



BTP 2021

A FORCE FOR THE FUTURE





Contents

Introduction from the Chief Constable	Page 4
BTP2021: the reasons for change	Page 6
How we drew up the proposals for change	Page 7
Our aims and ambitions	Page 8
Your input into BTP2021	Page 10
How we will support you through change	Page 11
The proposals	Page 12
Network Policing	Page 14
Strategic Centre	Page 16
3CI (Communication, Command, Control and Intelligence)	Page 18
Crime and Safeguarding	Page 20
Specialist operations	Page 22
Organisational Support	Page 23
Technology	Page 25
Next steps	Page 26
Appendix: Proposals and areas for discussion	Page 28



Introduction from the Chief Constable

I am really pleased to introduce BTP2021. This is the plan to deliver our strategy. It will modernise our Force as we respond to the challenges of changing passenger demands and pressures on our budget and will create an organisation we can all be really proud of as we head towards the 2020s.

At the heart of this plan is an ambition to tailor the service we provide to ensure it meets the differing needs of the communities we serve. It is designed to strengthen the frontline and make sure everything we do is truly done in support of the frontline and our service to passengers and the public.

This plan is also designed to make your job easier by cutting back on unnecessary tasks and processes. I want to make sure that the pride you have in the service you provide is matched by satisfaction in the job you do and the place you work.

The plan is underpinned by the introduction of new technology which will make everything we do, from responding to the public through to day-to-day tasks, simpler and quicker.

It is right to acknowledge upfront that some of what we currently do we will do differently and with fewer staff. In other areas we will increase roles or introduce new ones. But as we automate and streamline we will inevitably be a smaller organisation overall. Supporting you through this is critical and we explain how we will do this later.



This is not a fully designed plan which is set in stone. BTP2021 sets out a general direction of travel and outlines the benefits. I am absolutely determined to make sure that we shape the proposals with you, listening and taking on board your feedback at every stage of the process.

I look forward to hearing your views on these proposals and to working with you to make sure our Force continues to be the very best it possibly can be.

This plan is designed to make your job easier by cutting back on unnecessary tasks and processes.

Summary of key proposals

Over the coming months we want to discuss with you and gain your input into the following proposals:

- Establish a more structured partnership with the rail industry and other partners, sharing responsibilities with them so that we can focus on those things that require our warranted powers, skills and training.
- Consider establishing a new Network Intelligence Bureau to improve national intelligence and base field intelligence officers at our most vulnerable and high profile hubs and lines of route.
- Consider establishing a Resolution Centre to investigate and close simpler cases more rapidly.
- Consider establishing a single Control Room with oversight of all our national operations.
- Introduce new technology to make it easier for victims and the public to contact us and for you to do your job.
- Ensure that we deliver the services that support our frontline in the most efficient way and that we locate them where they can provide the greatest support.
- Reduce and modernise our administrative estate to make sure that it fully supports our needs and is cost effective.
- Improve the direction of our Force through a Strategic Centre that joins up our policing plan, finances, workforce planning and change programmes.



BTP2021: the reasons for change

All great organisations modernise and change. The very best organisations are constantly seeking to explore new ways of working. They do not get fatigued by change but see change as a way of doing the very best they can for the people they serve and BTP is no exception. We were one of the first police forces in the country in the 1830s and, as we head towards the 2020s, we want to be innovative, creative and open to new opportunities.

We know our track record of managing change has not always been good so it is essential that we learn from these experiences, manage things differently and involve colleagues across the Force - at every stage – finding the best ways to adapt and change.

Changes in the world around us

There are many external factors that require us to change. These are not all new but they add pressure on our resources and the service we provide.

- Passenger numbers and passenger journeys continue to rise.
- Growing numbers of vulnerable people need safeguarding, specifically with a rise in suicides.
- In London the Night Tube is expanding its services and, as the 24/7 economy grows in other cities, they may also look to extend their night time services.
- Following years of falling crime numbers some types of violent crime are now on the increase but, at the same time, others who could help in tackling this such as other police forces and local authorities are seeing their numbers reduced.

- Crime is changing with the growth of cyber attacks, organised crime and human trafficking and we need to develop new skills to manage and prevent these crimes.
- In 2017 we saw an increase in terrorism with attacks in Manchester and London, including an attack on the tube at Parsons Green. The threat of further attacks is seen as 'Severe' by the Home Office and the transport system is considered an attractive target for terror attacks.
- At the same time the huge growth in mobile technology and social media channels supported by our high profile campaigns – such as texting 61016 – have encouraged people to report crimes and other incidents. We have seen the number of texts coming in rise from 5,000 in 2015 to 44,000 in 2017.
- The rail industry itself is changing fast and we must be ready to respond.

Financial challenges

In addition to an increase in demand and change of needs, we have significant financial challenges. Even though we are fortunate, and alone among police forces in receiving an increase in funding in line with inflation, the following factors place new pressures on our budget:

- Additional resources to counter terrorism at two new regional hubs – in the Midlands and north of England – in response to the ongoing threat from terrorism.
- The merger of BTP in Scotland into Police Scotland.
- Over the next few years we will replace Airwave with the new Emergency Services Network (ESN) and roll out body-worn video cameras more widely to our frontline officers.

Funding this, even with a budget that keeps pace with inflation, means we need to find approximately £30 million of savings over the next four years and the entire sum will be reinvested.

We will be an even better force with greater capability and higher levels of job satisfaction, doing more of the work we need to do and even better at keeping the public safe and serving our industry well.

Standing still and staying as we are is not an option. It is not something we can afford to do and it is not something we would want to do even without the financial pressures we face.

In consultation with our partners and stakeholders, we have revised our Strategy to ensure that BTP responds to changing demands, counters operational threats, exploits opportunities such as new technology and delivers a safe and secure transport network.

The strategy is summarised below in our **vision**, our **mission** and four **strategic objectives**.

BTP2021 is our change programme to deliver our Strategy.

Our vision	To work together with a successful and expanding rail industry to deliver a safe, secure and reliable transport system.
Our mission	To keep the railway safe and protect people from crime, ensuring that levels of disruption and the fear of crime are as low as possible.
Strategic objectives	<ul style="list-style-type: none">• Protecting people• Reducing delay and disruption• Providing value for money• Having a skilled and specialist workforce

How we drew up the proposals for change

Last year we brought together a small number of external experts with a team of colleagues from across the Force to consider options for change. In the light of our strategy the team considered how we can be most visible to the public, how we can best prevent crime, how we can avoid duplication and how we can collaborate more with the industry.

Since last summer we have refined the proposals. This is partly because some of the initial ideas did not feel appropriate and it also became clear that we can make the savings needed within a longer timeframe than first expected. The new radio system may

be postponed by a year or two and there is a delay to the merger of BTP in Scotland into Police Scotland. This means we can make some of our changes in a different way and they can take place over a longer timescale.

Now that the financial picture is clearer we are ready to start talking with you about our proposals so that we can hear your thoughts before we begin to make changes.

Our aims and ambitions

The changes we are seeking to achieve across the Force are aimed at:

- **Strengthening frontline policing** by aligning all our resources to support the frontline.
- Strengthening our ability to **safeguard vulnerable people and protect people from terrorism**.
- Enhancing our role in **preventing crime**.
- Ensuring we **learn from what works well in other police forces** while recognising and retaining what's unique and best about BTP.
- **Building on our pride and heritage as a specialist** police force for the railways.
- **Simplifying the way we do our day-to-day jobs** with improved technology, new ways of working and by stripping back unnecessary bureaucracy.
- **Being more collaborative with partners**.
- **Finding efficiencies to reinvest** in the frontline and in places where the public needs us most.

At the end of this period of change BTP will feel like a different organisation. The need to modernise and be more efficient means we will, inevitably, be smaller with less employees but we believe these changes will make BTP even stronger.

