
Report to: Police Authority
Agenda item: 3
Date: 11 June 2015
Subject: Chief Constable's Report
Sponsor: Chief Constable
For: Information

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 26 March 2015. The BTPA secretariat has asked, due to a full agenda, that members read the report in advance rather than it be presented at the meeting. Members can of course raise any questions at the meeting. The Chief Constable is on leave for the meeting but the Deputy Chief Constable will be able to address any matters that are raised.

2. POLICING PLAN PERFORMANCE

2.1 As at 2 June the Force was achieving 1 of the 7 national and 9 of the 56 local measures set in the 2015/16 Policing Plan. An update on progress against the national measures is detailed below. It is worth noting that performance against 3 of these (passenger confidence, rail staff confidence and confidence at 20 stations with the lowest confidence ranking) is not measured on a daily basis and performance data is not yet available.

2.2 Reduce notifiable crime by at least 3% - There have been 7,634 reported offences so far this year compared to 7,497 offences over the same period last year (1.8% increase).

2.3 Reduce violence against the person by at least 10% - There have been 1,477 reported offences of violence against the person compared to 1,464 offences over the same period last year (1% increase).

2.4 By working with partners, BTP will achieve at least a 7% in total police-related lost minutes - There have been 243,305 minutes attributed to police related disruption so far this year

compared to 211,674 minutes over the same period last year (15% increase). A more detailed update on disruption is provided in section 7 of this report.

- 2.5 Achieve at least a 78.8% confidence rating for passengers (measured by the National Rail Passenger Survey (NRPS) - The Spring 2015 NRPS is due to be published on 25 June and performance against this goal will be provided to the next Police Authority meeting.
- 2.6 Achieve at least a 67.7% confidence rating for rail staff (measured by BTP's Rail Staff Survey) - Performance against this measurement will be known following the 2016 Rail Staff Survey which will be carried out at the end of the 2015/16 performance year. Further detail on the 2015 Rail Staff Survey is included in section 9 of this report.
- 2.7 Increase passenger confidence at 20 stations with the lowest confidence ratings as measured by the NRPS - These stations (listed below) have an aggregated personal security score of 69.58% and the target is to improve upon this score collectively. Performance against this measurement will be provided to the next Police Authority meeting following publication of the Spring 2015 NRPS.

Barking	Finsbury Park	London Victoria
Basildon	Grays	Maidenhead
Birmingham New Street	Hayes & Harlington	Moorgate
Broadway	London Cannon Street	Romford
Clapham Junction	London Bridge	Stratford
Ealing Broadway	London Charing Cross	Tottenham Hale
East Croydon	London Liverpool Street	

- 2.8 Average days lost to sickness absence per employee to be less than 7.3 days - The average number of days lost to sickness so far this year is 0.6 days compared to a goal of 1.22 days. All Divisions are currently achieving this target.
- 2.9 Data setting out performance against all measures in the Policing Plan can be found at Appendix A. Members should note that over 20 of the local targets for Sub Divisions are Problem Solving Plans that have been developed jointly with the industry and it is too early in the performance year for these to have come to fruition.

3. COUNTER TERRORISM

- 3.1 The threat level from international terrorism remains at severe which means an attack is highly likely. BTP continues to respond to incidents on the railway that are of a suspicious nature.
- 3.2 As previously reported to the Authority, following the increase in threat level a new CT patrol model and optimisation of the resources under the Counter Terrorism Support Unit (CTSU) was approved by the Chief Officer Group. This has increased the visibility and coverage of the units under the CTSU including armed policing resources, Behavioural Detection Officers, Specialist Response Unit, and Cross Functional Dogs.
- 3.3 The recruitment of Armed Firearms Officers to bring BTP's armed capability up to its optimal levels is progressing well and all resources will be in place by July. The interim cover provided by CNC officers has worked extremely well and they have fully integrated themselves into BTP and working with the industry. The CNC Chief Constable visited BTP on 22 May, firstly meeting with the Chief Constable and then going out on patrol with BTP and CNC officers. The CNC officers finish their term with BTP at the end of June.
- 3.4 BTP has 12 cross functional dogs who are half way through their 20 week training course. The dogs have successfully completed their national licensing as explosive search dogs and are now undertaking licensing to become general purpose dogs.
- 3.5 The Behavioural Detection Officers (BDOs) have proved very valuable. They are trained to recognise suspicious behaviour which although is primarily focused on countering terrorism has many secondary benefits including crime prevention and detection. The BDOs are also working with the industry to ensure the railway is a hostile environment for potential terrorism.

