



Report to: Police Authority
Agenda item: 3
Date: 25 September 2014
Subject: Chief Constable's Report
Sponsor: Chief Constable
For: Information

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 12 June 2014.

2. POLICING PLAN

2.1 As at 16 September 2014 BTP was achieving 5 of the 7 national targets and 34 of the 68 local targets in the 2014/15 Policing Plan. The rail staff confidence rating target is excluded because the 2014/15 performance data will not be available until April 2015. The following section provides an overview of performance against the national Policing Plan targets.

2.2 The 5 national Policing Plan targets being achieved are:

- The average clearance time for non-suspicious and unexplained fatalities is 80 minutes against a 90 minute target.
- The average time for partial re-opening of multi-track lines is 42 minutes against a 45 minute target.
- Passenger confidence in their personal security is currently at 76.6% against a target of 76.4%.
- 67% of the overall Force budget is being spent on frontline resources against a target of 67%.
- The overall sickness is 3.03 days per employee against a target of 3.04 days.



2.3 The 2 national Policing Plan targets that are currently not being achieved are:

- Reducing crime - reduce the number of notifiable offences (excluding police generated) by 4%. For performance management purposes this target is measured on a linear basis and as at 16 September 2014 recorded notifiable offences were 21,044 offences. However on a seasonal basis, comparing the year to date for 2014/15 to the same period last year, recorded crime is lower by 1298 crimes (5.8 %) nationally. Crimes recorded in the TfL jurisdiction are 15% lower.
- Reducing disruption - reduce police related Network Rail (NWR) lost minutes by 6%. As at 16 September 2014 lost minutes were 602,071 compared to 589,174 for the same period last year, representing an increase of 2.2% . Further detail is available in paragraph 4.1.

3. TRANSFORMATION PROGRAMME

3.1 'Make the Difference' road shows

To date the Chief Constable has held 30 'Make the Difference' road shows. The purpose of these events is to clearly set out BTP's strategy, purpose, ambition, the challenges ahead, and how BTP will deliver 20:20:10. This includes how BTP keep the travelling public and the railway safe, secure and on time, and how the Force needs to continue to evolve to stop crime, problem solve, and manage offenders. An interactive session provides an opportunity for staff to say how BTP is going to achieve success, before finishing off with a Q&A session. Over 90% of staff have either already attended or are booked on an event, and the rostering teams are working to ensure remaining staff are allocated a place. A number of BTPA members have also attended events.

3.2 Transformation Programme

3.2.1 A roadmap detailing the Transformation Programme deliverables was presented to Force Executive Board (FEB) on 19 August 2014. FEB confirmed that Operation Trafalgar will be the Forcewide operating model of 2019. This is evidence based policing using intelligence-led targeted patrol patterns, which includes new ways of working around First

Fix (ensuring that our employees have the skills, information and equipment to respond to incidents without calling on others to attend), Problem Solving, Offender Management and Stopping Crime. Enhanced capabilities in areas such as people, IT, information management and offender management are set out in the roadmap.

3.2.2 An Information Portfolio Board has been established in order to provide cohesion within the Transformation Programme. Chaired by Simon Downey, Director of Capability & Resources, the Board will manage the interdependencies between activities in Information Management, IT, CCTV, Body Worn Video and the Integrated Systems Programme.

3.2.3 The outputs from the recent people workshops have been drawn together into a People Strategy and action plan for delivery. Delivery of the strategy comprises of 5 projects: Terms and Conditions and Rewards, Career Development, Organisational Development, Performance Management, and Skills. The key principles of each element of the strategy will be presented to FEB in mid-September for approval. The Chief Constable will be hosting a People Strategy event for senior officers and staff in October 2014.

3.2.4 The Transformation Team is compiling all the decision points within the Programme in order to provide FEB, BTPA and other governance bodies with a forward schedule of decisions to be made at key check points.