Benefits

For staff and officers

- Able to focus your efforts on helping the nation's travelling public get home every day safe, secure and on time.
- Frontline colleagues supported by the entire Force.
- More autonomous and empowered to use your professional judgment and make the decisions you are trained to make.
- Able to focus on the critical things, supported by improved technology.
- Trusted to work more independently, managing your own case files and updating more of your data on HR systems.
- Part of one organisation without borders.
- Able to take personal responsibility for your own career and training.
- Valued for the expertise you provide.
- Listened to and involved in making decisions connected to your function.
- Less time spent on 'low level' tasks.
- No unnecessary 'checking of the checkers'.
- Using systems and processes that help rather than hinder you.
- Working in a Force that reflects the society we serve.

For our officers

- Less time spent in the office and more time out and about, receiving briefings 'on the go'.
- Reduced travel time and an improved work-life balance aided by mobile stations and new digital technology.
- More use of mobile technology, helping identify the nearest crime scene examiner, and new digital tools for crime scene examiners to support investigations.
- Simplified and quicker case filing.

For Train Operating Companies (TOCs) and Transport for London (TfL)

- BTP will be more respected and seen as an even more vital player in the railway industry.
- Disruption to rail services will be reduced to a minimum as a result of new mobile technology across BTP.
- Reassurance that in the new model there will still be geographic accountability.

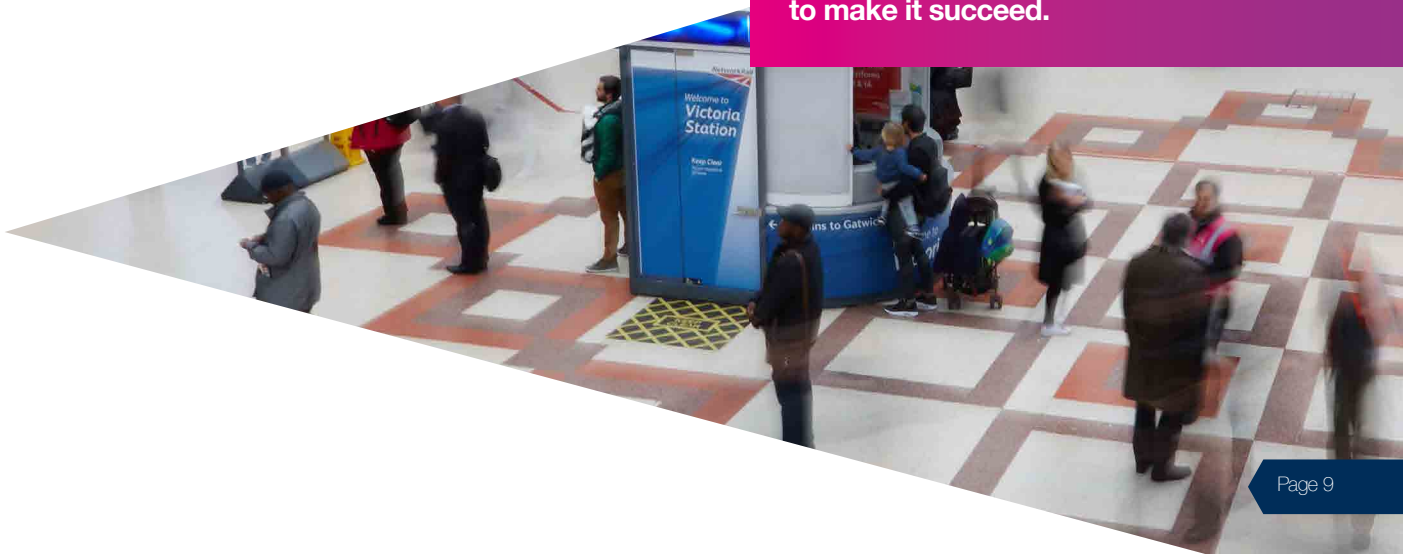
For the public and victims of crime

- Online crime reporting and web chat options making it easier for the public to report crimes.
- More discreet ways of contacting us - helping the public tell us about crimes that are sometimes unreported including some hate crimes.
- 'Lower level' crimes investigated quicker.
- Greater focus on the vulnerable and those at risk of harm.
- Better support for vulnerable victims and witnesses through partnership working.
- More crime prevention helping the public to feel safer.

For other forces and partners – for example, the National Health Service (NHS)

- Greater collaboration and sharing of information to support the prevention of crime and help vulnerable witnesses and victims.
- Better quality case files for justice partners.

BTP2021 is an ambitious plan but it will be worth all the effort we put in to make it succeed.



Your input into BTP2021

The proposals set out in this document will only work if we shape them using your input. We have learnt from the experience of the Demand Review and other change initiatives that imposing change without your buy-in (at all stages) is likely to fail. We commit to listening and engaging with you and developing these proposals together.

This document contains a number of proposals where we believe there are good reasons to challenge how we operate today. But we have no fixed idea on the best options to pursue. We want to hear your views and shape our plans with you so they are as robust as possible.



Opportunities for engagement during 2018 and 2019:

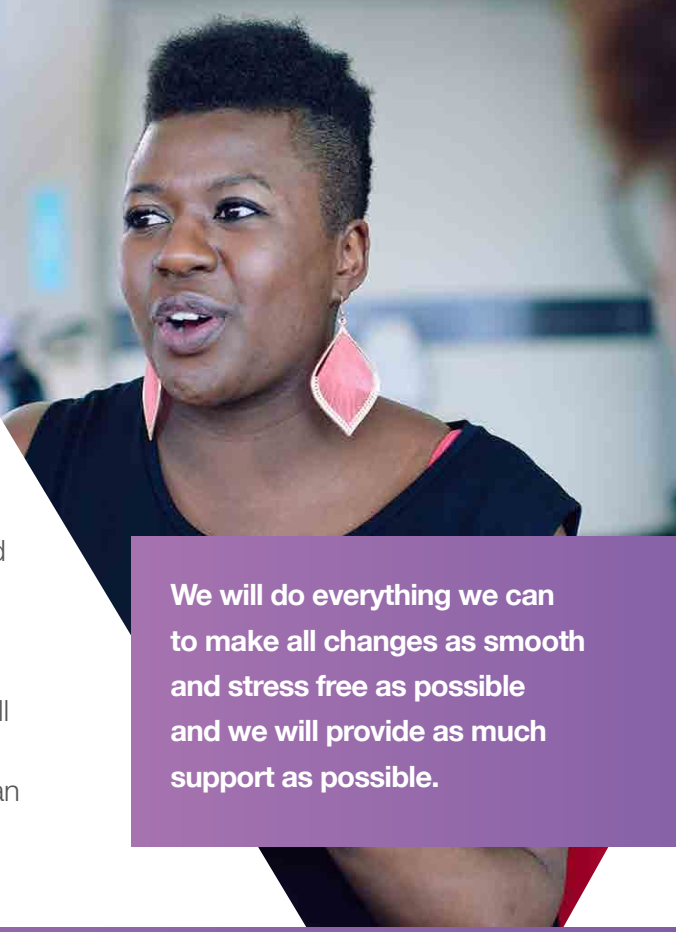
- Discussing plans in your teams with your line managers.
- Giving your initial views to colleagues who are drawing up our proposals, working with them to shape the detail and then providing feedback on the plans when they are almost fully worked up.
- Providing thoughts and concerns to members of our new change network who will be located around the country.
- Sharing your views and worries with senior colleagues who will visit all of our sites in the coming months.

This is our change programme and it is an opportunity to create a truly great Force. We will only deliver this successfully if we all contribute.

How we will support you through change

We will work with you to shape our plans and listen to your feedback at every stage. It is very likely that at the end of this process some of you will see a change in the way you work and that BTP will be smaller as an organisation.

