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**Report to:** Police Authority  
**Agenda item:** 3  
**Date:** 12 June 2014  
**Subject:** Chief Constable's Report  
**Sponsor:** David McCall, Temporary Deputy Chief Constable  
**For:** Information

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## **1. PURPOSE OF PAPER**

1.1 This report provides members with an update on activity across British Transport Police (BTP) since the last report to Police Authority on 25 March 2014.

## **2. POLICING PLAN**

2.1 In 2013/14 BTP achieved 6 of the 9 national and 30 of the 42 local targets set in the Policing Plan. A detailed report on 2013/14 performance was presented to Performance Review Group (PRG) on 15 May and an update will be provided from the PRG Chair under agenda item 6. However, key performance areas to note include:

- BTP recorded 3,573 (7%) fewer notifiable offences (excluding police generated) in 2013/14, the tenth successive annual reduction in notifiable crime. Theft of Passenger Property (ToPP) saw the largest reduction with offences reducing by 17% (further detail on TPP is included at section 6.2 of this report). Reductions were also achieved in Robbery, Serious Line of Route offences and cable theft offences.
- Police related lost minutes increased by 6% in 2013/14. Performance against this target was adversely affected by the 1% of Network Rail incidents that caused 41% of the lost minutes. These incidents were primarily fatalities or suicidal trespassers. Despite BTP's work in relation to suicide prevention work (further detail of which is provided at section 5 of this report) there were 325 suspected suicides in 2013/14, a 9% increase on 2012/13.
- In 2013/14 BTP's fatality clearance target was extended to include unexplained fatalities as well as non-suspicious, whilst keeping the target time at 90 minutes. Despite this change, BTP achieved an average clearance time of 76 minutes which



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was below target and a significant improvement on the 83 minute average for these categories of fatalities in 2012/13.

- BTP's 58% detection rate for notifiable Public Order offences narrowly missed its 59% target.

2.2 With regards to performance against the 2014/15 Policing Plan, as at 5 June 2014 BTP was achieving 2 of the 7 national targets (the passenger confidence and spend on frontline resource targets are not measured until June/July). The two targets currently being achieved are reducing notifiable offences and the clearance time for non-suspicious and unexplained fatalities. Of the local targets 38 out of 66 targets are currently being achieved by Sub Divisions.

### **3. TRANSFORMATION PROGRAMME**

3.1 An executive leadership event took place on 27-29 May 2014. The first day, which was for Chief Officers only, was a facilitated session to develop the Chief Officer team and agree ways of working. The following two days provided the Chief Officers and then a group of 50 managers representing Divisions and central functions to share their views on the key messages the Chief Constable will deliver to all staff over the coming months. BTPA's Chair and Deputy Chair joined the session on the afternoon of 28 May and later attended a dinner with the new Divisional and FHQ leadership teams.

3.2 The Chief Constable will clearly set out how BTP will build upon the foundations of the new Force structure and achieve the outcomes of 20:20:10 by 2019 at a series of events which will be attended by all staff. These events will run from 30 June until mid September. BTPA members are welcome to attend an event and should contact Elaine Derrick for further detail.

3.2 There are a number of key enablers that are crucial to the delivery of 20:20:10. These include First Fix, Problem Solving, Offender Management and Stopping Crime. To ensure these programmes are cohesive a Transformation Programme has been established, led by Simon Downey, Director of Capability & Resources.

3.3 A series of detailed workshops will be held over the coming months to set out, in practical terms, how operational business is currently undertaken compared to the aspirational operating model of 2019. These requirements will be drawn into capability blocks that will provide clarity and influence strategies in areas such as people, IT, estates and information management.

3.4 Significant progress has already been made in the first capability block for People. A series of workshops were held in the first week of June comprising of four themes – culture, leadership, people progression and people capability. Each theme was discussed in detail with representatives present from across BTP. Lucy Yasin was present from the BTPA. The outputs from these workshops are now being considered and will help identify the key actions required to deliver each theme, which will then form the People Strategy and its action plan and delivery.

#### **4. COMMONWEALTH GAMES**

4.1 The Commonwealth Games commences on 23 July with the Opening Ceremony and runs until 3 August. The Games will comprise of 6,000 athletes, 1.4m spectators, 15 venues, and 17 sports over 11 days of competition.

