

STRATEGIC PLAN

2022-27





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CHAIR'S FOREWORD



I am pleased to present to you the Strategic Plan for policing Britain's railways 2022-27, the first from Chief Constable Lucy D'Orsi.

The development of this strategy was significantly shaped by partner engagement and I want to thank you if you were one of those who contributed by reviewing early drafts of the document, or if you submitted written feedback as part of the consultation. I want to assure you that all the feedback we received was invaluable and it will be used to inform our work going forward. A number of recurring themes emerged in the feedback we received, and these are the threads which run throughout the plan that follows. Our stakeholders told us that they supported our overarching ambition for BTP to work in partnership with the rail industry, and others, to maximise visibility of staff. By doing so, it ensures good order is maintained on the network so that passengers and staff can go about their business in safety and without disruption.

There was also strong support for BTP's ambition to explore ways to collaborate and innovate to deliver services even more efficiently and to meet the challenges of the new operating environment. We are grateful for the expressions of interest from many of our partners in helping us deliver those plans.

At time of publication, Great Britain's rail network is still very much in recovery. Much of the country is still working from home or has adapted to a new flexible working approach, which suggests the number of rail commuters using the network may not return to pre-pandemic levels during this Strategy. However, the number of passengers travelling by rail for leisure purposes is increasing and expected to rise even further. The critical role for rail freight operators was demonstrated during the pandemic, and the Williams-Shapps review has since set out very clearly an expectation that this role will grow in the future. The focus for the industry now is to build customer confidence in the network and assure service users that the network is safe, secure and reliable; BTP's focus will be to support the industry in this challenge. This is an important context for us as we set the direction for the Force for the years ahead.

Throughout this strategy, we have tried to align our priorities as much as possible, both with those of the industry we serve and our wider policing partners.

As well as developing this strategy for an uncertain, post-Covid future, we have tried to account for the changes likely to come following the Government's programme of rail reform and the creation of Great British Railways (GBR). We intend to be at the forefront of planning for what policing and security will look like in the new rail landscape, and the BTP and the Authority will provide an expert voice on how the network and its passengers and staff will be protected from harm under GBR.

In this strategy we have set out our high-level ambitions around specialist policing, passenger confidence and providing value for money, while also recognising the importance of the day-to-day threats on the railway: anti-social behaviour, disruption, and violence against women and girls, among others.

Our strategy is also shaped by the findings of the Manchester Arena Inquiry, which has already highlighted a critical need for improved coordination and optimisation of policing and security at specific locations. We will continue to engage with the findings of the Inquiry as it reports, and our partners in developing new ways of working.

Throughout this strategy, we have tried to align our priorities as much as possible, both with those of the industry we serve and our wider policing partners. We all have a common goal of keeping passengers safe and the railway running, and we intend to fulfil this commitment through the plans laid out in this document.



**Ron
Barclay-
Smith**
Chair

CHIEF CONSTABLE'S FOREWORD



We are the guardians of the railway, focused on your safety.

This is why we exist and what inspires us every day, come rain or shine. I am proud to introduce our strategy, which describes our destination and how we will work together to get there. We have developed this strategy with our partners through strong engagement, constructive challenge and a shared focus on the safety and security of passengers. I am grateful for the support of those who best understand our unique operating environment. Our ability to collaborate on this has truly set the foundations for a new generation of partnerships we hope to achieve as we leverage each other's capabilities to generate maximum value from policing and security on the railways. Above all else, we will work together to protect the rail community, creating a hostile environment for crime. Those who use and work on the railways will feel safe and be safe under our guardianship.

Advancing how we operate will be swift, yet sustainable and focused on our future. To nurture our transformation in a changing environment at the dawn of Great British Rail and the reforms that will follow, it is important to commit to its longevity. As a result, our strategy will be delivered over five-year period. This creates the space for us to think disruptively, to try new things and to be courageous in our approach to providing a safe and reliable railway. I am heartened by the confidence of the British Transport Police Authority in our ability to sustain efforts towards this vision over the course of the strategic plan. Learning from our history will continue to guide us in shaping our future, delivering evidence-based improvements in our policing and security outcomes. The changes we have made since the Manchester Arena attack are testament to our ability to reflect on where we have fallen short as we strive to do better every day. As we begin this five-year journey supported by our policing, transformation and financial plans, we will take the time to listen, learn and refocus to deliver what the public and our partners deserve from a world leading police force.

