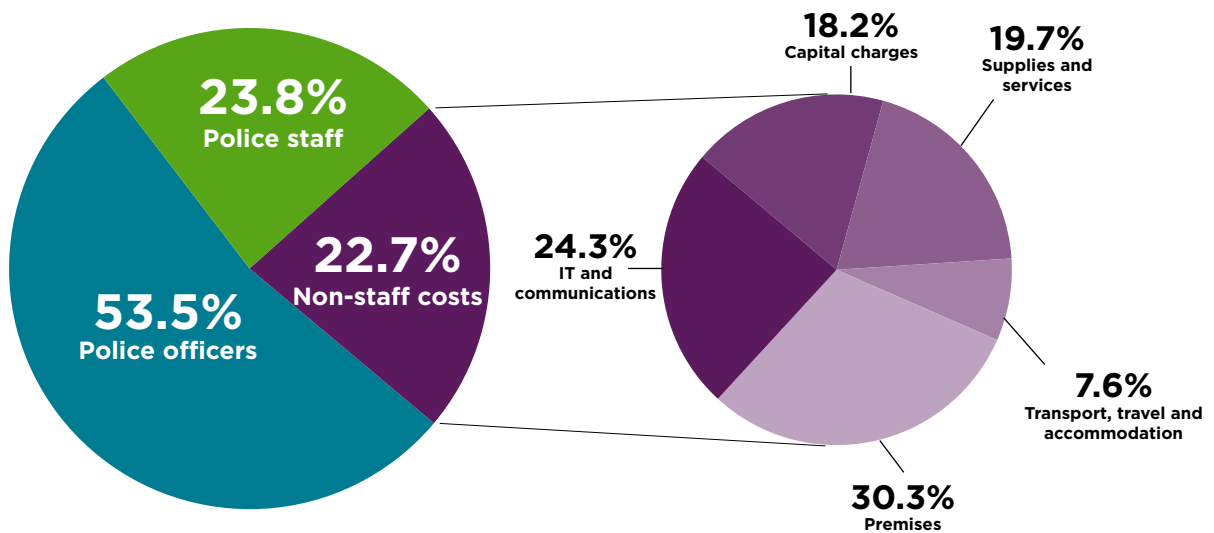
	2012/13	2013/14	2014/15	2015/16	2016/17
	£m	£m	£m	£m	£m
BTP Net Budget Requirement	200.307	202.092	205.609	212.679	219.113
Authority Internal Net Budget Requirement	1.870	1.870	1.919	1.984	2.043
Total Authority Budget Requirement	202.177	203.962	207.528	214.663	221.156
Release of previously found savings	3.338	1.600	0.000	0.000	0.000
Funding required for BTP from PSA	196.969	200.492	205.609	212.679	219.113
Funding required for Authority from PSA	1.870	1.870	1.919	1.984	2.043
Total Authority proposed PSA charge	198.839	202.362	207.528	214.663	221.156
Increase in PSA charge over previous year	0.0%	1.8%	2.6%	3.4%	3.0%

Resource allocation in year 1 of our Strategy

Total budget breakdown, 2013/14



Overall and non-staff budget, 2013/14



¹ FHQ costs includes the cost of a range of support functions including Control Rooms, Crime Recording Centre, Counter Terrorism, Scientific Support, Human Resources, Learning & Development, Corporate Resources & Finance, Major Investigation Unit, Special Branch, Information Technology and Professional Standards

Next Steps

During 2013, a suite of delivery plans relating to the strategic foundations will be developed in consultation with all stakeholders. Delivery of the plans will be treated as a programme and the requirements emerging from the delivery programme will be fed into the MTFP 2014-2017 and the Policing Plan 2014/15.

Appendices

Appendix 1: Our values and behaviours

BTP's 'Operation Inspire' is evaluating and establishing the values and behaviours required to execute our Strategic Plan and achieve the organisational change necessary to deliver our ambitions and objectives. BTP's values and behaviours will be adopted by all individuals who are part of the organisation. They are as follows.

