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REPORT TO: British Transport Police Authority
DATE: 22 July 2009
SUBJECT: Chief Constable's Report
SPONSOR: Chief Constable
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1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide members with an overview of activity within British Transport Police (BTP) since the last Police Authority meeting in May 2009.

2. PERFORMANCE AGAINST 2009-10 POLICING PLAN

2.1 15 of the 16 national targets were achieved during the period 1 April to 5 July 2009. The only target not being achieved is the promotion of BME officers. However, as the main promotion boards do not take place until later in the year, the target (at least 9% of promoted officers should be from a BME background) should be reached later in the year. Key areas of performance to note include:

- Notifiable crime continues to fall, with 15,766 recorded offences against a target of 15,892 and 16,501 during the same period last year (a reduction of 0.8% and 4.45% respectively).
- The detection rate target of at least 33% for notifiable offences is coming in just on target, and has increased against last year's detection rate of 30%.
- Live cable related offences continue to decrease. There have been 206 recorded offences to date this year, against a target of 303 and 443 during the same period last year (a reduction of 32% and 53% respectively).
- 223 offenders have been detected for football related offences against a target of 125, and 117 during the same period last year. 183 of these were in May due to the high number of crucial end of season fixtures. An update on policing during the 2008-09 football season is included in section 10.4 of this report.



BRITISH
TRANSPORT
POLICE

- There have been 47 fatalities on the rail network from April to June, with an average clearance time of 75 minutes.
- During the first quarter of 2009-10, both of the contact handling targets were achieved, with 90% of emergency calls being answered within 10 seconds, and 94% of non-emergency calls being answered within 40 seconds. This improvement in performance is due to the investment in the new control room and call handling structure within BTP. The key areas for improvement since April are:
 - April was the first complete month when the Force Control Room Birmingham (FCRB) took responsibility for all non London Areas Emergency Calls and the First Contact Centre (FCC) took responsibility for the vast majority of national Non Emergency Calls. This has now enabled the FCRL to deliver the operational performance expected of it and contribute a key role in achieving the overall Contact Handling targets around emergency calls.
 - Overall call volumes have now settled with approximately 50,000 calls received each month.
 - FCRB Communications Officers have completed a 3 week refresher training course and are back in the control room.
 - FCC staff continue to improve in their first 12 months; average handle time has reduced from an average of 220 seconds in March to approximately 200 seconds in June.
 - More detailed daily performance reports have been produced highlighting performance losses and enabling rostering teams to schedule staffing coverage accordingly
 - High calibre FCC staff (9 in total) have been successful in progressing from the FCC to the FCRB via an internal recruitment exercise lessening FCRB abstractions through attrition.
- The overall quality of service satisfaction rate of 88% is exceeding the target of 80%. All Areas are achieving this target.
- The 3 sickness targets for police officers, PCSOs, and police staff (average sickness for the full year to be less than 8 days per person) are all being achieved. From April to June average sickness levels are 1.4 days for police staff, 1.81 days for PCSOs, and 1.92 days



BRITISH
TRANSPORT
POLICE

for police officers. Performance in this area is being closely monitored due to the potential impact of swine flu which may, according to predictions, make the sickness targets challenging during the autumn / winter months.

2.2 47 of the 75 local targets were achieved during the period 1 April to 5 July 2009 Key areas of performance to note include:-

- London North has conducted 24 joint policing operations and 29 joint rail industry operations and London Underground have conducted 25 joint operations (against individual targets of 20). These joint operations targets enhance better partner relationships, provide high visibility policing and reassurance to passengers and staff, as well as acting as a deterrent to criminals who operate on the rail network.
- Due to the increase in thefts from ticket machines on London South Area, proactive activity has seen detections increase to 68% for this type of criminality, against a target of 29% and last year's detection rate of 13%.
- 377 offenders have been detected for anti social behaviour on Wales & Western Area against a target of 247 and 210 detections last year (an increase of 53% and 80% respectively). This is largely due to high visibility patrols targeting key hotspots areas and a more proactive approach in managing this type of offence.

