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**Report to:** Police Authority  
**Agenda item:** 3  
**Date:** 29 January 2015  
**Subject:** Chief Constable's Report  
**Sponsor:** Chief Constable  
**For:** Information

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**1. PURPOSE OF REPORT**

1.1 The report provides members with an update on activity across British Transport Police (BTP) since the Chief Constable's last report to Police Authority on 11 December 2014.

**2. POLICING PLAN PERFORMANCE**

2.1 As at 18 January 2015 BTP was achieving 4 of the 7 national and 44 of the 68 local targets set in the 2014/15 Policing Plan. A detailed report on performance up to the end of December was presented to Performance Review Committee (PRC) on 16 January and the PRC Chair will report on this under agenda item 5 of the meeting. Performance against the national targets is as follows:

- BTP is achieving the 4% reduction in notifiable offences target (35,795 offences against a 37,336 offences last year).
- Police related lost minutes have increased by 3% compared to the same period last year (1,025,899 minutes compared to 996,224 minutes in 2013/14). The target is to decrease police related lost minutes by 6%.
- The average clearance time for fatalities is 80 minutes against a 90 minute target. There have been 260 non-suspicious and unexplained fatalities on the rail and underground network during the period 1 April to 31 December 2014.
- The average time to partially re-open multi track lines is 43 minutes against a target of 45 minutes.
- Overall sickness is currently running at an average of 5.65 days per employee against a target of 5.48 days.

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- The spring 2014 National Passenger Survey reported 76.6% of passengers were confident in their personal security. The results of the autumn survey are due to be published on 27 January 2015.
  - At the end of Quarter 3 66% of BTP's budget was spent on frontline resources against a 67% target.

### **3. COUNTER TERRORISM**

- 3.1 An update on counter terrorism was discussed in the private session of the meeting.

### **4. SCOTLAND**

- 4.1 Following publication of the Smith Commission on 27 November 2014, a joint BTP / BTPA working group was established to examine the implications of transferring the functions of BTP to Scottish Parliament. The working group has produced a report which provides advice and options for devolution.
- 4.2 An engagement plan was developed for the Chair, Chief Executive, Bill Matthews, Chief Constable and ACC McCall to engage at senior level with interested parties, including Scottish Government Justice Division, Scottish Transport Minister, Scottish Police Authority, Transport Scotland, Rail Delivery Group, and Department for Transport.
- 4.3 The draft devolution legislation published by Government on 22 January confirmed that the policing of the railways in Scotland is to be devolved. The draft bill states '*This clause will devolve legislative competence in relation to railway policing in Scotland... This change will allow the Scottish Parliament to legislate in relation to the policing of the railways in Scotland*'.
- 4.4 ACC McCall has been publishing regular updates to reassure officers and staff that work is continuing to ensure the best possible outcome. A frequently asked questions documents has also been circulated to Members.

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## **5. TRANSFORMATION PROGRAMME**

5.1 An overview of progress on the four main strands of the Transformation Programme – People, Information, Operational Policing and Resources is set out below.

### 5.2 People

- The new performance management process has been developed and will come into effect on 1 April. This will be an electronic system which enhances all employees' ability to document and manage their own performance and achievements in line with the Force objectives and the VITAL behaviours.
- The establishment of the Organisational Development Team has commenced. This team will play a fundamental role in delivering strategic workforce and resource planning for the Force. This will include a new career development and talent management advisory function to support career plans for promotion and progression.
- The Skills project is developing the training requirement and new syllabus content to support the new Ways of Working and VITAL behaviours.

### 5.3 Information

- The procurement process for the Integrated Systems Programme (ISP) has commenced.
- The Mobile Solutions business case was endorsed by Finance Committee on 19 January and will be presented to Police Authority for approval. The new mobile solution will enable officers to carry out a wide range of functions whilst out on patrol, reducing the need to return to the police base.
- A project to develop and roll out Body Worn Video (BWV) across BTP has been established. The initial roll out will commence in May. Officers at 9 London hub locations, Leicester, Leeds, Glasgow and custody suites will share an initial issue of 250 BWV cameras.

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#### 5.4 Operational Policing

- The roll out of Operation Trafalgar on B Division continues, with Luton, Stevenage, Brighton, Northern Line and Jubilee Line going live on 26 January. The first sites on C Division (Birmingham and Leeds) go live on 9 February. The Hub teams who have been running Trafalgar patrols since September 2014 have seen a:
  - 12% reduction in all crimes compared to a 5 year average
  - 20% reduction in serious public order compared to 2013
  - 8% reduction in less serious public order compared to 2013
  - 12% reduction in cycle theft compared to 2013
- Offender Management – The Evidence Review Gateway (ERG), which goes live on 1 April, will provide a 24 hour service to officers in relation to evidence review, case outcome decision making, file build and file quality, and will provide front line officers with fast time advice on National File Standards and CPS charging standards ensuring consistent, quality assured files are delivered to CPS for presentation at court. The ERG will operate from the Criminal Justice Units in London and Birmingham.