4. SCOTLAND

- 4.1 The new Scotland Bill flowing from the recommendations contained in the Smith Commission was published on 28 May. The clauses relating to BTP are clauses 38 and

39. Clause 38, as expected, merely amends the section of the Scotland Act 1998 which reserved the functions of BTP to Westminster. Clause 39 retrospectively amends the Rail Transport & Safety Act to appoint the BTPA, Chief Constable, Deputy Chief Constable and Assistant Chief Constables as cross-border authorities.

4.2 A number of meetings have taken place between BTP, BTPA and Scottish officials since publication of the Bill. A more detailed update can be provided to members at the Authority meeting if required.

5. TRANSFORMATION

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 'You Make the Difference' People Strategy was formally launched on 20 April at two workshops held for the rank of Chief Inspector and police staff equivalent and above. This was supported by a comprehensive internal communication plan promoting the four elements of the strategy (Career Development, Skills, Performance & Reward, and Terms & Conditions). A People Strategy handbook was also delivered to every employee and a copy will be available at the meeting for members.
- The new appraisal system 'Right Track' launched in time for the new performance year. This new approach to performance management ensures a fair and honest assessment of employee's performance by setting realistic objectives in line with the VITAL behaviours and new ways of working.
- The probationer course has been redesigned to incorporate golden threads from Make the Difference throughout the police officer and PCSO initial training programme. The course has been updated to include BTP's purpose, ambition, foundations, VITAL behaviours, new ways of working and the National Decision Making Model. The redesigned course is due to be presented to the Chief Officer Group in June and will be launched later this year, possibly for September's intake.

5.3 Information

- Integrated Systems Programme - ISP will provide a single system for the core processes of crime recording and management, intelligence gathering, custody management and case file preparation. Following approval of the business case by the Police Authority and Cabinet Office a procurement process was undertaken. The preferred supplier for the core integrated policing system (Niche) was announced and went through a 10 day standstill period which finished on 1 June. There were no challenges made during this standstill period and the procurement process is now able to continue to completion and the programme team can now talk directly to Niche. The preferred supplier for the Command & Control aspect of ISP has also been submitted to the Cabinet Office for approval which at the time of writing this report is still awaited.
- The Mobile Solutions business case was approved by Police Authority on 29 January and is currently with the Cabinet Office awaiting approval.

5.4 Operational Policing

- Trafalgar, the evidence based patrol strategy, is now fully operational across B Division and roll out across C and D Divisions will be complete in August. The pilot of Trafalgar commenced 12 months ago and during that time over 850 officers have successfully been trained in evidence based policing, public engagement and communication skills; 14 analysts and researchers have received bespoke training to give them a full understanding of the evidence based analytical model and 39 evidence based policing data packs have been created - each police post has a bespoke data pack covering stations under their remit. This data highlights key locations on a station where 50% of crime is committed which allows officers to be deployed directly to these locations. Since the start of Trafalgar across B Division last year crime has reduced by an average of 8%. Leeds and Birmingham, the first two locations on C Division where Trafalgar went live in February 2015, have shown initial reductions in crime of 31% and 9% respectively compared against the same period last year.
- Senior Duty Officers – On 6 April the new Senior Duty Officers (SDOs) went live. Responsible for overseeing operational activity, the SDOs provide guidance and support to BTP's command structures, while working across Divisions to effectively

coordinate resources. The SDOs act as a single source of information to operational and Chief Officer command structures; monitoring real time activity and providing spontaneous incident coordination 24/7.

- The Evidence Review Gateway (ERG) went live on 27 April and provides a 24 hour service to officers. The ERG will ensure that decisions are consistent and that quality assured files are delivered within the required timescales to the Crown Prosecution Service (CPS) for presentation at court. The review of files and outcome decisions will now be undertaken by the ERG which will make file building quicker and easier, and stop supervisors from spending long periods of time checking files and making outcome decisions. The ERG will also assist with the creation of Electronic Case Files and ensure compliance with the new process that has recently been introduced as part of the single CPS for BTP. The ERG is a national unit with teams based in London and Birmingham.

5.5 Resources

The Demand & Resource project has been established to ensure BTP has the correct level of resources in the right place that are capable of responding to the demand for service. The project team is currently undertaking a detailed analysis of demand and this is due to be complete by the end of June. This will then be mapped against officer numbers at each police post. A review of rosters will then be undertaken to ensure our resources are correctly mapped to the demand and that we have the right number of officers in the right place at the right time.

