

BTP 2021

A FORCE FOR THE FUTURE

Our progress so far,
and the journey ahead

February 2019

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Nine months have passed since we launched BTP2021.

We have covered a lot of ground since then

- With your support and wide engagement, major projects for front line policing, Counter Terrorism, justice, custody, and the strategic centre are well advanced.
- Key decisions on the estate and our support services are being worked up.
- We are making good progress on achieving our efficiencies.
- We have also addressed a number of the most significant process 'frictions' that frustrate how we work.
- Beyond BTP2021, the political, economic and operational context in which we designed our change has shifted. The threats to the network, passengers and industry staff, and our officers remain serious. The scope and timeline of changes to transport policing in Scotland have changed. We have reflected these changes in our plans.

Our programme is ambitious but complex and challenging. Many of you have been engaged in elements of the change but few, I suspect, will have a view on it all.

This note is designed to provide a short over view as we step into 2019 and to support our Top 500 leaders' briefing events in February where we will discuss progress to date, our future work, issues and lessons learnt from what has worked well and what could be improved.

Our aim is to ensure that we all understand the huge amount we have achieved so far, what lies ahead and how best we can contribute to delivering it, so we can realise all the benefits our change offers.

We also need to ensure that we all provide the best support to our people through what we know is a difficult period of uncertainty.

Simon Downey OBE
Director of Strategy and Change



Our Strategy

Our [Strategic Plan](#) was launched in July 2018. Its vision, mission and objectives are summarised below. These are the objectives against which we will be held to account and we are working with our stakeholders to develop the measures through which we will gauge success.

Our vision	To collaborate with service operators and businesses in an expanding rail industry to provide a safe, secure and reliable transport system for passengers and those who work on the railways
Our mission	To keep the railways safe and protect people from crime, ensuring that levels of disruption and the fear of crime are as low as possible

Objective	Progress
Protecting and Safeguarding People	<ul style="list-style-type: none">• Performance improvements on 17/18• Neighbourhood Plus pilot• Growth in our CT capability
Reducing Disruption and Delay	<ul style="list-style-type: none">• Trespass strategy• Trespass incidents down
Proving Value for Money	<ul style="list-style-type: none">• Efficiencies delivered 17/18• Efficiencies on track for 18/19
Building a Specialist and Skilled Workforce	<ul style="list-style-type: none">• Expanded leadership training to police staff• Inclusion and Diversity Strategy• Ethical Dilemmas workshops

BTP2021, along with the Policing Plan, is a vehicle for delivering our Strategy; **BTP2021 is not our Strategy**. In addition, our work fits into the wider context of the cross-force [Policing Vision 2025](#), which focuses on a professional police force using digital tools and delivering policing locally.

BTP2021 - Our Ambition

Our ambition for BTP2021 is contained in the brochure we issued last year. It's important to stress that the big ideas and the benefits **have not** changed.

In summary, they are:

- 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.

What are the reasons for BTP2021?

The reasons for BTP2021 have not changed.

- We must be operationally fit for purpose, anticipating new threats and requirements, and building on what works well. BTP2021 allows us to do that coherently.
- We want to exploit new technology and digital processes in how our services are accessed and delivered and ensure that our people are provided with these digital tools and trained in how to use them.
- We must be – and be able to demonstrate – that we are an effective and efficient organisation. We want to invest in new capability.

We also have a number of financial pressures. These include funding:

- Essential growth in our Counter Terrorism capability
- The new emergency services network or, if this is delayed, the run on of our existing airwave system,
- Potential changes in Scotland. The Force continues to work closely with the Scottish Government to establish the future of railway policing in Scotland and any implications this may have to the structure and funding arrangements for BTP.

Some of these financial pressures have shifted, in cost and timing. **But the wider pressures on the economy and on the industry that fund us have not.** They have become more serious. Given that, it is essential that we deliver the most effective policing in the most efficient way.