To deliver this strategy, we will transform how we operate. This transformation, known as 'A Force on the Move', will ensure our



Advancing how we operate will be swift, yet sustainable and focused on our future.

structures, processes, culture and capabilities deliver the operating model we need to achieve the objectives set out in this strategic plan. We will do this through refocusing our efforts and rebalancing our resources – generating the maximum value for the rail industry from its investment in policing and security. I am keen for us to move at pace. To be bold and audacious in rebalancing and reinvigorating what we are best at. Throughout this transformation journey, our policing plan will hold us to account on performance, keeping us on track to reduce victims of crime and disruption to rail services. We will be candid about what is going well and what could be better, actively seeking insights from our partners and the public as we continue to evolve and move forwards together.

I am truly privileged to lead the British Transport Police. A year in as Chief Constable, my strongest and most enduring reflection is that the Force

feels like a family. We have brilliant people who come to work every day because they are proud to protect, and frankly, because they care. But now, more than ever, policing is a tough place to work. With public confidence under strain through recent scandals, our ability to inspire the trust of those we strive to protect has never been more important. To do this we must reflect the best of our communities and challenge each other to maintain high standards of performance and professionalism. Together, our BTP family will embody the values we chose that represent us at our best. Our strategy will be brought to life by people who are well-equipped, well-trained, well-led and well-cared for and I will be unapologetic in creating a modern and inclusive culture where they can flourish. Only then, can we become a world leading police force, trusted to provide a safe and reliable railway.

I hope you are as excited as I am for our future.



**Chief
Constable
Lucy D'Orsi
QPM**

EXECUTIVE SUMMARY



The British Transport Police provides specialist policing for millions of rail, metro and underground passengers, thousands of rail staff and a growing number of freight customers every day.

We deliver a secure place 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 environment in which we police is changing. The importance of anticipating and planning for the future is critical.

This strategy covers the period 2022–27 and has taken account of the risks and opportunities over this time. 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 of these factors will influence the demand for our policing services, how those services are accessed, how we deliver them and the partnerships through which we achieve success. During this time, we will offer our professional expertise to help rail reform to improve outcomes for passengers and freight customers. Given the significant change faced by the railway industry, we will review this strategy after three years.

There are exciting opportunities to achieve better outcomes for our service users, and to do so more effectively and more efficiently. Our strategy will deepen our partnerships in order to improve the visibility of policing and security resources, by exploiting innovation, information and technologies. It will continue to build the legitimacy, trust and confidence essential to working closely with the public, rail staff and industry to tackle the threats to the rail community.



There are exciting opportunities to achieve better outcomes for our service users, and to do so more effectively and more efficiently.”

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 the most harmful crime and the fear of crime
 - Support the improved reliability of services by reducing police-related disruption to passenger services.
- While 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 the vulnerability of those who use the railway. We will tackle these through strong partnerships, innovation, and specialist policing capabilities.
- The pandemic has highlighted the **importance of freight** to our economy. We will support the Government’s ambition to move more goods off the road and onto the railway through reducing police-related disruption to freight services.
- The **demand** for railway policing will change over the next 5 years given trends in passengers, emerging legislation, changes to society and advancements in technology. We will anticipate and adjust our policing approach 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 and help to shape it to maximise public benefit.
- The rail industry will face significant economic challenges over the life of the Strategy. **Efficiency and demonstrating value for money** will be key to our approach.
- Similarly, supporting the rail industry with a sustainable and regenerative approach to policing will be at the heart of how we operate. We are committed to a relentless long-term **net-zero carbon** delivery strategy to realise this ambition.