5.6 Chief's 10 Commitments

Good progress is also being made with the Chief's 10 Commitments, which were developed in response to key themes raised during the Make the Difference road shows and which are being progressed under Transformation. Recent highlights include:

- Body worn video – A trial of 250 body worn videos issued to officers at selected locations across Divisions commenced in May. The cameras will be used as an additional evidence recording tool (video and audio), alongside other evidence. The trial will test cloud-based storage that will use an evidence management system to help BTP

capture, manage and share digital evidence across the Force. For every incident that is recorded using the camera, officers will complete a form so that the trial can be effectively evaluated. If the trial is successful, body worn video cameras will be rolled out to all officers nationally. Early results include an affray at Euston station where CID are using the images captured by the body worn camera as part of the evidence package to secure a conviction. Others examples include incidents of low level disorder, assaults on police and drunk and disorderly.

- Employer Supported Policing (ESP) – The first cohort of police staff Specials commenced their training in April. The ESP Specials are being trained for one week each month for four months and are due to graduate on 17 July 2015. Following graduation BTP will release them from their police staff role for 8 hours per month out of the minimum 16 hours they are required to undertake as a Special Constable. The Chief Constable is continuing to canvass the industry to secure free travel for ESP Specials travelling to and from their place of work.

7. DISRUPTION

7.1 The reduction of police related disruption across the rail network has proved extremely challenging so far this year. At the beginning of May minutes lost to disruption had increased by 53% against the previous year (152,754 minutes compared to 99,628 in 2014). Section 7.2 of this report provides detail of the number of fatalities in April which contributed to the increase in disruption.

7.1.1 Due to significant focus by the Force the position at 1 June had improved to a year to date 16% increase in disruption against the same period last year. Disruption was the subject of detailed assessment by BTP's senior management team in May and Operation Avert, which will provide high visibility targeted patrols at hot spot locations across the network, has been re-launched for 3 months to make further inroads with this strategic goal.

7.2 Fatalities

7.2.1 In April there were 50 suicide related incidents (38 suspected suicides and 12 injurious attempts) on the rail and underground network - a 52% increase compared to April 2014. Whilst there is no known reason for the spike of incidents in April, depression and existing

mental health issues are constant causal factors for railway related fatalities. In 2014/15 50% of fatality related incidents were confirmed as having mental health as a contributory factor. Whilst BTP's average clearance time for fatalities in April was 78 minutes and BTP's average arrival time at scene was 22 minutes, there is no doubt this increase in incidents had a significant impact on minutes lost to disruption.

7.2.2 In May the number of suicide related incidents had reverted back to more of a normal trend, with 26 suspected suicides and 4 injurious attempts.

7.3 Suicide Prevention & Mental Health

7.3.1 Details of the Suicide Prevention Hotline, which was launched by BTP in February 2014, have been widely circulated to rail staff, health service, mental health trusts and the voluntary sector asking them to call BTP with any concerns they have about individuals who have indicated they may take their life on the railway. The hotline has been used over 350 times since its inception.

7.3.2 Strategic Clinical Network (SCN) – Mark Smith attended the London Health & Justice Health SCN in May where he presented a proposal for the provision of a central S.136 assessment centre which would provide a professionally managed primary care facility for individuals who have been detained under S.136. The London Health & Justice Health SCN accepted the recommendations presented and will now recommend the proposal to other SCNs. This presents opportunities with the recent announcement by the Home Secretary of £15m funding for additional places of safety.

7.4 Strategic partnership towards disruption and incident management

7.4.1 Since February BTP has been in discussion with Network Rail to develop a joint strategy to reduce police related disruption and incident management. Network Rail's Managing Director of Network Operations has previous knowledge and confidence in BTP's approach to disruption and incident management due to his exposure to the partnership strategies with TfL – and the success this approach delivered across the TfL network.

7.4.2 Agreement has been reached with Network Rail to second Chief Superintendent Paul Brodgen and a small team to Network Rail for 6 months to design a strategy and concept of operation; plan and design an improved incident response model as a partnership between Network Rail and BTP; and plan and implement the mobilisation of the agreed plans. The secondment will be funded by Network Rail and Chief Superintendent Brodgen as programme lead will report to a joint programme board chaired by Phil Hufton and ACC Newton. The project team will initially focus their attention within the M25 radius, but in the longer term Network Rail would like to roll out effective and proven strategies nationally.

