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**Report to:** Police Authority  
**Agenda item:** 3  
**Date:** 25 March 2014  
**Subject:** Chief Constable's Report  
**Sponsor:** Acting 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) to deliver the key objectives in the Strategic Plan.

## **2. POLICING PLAN**

2.1 As at 16 March BTP was achieving 6 of the 9 national and 31 of the 42 local targets in the 2013/14 Policing Plan. This section provides an update on performance against the national targets and an overview of performance against all Policing Plan targets is attached at Appendix A.

2.2 The 6 national targets being achieved are:

- The average clearance time for non-suspicious and unexplained fatalities is 75 minutes against a 90 minute target.
- The number of recorded notifiable offences is 7% less than the same period last year (44,752 offences in 2013/14 compared to 48,029 offences in 2012/13), against a 3% reduction target.
- The notifiable detection rate has increased to 33% compared to 31% in 2012/13.
- 58% of the overall Force budget was spent on frontline resources up to December 2013 which is in line with target (performance against this target is recorded on a quarterly basis).
- 96% of employees on temporary duty restrictions (TDR) returned to full time hours within four weeks of their return to work against a 90% target.
- Neighbourhood Policing Teams and Response Teams worked 961,609 hours between the hours of 7pm and 3am against a target of 929,959 hours.

2.3 The 3 national targets not currently being achieved are:

- Reduce police related disruption minutes by 3% - Police related disruption minutes continue to increase, with 1,184,160 minutes recorded by Network Rail, against a target of 1,089,871 minutes and 1,145,398 minutes last year. As previously reported, performance against this target has been adversely affected by the increase in suicides and injurious attempts. Further detail on suicide prevention and disruption related activity is included at section 4.1 of this report.
- A detection rate of 57% is currently being achieved for notifiable public order offences, against a target detection rate of 59%. Whilst this is less than the target, the 57% detection rate is the same as in 2012/13 and represents a significant proportion of public order offences committed on the rail and underground network being detected.
- Overall sickness to be less than 7.3 days per employee for the full year – at the end of February the year to date average was 6.75 days sickness per employee against a year to date target of 6.69 days. Whilst sickness is falling just short of the year to date target, the full year target of 7.3 days is still achievable by year end.

### **3. FORCE RESTRUCTURE**

3.1 All work streams have progressed as planned and 1 April will see the formal transition to the new Force structure. The hard work and commitment of the Force Restructure Project Team, Estates and Technology, has been outstanding, and ACC Alan Pacey and his team are to be congratulated on the delivery of this significant change programme. The dedication and professionalism of all employees should also not go unmentioned, without whom the success of the new operating model and delivery of the Strategic Plan will not be achievable. An overview of key work streams of the project follows.

#### **3.2 Voluntary Selective Severance Scheme (VSS)**

Following Police Authority approval, 102 employees were informed their VSS application had been successful. Of these:

- 77 employees accepted VSS and settlement agreements for these individuals have been progressed. These employees are scheduled to leave BTP between now and the end of August. Their departure dates have been phased to ensure resilience and to meet business needs.

- 23 employees decided not to leave under VSS as they had been successfully redeployed into alternative posts within BTP.
- 2 cases remain outstanding and discussions are taking place between HR and the individuals in order to resolve outstanding matters.

### 3.3 Staff Redeployment

A total of 279 employees have been redeployed, either through job matching or New Connections. Following VSS and redeployment only 6 potential compulsory redundancies have arisen as a result of the restructure.

### 3.4 Front-line recruitment

The first intakes of student officers recruited to fill the additional police officer posts have commenced their training at Spring House, ready for deployment in April. Internal redeployment of officers is also being carried out to ensure the right mix of skills and experience, especially at new locations. The intake of new recruits is phased as follows:

Target start date	Number
April 2013	31
April 2014	51
July 2014	48
October 2014	53
April 2015	24
Total	208

### 3.5 Training

Following a skills audit, formal internal training has been put in place for all new staff appointed in the functions. This will ensure fully trained staff are in place for go live dates.

### 3.6 Go – Live dates

The new Force structure comes into effect on 1 April 2014, with B, C and D Divisions becoming fully operational. The new functions that will support front line policing activity are as follows:



#### Intelligence

- B Division Intelligence Unit will be based at Central London Police Station and goes live on 31 March.
- C Division Intelligence Unit will be based at Manchester Piccadilly and goes live on 7 April.

#### Operations

- B Division Ops team has moved to Broadway and goes live on 31 March.
- C Division Ops team will be based at Manchester Piccadilly and also goes live on 31 March.

#### Crime Management

- B Division CMU will be based at Central London Police Station and goes live on 31 March.
- C Division CMU has moved to Manchester Portland Street and goes live on 31 March.

#### Justice

- B Division CJU remains in situ at Central London Police Station.
- C Division CJU will be based at Birmingham and goes live on 7 April

#### Finance, Procurement & Corporate Services

- B Division FP&CS structure goes live on 14 April (this allows time for financial year end processes to be undertaken)
- C Division FP&CS structure is already in place and goes live on 31 March.