What have we achieved since April 2018

Working Together in Delivering Change

Engagement and co-design

Some of the main criticisms of our previous change programme were poor engagement and poor implementation. We have sought to address that through dedicated programme and project teams, a control mechanism to ensure change is ready to be implemented, and extensive engagement and co-design.

What's Worked Well?

To date we have delivered over **150 workshops and engagement sessions**. These sessions **have changed our final designs**. The Strategic Centre, Justice, Custody, and the design for our support services have all been amended in the light of feedback.

For example, efficiencies tend to lead to centralisation. You have made clear that this does not always mean more effective support. Given our role and national spread, there are specialist and administrative support tasks that are better done locally. This is now shaping our approach to administrative support and intelligence. As each project delivers we will publish how the ultimate solution was shaped by employee views.

What's Been More Challenging?

There are some areas where co-design has been less effective. The most significant has been in regard to Axis House where detailed discussions with the workforce have been delayed until we have concluded complex and sensitive commercial negotiations with the site developer and so better understand the options to consider with staff. We aim to address this in February.



Key Enablers to Change - People

Policing is all about People

We must ensure that our people have the specialisms and skills required going forward, that we have a culture that empowers, enables and inspires, that people are supported through what we know is a difficult period of change, and that we have the engagement processes in place that allow us to co-design together.

Learning and Development

Following wide discussion, we have commenced an engagement process with learning developers to examine how we should transform our approach to learning to ensure that it delivers what we need, exploiting modern learning techniques.

This is shaping our current and future skills needs, how and where our training should be provided, the balance between individual, regional and national training, and the merits of a more blended approach to training.

It will also expand our offer to police staff and leaders.

Culture

Culture is 'the way we do things around here' and we will be looking at how we can make the working place better; where people feel empowered, where we remove micro managing and unnecessary bureaucracy; and where people feel comfortable to be themselves at work.

See [Page 14 \(Breaking Barriers\)](#) for more information.

We have started with the 'Ethical Dilemmas' workshops, which are aimed at challenging poor behaviour in the workplace. We will be publishing a new inclusion and diversity strategy in March 2019.

We have launched a programme aimed at improving wellbeing. Superintendent Sue Peters is leading on work that will improve our problem solving ability and help people to feel better empowered to make change happen.

We have delivered our programmes to date through co-design with those impacted and best able to shape the new design.

Leadership

We have expanded our leadership training to police staff, building on the success of the police officer leadership courses to date. This includes a focus on Leading in a Time of Change.

We are also building a leadership programme for supervisors and police staff equivalents.

Managing Staff at Risk

There is significant focus on assisting staff during what we know is a difficult time. This includes an employee support portal and regular engagement.

For staff at risk, we aim to maximise redeployment opportunities, holding vacancies where that can be done, and streamlining the process by which staff can apply for other roles within the organisation.

We are proposing the use of voluntary redundancies where restructure requires post and staff reductions.

Support to Staff through Change

In February we will launch a brand new internal campaign aimed at support our employees through change. This will focus on how to access guidance and support services both within BTP and from external agencies that can help.

Improving Operational Policing

The most important element of BTP2021 is better support to local policing.

Neighbourhood Plus

The key project to achieve this is Neighbourhood Plus (NP+). This will better integrate BTP with stakeholders to deliver a safe and secure network. The NP+ pilot commenced in November 2018 at seven locations across the force.

These are a mix of Hub and Underground stations. NP+ builds on best practice Neighbourhood Policing work. It contains initiatives that aim to reduce demand by reducing crime through problem solving and increasing visibility and accessibility.

Counter-Terrorism

The national threat picture is severe and the railway remains a target for attack. BTP officers and staff have been recognised for courage in dealing with a series of major incidents. BTP2021 is expanding our firearms officers and Behavioural Detection officers by an additional 145 posts.

We are establishing two new hubs to give us an out of London capability. Birmingham now has an initial operating presence. We are finalising the location for the Manchester hub. Both sites will be fully operational by April 2019.



The frontline is at the centre of our design.