The impact on you individually will depend upon the type of change you face. We understand that changes to processes will have less impact than the potential removal of roles, teams or functions. But we will give you support and do everything we can to make all changes as smooth and stress free as possible.



We will do everything we can to make all changes as smooth and stress free as possible and we will provide as much support as possible.

We promise to:

- ✓ Treat you fairly and professionally with respect and empathy.
- ✓ Be honest and transparent with you at all stages.
- ✓ Maintain engagement with you and workforce representatives by speaking to all those affected so that you understand the context of what we are doing and feel a sense of ownership in the outcomes.
- ✓ Make sure that whenever reductions in the number of posts are likely that there is full and meaningful consultation with affected individuals, representative groups and trade unions as part of our Supporting Employees through Change Policy.
- ✓ Aim to minimise the effect of proposed changes on you and seek to achieve reductions in employee numbers through carefully managing vacancies as and when they arise - reviewing all requests for permanent appointments - and ensuring New Connections (redeployment) is managed properly at all times.
- ✓ Ensure managers are skilled and knowledgeable on how to implement change, about the impact upon employees and on the support mechanisms we have in place.
- ✓ Provide support and training if you are affected by new processes and/or technology.
- ✓ Make sure support mechanisms are available to you if you are affected by change - including emotional support and practical measures, for example, interview skills, CV writing and outplacement support.
- ✓ Closely monitor feedback from you and your representative groups, seeking opportunities to minimise the impact of change and to maximise the support and employment opportunities we provide.

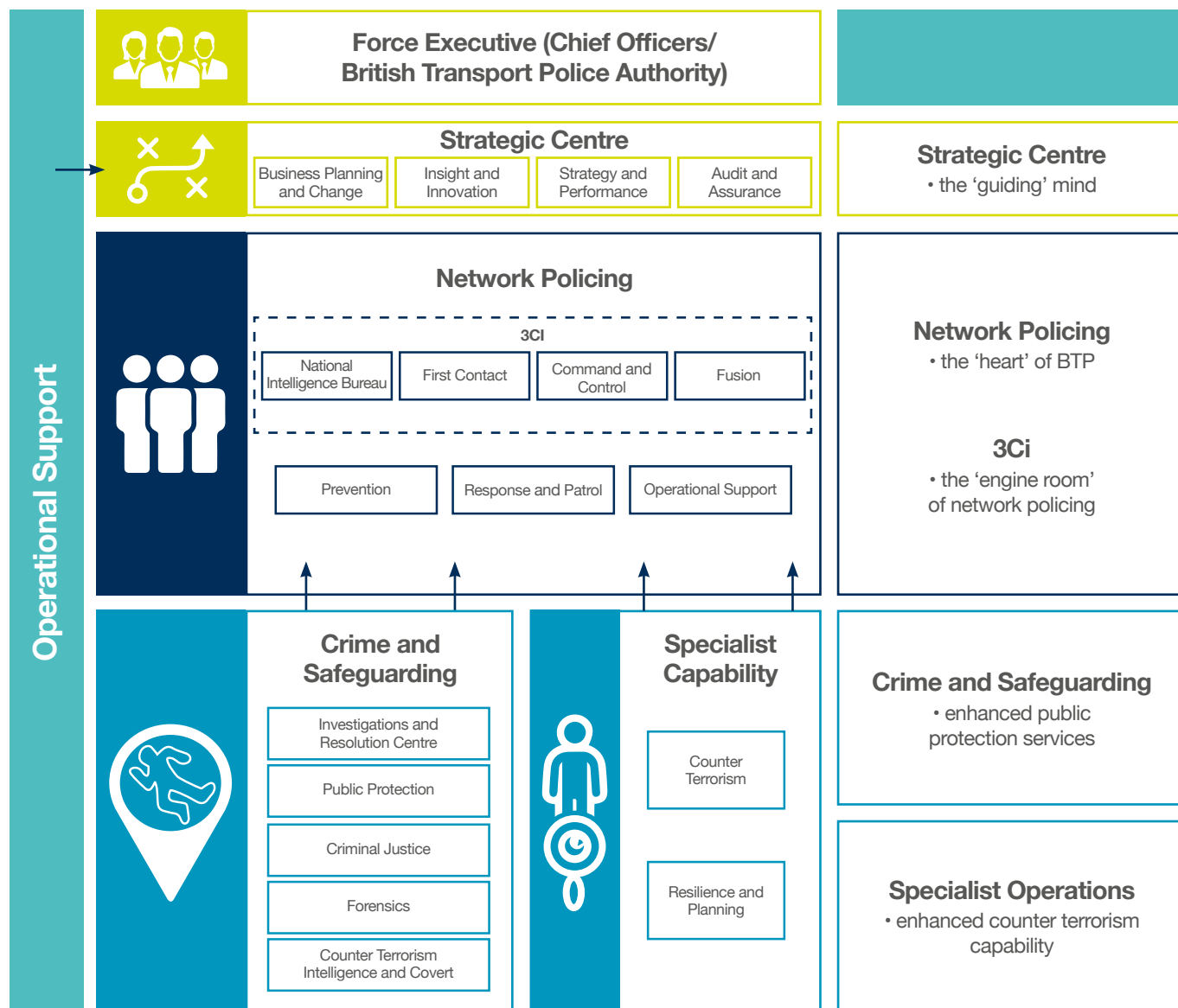
The proposals

BTP is a national force. We successfully deliver policing geographically through local commands. There is merit in a structure that assigns responsibility and ownership of policing in that way. In the past each geographical command was self-sufficient in terms of the specialist and support services that made up policing. That model is now outdated and unaffordable as demands on policing grow and budgets tighten.

For BTP2021 we need a model that preserves frontline resources and the clear benefits of geographic command while making the most effective use of the other parts of the Force that support operational policing.

This is what we propose:

Organisational Design



The elements of this model are:

- Network Policing (see page 14) – visible frontline policing around which everything else we do revolves.
- Strategic Centre (see page 16) – this creates a single team that guides what the Force does, supporting and implementing our strategy.
- 3CI (see page 18) – combining communication with the public, Command, Control and Intelligence, so that frontline policing can respond effectively.
- Crime and Safeguarding (see page 20) – integrating these teams to provide a more streamlined and consistent approach to investigations and the victims of crime.
- Specialist Operations (see page 22) – providing patrol and preventative support to Network Policing.
- Organisational Support (see page 23) – Human Resources (HR), Finance, Estates and other services for the frontline.

Network Policing is at the heart of what we do so we need to make sure that we organise the Force in the most effective way to support it. We have choices in how we group functions that sit away from the frontline, such as Crime, Justice and Business Support, so they best support operational officers and staff. In many of our recent change programmes we have grouped support resources outside the divisions, seeking efficiencies through ‘centres of excellence’. This has delivered savings but it has sometimes meant that support appears remote and unresponsive - too far removed from the frontline to understand the challenges colleagues face.

With BTP2021 we have the opportunity to discuss and decide how we achieve the clear benefits of bringing functions together efficiently to support operational policing. Some functions might be better owned locally, some at a divisional level and some at Force level. In certain cases we will need a more mixed approach. For example, we might opt for very locally-based intelligence at hubs and/or a smaller intelligence ‘centre’ that deals with issues across police stations, divisions and national issues. That ‘centre’ could be positioned in what is currently Territorial Policing or at Force Headquarters (FHQ). These are the types of choices we want to develop with you as we progress the model.

Network Policing is at the heart of what we do so we need to make sure that we organise the Force in the most effective way to support it.



Network Policing

Network Policing is the core around which we will structure all other parts of the Force to support passengers and rail staff in the best way. It is very similar to Territorial Policing but we have renamed it to reflect the fact that we police the railway network as a whole where crime has no borders.

We will deliver Network Policing through the existing geographical structure with three divisions and seven sub-divisions. In that regard there will be **no change**.