2.3 From April to June there were 16,498 notifiable offences and 10,340 non-notifiable offences (against 17,305 and 10,558 respectively last year), leading to an overall reduction in recorded offences of 3.7% against the same period last year.

2.4 Attached at Appendix A is a table detailing current performance against all targets.

3. OLYMPIC AND PARALYMPIC GAMES

3.1 On 22 July 2009 Ministers are due to agree the Olympic Security Budget, requiring Government Departments, co-ordinated by the Home Office, to authorise Olympic expenditure in line with the Olympic Security Strategy. They will use an Investment Appraisal procedure that will ensure



BRITISH
TRANSPORT
POLICE

security expenditure is contained within the available £600 million. DfT has already agreed a BTP Olympic budget for expenditure of up to £9.4 million for the CSR period 2008-11. Arrangements are in place for DfT to authorise and monitor this expenditure. It will have to be considered and ratified by the DfT bespoke Olympic Investment Appraisal procedures, which are currently being put in place. However, as it is in the Olympic Security Budget being agreed by Ministers and it has previously been agreed by DfT after a number of Challenge Panels, the full sum is expected to be ratified and confirmed for 2008/11.

- 3.2 Following a best value review of BTP's budget proposals for 2008-13 (200-11 and the subsequent 2011-13), the Force has managed to identify £2.5 million savings. However, this process also identified a £2.3 million shortfall in the budget allowed by the Home Office for Mutual Aid to BTP from Home Office forces during the Games. This coincided with an additional BTP Airwave requirement of £1.3 million being agreed. As a result, despite the best value savings, there has been a net increase in BTP's Olympics budget for 2008-13 of £1.1 million, and the 2008-13 budget now stands at £29.4 million. This total budget will be agreed using the DfT bespoke Investment Appraisal procedures. No problem is expected with reaching this agreement, as all expenditure is on items previously agreed with DfT and contained within the Olympic Security Budget to be agreed by Ministers on 22 July.
- 3.3 ACC Stephen Thomas continues his role as the Olympic Security Directorate's Transport Security Project Lead and National Co-ordinator for Cross Modal Olympic Transport Security. He works closely with DfT, TRANSEC, the Olympic Delivery Authority (ODA) and the London Organising Committee (LOCOG) to ensure that all of the necessary transport security arrangements are in place.
- 3.4 The BTP Olympic project continues to take forward the BTP Olympic security work and its ninety three work packages.



BRITISH
TRANSPORT
POLICE

3.5 On 25 June 2009 BTP hosted the fourth Rail Olympic Security Modal Group meeting, where progress was made by BTP, TRANSEC, ODA and railway industry partners in taking forward our joint Olympic security work. The fifth meeting of this group, an all day risk workshop, will be held on 4 September 2009.

3.6 As yet, no suitable BTP accommodation has been identified at Stratford Regional Station, but discussions continue on this subject with Network Rail and now National Express East Anglia. The Force is exploring with them the option of extending by one storey the current BTP premises at Stratford Regional Station and building a new public facing Neighbourhood Policing Base in available space on Platform 12.

4. QUEEN'S BIRTHDAY HONOURS

4.1 Three BTP officers were recognised in the Queen's Birthday Honours, which continues the record of BTP being recognised in the Queen's Honours since 2001. The Chief Constable was awarded a Knighthood for outstanding public service to policing. This is a tremendous honour not only for Sir Ian, but also for the whole of BTP, as its hard work and commitment in making the railways a safe environment is so publicly recognised. DC Graham Naughton was awarded an MBE in recognition of him championing intelligence football policing, and PC Steve Wareing from Leeds was recognised for his tireless work in promoting community and railway safety, particularly amongst the young, over 29 years service.

5. CHIEF CONSTABLE

5.1 Sir Ian Johnston leaves BTP at the end of July, when Andrew Trotter will take over his role as the new Chief Constable of BTP. Andrew has already undertaken a number of visits to key stakeholders (TOC MDs, passenger groups, and government departments), and will continue with these visits over the next few months. Paul Crowther has been appointed Temporary Deputy Chief Constable until the new Deputy Chief Constable starts in post. The recruitment for this position is currently under way. Mark Smith has been appointed Temporary Assistant Chief Constable Crime for this period.