Responding to changing threats

In addition to the terrorism threat, we have seen a national increase in knife crime and gang incidents. This is a serious threat to our officers and staff.

As part of BTP2021, ACC Specialist Operations is urgently reviewing and addressing the training, equipment, and personal protection of our workforce. Key measures will be announced in January 2019.

Custody

The level of demand for in-house custody space in the Central London area falls well below capacity. The original Target Operating Model recommended that BTP dispense with a dedicated custody provision.

However, following detailed analysis, engagement and input from frontline officers and Custody staff, the decision has been taken to reduce the capacity of the Brewery Road (EZ) Custody Suite from 20 cells to 10 instead of disbanding our provisions completely. This will be implemented in February 2019.

Delivering 3 CI - (Communications, Command, Control, and Intelligence)

3CI draws together all the elements that enable and deliver frontline policing.

It provides complete oversight of all our operations at any given time with the ability to spot risks and threats and coordinate the response.

Progress this year has seen:

Digital Public Access

We are finalising discussions with national Digital Policing to join the national Single Online Home which is under development for delivery across all UK Police forces. This will give a single pathway for digital access for the public. BTP are currently working with the National Programme to confirm its slot within the national rollout schedule as part of these discussions.

Improving Contact – Resolution Centre

We began piloting a Resolution Centre in November 2018. This aims to improve how we safeguard the public, prioritise calls for service, and decide the types of investigations front line colleagues should handle. The results to date are very positive and will inform the final design for approval in summer 2019.

Intelligence

We have developed, through co-design, the concept for our future intelligence which was endorsed by the Force in December 2018. This will deliver dedicated intelligence support at the local level, providing relevant local intelligence locally. It is subject to ongoing consultation with implementation on track to begin in April 2019, concluding in October 2019.

Control Rooms

We remain committed to the concept of a single control room that delivers an effective and efficient fit for purpose control function. We are clear that this must exploit technology and best practice. We are equally clear that this must not create operational risk.

To date we have been engaged in detailed discussions concerning the future of Axis House and our occupation of Palestra, negotiating with the Birmingham developer and TfL to understand their plans. We anticipate that these discussions will conclude shortly.

The focus from February 2019 will shift to the co-design with staff of our command and control function.



Crime and Safeguarding

BTP2021 will deliver 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 builds on the excellent progress we have made on safeguarding to date:

Justice

We have completed extensive co-design and the new Justice model was approved in October 2018. Consultation has now closed for this project and the new model, modified slightly by the counter proposals, is currently being implemented.

One of the key areas of change within Justice is to return the out of court disposal decisions back to the frontline.

Training is being delivered to all front line officers to ensure they are up-to-date on current practices.

Public Protection

Following co-design, the concept for public protection staff was agreed by the Force Executive Board in December 2018. It is subject to ongoing consultation with implementation on track to begin in April 2019 which will be concluded by October 2019. It will improve service delivery in all areas of Public Protection including the Suicide Prevention Mental Health and Safeguarding areas creating a single Public Protection Command.

Scientific Support Services

We have completed a review of the processes and functions within the unit, this has led to the co-design of new processes and a restructure, which include new services and the implementation of new technology. Staff consultation is complete and the changes will be implemented by March 2019.



Strategic Management – The Strategic Centre

We are an operational Police Force; but we are also a complex multi-million pound organisation.

We need to ensure that our strategic analysis, corporate management and governance, and the management of resources are efficient and fit for purpose.

This is the aim of the Strategic Centre business case which was approved in 2018, is undergoing consultation, and will be implemented in April 2019.

Key proposals are:

Strategic Planning and Demand Management

Establishing a strategic planning and demand management function. This will ensure that we align all our resources to our strategic and operational priorities. It builds on HMICFRS best practice.

Exploiting Big Data

Building the capability to manage, analyse and exploit big data. This will be supported by modern business intelligence tools such as Power BI. We want to move our analytical effort from managing and manipulating data, to analysing it for trends and insight in a way that adds the most value. The transport network has huge digital data; we need to be better positioned to exploit it.