We envisage the implementation of a more structured partnership with the rail industry and others, sharing responsibilities with them, to allow us to focus on those things that require our warranted powers, skills and training.

We propose to do this through what we call a **place-based approach** - having a single, coordinated plan and resource to tackle crime and security issues in any given 'place' such as a hub or line of route.

The local BTP officer in charge with their officers and staff, supported by local intelligence, will work together with the station manager and other key players to understand the threats to the 'place', its passengers and staff. They will link their resources to maximise visibility and passenger confidence, and formulate an approach that addresses what each party will or should do. This might consider the following:

- Which circumstances require warranted powers?
- Which situations could just as effectively be dealt with by other uniformed resources?
- Do we have a consistent approach to intelligence sharing, joint briefing, joint command or joint patrolling?
- Is there an opportunity for BTP to deploy resources elsewhere where we would currently wish to do more and where there is a good fit for our unique powers and skills?



A place-based approach

Here are some examples of the people who might work together at a hub station under the place-based policing approach:

- BTP officers, police community support officers, specials and volunteers
- Train operating company (TOC) uniformed staff
- TOC security (contracted or directly employed)
- Network Rail security
- Land sheriffs
- Local Authority wardens

To make place-based policing a success we must give local teams the authority they need to secure their 'place' and remove many of the frictions and processes that take their focus away from local policing. Examples include bureaucratic procedures for dealing with prisoners, Evidence Review Gateway (ERG) processes, Niche casework, multiple checks around pay and allowances, performance management and restrictions on local purchases.

We will also need to consider what resources frontline commanders should have under their control and what they need guaranteed access to. They may need an intelligence resource that supports them directly on a day-to-day basis but other resources such as HR or finance advice may not need to be locally owned - but accessed as and when required.

Supporting Network Policing

BTP2021 aligns all our resources to support Network Policing and a place-based approach. Under this model specialist units would not exist to meet the needs of a specialist function but would take on a role on behalf of Network Policing that requires specialist skills, equipment, training or accreditation.

A good example is the Counter Terrorism Support Unit. The frontline patrol and other preventative activities they do would be designed to support Network Policing and counter threats to 'the place,' not to meet their own discrete requirements. They would deliver this with resources specially trained and accredited.

Counter-Terrorism Support Unit patrols would be a key contributor to Network Policing place-based activity on a day-to-day basis. Patrols should be planned with, known to, and taken account of by Network Policing as part of the daily deployment.

Issues we will consider together

We will work with local commanders and staff to consider:

- **How other functions** such as specialist policing **should link with Network Policing** so that we have a common operating picture and a joined-up approach to threats and patrols.
- **How intelligence can support a place-based approach** (see page 18) - we need to get the balance right between providing a consistent approach to intelligence while making sure that frontline policing has the local intelligence support it needs.
- What **resources are directly required** by local place-based commanders to deliver their day-to-day job and what resources might be better centralised - to be accessed when required rather than located locally.
- How we can **address those tasks and processes that get in the way** of you doing your job - we will continuously work through the frustrations you highlight.

Network Policing is critical to the success of BTP2021. Together with frontline commanders and officers we will develop the plans throughout 2018 and we intend to launch the new approach in **January 2019**.

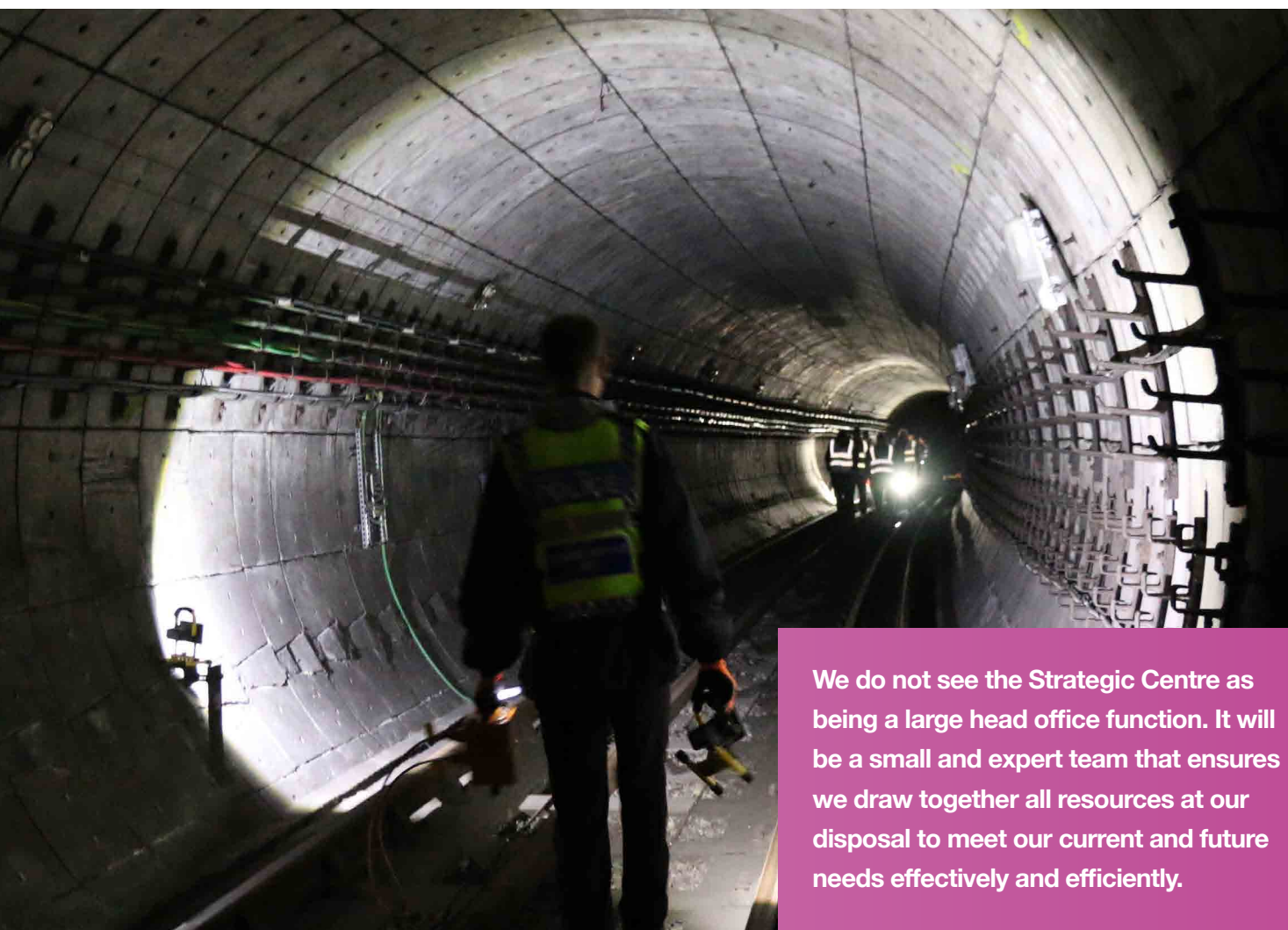


Strategic Centre

BTP2021 will improve how we police. We will achieve much of this through a local, place-based approach. But this local approach must operate within a single force wide strategy. We will achieve this by creating a single team known as the Strategic Centre.

The Strategic Centre will manage the Force strategy and all the elements that contribute to it. We will:

- Oversee the Force's strategic plan and make sure that our finances and workforce plans are aligned to it.
- Track performance and highlight strategic level risks and issues.
- Assure policing and business compliance.
- Drive professional standards.
- Manage strategic relationships with our stakeholders – we will manage local relationships through Network Policing but the Strategic Centre will collate the issues and concerns raised by stakeholders and make sure that we are consistent in what we say to them.
- Monitor current demand and identify new requirements such as those due to rail network changes and emerging threats like cyber crime.
- Oversee Force change programmes, making sure they are robust and integrated.
- Manage our strategic communications so that we meet your information needs and those of passengers and rail employees, while raising awareness externally of the great work we do.