#### 5.5 Resources

- A benefits review exercise has commenced and will examine all projects under the Transformation Programme. As part of this challenge panels will be held to validate the programmes of work against 20:20:10 and Ways of Working.

### **6. CHIEF CONSTABLE'S 10 COMMITMENTS**

- 6.1 As reported to Police Authority in December, the Chief Constable has pledged to deliver 10 commitments which were developed in response to the key themes raised by officers and staff during the Make the Difference road shows.
- 6.2 Four of the commitments have a start date of December / January and an update on these follows.
- 6.3 *From December 2014 every officer will complete at least one tour of duty a month in support of an operational Force priority to maximise use of resources and impact on crime, disruption and public confidence.*

- In December 131 officers across BTP who are normally office based undertook an operational tour of duty linked to operations focused on crime, disruption, football and Operation Stronghold. In January there are a number of operations planned focused on warrants, failure to appear, Operation Walmington (CT visibility), football and other initiatives. At the time of writing this report 159 office based officers had undertaken an operational tour of duty in January. Some of these officers supported a day of action on executing outstanding warrants – this operation led to 6 arrests from 25 outstanding warrants.

6.4 *During 2015 BTP will recruit 300 additional Special Constables specifically targeting police staff under our new 'Employer Supported Policing' scheme.*

- The Employer Supported Policing scheme was launched on 13 January. The scheme will release BTP's staff for 8 hours a month from their police staff role to participate in frontline policing as a Special Constable. Special Constables are required to complete at least 16 hours duty per month and staff will need to make up the additional 8 hours in their own time. Police staff will be able to bring a wide set of skills into the Special Constabulary as well as take back new skills and implement them into their day job. The first intake is programmed to commence training in April 2015.

6.5 *We will run a trial using hand held devices to stream CCTV images providing officers with immediate access to images of suspects.*

- A pilot to stream live CCTV to mobile devices will commence on 31 January. The pilot will test 2 methods of streaming CCTV to 30 mobile devices across Divisions and to some specialist teams. The pilot will run for 3 months after which analysis of the results against operational requirement will be undertaken and used to inform how this capability can be rolled out across BTP as part of the wider mobile solutions work.

6.6 *Building on the 'Make the Difference' road shows, we will consult and engage with the whole workforce through an independent staff survey.*

- The 'Make Your Difference' employee survey opens on 26 January and will run for 3 weeks. The survey has been designed so staff can provide feedback on working at BTP and includes questions about teamwork, communication, leadership, learning & development, recognition & reward, and wellbeing.
- The survey is being managed by People Insight (an external provider). Once the results have been collected they will be presented to Force Executive Board in March. Based on the feedback provided, focus groups will be arranged to look into the reasons behind the results. Action plans will then be implemented to address any key issues and challenges. The results of the survey and subsequent action plans will be published in April.

## **7. DISRUPTION**

### **7.1 Operation Decade**

7.1.1 Operation Decade was aligned with Network Rail's 'perfect period 10' initiative (Network Rail's objective to achieve the best period 10 performance in the last ten years). The aim of Operation Decade was to support Network Rail's objective by preventing and deterring crime that causes disruption on the rail network.

7.1.2 The operation ran from 7 December 2014 to 3 January 2015 and led to an 18% reduction in police related lost minutes compared to the same period last year. Reductions were seen across a wide range of offences attributed to disruption including trespass, vandalism and cable theft. This reduction was achieved through the redeployment of officers from other policing priorities to focus purely on disruption related offences. There was also wide partnership working with Network Rail and train operating companies. Whilst the results of the operation were significant, the focus and resources deployed specifically on disruption are unsustainable in the longer term unless there is an increase in resource, refocus of other policing priorities, or more joint strategic partnership working to tackle the issues.

### **7.2 Partnership opportunities with Network Rail to reduce disruption**

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7.2.1 BTP is working at strategic level with Network Rail to maximise the partnership opportunities that exist to reduce disruption. Further detail on this collaborative work was discussed at the meeting.

## **8. CRIME**

### **8.1 New Year's Eve**

For the first time the London fireworks display to celebrate New Year's Eve was a ticketed event. The ticketing of the event was a success and there was a noticeable improvement in the behavior of the crowds. Nationally BTP deployed 550 across the country, working in partnership with Home Office forces and the rail industry. BTP made 23 arrests primarily for public order, drunk disorderly, assault, trespass, theft and criminal damage.

### **8.2 Safeguarding**

8.2.1 A Safeguarding Unit is in the process of being established to cover 3 areas – suicide prevention & mental health, safeguarding adults, and safeguarding children. The Unit will be operational from 1 April. The Safeguarding Unit will lead on policy development, organisational learning, training, coordinate activity, provide specialist advice and support, lead stakeholder engagement, collate data and information, and oversee the referral and subsequent engagement with external partners, such as social services.