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



GUARDIANS OF THE RAILWAY, FOCUSED ON YOUR SAFETY

OUR VISION:

*A world leading 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:

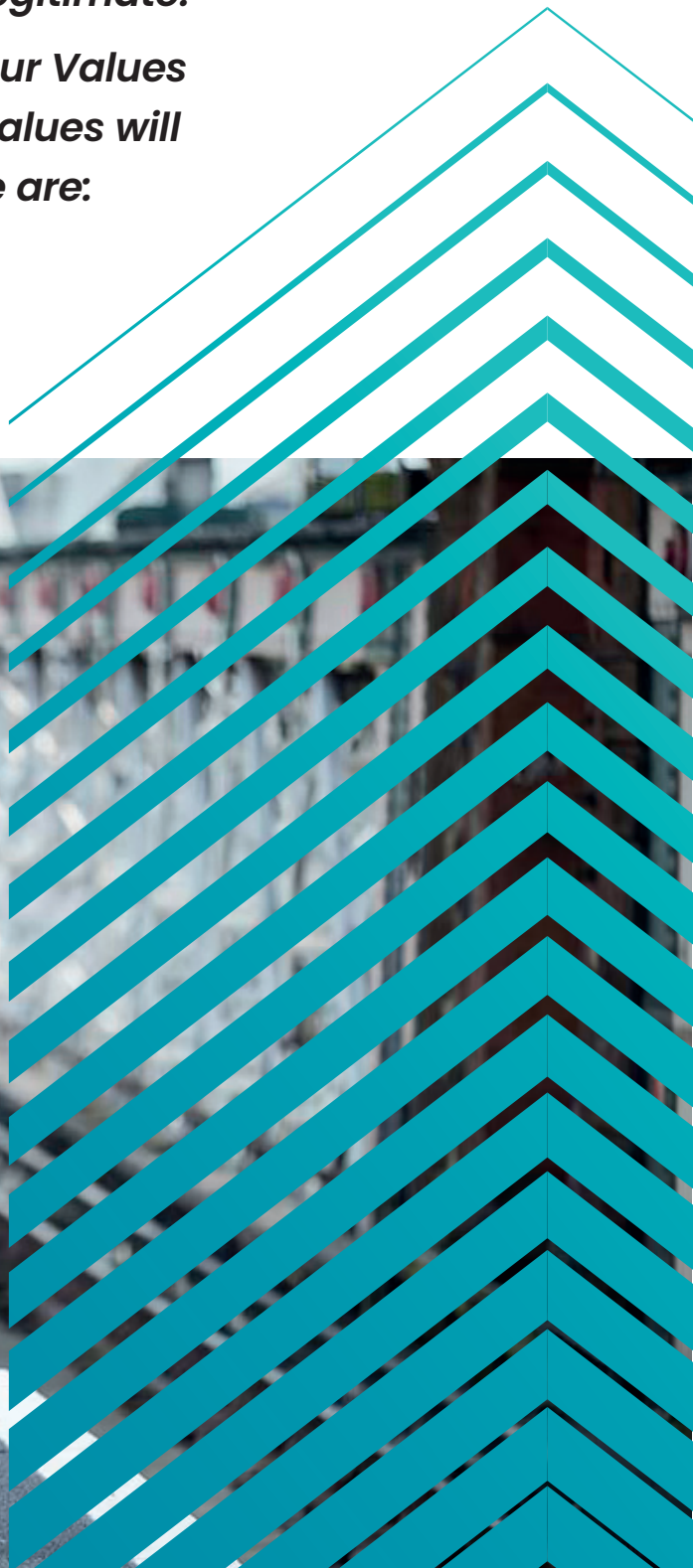
- *Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways*
- *Target our efforts to ensure fewer victims of the most serious crime*
- *Innovate and collaborate with our stakeholders to reduce disruption*
- *Build the trust and confidence of passengers and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

OUR VALUES

Values are essential to how we work together, serve the public and engage with partners. They are the foundations of a police force that is trusted, respected and whose policing actions are felt as legitimate.