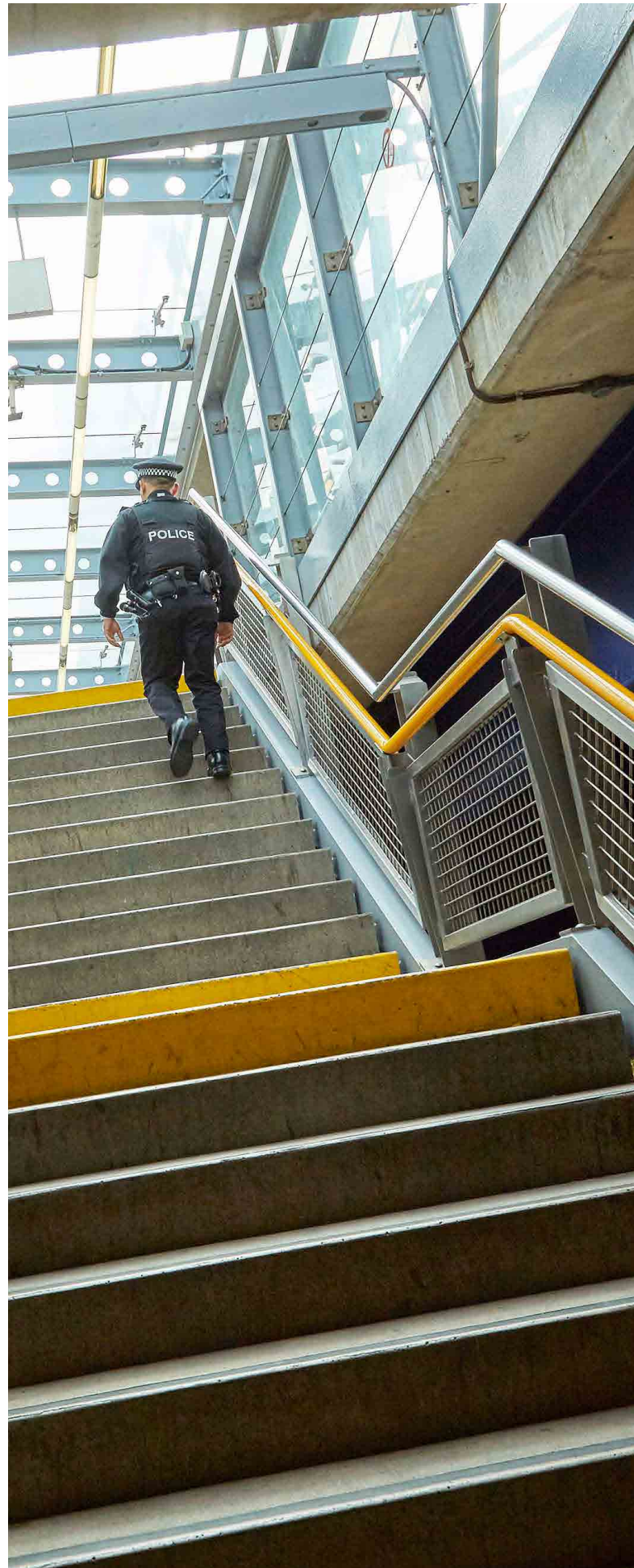
We do not see the Strategic Centre as being a large head office function. It will be a small and expert team that ensures we draw together all resources at our disposal to meet our current and future needs effectively and efficiently.

Issues we will consider together

There are choices around what functions we place within the Strategic Centre and what we might deliver at departmental or divisional level:

- **Communications** - a key element of policing is reassurance and we need to communicate to national stakeholders and to passengers and staff at a local level - considering where we want to focus our communication resources to best meet these needs.
- **Performance management** – we produce a mass of high quality performance data but not all of it directly contributes to how we police; we need to think through where our performance analysts are best placed, the analytical products we really need and how those products are best delivered.
- **Assurance** - part of the role of the Strategic Centre will be to make sure that we meet the compliance and assurance standards of a first class police force but avoid multiple layers of audit checks; we need to decide what responsibility we delegate to local leaders, what we ask divisional and departmental heads to be responsible for and what we audit centrally.

With frontline commanders, other officers and staff we will work up the concepts throughout 2018 and we intend to launch the Strategic Centre in **January 2019**.



3CI (Communication, Command, Control and Intelligence)

3CI will draw together all the elements that enable and deliver frontline policing – network and real-time intelligence, local, functional and cross border deployment, public contact in all its forms, command and control, planned events, dynamic incidents, resource overview, crime and custody. It will have complete oversight of all of our operations at any given time with the ability to spot risks and threats and coordinate the response.

3CI will not affect local planning and command which will sit with Network Policing.

The main proposals are:

- **Digital public access to policing** - contact with the public is increasingly through use of digital channels. We need to get ahead of this trend and modernise the way we report and track crime. We also need to make it easier for rail partners to access our services digitally.

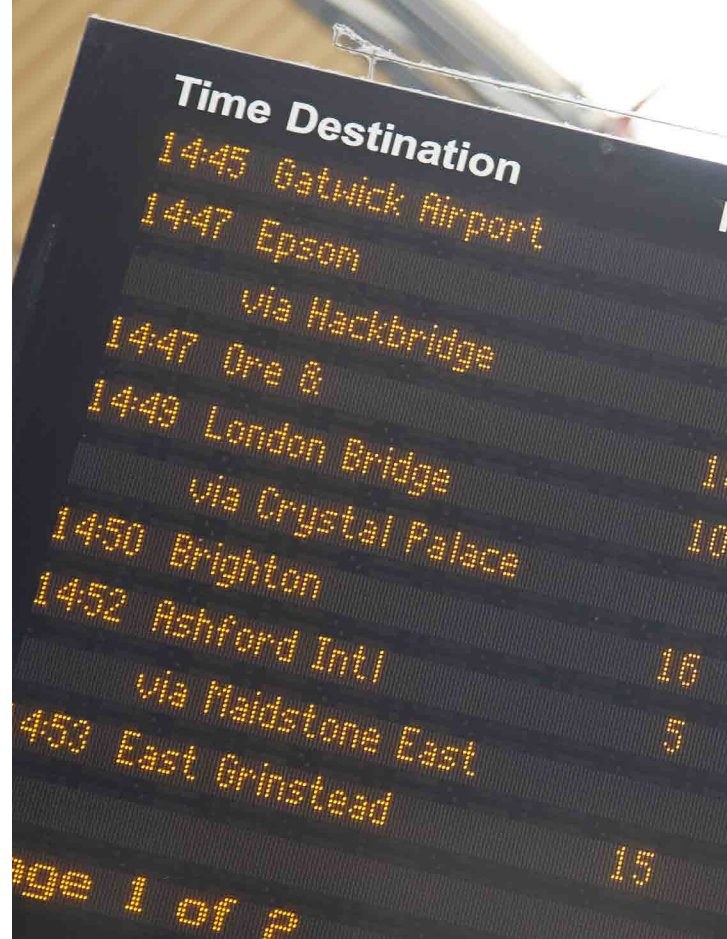
The Met has implemented a single online platform for digital interaction with the public. This has been a big success, opening up access to the public, reducing demands on policing and creating big efficiencies. There is an opportunity for BTP to adopt a very similar platform, built by the Home Office and based upon the Met's experience but adapted to deal with issues relevant to the policing of the railways.

- Currently more than 50% of calls to our control rooms are from industry colleagues seeking information which is hugely inefficient. We could provide this more effectively through digital means.