8.2.2 On 7 January the Chief Constable and Chair attended a Vulnerable Children's Seminar hosted by the Minister of State for Transport at DfT. This followed publication of the Transport Select Committee report 'Security on the Railway' in September 2014. At this event BTP were able to demonstrate the significant amount of work that has been undertaken in relation to safeguarding

### **8.3 Sexual Offending**

8.3.1 On 21 January BTP hosted a seminar titled 'Challenging Violence Against Women & Girls on UK Transport'. Arranged in conjunction with the DfT and Government Equalities Office, the seminar was opened by the Chief Constable and Claire Perry, Parliamentary Under Secretary of State. There were a number of external speakers and BTP briefed the audience on Project Guardian and its success in increasing the reporting of sexual

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offending on the transport network, as well as the increase in the detection of offences and offenders arrested.

8.3.2 Also in partnership with the DfT, BTP has commissioned Middlesex University to undertake an evidential review of what works in reducing sexual offending on public transport systems. The product of this research will be shared with BTP in February following which a facilitated seminar for international subject matter experts will be held in late March / early April. Claire Perry will also be a participant at this event.

## **9. CONFIDENCE**

9.1 In order to gather detailed feedback from the travelling public to inform the 2014/15 Policing Plan process, BTP undertook a national public consultation exercise. The survey ran from 30 September until 31 October during which time 19,000 questionnaires were disseminated to members of the public through Neighbourhood Policing Teams and Community Volunteers at 33 locations. The survey was also publicised through social media.

9.2 BTP received 6,216 completed questionnaires. From these responses the 3 policing priorities selected were reducing anti social behavior (20%), greater uniformed presence on evening or late night trains (14%), and increasing the general visibility of uniformed officers (11%).

9.3 A thematic analysis was also conducted to better understand what factors affect public perceptions of safety and how BTP can focus resources to improve confidence on the railway. The analysis revealed a number of themes including a desire for a greater police presence as well as reduced response times, greater engagement with the public, and more improvements in the environment such as CCTV and lighting.

9.4 The product of the public consultation exercise has been shared with Members of the Strategy & Planning Committee and Policing Plan Group. The findings were also presented to Service Excellence Board on 22 January. The Autumn National Passenger



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Survey is due to be published on 27 January and the results of both surveys will be used to develop confidence strategies for each Division.

## **10. NIGHT TUBE**

10.1 On 12 September 2015 London Underground will be launching the night tube, which will see a service running on 5 lines (Victoria, Northern (Charing Cross branch only), Central Jubilee and Piccadilly) across 144 stations on Friday and Saturday nights. This equates to 53% of the day time network.

10.2 In anticipation of this Project Evolve was established. The Evolve team undertook a detailed assessment of the risk and impact on BTP and the resources required to adequately police these extended hours and ensure the risk of being a victim of crime is no higher on the night tube than at any other time.

10.3 A detailed proposal for night tube policing was developed and submitted to London Underground in November. A meeting has been arranged at the end of January to consider the proposal at a senior level.

## **11. HOME AFFAIRS SELECT COMMITTEE**

11.1 On 21 January the Chief Constable gave evidence to the Home Affairs Select Committee regarding BTP's collation and retention of information management and uploading detail onto the Police National Database. At the end of the HASC session the Chair asked the Chief Constable to write to the HASC in 4 weeks with an update on progress made against the issues raised.

11.2 The Chief Constable will provide members with a more detailed update on the matters raised by the HASC at the Police Authority meeting.

## **12. INSPECTIONS**

12.1 The HMIC undertook their 'Police Powers to Stop' inspection of BTP on 20 – 22 January. The initial feedback received by the DCC from HMIC was largely positive, with reference to

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good knowledge of the powers by officers, good review and oversight of stop & search data, and a wide understanding that any stop should be a positive experience.

12.2 The Office of Surveillance Commissioner is due to undertake their annual inspection of BTP week commencing 26 January.

12.3 The reports of both inspections will be presented to Audit & Risk Assurance Committee once they are received.

### **13. STAKEHOLDER ENGAGEMENT**

13.1 On 14 January the Chief Constable met with Steve Murphy, Managing Director of HS2 where they discussed the development of HS2 and its policing arrangements. Later that afternoon the Chief Constable met with Mike Brown, Managing Director of London Underground & London Rail where topics discussed included the night tube. Both meetings were positive, and both MDs are very supportive of BTP.

13.2 On 21 January the Chief Constable gave a presentation on disruption to Network Rail's Safety Health & Environment Board, with a particular focus on suicide and trespass. This is a senior level Board where the Chair, Chief Executive, Non-Executive Directors and Directors were present.

13.3 Following the Chief Constable's meeting with Michael Roberts, Director General of the Rail Delivery Group (RDG) in October, Michael Roberts wrote to RDG members and TOC Managing Directors inviting them to attend an event where the Chief Constable will brief them on the Transformation Programme, what the industry can expect to see following its delivery and how, with the support of the industry, the strategic objectives of 20:20:10 will be achieved by 2019. This briefing will take place on 28 January.

### **14. RECOMMENDATIONS**

14.1 That members note the update provided in this report. The Chief Constable will be happy to expand on any items at the Police Authority meeting.