### 3.7 Estates & Technology

Successful negotiation with stakeholders has led to agreement being reached for the following new and potential police posts:

- Agreement with Southern to use premises at Gatwick station
- Agreement with Herts Police to use premises at Stevenage police station
- Agreement with First Great Western for premises at Swindon
- Agreement reached with Virgin for premises at Rugby

- Potential premises at Luton station identified and under negotiation
- Premises located short distance from Manchester Victoria and provisional agreement reached with landlord

Operation Caspian was created to oversee the switch over of all applications. The main systems are due to switch over to the new structure on 30 and 31 March. A comprehensive plan is in place regarding the switch over of systems and technology resources have been planned in to ensure adequate resources are on hand during the switch over.

### 3.8 Communications

Weekly internal communications are being issued to ensure all staff are informed of the changes. This has been reinforced at divisional and sub-divisional level by local communication and briefings.

## 4. **REDUCING DISRUPTION**

### 4.1 Suicide prevention

4.1.1 At the end of February 2013/14 there had been 301 suspected suicides and 85 injurious attempts on the rail network (7% increase on 2012/13). Of these incidents 82% were male and 18% female, the key age range was between 35 to 59 years old, and 48% of individuals were identified as having some form of mental health history.

4.1.2 Over the same period there were a total of 553 life-saving interventions identified, and a total of 3,195 pre-suicidal incidents, including 425 determined attempts. On average BTP deal with 10 pre-suicidal incidents per day (this does not include mental health incidents where there is no suicide element).

4.1.3 As previously report to Police Authority the year to date position in August 2013 saw relatively high numbers of incidents compared to the same period in 2012/13 – a 32% increase in suspected suicides and a 25% increase in suspected suicides and injurious attempts combined.

4.1.4 The subsequent six months (September – February) have seen a reduction in incidents compared to the same period in 2012/13 (8% decrease in suspected suicides and a 7% decrease in suspected suicides and injurious attempts combined).

4.1.5 Whilst it is difficult to provide concrete evidence of the reasons behind this large swing in numbers, the work BTP is leading on around suicide prevention has made a significant identified as having some form of mental health history.

4.1.6 Whilst it is difficult to provide concrete evidence of the reasons behind this large swing in numbers, the work BTP is leading on around suicide prevention has made a significant difference. An overview of some of these activities can be found below.

## 4.2 Operation Avert

4.2.1 Operation Avert is a multi-agency BTP led operation primarily aimed at reducing the number of suicides and suicidal attempts, but also at reducing trespass incidents on the railway. This is achieved through a variety of tactics including:

- Raising awareness (within BTP, Network Rail, train operators, TfL and the wider community)
- Increased BTP patrols at hotspot locations
- Increased engagement with industry staff and also local communities
- Encouraging pro-active interaction with people who may be in distress
- Increased training

4.2.2 The first phase of Operation Avert ran during September and October 2013 and the success of this operation was reported to Police Authority in December. The second phase of Operation Avert commenced in January and will run until the end of March. The tactics used during Operation Avert and the increase in life-saving interventions are, without doubt, a significant factor in the decrease in incidents during the latter part of 2013/14. Operation Avert 2 has already led to a 22% reduction in suspected suicides compared to the same period last year (43 suspected suicides in 2014 against 55 in 2013).

4.2.3 It is also worth noting that the percentage share of life-saving interventions attributed to industry staff rose from 19% (April to August 2013) to 26% (September 2013 to January 2014). This increase is testament to the increased awareness, training and action by rail industry staff.

#### 4.3 Key locations

Some key suicide hotspot locations which witnessed multiple incidents prior to April 2013 have had suicide prevention measures implemented and have since had no incidents. These locations include:

- Finsbury Park (8 incidents over 4 years including 3 in 2012/13 but none in 2013/14)
- Hayes and Harlington (4 incidents in 2012/13 but none in 2013/14)
- Southall (8 incidents over 4 years but none in 2013/14)
- Northallerton (3 incidents within a year but none in 2013/14).

#### 4.4 Operation Partner

Operation Partner is the joint work between BTP and mental health nurses in the Public Protection Unit in London (PPU). Due to the success of the PPU a further unit is being established in Birmingham as part of the Force restructure. In 2013 986 people in mental health crisis were reviewed by the Operation Partner service.

#### 4.5 Suicide Prevention & Mental Health Project

The Suicide Prevention & Mental Health Project (SP&MH), which was established in April 2013, continues to make progress in the 20 work streams being delivered by the project team. These work streams fall into five areas:

- Improving data collection and analysis
- Supporting Network Rail with their National Suicide Prevention Program
- Working with Health and Social Care to create/improve joint working arrangements and understanding of railway suicides
- Influencing the national policing agenda in relation to suicide prevention and response
- Improving internal BTP arrangements and policies regarding mental health and suicide prevention

## **5. REDUCING CRIME**

### **5.1 Metal theft**

#### **5.1.1 Funding**

The Home Office has confirmed they will provide a grant of £250k towards the continuation of the National Metal Theft Taskforce in 2014/15. The Home Office has written to Department for Transport (DfT) asking them to match fund this grant. At the time of writing this report the DfT have yet to confirm they will provide this match funding.