Assurance

We will reset our assurance framework so that it is more risk-based and proportionate. We will empower our staff and ensure that divisional commanders and departmental heads have the assurance support they need, streamlining the central teams.

Learning and Innovation

A permanent focus for learning and innovation to support continuous improvement and to ensure that our learning offer supports new areas such as digital policing.

Professionalism

A dedicated focus for professionalism, building on best practice and People and PSD lessons learnt to date. This is a core element of maturing and modernising our culture and working environment.

Strategic Engagement

A disciplined approach to stakeholder engagement to improve our understanding and collaborative working with stakeholders.



Supporting the business

BTP2021 will deliver support services that meet our needs, and are value for money.

We need to cut waste and challenge those services that are not business priorities. Many of the measures are scheduled for 2019 and 2020.

Progress to date is as follows:

Support Model

We have worked up the high level support model through co-design. At its heart is ensuring those services are delivered in the most effective and efficient way. It will be supported by improved and streamlined fault reporting and holding to account boards whereby the 'customer' can really challenge support services for the quality of delivery.

We need to get much better at identifying and addressing where support falls short.

Station Administration

Station level is key to good administration. If we get this right, it will directly improve how we operationally police. It also means that administrative and assurance issues are dealt with at the earliest opportunity.

Through co-design we have worked up the Station Administration business case which will be considered in January 2019 for implementation in April 2019. This will strengthen our local support, ensuring it operates to a common standard, and that our administrators are trained and supported appropriately.

Management of Resources

We have commenced work on changing how we manage resources. Currently we manage workforce and finance issues from many different levels, through different teams.

In some cases this provides flexibility; in other cases it creates duplication. Proposals to streamline and improve the management of resources will be submitted in April 2019.

These aim to provide the resource management tools that operational commanders and local managers actually need, and free them from administrative tasks where those can be best delivered to them by others.

Estates

Our estate needs to be fit for purpose, value for money, and used to its full potential. Our aim is to retain smaller operational sites which are important for visibility and operational effectiveness but challenge larger, more expensive, and predominantly administrative locations.

In 2018, we exited Holmes House saving just under half a million pounds annually. In 2019, we will exit Albany and Broadway in London, moving B Division command and support to Camden.

This will ensure we exploit the full occupancy of Force HQ. This year we will also finalise the plans for Axis House within the overall Estates Strategy.

Fleet

The Force uses nearly 600 vehicles. The costs of the fleet, its maintenance, use, and driver training are significant. We know in some cases the standard of the fleet is challenged. An immediate piece of work, reporting in January 2019, has considered with operational leaders, low usage vehicles which we could sensibly disposed of.

In Spring 2019 we will review proposals which look at how we might better manage and service our fleet, ensuring its fitness for purpose and better levels of availability.

We will also be reviewing accident rates and any lessons learnt to reduce costs arising.

Transactional Services

Many of our support services and processes are shaped by separate operating systems for People, Procurement, Finance and Payroll.

We need to enable self-service through an easily accessible system hosted on your phone e.g. to claim expenses, book annual leave or check your payslip.

The outline business case for how we might restructure our transactional services will be worked up for consideration in April 2019.



Key Enablers to Change: Digitalisation

Digital transformation is a key enabler to BTP2021. This programme is the subject of significant work and investment.

2018 has seen major progress:

Frontline

The rollout out of additional mobile devices to frontline officers, with more to come in 2019/20.

- The introduction of more apps to officer's mobile devices, such as Bike Register, Tube Map, Google Maps and many more.
- Bluetooth keyboards will be issued to officers with iPatrol devices over the coming months so that it's easier to add longer updates while out and about.
- The creation of a Mobile Friendly Annual Leave Requests form for all employees. A range of other forms are being digitised to make them easier to complete without returning to a desktop computer.
- Enabling WiFi on all smartphones, allowing employees to connect to a wide range of Wi-Fi networks including Vodafone WiFi on the underground, home networks and others.
- Extending Body Worn Video to all Specials

NICHE

An upgrade to Niche in February will improve the 'look and feel' of the system. The upgrade will also enable BTP to create Crime Occurrence records through Niche in coming months; that will save a huge amount of time.