4. REDUCING DISRUPTION

4.1 Disruption

4.1.1 The target is to reduce police related Network Rail (NWR) lost minutes by 6%. In the current financial year (up to 16 September 2014), NWR have recorded 602,071 police related Lost Minutes, comprising of 245,363 primary Lost Minutes and 356,708 reactionary Lost Minutes. Total Lost Minutes to date are 12,897 (2.2%) more than at this time last year. Primary Lost Minutes are 848 (0.3%) more than last year, reactionary 12,049 (3.5%) more.

There were 108 incidents that caused more than 1,000 Lost Minutes incidents (which accounted for 43% of all lost minutes in the current financial year) and 16 incidents that caused more than 4,000 lost minutes (which accounted for 15% of all lost minutes in the current financial year). Examples of incidents over 4,000 minutes include:

- a burglary suspect in a tree for 17 hours near Charlton station on 13 August
- a fatality at Earlswood on 29 July which resulted in 5667 reactionary minutes
- a fatality near Slough station on 14 August where bodily disruption was severe

4.1.2 The force tracks both primary and reactionary minutes based on the attribution codes agreed with Network Rail prior to the launch of the strategic plan. These codes were identified as incidents which BTP could influence as part of the incident response and ongoing work to tackle railway disruption. The primary delay constitutes delays caused by the train directly involved and trains in the surrounding area. The reactionary delay measures the delays caused to other trains, on other branch lines, as a result of the incident. The difference in the comparative levels of increase between primary and reactionary lost minutes provides some reassurance that BTP are achieving a positive improvement in the delays over which the Force has more direct influence/impact.

4.1.3 Over the last 10 years passenger journeys on National Rail have increased by 57%; with an increasingly complex and congested UK rail network delay minutes accumulate very quickly. Innovative methods of partnership working with the rail industry will need to be developed in the future in order to address disruption.

4.1.4 Efforts to reduce disruption include:

- The launch of 3 Emergency Intervention Units (EIUs) on B Division South to respond to disruption related incidents. These vehicles contain a Mobile Operations Manager and a BTP officer
- BTP officers seconded into the industry control centre in Birmingham to seek ways to reduce disruption

- A BTP Gold Strategy has been launched which includes methods to problem solve, gather data and analysis, reduce crime and seek ways of utilising technology in order to reduce disruption
- FHQ Operations Department is carrying out Disruption Workshops which are being delivered to all sub-divisions. These workshops are attended by railway industry representatives and focus on the Gold Disruption Strategy, fatality management, and generate ideas for tactics to reduce disruption at high impact locations across the network
- A series of operations are to be carried out until March 2015. These operations are aimed at reducing trespass, suicide and attempts, level crossing misuse and vandalism related incidents. Operation Intruder was carried out between July and September 2014 with the aim to reduce trespass during the school holidays. The outcome was a 7% reduction in disruption minutes and a 3% reduction in trespass related crime

4.2 Suicide Prevention

4.2.1 Suicide prevention activity, aside from being the police function to preserve life, is proven to reduce demand for service and minimise disruption. After a 10% increase in suicides in 2013/14, incidents are now 17 % down in the current financial year to date compared to the same period last year.

4.2.2 Partnership working is key to success. In 2013/14 631 life saving interventions were made by BTP officers working together with local forces and rail staff. This represents a £56m saving to Network Rail. The BTP and NHS Suicide Prevention and Mental Health Unit for London/ SE area achieved a 14 % reduction in suicides, set against a 10% increase experienced elsewhere on the railways. To build on this success, BTP has opened a second Mental Health Triage Unit based in Birmingham, which provides a service for the rest of the railway jurisdiction in England and Wales. The unit is supported by funding from NHS England.

4.2.3 The Chief Constable chairs the police National Suicide Prevention Working Group. One of the work streams that the group pursues is to secure a statutory safeguarding

responsibility in respect of suicidal adults. The Chief Constable has written to Baroness Kramer and met with Madeleine Moon MP to seek support for legislative change. The aspiration is to place obligations on public authorities to provide services for people at risk

to themselves who may not have a mental health condition. BTP made a submission to the Home Affairs Select Committee on Mental Health and the Chief Constable has the opportunity to raise key issues in person when giving evidence to the Committee in October.