- **Command and Control** - we are currently supported by two control rooms (one in London and one in Birmingham):
 - We need to challenge whether or not this is the most efficient use of resources to command the Force.
 - Many other forces have successfully moved to a single control room without increasing operational risk.
 - With appropriate communications, resilience and capacity we could deliver this function through one location (so long as there is no impact on frontline policing and we can be sure of resilience and fall back capabilities).
 - BTP2021 proposes we deliver a single Command and Control Centre that will become the hub for the real time deployment of resources.
- **Tasking** - increasingly we will deploy resources based on threat, risk and harm and try to resolve problems through other means alongside partners before committing police officers or police community support officers (PCSOs). We need to review how we can better integrate our duty management to make sure it meets our national and local needs.
- **Custody** - our current custody facilities are under-utilised and changes to the law mean that the number of arrests is declining. In London we need to decide whether to continue to use our own facilities or whether to use a partner to deliver this service.
- **Intelligence** - we propose to establish a new Network Intelligence Bureau. The Bureau will collaborate with Network Rail, Transport for London (TfL) and the Train Operating Companies (TOCs) to build a more complete picture of risk, threat and harm. It will improve our intelligence at a national level and will also drive tasking in a better way at a local level by supporting field intelligence officers based at our most vulnerable and high profile 'places'.

Network Rail has acquired an incident reporting system that is intended to be a single source of information to the rail operators regarding incidents, especially those that cause disruption. We aim that 3CI will have direct access to this system cutting out huge duplication in our current processes. Both this and greater digital access to policing have the potential to cut demand in our control room, giving staff more time to answer calls from officers, deal with incidents and provide real time intelligence.

- **Improving officers' digital briefing and tasking** - we will expand the roll out of mobile technology and smart devices to officers. This technology and further developments to Niche and Control Works will help to ensure that officers are better informed and in the right place to respond to emerging risks and threats.



Issues we will consider together

Better integration of our command, control, tasking and intelligence could offer us significant benefits. But together we will need to work through:

- **Control rooms** - modern communications, built-in resilience and a fallback capability mean the Force should consider how it could operate with one single Control Room. Whether this is a viable option, where it is placed, its capacity and how it supports a national Force all needs to be worked through. We need to consider how we meet our strategic needs, support our frontline officers and stakeholders, recruitment and retention factors and potential changes to the buildings we use. We will consider all options with you with a view to reaching a decision by summer 2018 for implementation in **summer 2019**.

- **Intelligence** - the Network Intelligence Bureau will improve our national and local intelligence picture. We need to consider how we can use this to best support network policing including how we can better exploit data - using analytics and predictive techniques, CCTV, recognition systems and new technology. We will work up options with officers and staff in 2018 for implementation commencing **January 2019**.



Crime and Safeguarding

We know we spend a significant amount of time investigating volume or 'lower level' crime that may not offer a positive result for either the victim or wider society. With BTP2021 we propose an integrated Crime and Safeguarding Command that will give a more streamlined approach to investigations - focused on the most vulnerable and those at risk of harm. This will build on the excellent progress we have made on safeguarding to date, take advantage of learning from other forces and ensure we continue to deliver a specialist, quality service to the victims of crime and our stakeholders.



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We propose to:

- Identify and prioritise the most vulnerable victims and the most complex crimes.
- Return decision making to the frontline.
- Enhance our public protection function - bringing together various specialist teams to focus on crime prevention, using our most experienced detectives.
- Establish a Resolution Centre for less complex cases or those we are less likely to solve - aiming to handle those incidents quicker online or on the phone, reducing the need to deploy officers.
- Review our investigative departments, including Justice and Scientific Support Services, making them more digitally focused to reflect changing demands.
- Improve the service for victims and witnesses by simplifying our investigation systems and making greater use of digital technology.
- Improve our use of CCTV to maximise return on investment and exploit new technological developments as they emerge, such as facial recognition and artificial intelligence.

Issues we will consider together

In developing our Crime and Safeguarding Command we will examine the following issues with officers and staff:

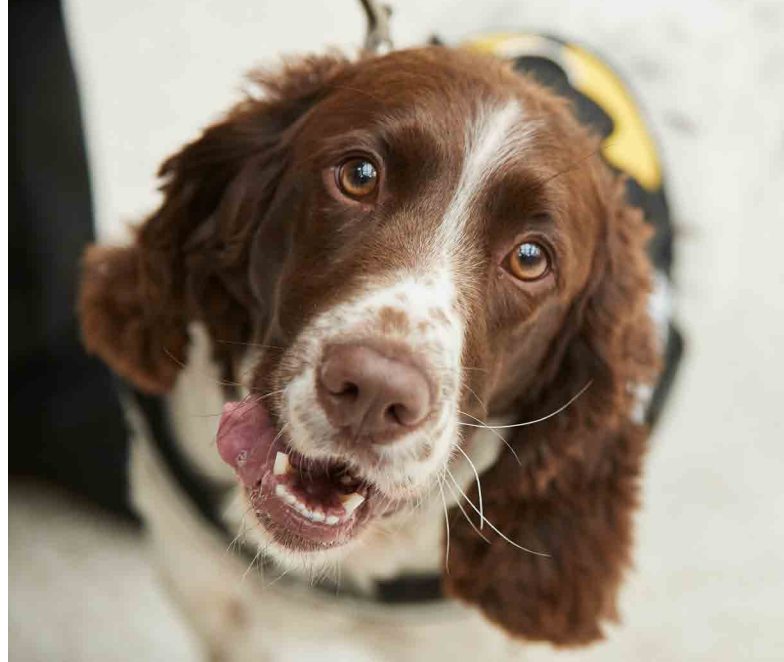
- **Resolution Centre** - how this might interact most effectively with our control rooms and frontline colleagues and what type of investigations they should handle.
- How we ensure we recruit and retain the appropriate mix of **investigative skills** and experience, and maintain the right balance of investigative officers and staff.
- How we ensure that **decision-making** around the charging of suspects in non-complex cases rests with officers and their local supervisors while maintaining quality and positive outcomes for victims.
- How we streamline the effective use of **Niche**, allowing direct officer input wherever possible.
- How we can **upskill, trust and empower** more colleagues to access Niche and complete case files.

We will develop Crime and Safeguarding proposals with officers and staff throughout 2018 with a phased implementation in **2019**.



Specialist operations

BTP today is not only responsible for security on the rail network but it is also a major part of Britain's counter-terrorism response. BTP2021 proposes that we expand our counter terrorism capability outside London with two new regional specialist counter terrorism hubs – one based in the Midlands and the other in the north of England. This would mean increasing the number of counter terrorism officers in the Force by around 170. It will take some months to achieve as it involves recruiting officers, training, establishing suitable accommodation and an armoury, purchasing vehicles and equipment for each of the hubs and much more.



BTP today is not only responsible for security on the rail network but it is also a major part of Britain's counter-terrorism response.



Organisational Support

Our support departments provide excellent assistance to operational colleagues. But sometimes they have to achieve this using bureaucratic processes along with administrative and IT systems that do not talk to each other. Our finance, HR and payroll systems are all 'stand-alone' and we have to enter the same information more than once. This duplication means there is the potential to make errors, for example, in pay.

We also deliver almost all of our support in-house. This gives us guaranteed support with HR, finance, procurement, training, estates, information management, technology and health and safety but it may not always be the most effective or efficient way of delivering this.