#### **5.1.2 Legislation**

There have been 40 prosecutions so far under the Scrap Metal Dealers Act of both mobile collectors and sites. Most cases are pending but in those cases that have gone to court the individuals have received fines of between £200-£600.

#### **5.1.3 National Day of Action**

The latest Day of Action took place on 26 February. This multi agency operation led by BTP involved 27 police forces, over 500 officers, and agencies including HMRC, VOSA, Environment Agency, local authorities, Trading Standards and utility companies. Results on the day include visits to 321 scrap metal dealers, 36 arrests (for theft of metal, handling stolen goods, non-compliance with the Scrap Metal Dealer Act, theft, drugs and warrants), seizure of 28 vehicles, and a significant amount of stolen cable and metal recovered.

## **6. INCREASING CONFIDENCE**

### **6.1 Stakeholder engagement**

6.1.1 Over the last two months the Acting Chief Constable has met Managing Directors from the following owning groups – Abellio Group, Arriva, Directly Operated Railways, First Group, Go-Ahead Group, National Express Group, Stagecoach Group and Virgin Rail Group. A briefing note covering matters specific to that owning group was sent to each Managing Director in advance (including performance, working relationships, an update on the Force restructure and the number of additional officers that their group will benefit from as a result of the restructure). Without exception all were extremely complimentary about the service they receive and the support BTP is providing to the industry in meeting the challenges of an expanding network. There was also recognition of the excellent relationships that now exist between the industry and BTP and Authority. They were also





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pleased about the additional officers that are being posted across the network following the restructure. Franchising was a common topic of discussion and all owning groups are keen to develop safety and security initiatives for inclusion in their franchise bids.

6.1.2 The Acting Chief Constable met with David Sidebottom, Acting Chief Executive of Passenger Focus. Again this was a positive encounter where discussion took place over engagement during the development of the 2014/15 Policing Plans, BTP's desire to improve contact with passengers and joint social media opportunities.

6.1.3 Over the last few weeks Paul Crowther has also met Chris Fenton Chief Executive of RSSB, Andrew MacNaughton Technical Director of HS2 and Peter Wilkinson Franchise Director DfT to explore engagement and collaboration opportunities. During the meeting with Peter Wilkinson the possibility of incorporating principles of the Crime & Disorder Act into the franchise process was discussed, as was the possibility of BTP providing assistance in the evaluation of the bids. BTP has now seconded a Chief Inspector to work with DfT's franchising team to explore these possibilities and help design a framework that delivers a safe, secure, reliable and expanding railway.

## 6.2 Visits

The following senior government officials have visited BTP since January's Police Authority meeting:

- Baroness Kramer, Minister of State for Transport, visited BTP's CCTV Hub at Ebury Bridge on 6 February. The Minister received a general overview from the Acting Chief Constable and was then shown some case studies which evidenced the value of CCTV in providing a fast and effective response to crime.
- Philip Rutnum, Permanent Secretary DfT, visited BTP's Counter Terrorism Support Unit (CTSU) on 13 March. The Acting Chief Constable provided a general overview of current priorities for BTP, Adrian Dwyer gave an overview of CT policing and Superintendent Roney set out the services provided by the CTSU. The day after this visit a suspect device was found at St Paul's LUL station. BTP's CTSU attended and made an initial assessment following which EOD were deployed. The device was found not to be viable and enquiries continue. DfT were informed of this incident and



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were able to use the insight they gained from their visit to CTSU to understand the complexities involved in safely resolving such an incident.

## **7. OTHER MATTERS**

### **7.1 Antisocial Behaviour, Crime and Policing Bill**

7.1.1 The Antisocial Behaviour, Crime and Policing Bill received Royal Assent on 13 March. This Bill includes provision for BTP Authorised Firearms Officers to be exempt from applying for individual firearms licenses and places BTP officers in the same position as Home Office police officers under S.54 of the Firearms Act 1968. This new provision will take effect from 13 May 2014.

7.1.2 Regrettably the jurisdictional amendments that BTP/A had hoped would be included in this Bill were not put forward in the fourth session due to competing demands on the legislative programme. The Acting Chief Constable is now exploring other opportunities to advance this much needed change.

### **7.2 Inspections**

- The HMIC were in Force week commencing 17 March undertaking an inspection of BTP's custody provision.
- BTP has provided HMIC with the data required in advance of the Making Best Use of Police Time inspection which is scheduled to take place week commencing 7 April.
- The Office of Surveillance Commissioner has provided BTP with a report following its inspection at the end of February. The report recognises the improvement made on the previous year and the work of the Force to ensure it complied with legislation. An action plan in response to the recommendations will now be produced and progress reported when the Surveillance Commissioner visits BTP in May.
- All HMIC and other inspection reports along with action plans are presented to Integrity & Compliance Board and Audit & Risk Assurance Committee to note recommendations and track progress.

## **8. RECOMMENDATIONS**

8.1 That members note the update provided in this report.