4.2.4 The Care Quality Commission (CQC) has indicated that it will be using material submitted by BTP as case studies in its review of Places of Safety and their response to detentions made under the Mental Health Act. BTP have been reporting all failures to comply with the Codes of Practice to the CQC as part of the evidence gathering process. The Chief Constable is leading work nationally across all police forces to develop systems to capture real-time data on suicides. This will enable emerging clusters or new methodologies to be identified and prevented. This is in contrast to the current position, where the only formal data available is that from the Office of National Statistics which can be up to 18 months out of date.

4.3 Metal Theft day of Action

4.3.1 The multi-agency National Week of Action took place between the 14 and 18 of July 2014. It involved 25 forces (376 officers) with focus on roadside checks stopping mobile collectors and scrap yard visits to ensure compliance with the Scrap Metal Dealers (SMD) Act 2013. In total 844 vehicles and/or itinerant collectors were stopped and searched and there were 150 visits to scrap yards. As a result of the activities which took place there were 46 arrests. The results are pending for the multi-agency National Week of Action which took place between the 8 and 12 September 2014.

4.3.2 The funding for the National Metal Theft Taskforce (NMTT) from the Home Office and DfT ceases at the end of September 2014. BTP have entered the DfT In-Year Bidding Process to seek further funding. If this is unsuccessful the NMTT will cease to operate.

5. REDUCING CRIME

5.1 BTP has set a target to reduce crime by 20% during the life of the Strategic Plan. The Policing Plan target for 2014/15 seeks to achieve a further 4% reduction in notifiable offences (excluding police generated) compared to 2013/14.

5.1.1 Theft

Theft offences have decreased compared with last year in all sub-divisions except Wales. The largest reductions are in TfL (down 25%) and Western sub-divisions with good reductions also being seen in the Midlands and the Eastern sub-divisions. Cable offences continue to decrease and are now at 50% less than they were last year. Retail theft offences have increased this year by around 10%, with large increases being seen in locations such as Birmingham New Street and St Pancras where large shopping outlets have been opened. There are clear future risks in this area with other high profile developments such as HS1, London Bridge, Farringdon and Manchester Victoria.

5.1.2 Sexual Offences

During the financial year 2013/14 sexual offences in England and Wales increased by 20% compared with 21% in BTP. As at 08 September 2014 BTP sexual offences are 29% higher than the same time last year. The rise is focused in B Division (75% of sex offences) where Project Guardian has seen reports of sexual crime increase as a consequence of greater confidence and awareness amongst victims and witnesses, and a similar project Empower was launched in the West Midlands. The direct criming of incidents from the Command and Control system has also contributed to this increase.

6. INCREASING CONFIDENCE

6.1 Increased Threat Level

On 29 August the national threat level was raised from Substantial to Severe (though the National Rail Network remains at Substantial). BTP has implemented Operation

Walmington to reassure passengers and staff by enhancing our high visibility single patrols throughout the rail network, specifically at higher risk stations and hub locations. Operation Walmington reassurance patrols provide increased visibility between 0700 and

2300 hours and are supervised at a Divisional level by dedicated Chief Inspectors, with specialist support available from Media, Crime, Special Branch, CCTV and Counter Terrorism Support Unit (CTSU) resources. All stakeholders have been briefed accordingly.

6.2 Commonwealth Games

The Commonwealth Games were held in Glasgow between 23 July and 3 August 2014. Chief Superintendent Ellie Bird had command of rail, airport, maritime and bus transport policing issues. Based in the Multi-Agency Co-ordination Centre, she was able to work closely with colleagues from Police Scotland, Strathclyde Partnership for Transport (SPT) and the Civil Aviation Authority (CAA). In the planning stages BTP officers were seconded into Police Scotland to deliver security risk assessments working alongside the military, the coastguard service and the CAA. During the Games BTP provided mutual aid to Police Scotland and delivered a policing operation which ensured the safe movement of 1.1 million people travelling on the rail network, including athletes, spectators and workforce. The Secretary of State for Transport visited Glasgow Central station during the Games.

6.3 Notting Hill Carnival

The 50th anniversary Notting Hill Carnival took place on Sunday 24 and Monday 25 August. It was quieter than a normal carnival due to very heavy rain on the Monday. From the BTP perspective it passed off peacefully with only 14 arrests being made over the two days for minor public order offences, assaults and possession of drugs.