Our people have carefully considered Our Values through engagement across BTP. Our Values will enable us to evidence each day that we are:

US AT OUR BEST





**We are
proud to
protect**



**We
care**



**We are
one BTP**



**We do
the right
thing**



**We strive
to be better
every day**



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, London Underground, tram and metro systems will increase in their importance over the life of our strategy. Combined with the Government's levelling-up agenda, connecting communities and environmental sustainability, these modes of transport will be critical to the UK economy.
- The railways will need to adapt to 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 the new demand. In an uncertain environment, we must be agile in our approach to change.
- 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 and freight customer experience.
- The ultimate success of rail will be dependent on more integrated and efficient services, better reliability, increased freight usage and an improved passenger experience that provides a feeling of safety and security.
- 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 more coordinated, effective and efficient way than ever before.

The Evolving Policing Landscape

- The railway network has long been an attractive target for those who commit crime and exploit the vulnerable – organised crime gangs, including those who profit from County Lines models, sexual predators, terrorists and opportunist offenders. To tackle these

perennial threats, reform of the operating environment is essential to making the network a hostile place for offending.

- Tackling the most serious harms (including Violence Against Women and Girls and County Lines), will remain a Ministerial and public priority and the focus for all our people.
- Policing is being transformed by technology, globalisation and the emergence of new, complex social problems; we will anticipate, plan for and adapt to these changes.
- Digitalisation and advancing technologies create vulnerabilities that can be exploited by criminals, yet also provide new opportunities to exchange information and insight, problem solve and tackle threats to public safety together.

Trust and Legitimacy

- 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 and having the trust and confidence of the public and rail staff is therefore fundamental to our ability to keep people safe.
- We will have a clear focus on equality and impartiality across all that we do, identifying where our service and outcomes are felt disproportionately by the communities we police, and challenging ourselves to understand why, whilst promoting a learning culture throughout the Force.
- We will build trust and legitimacy through improving our professional standards, actively encouraging internal scrutiny of our organisational policies and processes, and external scrutiny of our policing activities.

National and Local Accountability

- Accountability to local communities, passenger groups, metro mayors and the Scottish and Welsh devolved Governments is an important strand of reform.

- Our strategy will seek to deepen accountability nationally, regionally and locally through a consistent ambition delivered by empowered, locally led teams. We will offer a consistent core policing service which recognises local differences and tailors the approach to meet the needs of each environment.
- The Scottish Railways Policing Committee of the BTPA will provide an additional level of assurance and oversight of operations in Scotland through:
- 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 on value for money in relation to the investment in railway policing for Scotland.
- Deepening partnerships to share our ideas and capabilities and to address railway threats and harms together.
- Better integration of policing and security deployments to maximise our collective impact, reach and visibility. The integrated neighbourhood policing programme and its pilot locations is an important initiative in support of this.
- Daring to share information with our partner organisations ethically and legally to better understand and tackle criminality together with all those affected.
- Harnessing 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.
- Ensuring agile and reflective organisational learning where insights are embedded and assured.
- Committing to the proportionate use of police powers, and welcoming independent scrutiny by providing transparent and easily understood data

Sustainability

- The railways have an important role to play in contributing to the UK's ambitious sustainability targets. As guardians of the railway, BTP will provide a safe and secure environment through sustainable policing and business practices.
- Evidencing how we consider sustainable options throughout our operations is pivotal to 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 challenges in the years ahead, but also emerging opportunities which are yet to be fully understood or exploited. We are committed to an ambitious and innovative approach to keeping passengers and staff safe and the railway running. This will be based on:
- Playing our part in the success of rail reform and the formation of Great British Railways. The three-year review point of our strategy will ensure we remain aligned to its evolution and delivery.