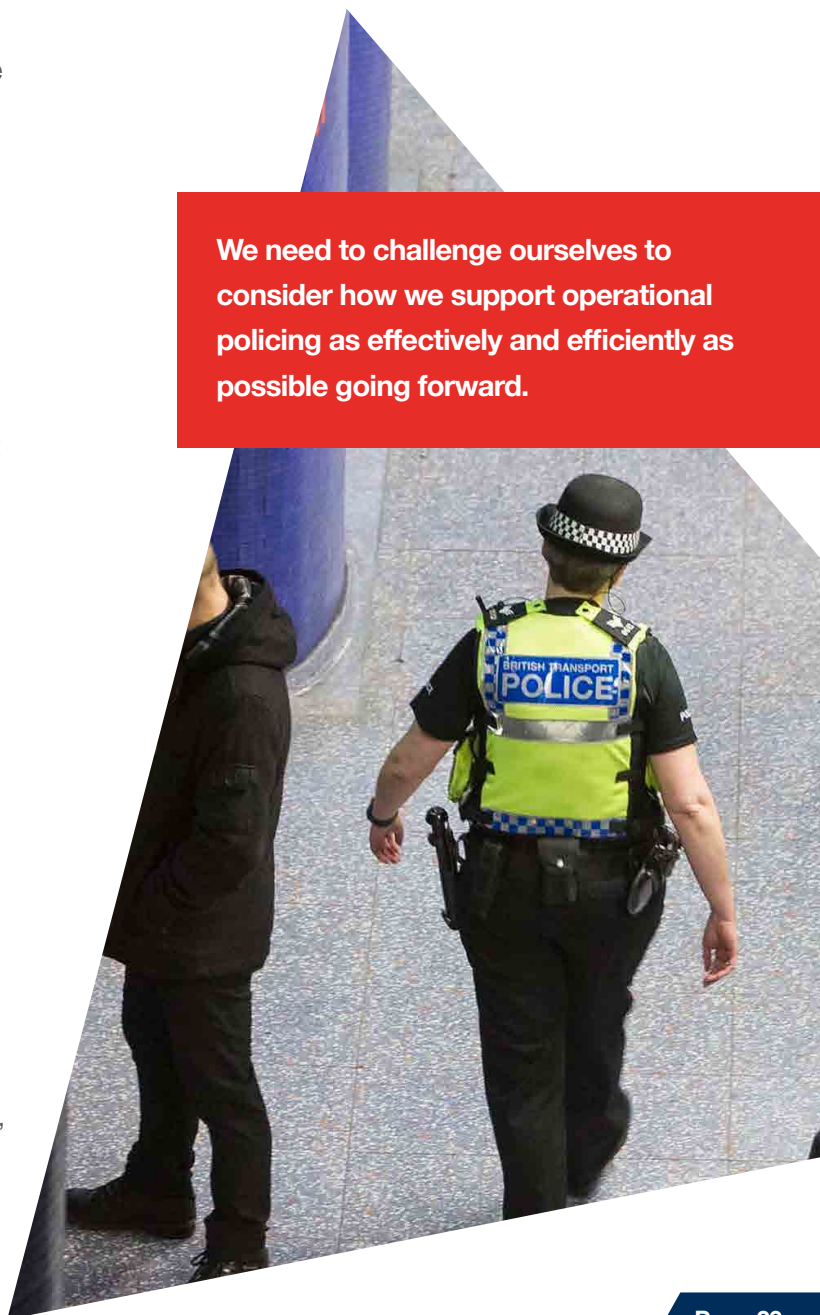
We need to challenge ourselves to consider how we support operational policing as effectively and efficiently as possible going forward. With BTP2021 we will consider modernisation in four areas:

- **Automation and self-service** - we have rolled out mobile technology to officers and will expand smart technology across the Force.
- Planned improvements to our network give us the opportunity to automate many processes that are currently paper-based or need to be done multiple times, for example, leave applications and pay entries.
- **Service provision** - we need to review how best to provide services such as HR, procurement, technology and finance which support operational policing. There are a range of choices and we will consider sharing, outsourcing or collaborating with others where this could provide benefits and where the operational or business implications are acceptable.
- **Transactional services** - these are processes like pay, finance payments and allowances that are repetitive and can be easily automated. There are a number of ways we can deliver these to the Force. Other forces have collaborated in a common centre, known as the Multi Force Shared Service (MFSS), or contracted out with a commercial provider.

BTP2021 proposes that we consider a shared or collaborative approach to our transactional business support (pay, service desk and finance payments), our training provision and facilities management.

- **Estate** - BTP has a large estate of more than 160 sites. This is a significant footprint which reflects our national role but it is expensive in rates and rental and in technology costs. We should challenge how effectively each site meets our needs and represents value for money. With BTP2021 we propose a reduction in our larger and more expensive administrative sites, introducing agile working where appropriate. We **do not** plan to significantly change our smaller, operational sites as these help us maintain a local policing presence.

We need to challenge ourselves to consider how we support operational policing as effectively and efficiently as possible going forward.



Issues we will consider together

There are many ways we can modernise our organisational support effectively but we need to carefully consider the advantages, implications and risks. Together we will consider:

- **Transactional Service** - we need to carefully consider which functions are best delivered as a shared service and which to retain within BTP. Collaborating with others around pay and finance would allow us to introduce a single administrative system and database for finance and people. This would be too expensive and complex for us to do on our own. With a collaborative approach we could significantly improve how we manage our finances and workforce processes. But we may want to retain certain services within BTP so that we can meet particular needs and provide you with direct support. We also propose moving towards a 'self-service' approach but need to consider how much administration we should ask our frontline officers and staff to do and how much this might detract from primary policing. We will work these options up throughout 2018 but no transition would take place before **autumn 2019**.
- **Training** - the majority of our training is currently delivered in-house. It is flexible and it has served us well as we respond to new training needs and increased fire arms recruitment. But the training is often London-centric and so often incurs additional costs such as the cost of accommodation. Our training budget struggles to meet demand and our National College for Applied Learning Technologies (NCALT) training is not popular with you all. There are alternative training models. Training providers can deliver courses nationally or regionally, as individual courses or they can offer full training provision. Collaboration with Home Office forces would also allow us to consider a more regionally-based training approach. We need to examine the options carefully throughout 2018 with a view to implementing any changes in **mid-2019**.
- **Delivering the support service** - we could structure our support services in a number of ways. With automation and technology we could continue to organise many of our functions into centres of excellence. Alternatively we could locate support functions within divisions and departments to provide a more locally-focused service. Each option offers various advantages and disadvantages in terms of efficiency and responsiveness. We need to work through these options to make sure that we deliver a more effective, more efficient support function that meets our needs. We will consider each support function throughout 2018 with a planned implementation date of **mid-2019**.
- **Estates** - modern working practices lean towards more flexible working, higher occupancy rates and an estate that is better value for money. We will consider with you how we can deliver more flexible working, what the appropriate mix of estate is and how we make our larger administrative sites more efficient. Some of our major locations such as Axis House in Birmingham will be redeveloped by our landlords over the next four years and we need to consider our options carefully. We will develop our estate strategy throughout 2018, beginning with Axis House, and we will focus on buildings where leases are due to expire. We will engage and consult with you all about these changes and in greater detail if you are working at the affected sites.



Technology

Technology is key to the success of BTP2021. As part of our digital strategy over the next four years we will make the following improvements:

- Modernise how we communicate with the public and make it easier for them to report crime, using a national online reporting tool (see pages 14 to 15).
- Expand the roll out of mobile devices and the applications that are available, freeing those in operational roles from the ties of working at your desks.
- Provide you with Microsoft Office 365 which encourages modern and collaborative working.
- Deliver a range of behind-the-scenes changes to technology systems which are currently inadequate for our needs. This will include a move from onsite storage of our data to storage in the Cloud.
- Collectively these changes will mean quicker and more efficient systems that allow you to access all the information you need, wherever and whenever you need it.
- We will transform how we deliver IT support to the Force, looking at which services we should continue to deliver ourselves and which, if any, we could contract out.