BRITISH
TRANSPORT
POLICE

6. 2008-09 ACCOUNTS

6.1 The audit of the Statement of Accounts was completed in good time by the National Audit Office (NAO), and a draft assurance statement was provided by them for all matters except those relating to the impact of the Judicial Review. A decision was made, in consultation with the Chair of the Audit and Corporate Governance Committee, to delay the final sign off of the accounts until further verification of the figures in the accounts affected by the Judicial Review was completed. It is expected that this work will be completed over the next few weeks and the Statement of Accounts will be presented to Audit and Corporate Governance Committee on 8 September 2009.

7. EFFICIENCY PROGRAMME

7.1 BTP realised efficiency savings of £11,732,483 in 2008-09 against a target of £3,242,206. The *Frontlinefirst* Programme's achievements for 2008-09 have recently been reviewed, against the counting rules agreed by the Authority, by auditors from Grant Thornton UK LLP. Their report has been shared with Jeroen Weimar, the BTPA lead for efficiencies, and will be presented to September's Strategy Budget & Performance Monitoring Committee. Some adjustments were made to the amount declared for the year as a consequence of their review that reduced the overall total by £1,367,400. The report endorsed the approach taken to date and made some recommendations for the future that are being considered.

7.2 Year two of the Programme is underway (titled *Frontlinefirst2*) which will focus on the identification of further cashable savings, delivered through a combination of the following methodologies

- End-to-end business process reviews using the LEAN methodology
- Thematic scrutiny reviews on areas of greatest spend
- FHQ Departmental efficiency plans
- Project gateway reviews



7.3 A draft delivery plan for 2009-10 was presented to the Chief Officer Group on 15 June. Two main projects have already been initiated – The Intelligence Function and the Control Room (including crime reporting and initial investigation) functions. The Frontlinefirst2 Programme will be updated following budget discussions at the July Authority meeting.

8. TASERS

8.1 BTP has undertaken extensive consultation with the industry, passenger groups and community groups regarding the use of Tasers by BTP officers on the rail network. Presentations have also been given to the ATOC Police and Security Group, TOC management teams, the National Independent Advisory Group (NIAG) and the London Independent Advisory Network (IAN). Positive feedback has been received from the TOCs. However concern has been expressed by the community groups on the affect of Taser on specific medical conditions, on the operational monitoring of Taser usage in respect of diversity issues, and excessive use of force. These concerns have been addressed in the various meetings and both NIAG and IAN have been invited to consult on the Standard Operating Procedure once completed.

8.2 BTP commissioned some additional safety testing which has been completed by the Home Office Scientific Development Branch (HOSDB). The findings were that if the Taser wires made contact with the overhead line equipment, this could represent a risk to officers. However, the testing established that a minimal risk was posed by the third rail system. The results have been fed into the Risk Assessment process and methods for mitigating these risks will be built into the training package.

8.3 Once the consultation process is complete, a controlled pilot of the device will commence for 3-6 months at five selected locations. The earliest that the pilot could start would be August 2009. Instructor and user training would be conducted in August and September 2009, with a parallel workstream of installing storage and equipment at locations. All equipment has now been delivered into Force, with the Home Office providing sufficient equipment for the pilot and then operational roll out.