6.4 NATO Summit

The NATO Summit took place on Thursday 4 and Friday 5 September 2014 at the Celtic Manor Resort in Newport. BTP mounted a significant operation as well as supporting the national mutual aid provision to Gwent Police. ACC Thomas was the Gold Commander for BTP. This was a major policing and security operation with BTP, Gwent Police and South

Wales Police providing an integrated response to the challenges of policing a high security event. A successful intervention took place which led to the disarming of protesters who were intent on causing disruption to the Summit and key national infrastructure. BTP also supported Arriva Trains Wales, First Great Western and Network

Rail in their operations during this period.

6.5 Passenger and Rail Staff Survey

6.5.1 The Strategic Plan is to increase passenger and staff confidence in personal safety and security by 10% during the life of the plan. The National Rail Passenger Survey (NPS) from Spring 2014 places passenger confidence 'on train' and 'at a station' at 76.62%, an increase of 1.89% since the start of the Strategic Plan. 85% of passengers felt comfortable approaching the police during their journey and 75% of passengers said that if they had contact with the police they would be treated with respect. Areas of improvement include:

- Visibility of the police on the railway
- Reassurance that the police do enough to prevent crime on the railway
- Police response to emergencies on the railways
- How passengers can report a problem during their journey

6.5.2 BTP carried out a survey of rail staff allowing a comparison between passenger and rail staff confidence. Rail staff confidence in personal safety is at 65%, with a large majority of staff agreeing that if they had contact with BTP they would be treated fairly (87%) and with respect (89%). However, rail staff were less confident when relying on BTP to be there when needed (39%) and less confident with the availability of BTP (35%). Themes to improve rail staff personal security and confidence whilst at work include; increased visibility from BTP especially on trains during peak times, improved communication and partnership working between rail staff and BTP, better training on how to protect themselves, and increased media awareness and campaigns.

6.5.3 A re-launch of the 61016 non-emergency text message service commenced in August 2014. The new campaign will target passengers when they are likely to need to use the

service the most – on board trains. Materials such as train window and headrest stickers will serve as a reminder of the discreet alternative to the 0800 40 50 40 first contact number.

6.6 Annual Report

The 2013/14 Annual Report was produced in two formats for convenient and easy access.

1. Scrolling - for mobile and tablet (iPad) - to encourage reading, sharing and interaction; and 2. Single page – giving the reader the option of printing if required. The aim was to reach out to both public and stakeholder audiences. The publication of the Annual Report, along with the Annual Statistical Bulletin, resulted in extensive national and regional media coverage.

7. **OTHER MATTERS**

7.1 Transport Select Committee

The Transport Committee report *Security on the Railway* was published on 5 September 2014. The report was largely positive, acknowledging and commending BTP's risk based approach to investigating crime whilst minimising delay. It is recommended within the report that DfT consider the potential role of BTP in relation to policing airports and other transport modes. It also recognises the 'user pays' model as being appropriate and efficient and recommends that the DfT continue to be BTP's sponsor department. The report focuses on safeguarding, in particular children and young people. As a result, BTP has commissioned a comprehensive review of safeguarding policy and procedures and is developing a Safeguarding Strategy. The committee also highlighted the importance of focusing on crimes which are most impactful on passengers, for example theft of passenger property, violence, sexual offences and racial harassment.

7.2 Visits hosted by BTP

7.2.1 Professor Dame Shirley Pearce, chair of the College of Policing, visited BTP on 17 July 2014 to gain an insight into front-line policing in a non-Home Office force. She met with stakeholders and went on patrol with officers from the Waterloo Hub team. She also

visited the Public Protection Unit to see how BTP jointly works with partner agencies regarding suicide prevention.

7.2.2 Sir Paul Beresford MP visited BTP on 24 July 2014 to gain an insight into BTP as a police force. He visited the Force Control Room (London) and the Community Safety Engagement Unit, before going on patrol with a Neighbourhood Policing Team (Jubilee line) and meeting with stakeholders to see how close partnership working impacts on performance.