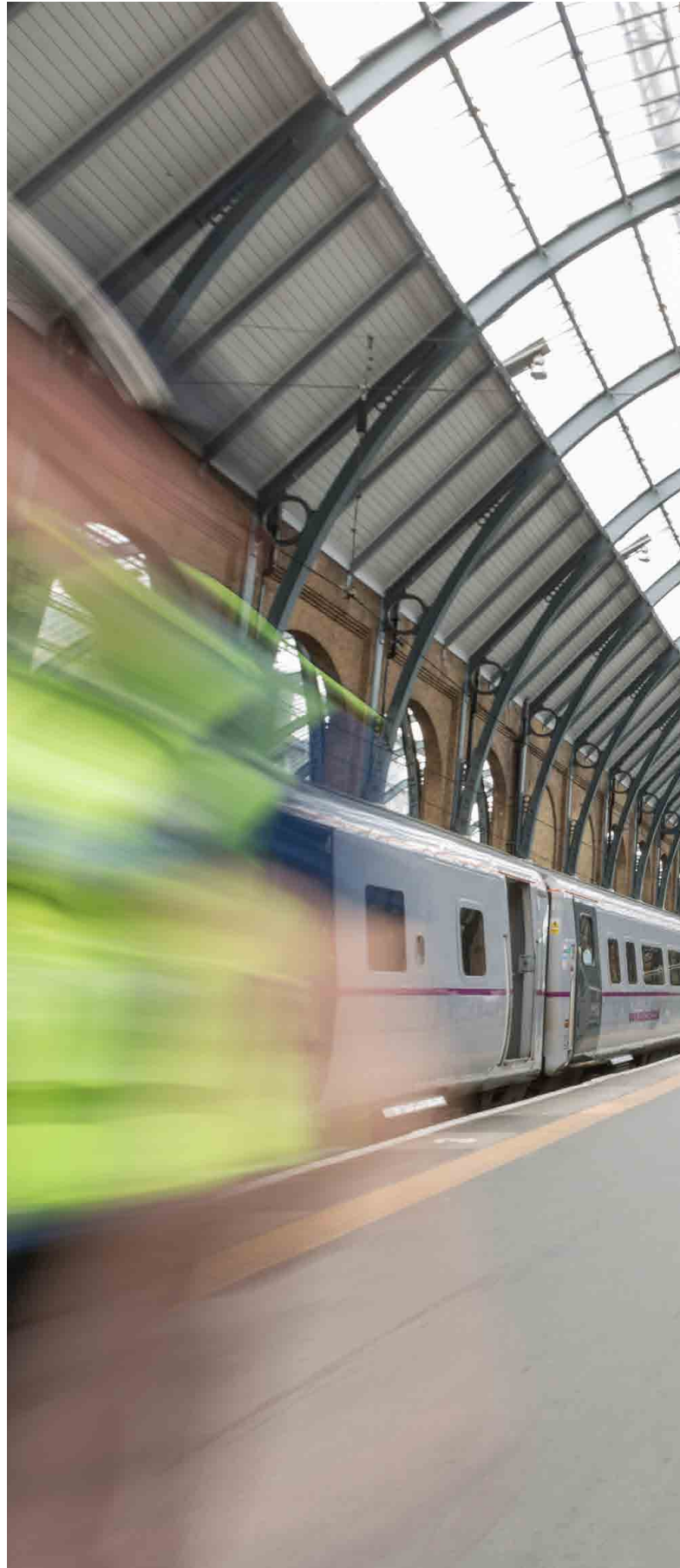
Technology is key to the success of BTP2021.



Next steps

BTP2021 is an important opportunity for us all to shape the future of the Force. Over the coming months you will have the chance to take part in engagement events to share your views.

If you have questions, concerns or immediate thoughts on the proposals set out in this document please email **BTP2021@btp.pnn.police.uk**.





Appendix: Proposals and areas for discussion

Issue	Key proposals	Areas for discussion with officers and staff
Network Policing	Introduce a place-based approach.	<ul style="list-style-type: none"> • Coordination. How should other BTP functions link to Network Policing?
		<ul style="list-style-type: none"> • Intelligence. How do we ensure frontline policing has the local intelligence support it requires?
		<ul style="list-style-type: none"> • Resourcing. What is required by local commanders and where are these best placed?
		<ul style="list-style-type: none"> • Frustrations. How do we remove the barriers to effective working?
Strategic Centre	Create a slimmed-down Strategic Centre to guide what the Force does and implement its strategy.	<ul style="list-style-type: none"> • Communications. How should we organise resources so we can communicate as one BTP but also locally with passengers and staff?
		<ul style="list-style-type: none"> • Analysis and Performance. What analytical support is required by leaders?
		<ul style="list-style-type: none"> • Assurance. What are the appropriate processes for managing our policing and organisational risks?
3CI	<p>Make it easier for the public and rail partners to access us digitally.</p> <p>Move to a single Control Room.</p> <p>Create a National Intelligence Bureau.</p> <p>Provide smart mobile devices to each officer.</p>	<ul style="list-style-type: none"> • Command and Control. Is a single Control Room viable and if so, where should it be located?
		<ul style="list-style-type: none"> • Intelligence. How can the Network Intelligence Bureau best support frontline policing?

Discussion

Dates	Work stream lead
<ul style="list-style-type: none"> • Concepts developed throughout 2018. • New approach launched January 2019. 	ACC Smith Supt Matt Wratten Chief Inspector Dominique Ioannou
<ul style="list-style-type: none"> • Commence April 2018. 	'Breaking the barriers' survey response team
<ul style="list-style-type: none"> • Concepts developed throughout 2018. • Launch the Strategic Centre in January 2019. 	DCC and Mike Furness
<ul style="list-style-type: none"> • Confirm location summer 2018. • Deliver summer 2019. 	ACC Smith Supt Matt Wratten Chief Inspector Dominique Ioannou
<ul style="list-style-type: none"> • Concepts developed throughout 2018. • New approach launched January 2019. 	ACC Doyle Susan Yeomans-Jones

Appendix: Proposals and areas for discussion

Issue	Key proposals	Areas for discussion with officers and staff
Crime and Safeguarding	<p>Create new arrangements for investigating complex crime to focus on prevention.</p> <p>Create a Resolution Centre for less complex cases.</p> <p>Increase use of CCTV and new technology.</p>	<ul style="list-style-type: none"> Resolution Centre. How might this support the public most effectively? What investigations should be considered there?
		<ul style="list-style-type: none"> Investigations. What's the right mix of skills and balance of investigative officers and staff?
		<ul style="list-style-type: none"> Charging Decisions. How do we return this to officers and local supervisors most appropriately?
		<ul style="list-style-type: none"> How do we streamline Niche?
Organisational Support	<p>Consider greater automation and self- service.</p> <p>Consider a shared or collaborative approach for certain support functions.</p> <p>Reduce the number of large, administrative sites we occupy.</p>	<ul style="list-style-type: none"> Transactional Services. What would be best delivered by a shared or collaborative service and what would we want to retain within BTP?
		<ul style="list-style-type: none"> Self-service. How much should colleagues administrate themselves without detracting from their primary policing role?
		<ul style="list-style-type: none"> Training. How can we best organise this to meet our current and future needs?
		<ul style="list-style-type: none"> Support functions. Which should be centralised and which located in divisions?
		<ul style="list-style-type: none"> Estates. How can we best operate with fewer buildings?

Discussion

Dates	Work stream lead
<ul style="list-style-type: none"> • Concepts developed throughout 2018. • Phased implementation in 2019. 	Charlie Doyle Susan Yeomans-Jones
<ul style="list-style-type: none"> • Commence April 2018. 	'Breaking the barriers' survey response team
<ul style="list-style-type: none"> • Concepts developed throughout 2018. • New approach launched not before autumn 2019. 	Simon Downey Helen Edwards
<ul style="list-style-type: none"> • Self-service approach agreed in 2018 to inform our technology and training. 	
<ul style="list-style-type: none"> • Training concepts developed throughout 2018. • Any changes rolled out in mid-2019. 	
<ul style="list-style-type: none"> • Concepts developed throughout 2018. • New approach launched mid-2019. 	
<ul style="list-style-type: none"> • Develop Estates Strategy 2018, starting with Axis House. 	

Notes

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