4.2 Police Scotland is the lead force for the Commonwealth Games. BTP (Chief Superintendent Ellie Bird) is tactical lead for transport security (rail, airport, maritime and bus). T/DCC McCall will also be based in Glasgow for the duration of the Games.

4.3 D Division officers will be supported by up to 80 officers from B and C Divisions during the period of the Games. This will primarily be uniformed officers but also includes specialist officers in POLSA, search trained and Special Branch. BTP will also have the support of 2 Network Rail helicopters who will provide support to the Disruption Strategy for both Network Rail and BTP.

4.4 There has been extensive engagement with stakeholders in the preparation for the games, including Scotrail, Transport Scotland, ORR and Department for Transport.



## **5. REDUCING DISRUPTION**

### **5.1 Suicide prevention**

Mark Smith, BTP's Head of Suicide Prevention, will provide members with a detailed update on the work the Force is undertaking in relation to suicide prevention. A copy of his presentation has been circulated to members in advance of the meeting. However, some key areas of progress to note are as follows.

5.2 BTP has successfully secured £180k funding from NHS England and a further £180k from London Underground to fund the joint BTP/NHS team on B Division going forward to June 2015. This will now be dealt with as a co-commissioning arrangement where the contract with the current suppliers, Barnet Enfield and Haringey Mental Health Trust will be held and managed by NHS England. The aim is to get this service into mainstream funding and commissioning within the NHS and this is the first step towards that goal.

5.3 The new joint BTP/NHS unit based in Birmingham and serving C Division went live with NHS colleagues on 6 May.

5.4 Written evidence has been submitted to the Home Affairs Select Committee in relation to their inquiry on Mental Health and Policing. The BTPA has a copy of the submission if members would like sight of it.

5.5 BTP has also made a submission to the Home Office / Department of Health sponsored review of S136 of the Mental Health Act. This is looking at the need for legislative change and BTP is contributing evidence on a regular basis to the Care Quality Commission which is reviewing the function of S136 and the arrangements at health based places of safety.

## **6. REDUCING CRIME**

### **6.1 Metal theft**

6.1.1 In 2013/14 metal theft across the rail network reduced by 36% on the previous year - 802 live and non live offences compared with 1253 offences in 2012/13.



6.1.2 BTP has now completed the court phase of Operation Amelia, which was a national operation against an organised crime group whose sophisticated MO to steal batteries from Network Rail depots and other locations had led to an extensive offending period both geographically and over a number of years. The case led to all parties pleading guilty and receiving sentences between 12 and 16 months imprisonment, and the issuing of the first serious crime prevention order for metal theft nationally. BTP will continue to pursue Proceeds of Crime Act legislation against these offenders in order to send out a clear message to offenders that crime does not pay.

## 6.2 Theft of Passenger Property (TPP)

6.2.1 Operation Silence is a bi-weekly uniform and covert proactive deployment initiative. Intelligence is reviewed over the two week period from which train pulse patrols are planned around the most active lines of route over short periods of time i.e. 1-2 hours. The operation also sees PCSOs patrol station stairwells and passageways where offending occurs. As a result of Operation Silence crime has fallen on the Piccadilly Line and Central Line where the patrols have predominantly been targeted.

6.2.2 The next quarterly TPP national day of action (Operation Magnum) is scheduled for 12 June. The theme on this occasion will be arrests and the execution of Warrants.

## 6.3 Project Guardian – sexual offences

6.3.1 Project Guardian, a partnership initiative to increase reporting and increase detection of sexual offences, successfully resulted in a 27% increase in reports and a 22% increase in detections in 2013/14.

6.3.2 Project Guardian has obtained high profile media coverage as part of its ongoing strategy to promote reporting. A double page feature in the Evening Standard, a feature on television channel 'London Live' in addition to live radio interviews on the Nick Ferrari (LBC) and Eddie Nesta (BBC Radio London) radio shows has ensured the profile of the project remains in the public domain.

6.3.3 Offender Management agreements have been put in place with the Metropolitan, Kent, Essex, Hertfordshire and Surrey police forces to improve the intelligence flow and management of offenders who pose the highest risk to the transport network.