Office 365

A multi-million investment in Office 365 was approved in November 2018. This will replace Microsoft office and will provide skype (for video conferencing), team networking and other modern working processes. It will go live as of April 2019.

Windows 10

Work to upgrade our devices for Windows 10 was approved in December 2018 for implementation in 2019/20. This will meet future security needs and offers improved functionality.

Core Network

Our current network is constrained, inflexible, and a major business constraint, making log on and using systems very slow in some police posts. We are working now to install a new network that will go live in June 2019.

This is a +£20M investment over 5 years. It will significantly upgrade our existing data and telephony network right across the force, delivering faster and a more reliable broadband connection to all BTP Police Posts and offices.

Digital Evidence Management (DEMS)

Major investment was approved in December 2018 for the implementation of a new system to facilitate the storage of digital evidence and assets.

This will go live incrementally as of May 2019.

This will ultimately enable the force to align with the Digital Evidence Transfer Service (DETS) to digitise the law enforcement process, and remove the need to supply physical copies of digital information such as CCTV data to the Courts Service.

Efficiencies: Delivering £30m to meet our future needs

Our efficiency target is demanding, but the Force has responded to the challenge. We should recall that we have already delivered £17M of efficiencies in 16/17 and 18/19. Officers and staff deserve much credit for how they have challenged how we police and how we best support it.

We are determined to achieve the efficiencies required for reinvestment and deliver the positive change of BTP2021.

Our yearly target and progress is below.



2018/19 £4m

- We are well on target with over £3.4m achieved to date, and the remaining measures well advanced.

2019/20 £9m

- We have well advanced projects to deliver £5m.
- We are developing projects for a further £4.5m.
- There are an additional £2.9m measures which will be drawn forward if required.

2020/21 £10m

- We have a range of projects identified to achieve this target

2021/22 £7m

- We have a range of projects identified to achieve this target.



Breaking Barriers

The 2018 Staff Survey highlighted staff frustration with the 'hindrance stressors' that just make day to day work difficult - poor processes, poor technology, and unnecessary bureaucracy.

These are being addressed through the Breaking Barriers initiative led by Superintendent Mark Cleland.

Progress to date includes:

E-RIGHT TRACK

We have redesigned E-Right Track and halved the process steps required, significantly reducing the burden of reviews and sign offs.

Stop and Search

We have streamlined the process.

Applications

Removed authority levels for some applications and decisions.

Body Worn Video (BWV)

We are in the process of rolling out BWV to Specials.

Evidence Review Gateway (ERG)

We have devolved some ERG decisions to supervisors.

Missing Forms

These have been uploaded to the intranet.

NICHE

An end to end process for crime management was introduced in January to replace a vast array of confusing 'one step' workflows.

Users are now guided through the crime management process. In addition to improving the processes and workflows to make the systems more intuitive, training is being rolled out forcewide during 2019/20; starting with Sergeants attending a 3 day course, but then others users being able to attend four one-day modular courses.

Promotion

We have streamlined our promotion processes, revising the paper sift.

Claims and Allowances

We have overhauled the special payment for officers dealing with fatalities.

Next steps:

Our new priority is to simplify the approach towards uniform and entitlements.

Summary

We have made really good progress in delivering the leading elements of BTP2021. This is challenging work but we have struck a balance between efficiencies and transformative change. It is good to see how engagement and co-design has shaped much of the early delivery.

There are major projects ahead. Most notable are the full roll-out of Neighbourhood Plus, command and control, major estates decisions, and our support services.

BTP2021 is a change programme for the Force, to be shaped and delivered by the Force. Please engage and help shape your BTP.

For further information on any of the above please contact the [BTP2021 mailbox](#).