OUR STRATEGIC OBJECTIVES



OUR STRATEGIC OBJECTIVES

1. 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 agencies to ensure that the railway is a hostile environment for the criminal, and to support vulnerable people 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 learning about what works into how we police the railway
- Developing effective control strategies to tackle threat and harm
- 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
- Visible policing targeting crime hotspots to provide reassurance to the public and rail staff



This will deliver:

- Fewer victims of crime and anti-social behaviour, per million passenger journeys
- Fewer suspected suicides on the rail network
- An improved positive outcome rate for victims of crime

OUR STRATEGIC OBJECTIVES

2. TARGET OUR EFFORTS TO ENSURE FEWER VICTIMS OF THE MOST SERIOUS CRIME



Our people and partners work together to keep the railway safe. There are some who seek to exploit the network for criminal purposes, including terrorism, organised crime and exploitation and sexual offences.

Whilst we are keen to apprehend these criminals, our ultimate goal is for fewer people who use the railway to become victims of crime.



Our Priorities will be:

- Deliver a Counter Terrorism capability to play our part in keeping the underground and rail network safe
- Target crime that is most harmful to the public, rail staff 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 terrorism 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 improved victim confidence to report crime and satisfaction in victim care
- From the true baseline, fewer victims of unwanted sexual behaviour

OUR STRATEGIC OBJECTIVES

3. INNOVATE AND COLLABORATE WITH OUR STAKEHOLDERS TO REDUCE DISRUPTION

The impact of disruption on the rail network is far reaching – from individual journeys, disruption to the supply chain and inefficiency for people and businesses across the country.

We have a vital role to play in preventing and limiting disruption events caused by fatalities and trespass whilst dealing with the aftermath with compassion and professionalism, so that services can run safely and on time. Throughout this strategy we will build on our world-leading capability to find new and innovative ways to reduce disruption to passenger and freight services.





Our Priorities will be:

- Identifying and tackling together, the causes of police-related disruption
- Return the railways to operators as soon as we can, balancing the impact of disruption, public safety and legal responsibilities
- Work with statutory agencies and the voluntary sector to reduce disruptive incidents
- Collaborate by exploiting new technology, proactively sharing data to ensure our collective approach is targeted, effective and efficient



This will deliver:

- Improved engagement and joint planning with the rail industry
- Reduced police related primary delay minutes per incident
- Reduced societal and economic impact from police related disruption on the rail network per incident



OUR STRATEGIC OBJECTIVES

4. BUILD 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 continue to work with our community to understand and tackle potential harms.

We understand and accept the public confidence challenges in policing. We will broaden our engagements, strengthen our professional standards and reinforce the internal and external scrutiny by which our policing is held to account.



Our Priorities will be:

- Improve our standards of professional behaviour
- Continue to build public trust through a better understanding of public sentiment
- Enhance external scrutiny of our operational activities, including our use of policing powers
- Listening and adapting to passenger and rail staff voices to shape the services we provide
- Encourage our communities to share perspectives, ideas, information and report crime and incidents to us at the earliest opportunity
- Understanding how we use our powers across all of our communities and tackling disproportionality



This will deliver:

- Improved public accountability of our policing services
- Increased satisfaction with an empathetic and proactive complaints handling process
- Strengthened internal assurance of our professionalism standards supported by a culture that calls out wrongdoing
- 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

5. GENERATE VALUE FOR MONEY THROUGH THE EXPLOITATION OF TECHNOLOGY, ADAPTING TO MEET THE FUTURE



We can only spend £1 once and have a duty to use our resources in the most effective and efficient way.

National and rail industry financial challenges re-emphasise the importance of sustainable and value-adding investments in public services. We will be ambitious in exploiting technology, modernising how we work and contributing to environmental targets.