9. HR TRANSFORMATION PROGRAMME

- 9.1 On 1 June the new HR Business centre in Birmingham became operational for all non London Areas. The new Automated Call Distribution system (used to queue and route telephone calls to the centre) and Case Management system (used to record and progress queries and issues that are raised with the HR Business Centre) have been commissioned, staff trained and became operational during June and July. HR provision for the London Areas and FHQ are due to move to the Business Centre over the next four months, with the HR Transformation programme due for completion at the end of November. The build up of resources in the HR Business Centre has been phased to support the increase in workload as the work transitions. There are currently 3 vacancies remaining which are being recruited to.
- 9.2 The restructure of HR is now complete but the full effect will not be concluded until all the work has moved to the HR Business Centre. To date, 19 staff have left under the voluntary severance scheme (VSS) and there are a further 20 that are due to leave on VSS over the coming months. Ten HR staff have been successfully re-deployed elsewhere with BTP.
- 9.3 HR Express is the name of the intranet application that provides guidance notes to line managers regarding how to deal with staffing issues. This has been developed in response to a clear message from 2008 Supervisors Seminars where supervisors were asked how HR can best support them. This will be an ongoing development from within HR and at present, the top 10 business processes (from a volume perspective) have been published and well received.
- 9.4 The next phase within this programme of work will be the transformation of Learning & Development (L&D), which will progress along similar lines to HR. This project is ready to go as soon as a final decision has been reached regarding the future location for a BTP training facility.
- 9.5 The transformation of HR has delivered an annual saving of £1.5m and the first full year saving will be in 2010/11. The transformation of L&D is projected to deliver savings of £1m assuming



BRITISH
TRANSPORT
POLICE

the closure of Tadworth. This will exceed the target originally set of £2.32m. There is an additional project underway to bring the Student Officer Programme back in-house. This project is closely aligned with L&D Transformation and collectively they will deliver additional savings over and above the £1m.

10. OPERATIONAL POLICING OVERVIEW

10.1 The following section provides an overview of some of the recent operations and investigations that have taken place across BTP. The aim of this section of the report is to provide members with an overview of the type of crime that occurs on the rail network and the investigation that subsequently follows.

10.2 Potters Bar and Grayrigg inquests

The Secretary of State for Transport has decided on holding separate inquests into the Potters Bar and Grayrigg train crashes. There will not be a public inquiry. A Middleton inquest has been agreed for Potters Bar, which is an extended inquest where a High Court Judge will be appointed and sworn in as deputy coroner. The type of inquest for Grayrigg has been left to the Coroner's discretion, and is still to be decided. BTP will act as Coroners Officer and service both inquests, which may involve detailed evidence that will require significant support from our resources. The timing of each is yet to be decided. BTP is liaising with the relevant coroners and an update will be provided to the Authority when more details are known.

10.3 Operation Cobalt

Operation Cobalt is the investigation into an armed raid on a security van at Rayleigh Station, Essex in May 2007, when a member of public was shot. On 21 June, after a 3 month trial at Chelmsford Crown Court the main defendant was convicted of found guilty of wounding with intent, conspiracy to rob between September 2006 and April 2008, and conspiracy to possess firearms with intent to commit robberies in the Essex area. He was handed an indeterminate sentence and will service a minimum of 12 years in prison before being considered for parole.



BRITISH
TRANSPORT
POLICE

The jury were unable to come to a verdict on his co accused, and they will face a retrial in January 2010. In the mean time both are remanded in custody.

10.4 Football Policing

Policing of football matches across the country continues to place a huge demand on BTP resources, and is a commitment that runs for 10 months of the year. The following data gives an overview of the scale of incidents and arrests on the rail network during the 2008-09 football season:

- BTP effected a total 839 arrests / reports (where a person was arrested, reported, cautioned, or issues with a fixed penalty notice) for football related offences. Of the 839 arrests, 509 took place at stations, 296 on trains, and 34 off the railway (against 359, 151, and 55 in 2007-08)
- There were 51 serious football incidents (serious impact on the railway, staff, passengers or police). This includes violent disorder, GBH, serious disruption to the rail network, serious criminal damage above £5000, staff assault, sexual assault or racially motivated assault.
- There were 536 football impact factors (an incident caused by the presence of football fans on the rail network). An impact factor includes low level disorder, anti social behaviour, breach of conditions of carriage or bye laws, fare evasion, and misuse of drugs. Alcohol is a key contributing factor to football related disorder offences which relates to the majority of the increase over last year in this type of offence.
- The following table details number of arrests, serious incidents, and impact incidents over the last 4 years.

| | 2005-06 | 2006-07 | 2007-08 | 2008-09 |
|-------------------|---------|---------|---------|---------|
| Serious incidents | 56 | 83 | 63 | 51 |
| Impact incidents | 260 | 305 | 337 | 536 |
| Arrests | 331 | 567 | 601 | 839 |