Values

- Customer-focused: Being responsive to the needs and demands of our stakeholders and committed to delivering the very best levels of service
- Integrity: Acting with honesty and authenticity
- Respect: Demonstrating respect and understanding
- Common sense: Taking a sensible and practical approach; challenging bureaucracy
- Trust & Confidence: Promoting confidence in BTP and the police service; providing reliable and consistent quality of service
- Determination: Always striving to achieve the best results for the railways, the public and BTP
- Professionalism: Providing smart, skilled and consistent service at all times, representing BTP in the best light
- Pride: Taking pride in working for BTP and serving the community

Behaviours

We will underpin our values by being a police service that is;

- Responsive and customer focused: recognising the impact of our actions in all that we do and assisting industry colleagues to minimise disruption to the railways
- A manager of risk: making critical decisions using strong evidence-based methodologies
- Outcome driven: focused on tackling crime and committed to protecting the vulnerable and serving the public
- Demonstrating integrity
- Transparent and open to challenge
- Responsible for our own actions: taking ownership, and challenging others where our standards are not met
- Prepared to acknowledge mistakes: committed to service recovery

when things go wrong

- Determined to deliver the best possible service: exceeding the expectations of the public, industry partners, stakeholders and our own people wherever possible
- Commercially astute: business focused without compromise to our role in protecting and serving the public
- Entrepreneurial: innovative, creative, constantly seeking new ways to deliver better service, and appropriately pushing the boundaries of existing police practice

Our strategic foundations

Our strategic foundations describe the capability we will build in order to deliver our ambition and objectives – delivery plans will be developed for each which take into account the required systems, skills, values and culture to deliver our vision.

Appendix 2: Our strategic foundations

Our vision: Working together for a safe, secure, reliable and expanding transport system.

	Operational	Commercial & financial	Our customers	Our people	Society
Integrating our policing services with railway service providers planning and processes, as well as with the wider policing community	<p>Draw on the wider policing landscape to increase BTP's impact through optimising resource and commissioning effectively</p> <p>Exploit BTP's position within the policing family, its expertise and national accreditation to provide a national lead in areas where it is beneficial to the railway industry to do so</p>	<p>Map the industry planning cycles and ensure BTP integrates into national and local structures</p> <p>Work with the DfT to ensure BTP is integral to the franchise procurement process</p> <p>Ensure transparency by being able to demonstrate clear links between financial inputs and operational outcomes.</p>	<p>Work closely with railway service providers so that BTP is inextricably linked as an enabler in improving and expanding the railway network</p> <p>Ensure that all resources that contribute to railway safety are tasked to maximise effectiveness through a joined-up process.</p>	<p>Embed necessary leadership and management qualities necessary at all levels to enable BTP to integrate effectively with railway service providers and other agencies so that resources are deployed to maximum effect.</p>	<p>Include the public, the private sector and Home Office Police Forces in consultation arrangements to determine local priorities and actions that support wider social needs.</p>
Demonstrating improved performance and reduced costs through a range of measures including integration, outsourcing, commissioning and broadening our customer base	<p>Explore legislative and other opportunities to overcome the organisational constraints imposed on BTP including:</p> <ul style="list-style-type: none"> • NDPB status and VAT liability • Pensions position with Home Office forces • Legislative anomalies • Jurisdiction 	<p>Benchmark BTP's support functions and supervisory ratios against a wide range of other organisations to establish the optimum ratio of back office, supervisory and operational resources</p> <p>Identify direct and indirect economic benefits delivered by BTP</p> <p>Provide effective and efficient frontline services to railway service providers, their staff and their passengers through an unrelenting focus on reducing back office costs and overheads</p>	<p>Create the conditions for BTP to commission a range of services where appropriate to improve safety and reduce disruption</p> <p>Determine what stakeholders value most about BTP and what it does, and link these findings to activity and resource levels</p>	<p>Maintain a strong performance culture within BTP. Recruit leaders who are able to drive organisational improvement and change, constantly seek new ways to deliver better service and push the boundaries of existing police practice appropriately</p>	<p>Protect the national rail infrastructure and the vital economic and societal role it plays</p> <p>Ensure the reliability, safety and security of the rail infrastructure by being at the forefront of developments in protective security and counter-terrorism</p> <p>Provide added value to the tax payer by driving out efficiencies to re-invest in frontline service delivery</p>
	<p>Create economic, legal and structural conditions necessary to effectively collaborate, commission and broaden BTP's client base in order to improve performance and reduce cost</p>				