Our Priorities will be:

- Targeting our people, assets and activities to the things that generate the most value for the rail community
- Challenging inefficiency, ensuring 'every penny counts' towards our strategic goals
- Transforming our operating model in a sustainable way, to reset where our core capabilities will be most effective
- Meet the key milestones in our plan to become a net-zero carbon police force by 2035
- Designing and delivering a digital, data and technology strategy to enable value driven policing outcomes
- Working closely with our partners to drive better value throughout the rail industry



This will deliver:

- Evidenced steps over the life of the strategy to achieve our sustainability plan
- Strong performance amongst policing in delivering services efficiently against independent audit reports
- The production of evidenced and quantifiable efficiency savings to reinvest where they will have the most impact on our strategy
- A firm belief from our partners that BTP represents good value for money and helps them drive improved value in their own businesses
- Progress against major transformation milestones, evidencing the benefits we deliver

OUR STRATEGIC OBJECTIVES

6. BUILD A MODERN AND INCLUSIVE FORCE WHERE OUR PEOPLE ARE WELL-EQUIPPED, WELL-TRAINED, WELL-LED, WELL-CARED FOR AND REFLECT THE BEST OF OUR COMMUNITIES.

We are proud to be the specialist police force for the railways. 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.

Successful policing requires fresh and modern 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 they feel valued in a diverse and inclusive working environment.

They will have the leadership, skills, tools and first-rate care they need to provide a safe and reliable railway.





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 effective support
- Strengthening how we care for our people through a new wellbeing programme
- Modernising our technology, equipment, learning and estates services
- Understand and learn from history, opportunity for reflection and learning and evolution



This will deliver:

- Improved people engagement (survey benchmark increase)
- Improved representation, particularly of gender and ethnicity
- An inclusive workplace where everyone can bring their whole selves to work, evidenced through sentiment analysis
- A more efficient and effective leadership model and upskilling of our leaders to lead
- A workforce with the capabilities and experiences necessary to deliver our strategic plan
- The most comprehensive wellbeing package in UK policing, reflective of our unique demands; including a peer support network, role specific support, an enhanced psychological support offer and a hub to provide advice and guidance
- Stable, secure and available technology that supports our digital and data ambitions
- An estate that meets our operational, sustainability and business needs

OUR MEDIUM TERM FINANCIAL PLAN

	22 / 23	23 / 24	24 / 25	25 / 26	26 / 27
	£m	£m	£m	£m	£m
Expenditure	347.478	357.079	369.496	374.040	382.684
Funded by:					
PSA	-248.945	-254.648	-262.669	-267.117	-271.743
TfL	-75.644	-78.784	-82.387	-86.062	-89.307
EPSAs and grants	-22.889	-23.647	-24.440	-20.861	-21.635
TOTAL INCOME	-347.478	-357.079	-369.496	-374.040	-382.685

BTP continue to develop their 'A Force on the Move' change program, which anticipates both efficiencies and productivity improvements following some significant upfront investment. However the investments and benefits profile is not yet sufficiently mature such that it can reliably be built into the 5-year MTFP at the point of publication. As a result, the MTFP presented here excludes the cost and benefit elements of 'A Force on the Move' programme. The MTFP section of the Strategy will be updated and reissued during the first quarter of 2022/23 once the change plan has been finalised.

OUR STRATEGIC DELIVERY

OUR STRATEGIC OBJECTIVES	OUR PRIORITIES	WHAT WE WILL DELIVER	MAJOR PROJECTS AND INITIATIVES
Crime prevention and safeguarding to reduce the likelihood of people coming to harm on the railways	• 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 learning about 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 • Visible policing targeting crime hotspots to provide reassurance to the public and rail staff	• Fewer victims of crime and anti-social behaviour, per million passenger journeys • Fewer suspected suicides on the rail network • An improved positive outcome rate for victims of crime	• Integrated Security & Policing (Pilot sites and wider roll-out) • Modernising Briefings • Crime Reporting improvements (NICHE Intelligence module) • CCTV Modernisation • Identification Procedure improvements • National Law Enforcement Data Project (NLEDP) • Forensics Review • Biometrics enhancements (HOBs)
Target our efforts to ensure fewer victims of the most serious crime	• Deliver a Counter Terrorism capability to play our part in keeping the underground and rail network safe • Target crime most harmful to the public, rail staff 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 will take those reports seriously	• 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	• Violence Against Woman and Girls (VAWG) • CT Review • Force Capability Review