Plans are already in place for the 2009-10 football season, and initiatives include:

- 8 teams are subject of increased activity including actions plans and targeted operations (Man Utd, Cardiff city, Arsenal, Newcastle, Leeds, Chelsea, Sunderland, & Glasgow Rangers)
- An Intelligence Co-ordinator will be used each week (1 for London and 1 for Provinces) to enhance intelligence gathering between police, industry and the Football Association.
- The relationship between fixtures, proximity of venues, and historic hooligan rivalries is pivotal in establishing the grading of a match and anticipating disorder. Accurate grading of matches of critical to the effective police resource deployment.
- A fan survey reveals that 17% of fans use trains to travel to matches. It is therefore estimated that 5.5 million passenger journeys will be made by football supporters traveling to matches during the season.

10.5 Counter Terrorism

Lord Carlile's annual report on the Independent Review of Counter Terrorism Legislation has been published. Considerable reference is made in the report to use of powers under S.44 of the Terrorism Act. Lord Carlile makes a number of references to BTP's use of these powers. A direct quote from the report states 'Once again there has been an increased level of disruption and penetration of terrorism plots by the police and other control authorities. The growth of the security Service is one reason for this improvement. Another reason is the impressive quality and organisation of the British Transport Police.' Lord Carlile visited BTP earlier this year when he met the Chief Constable, ACC Pacey and Superintendent Trendall (Head of the Counter Terrorism Unit), and went on patrol with officers to see first hand how officers use this power. BTP has recently reissued guidance on the use of S.44 to its officers, and this guidance is fit for purpose in the context of Lord Carlile's report. Further work is being undertaken to look at use of cordon powers and officer briefings.



10.6 **Royal Ascot Races**

London South Area carried out a policing operation at Ascot station and along the lines of route between London, Waterloo, Reading and Guildford between 16 – 20 June in support of the Royal Ascot races. Approximately 100 officers were deployed in support of the operation, which targeted ticket touts, anti social behaviour, staff assaults and drunkenness. The operation was carried out in partnership with Southwest Trains, Network Rail, Interserve Security and Thames Valley Police. Throughout the week there were between 12,000 and 33,000 passenger movement each day, and a total of 51 arrests were made during the course of the operation.

10.7 **Jail sentence for spitting at member of staff**

A man who spat at a member of London Underground staff at Colindale station was sentenced to a 60 day prison sentence after being found guilty at Hendon Magistrates Court. The defendant followed a family through a manual ticket gate into Colindale station and ignored a member of staff who asked him to show his ticket. After repeatedly being asked to leave the station because he did not have a ticket, the defendant swore at the member of staff and spat towards him as he left the station. The member of staff used a DNA spit kit to wipe the spit and retained it as evidence for investigating officers. The DNA database matched the spit to the defendant and he was arrested and charged.

10.8 **Serious assault at Southend**

On 29 May a man and his heavily pregnant girlfriend were traveling by train between Southend and Chalkwell on a c2c service. During the journey the man left his girlfriend to go to the toilet, but did not return by the time the train arrived at their station. The female found her boyfriend in another carriage of the train involved in an altercation with a group of males. During this altercation, the victim was kicked, punched and pushed to the floor. When the victim and his girlfriend alighted the train, she noticed a bruise on his head, but medical assistance was not sought at the time, neither was the incident reported to police. Following the assault the victim started suffering headaches, and due to the severity of these attended hospital on 6 June. He had a CT scan of the brain, but was given the all clear and discharged. The headaches



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continued and on 13 June the victim's girlfriend found him unconscious in bed. He was admitted to hospital where he has remained in a coma. The incident was reported to BTP on 6 July, and a decision was made to run the investigation from the FHQ Major Investigation Team. T/ACC Smith chaired a Gold Group meeting on 8 July to agree a Gold Strategy on the way forward for the investigation. James King from the BTPA took part in this meeting. Full industry engagement is being carried out with c2c, and an anniversary appeal is planned for 24 July. Progress is being made on identifying the group of offenders.