6.3.4 A victim support database has been created, engaging a number of charities across London who can offer additional and ongoing support to victims. In parallel, an agreement is now in place with a charity for offenders to self-refer and receive advice on creating strategies to prevent themselves offending.

## **7. INCREASING CONFIDENCE**

### **7.1 Stakeholder engagement**

7.1.1 BTP's external stakeholder engagement project is gaining traction. A project control plan has been developed which was approved by the Chief Officer Group on 28 April 2014. An audit is currently taking place to establish what engagement is actually occurring - who is doing it and who is receiving it (i.e. TOCs, passenger groups, freight, councils etc). This exercise will be complete by the end of June following which a gap analysis exercise will be conducted. In addition, a simple stakeholder survey which will allow BTP to prioritise its engagement and benchmark stakeholder sentiment will be undertaken. The BTPA is engaged in this piece of work to ensure joint endeavour.

### **7.1.2 Stakeholder meetings by the Chief Constable**

Since the last Police Authority meeting the Chief Constable and Chief Executive met Norman Baker, Minister of State for Crime Prevention. The Chief Constable and Deputy Chief Constable met DCC Steve Allen from Police Scotland, police lead for the Commonwealth Games, and Kenny MacAskill, the Scottish Government's Cabinet Secretary for Justice. The Chief Constable also met Mike Brown, Managing Director of London Underground and London Rail.

### **7.2 Social Media**

7.2.1 On 2 June BTP led a passenger Q&A survey live via Twitter. The brief of the survey was to ask a short series of questions about general passenger confidence, with the aim of using responses to explore more in-depth avenues of surveying later this year.

7.2.2 All questions were broadcast to BTP's 47,000 followers, with additional questions sent from the Chief Constable and ACC Newton's Twitter accounts. Over 450 public responses were made to @btp\_uk on the day of the survey (more engagement to @btp\_uk than in the previous 14 days combined). Train operating companies helped to extend the invitation to join the survey to over half a million Twitter users. A selection of the live Q&A tweets can be found on BTP's website at [www.btp.police.uk](http://www.btp.police.uk) or BTP's Twitter account [www.twitter.com/btp\\_uk](http://www.twitter.com/btp_uk).

## **8. OTHER MATTERS**

### 8.1 Winsor recommendation – Job Related Fitness Testing

8.1.1 One of the Winsor Part 2 recommendations was to introduce a compulsory fitness test for all police officers. As a result of this recommendation BTP introduced mandatory fitness testing for all police officers and PCSOs with effect from 1 May 2014. The test (achieve level 5.4 on the 15 meter 'Bleep Test') will be undertaken as part of officers' annual personal safety training. In order to support officers in achieving the required fitness level an opportunity for them to practice the test in advance as well as advice on exercise and diet will be provided. Officers have one year to ensure they meet the required fitness level. From 1 April 2015 those officers who do not pass the test after three attempts will be subject to a range of measures through the Unsatisfactory Performance Procedure.

### 8.2 HMIC Inspections

#### 8.2.1 Inspection of Police Custody Suites

HMIC carried out their Inspection of Police Custody Suites commencing 17 March 2014. Inspectors used detailed criteria named '*Expectations*' to assess numerous aspects of the detention, treatment and conditions of those in police custody. The *Expectations* are grouped under four key inspection areas: Strategy; Treatment and conditions; Individual rights; and Healthcare. The draft report for factual accuracy checking is expected in early June. BTP has already actioned a number of HMIC's findings, for example ensuring all blankets are rip proof so no detainee can injure themselves.



### 8.2.2 Making Better Use of Police Time

HMIC's Making Better Use of Police Time inspection took place week commencing 7 April 2014, with pre-inspection data collection and documentation sent in advance of the inspection. The aim of the inspection was to provide an assessment of what the police do to maximise their capacity to serve the public; to what extent and how effectively they undertake preventative activity; and, when crimes and incidents are reported, how well the police respond to them. The inspections focused upon preventative policing; police attendance and freeing up police time. The fieldwork consisted of interviews with key staff, focus groups. Reality testing took place at FCC / FCRB, the Divisional Intelligence Bureau in Manchester, Neighbourhood Policing Team and the Victoria Hub. The draft report for factual accuracy checking is expected to be received in early June.

## 9. **RECOMMENDATIONS**

9.1 That members note the update provided in this report.