7.3 Stakeholder engagement

7.3.1 Members of BTP's Chief Officer Group had an extremely productive meeting with Mike Brown, Managing Director of London Underground & Rail, and his senior team on 4 August 2014. Areas discussed included Crossrail, Thameslink, night tube, digital railway, CCTV, Specials and joint working.

7.3.2 Since the last Police Authority meeting the Chief Constable has also met Andy Cooper, MD CrossCountry to discuss policing matters on the CrossCountry route, and Dominic Boothe and Andrew Chivers to discuss rail franchising. He is due to meet Mark Carne, CE Network Rail on 19 September 2014 at the CCTV hub.

7.4 2014 Birthday Honours

Detective Chief Inspector David Shipperlee was awarded the Queen's Police Medal (QPM) in the 2014 Birthday Honours. He was recognised for his high profile and distinguished reputation as a professional and dedicated detective.

7.5 HMIC Inspections

7.5.1 Police Integrity and Corruption Inspection – 18 to 20 August 2014

The purpose of this inspection was to determine whether BTP's workforce acts with integrity and followed on from the Without Fear or Favour inspection in August 2011 and the Revisiting Police Relationships inspection in July 2012.

7.5.2 Early feedback was positive. HMIC indicated that the Force has strong leadership in relation to integrity and corruption with a number of governance and corporate initiatives highlighted as positive messages. Initiatives include the Integrity & Compliance Board,

BTPA People & Standards Committee and the introduction of Annual Vetting Self Declaration.

7.5.3 Crime Data Integrity Inspection – weeks commencing 25 August and 1 September 2014

As part of the HMIC Business Plan for 2014/15, it was agreed that HMIC would undertake inspections of crime data integrity in all forces including BTP. The inspection tested how well the Home Office Counting Rules are applied and explored the culture and behaviours around crime recording and the service the police provide to victims. Phase One commenced on 26 August 2014 - HMIC undertook an audit of 470 records, including incidents to crimes, out of court disposals and no-crimes. Phase Two of the inspection took place from 2-4 September 2014 and interviews took place with a wide selection of staff and managers.

7.5.4 Early feedback was that BTP had achieved 96% for the audit inspection, and all the staff HMIC spoke to were positive, co-operative and actively engaged with the inspection team. HMIC were satisfied with the robust processes in place. The final report is awaited.

7.6 Supporting Ukraine air disaster

BTP contributes to the national Disaster Victim Identification (DVI) mobilisation and deployment programme. Two officers were deployed under the arrangement to support the investigation into the air disaster in the Ukraine. This included a Detective Chief Inspector who liaised with the UK Ambassador and consular staff providing professional guidance and advice on the disaster victim recovery and identification processes for UK nationals. Full costs of the deployment are recoverable.

7.7 Franchising

7.7.1 An officer has been embedded within the DfT to ensure that there is a consistent presence to provide guidance and expertise on the policing and community safety aspects of the franchising strategy. This approach is proving successful in influencing the content of Invitations to Tender for new franchises.

7.7.2 Stuart White, the Franchise Design Director, attended August FEB where he gave a presentation on the franchising process.

7.7.3 On 14 September 2014 the First Capital Connect (FCC) franchise ceased and the route is now managed by the Thameslink, Southern & Great Northern (TSGN) franchise. FCC had an Enhanced Police Service Agreement (EPSA), funding 18 PCSOs, 6 PCs and 2 Sergeants, which also ceased on this date. ACC Newton was in negotiation with TSGN to resolve this matter, and the EPSA will now be extended to January 2016.

7.8 DfT In-year Bidding Process

BTP and BTPA are actively pursuing an opportunity to bid for additional in-year and medium term funding from the DfT; if supported this will significantly enhance the transformational resources available to the Force. The bid is structured in three parts; resources to accelerate the deployment of Body Worn Video Cameras, implementation of an Integrated Systems Solution and additional resources to support the work of the National Metal Theft Taskforce. BTP is actively seeking confirmation of the status of the bids.

8. RECOMMENDATIONS

8.1 That members note the update provided in this report.