OUR STRATEGIC OBJECTIVES	OUR PRIORITIES	WHAT WE WILL DELIVER	MAJOR PROJECTS AND INITIATIVES
Innovate and collaborate with our stakeholders to reduce disruption	• Identifying and tackling together, 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 agencies and the voluntary sector to reduce disruptive incidents • Collaborate by exploiting new technology, proactively sharing data to ensure our collective approach is targeted, effective and efficient	• Improved engagement and joint planning with stakeholders • Reduced police related primary delay minutes per incident • Reduced societal and economic impact from police related disruption on the rail network per incident	• Strategic use of Drones • 'Dare to Share': data exploitation
Earn the trust and confidence of passengers and rail staff to defeat criminality together	• Improve our standards of professional behaviour • Continue to build public trust through a better understanding of public sentiment • Enhance external scrutiny of our operational activities, including our use of policing powers • Listening and adapting to passenger and rail staff voices to shape the services we provide • Encourage our communities to share perspectives, ideas, information and report crime and incidents to us at the earliest opportunity • Understanding how we use our powers across all of our communities and tackling disproportionality	• Improved public accountability of our policing services • Increased satisfaction with an empathetic and proactive complaints handling process • Strengthened internal assurance of our professionalism standards supported by a culture that calls out wrongdoing • Improved external advice, oversight and scrutiny of our policing standards • Improved public attitude survey results for confidence in policing and sense of public safety	• Command & Control Ambient Recording • Warrant & ID Card refresh • ISO Accreditation across CCTV, Scientific Support & Digital Forensics • Client Relationship Management system • Public Sentiment insight solution

OUR STRATEGIC OBJECTIVES	OUR PRIORITIES	WHAT WE WILL DELIVER	MAJOR PROJECTS
Generate value for money through the exploitation of technology, adapting to meet the future	• Targeting our people, assets and activities to the things that generate the most value for the rail community • Challenging inefficiency, ensuring 'every penny counts' towards our strategic goals • Transforming our operating model in a sustainable way, to reset where our core capabilities will be most effective • Meet the key milestones in our plan to become a net-zero carbon police force by 2035 • Designing and delivering a digital, data and technology strategy to enable value driven policing outcomes • Working closely with our partners to drive better value throughout the rail industry	• Evidenced steps over the life of the strategy to achieve our sustainability plan • Strong performance amongst policing in delivering services efficiently against independent audit reports • The production of evidenced and quantifiable efficiency savings to reinvest where they will have the most impact on our strategy • A firm belief from our partners that BTP represents good value for money and helps them drive improved value in their own businesses • Progress against major transformation milestones, evidencing the benefits we deliver	• Fleet Electrification & Charging Infrastructure • Net Zero Carbon commitments • Emergency Service Network (ESN) • Workforce management mobile applications • Body Worn Video enhanced replacement • Digital Case Files • Data Platform modernisation & integration
Build a modern and inclusive Force where our people are well-equipped, well-led, well-cared for and reflect the best of our communities	• Better representing the diverse backgrounds and experiences of the communities we serve • Developing leadership capabilities and ratios to ensure empowerment, empathy and effective support • Strengthening how we care for our people through a new wellbeing programme • Modernising our technology, equipment, learning and estates services • Understand and learn from history, opportunity for reflection and learning and evolution	• Improved people engagement (survey benchmark increase) • Improved representation, particularly of gender and ethnicity • An inclusive workplace where everyone can bring their whole selves to work, evidenced through sentiment analysis • A more efficient and effective leadership model and upskilling of our leaders to lead • A workforce with the capabilities and experiences necessary to deliver our strategic plan • The most comprehensive wellbeing package in UK policing, reflective of our unique demands; including a peer support network, role specific support, an enhanced psychological support offer and a hub to provide advice and guidance • Stable, secure, and available technology that supports our digital and data ambitions • An estate that meets our operational, sustainability and business needs	• Safety Management System • Senior Leadership Development • Psychological Framework • Occupational Health Futures • Review of Supervisory Layers & Spans of Control • Unified Communications • Estates Delivery: moves and improvements • Core network and IT equipment upgrades



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