	Operational	Commercial & financial	Our customers	Our people	Society
Focusing on reducing crime and also understanding the needs of staff, passengers and the public on the transport system in order to care for and protect them	Operational Optimise BTP's resource profile and deployment strategy to provide the best possible response and policing service to victims of crime Establish an agile workforce able to respond to the needs to BTP's stakeholders	Commercial & financial Ensure BTP has the optimum workforce mix to provide its services over a national footprint, taking into account the varying degree and nature of demand	Our customers Effectively engage with railway service providers so that their priorities and concerns are built into BTP's strategic planning processes	Our people Ensure BTP can recruit and retain exceptional individuals who are highly motivated, committed to protecting the vulnerable and serving the public, commercially astute, customer focused, entrepreneurial, confident in managing risk and committed to service recovery	Society Engage with rail staff and the travelling public and ensure that their concerns and priorities effectively influence BTP planning processes Identify and engage with vulnerable and minority passenger groups and address their concerns in order to promote confidence in the use of the railways
Continuously innovating the way we police in order to anticipate the impact of new technologies and social change on creating a safer, more secure and more reliable transport system	Operational Implement an effective horizon scanning process so that BTP is well placed to anticipate and exploit changes in the policing landscape and the wider political, social and economic environment	Commercial & financial Further develop expertise in transport policing through national and international best practice review Create income opportunities through knowledge export programmes	Our customers Through integration in the railway industry's long term planning process, identify at an early stage and enable the industry to take full advantage of technological advances to make the railway safer and more secure	Our people Embed an ethos of creative and innovative problem solving in all our staff	Society Be at the forefront of technological change and innovation in order to contribute to the best possible passenger experience
Developing confident, competent and trained officers, PCSOs and police staff that are equipped for the future.	Operational Introduce and embed a leadership academy to develop a comprehensive talent management programme Create the conditions to allow easy transfer of talent and experience into and out of BTP	Commercial & financial Ensure BTP's terms and conditions of employment enable the recruitment and retention of the very best people whilst still retaining the benefits of an agile and flexible workforce	Our customers Seeking out opportunities to share learning and development with that of stakeholders to further develop commercial awareness and skills Promote a culture of risk management and service recovery, and ensure there is an emphasis on service continuation wherever possible and appropriate	Our people Embed a culture of inclusiveness within BTP and ensure that all staff are treated fairly and with dignity and respect Promote BTP's unique policing style and structure so that it is regarded as the best police force to work for Value the workforce and recognise talent, skills and experience to ensure the best possible conditions exist for recruitment, retention and progression	Society Recruit and retain a diverse workforce in order to improve the level of trust and understanding between the BTP and the railway community Develop and retain a workforce that more accurately reflects the profile of the community in order to ensure we deliver the best possible service and understanding of needs Build a culture of transparency and openness, share information whenever possible and adhere to the highest standards of corporate governance
Develop and embed BTP's policing ethos, values and behaviours across the organisation in order to promote confidence and reduce crime					
Create conditions which embed entrepreneurship, creativity and innovation at all levels of BTP in order to deliver value for money, reduce crime and reduce disruption					
Develop the skills and influence which enable BTP staff to effectively command people, incidents and situation even when they have no direct authority					

Contact Details

For further information on the Authority's Strategic Plan or to request this document in an alternative format or language please contact us at:

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