



EAGLESPUR LIMITED



# British Transport Police Authority

## Tier 1 Stakeholder Consultation

*‘Shaping Progress Together’*

Anthony Fairbanks Weston

# Scope



- Follow on from last year's consultation
- Broad spectrum of senior industry stakeholders - MDs, FDs, COOs, Heads of Security
- Two parts
  - Implementing the new structure
  - Delivering the Strategic Foundations

# Part 1 - Feedback



*Q1. How well do you feel that the BTP and BTPA are listening to you and acting upon what they hear?*

- There is regular engagement at the senior level*
- The Authority needs to understand the industry better*
- Would like more open discussion at the operational and tactical levels*

# Part 1 - Feedback



*Q2. How well was the new structure implemented and brought into play?*

- Well led and professionally delivered*
- Need to understand and map ALL policing and security resources (BTP and the Industry)*
- Confidence and collaboration*

# Part 1 - Feedback



*Q3. How engaged were you in the planning and implementation?*

- *Adequately engaged during the planning*
- *Had the opportunity to comment*
- *BTP had to start somewhere*
- *Felt well briefed*

# Part 1 - Feedback



*Q4. What changes have there been for you and how have/are these affecting you?*

- Simpler and more effective command structure*
- Access to a Chief Officer*
- It instinctively feels better*
- Next 6-12 months would be crucial*
- Freight ops still not properly understood*

# Part 1 - Feedback



*Q5. What evidence is there of greater integration and how is this benefitting you?*

- *A mixed bag but generally positive*
  - *Feels like a partnership; not yet seeing the benefit*
- *Implementation needs to move to another phase*
- *More collaboration will deliver greater operational effectiveness*

# Part 1 - Feedback



*Q6. Restructuring has removed £8Million of back office costs, enabling investment in front-line policing. How well are they making optimal use of the available mix of resources?*

- No single respondent would rather have had the money*
- Perception that BTP is not making optimal use*
- Would like to see a more fundamental review of capability*



# Part 1 - Feedback



*Q7. What do you see as the principal benefit(s) of the revised structure?*

- Respondents recognise the benefits it will bring*
- Already seeing: some additional resource; clearer command and control*
- Now need to take stock and hone the plan to realise the full benefits*

# Part 1 - Feedback



## *General Conclusion*

- *Positive - Professionally led and executed*
- *Would like more information and it needs to cascaded down to Op/Tac levels*
- *Not yet seeing the evidence on the ground*
- *Early days, work to be done but a really good start*
- *Authority and BTP making positive steps to meet the needs of the industry*

# Part 2 - Feedback



## *Strategic Foundation 1 – Integrating*

- *The greater level of engagement with BTP needs to be matched by the Authority*
- *Need to differentiate between integration and alignment*
- *Engagement and dialogue leads to better alignment and integration and improved performance/outcomes*

# Part 2 - Feedback



## *Strategic Foundation 2 – Demonstrating*

- *Less disruption and delays; restoring services; preventing trespass; other interventions*
- *Debate around 20/20/10; it (and the SFs) need to be translated into local objectives*
- *Widespread recognition of BTP*
- *Reinvestment in frontline feels invisible*

# Part 2 - Feedback



## *Strategic Foundation 3 - Focusing and understanding*

- *Clear correlation between levels of engagement and levels of satisfaction*
- *Should conduct passenger focus groups*
- *More lateral thinking around crime prevention would bring benefits*

# Part 2 - Feedback



## *Strategic Foundation 4 – Innovating*

- *Good use of technology - Social media monitoring and CCTV*
- *Scope to embrace technology more fully*
- *Led by business process and operational imperatives not by the technology itself*
- *Not aware of an innovation strategy*

## Part 2 - Feedback



### *Strategic Foundation 5 – Developing, training*

- They are seeing an improved calibre of officer and especially in command appointments*
- Good leadership has a positive influence on the behaviour and ethos of the team*
- Would like to see existing competencies and capabilities mapped against future need*
- Freight industry needs to be covered in training*

# Part 2 - Feedback



## *Other Noteworthy Comments*

- *Three/four times a year have a strategic review and take stock – what are we doing, what is working and what is not*
- *If you are serious about change you need to facilitate it*



# Part 2 - Feedback



## *General Conclusion from Part 2*

- *Many encouraging and helpful comments*
- *Work to be done to enable the industry to interpret the SFs and align them with their objectives*
- *Would like to see a clear alignment between BTP capability and objectives with rail operations and business plans*

# Overall Conclusion



- New structure well conceived and implemented
- Quality of leadership has improved
- Would like more visibility around resources and tasking
- All parties need to build on what has been put in place
- BTP is held in high esteem; be more confident
- It is the strength of the leadership that will drive and deliver the change

# Overall Conclusion



And finally, I will leave the last word to the industry:

*“I think we have got to help and try and build the whole thing between us as an industry. The BTP is very much part of that industry. A vital part of how we give our customers and staff confidence that we are in control of it.”*



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*Listening, hearing, acting*

*...Shaping progress together*

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