8. CRIME

8.1 Football

8.1.1 On 17 April the Chief Constable jointly hosted with the MPS Commissioner a football summit attended by representatives from across football, policing, rail industry, criminal justice and the Behavioural Insight Team, otherwise known as the 'Nudge Unit'. The aim of the summit was to agree a way forward to tackle the unacceptable behaviour of a sizeable minority of football supporters and challenge the perception that low level disorder and racist behaviour is acceptable and should just be tolerated. A member of the public and member of train staff also attended the summit and gave a first-hand account of their experiences and the impact such behaviour had on them. Following the summit BTP is progressing a number of work streams including a review of BTP's response and deployment to football, a campaign to encourage reporting of such behaviour and also promote awareness to offenders that there are consequences to their actions, and develop incentives and sanctions that can be used across the football and rail industries. A report will be published by September along with detail of new joint initiatives which are aimed at leading cultural change so such behaviour is no longer tolerated.

8.2 Funding for initiatives in Scotland

8.2.1 Chief Superintendent McBride has been canvassing the Licensing, Justice and Transport departments in Scottish Government regarding changes to the scrap metal dealer regulations and the Bill which is expected to become an Act and introduced in late autumn. Confirmation has since been received that Scottish Government will make £600k available for BTP to run a Metal Theft Taskforce Programme in Scotland to support the introduction

of this Act. The plan is to run the Scottish taskforce along the similar lines of the national taskforce.

8.2.2 Confirmation has also been received from Network Rail to an extension to the Edinburgh Glasgow Improvement Project EPSA for this financial year in the region of £360k. This is a major engineering project and the funds are for dedicated staff to patrol, liaise with contractors, and provide crime prevention advice and community engagement.

8.3 Murder

8.3.1 On 25 April 2015 in the early hours officers attended premises in the arches of Leeds railway station after being called by witnesses who had seen a male dragging another male. The suspect had left the scene and they found a male badly beaten about the head and bleeding. The victim was conveyed to hospital but was pronounced 'medically dead' and his life support was subsequently turned off

8.3.2 Immediate enquiries by officers led to an early identification of a suspect, who was arrested on 26 April. Further enquiries led to significant information and evidence and the suspect was charged with murder and remanded in custody. He appeared at Leeds Magistrates Court on 28 April and is next due to appear at court on 4 August for a plea and case management hearing with a trial provisionally booked for 26 October.

9. **CONFIDENCE**

9.1 Rail Staff Survey

9.1.1 BTP launched its 2015 Rail Staff Survey on 1 April with the intention of understanding how rail staff feel about their personal security and the level of trust and confidence they have in BTP. Questions included asking about any conflict management training received in the previous year and how well they think BTP has communicated with them. The results of the survey results will be used to inform activity designed to help achieve the rail staff confidence objective.

9.1.2 The survey in 2014 received 1,577 responses which indicated rail staff wanted training on how to protect themselves whilst at work, improved communication from BTP and better

intelligence sharing. In response BTP increased visibility at barrier lines (where staff assaults are most likely) and supported conflict management training for a number of TOCs.

9.1.3 The 2015 survey closed on 29 May and due to improved marketing early results show a doubling of responses from the survey in 2014. The results will be analysed in June.

9.2 “You Said, We Did” campaign

9.2.1 On 1 June BTP began a campaign to increase public confidence in line with the 20:20:10 objectives. Twenty locations (listed at paragraph 2.7 of this report), which will be the subject of focus, were identified after analysis of the results of BTP’s first public consultation in autumn 2014, results from the 2014 Rail Staff Survey and the National Rail Passenger Survey.

9.2.3 The campaign will use a three phase approach. Phase one will demonstrate, by way of “You Said, We Did” examples of what has been done at each station to address the priorities. Phase two will launch in August 2015 and will assess how BTP’s interventions have affected passenger confidence levels. The third phase due to run from November 2015 will demonstrate partnership working between BTP and TOCs to improve safety and security of stations and the network.

9.2.4 The campaign will also continue to promote the text 61016 service and social media will be used to publicise the campaign using #YouSaidWeDid. Operational activity will also continue at the 12 stations (Edinburgh, Glasgow Central, Heathrow Terminals 1, 2 & 3 and Heathrow Terminal 5, Kings Cross, Leeds, Marylebone, Paddington, Reading, St Pancras, Waterloo and York) where passenger confidence is consistently high to ensure these levels are maintained.

9.3 Report it to stop it campaign

9.3.1 The “Report it to stop it” national campaign, which launched on 13 April, follows on from the highly successful Project Guardian which tackled unwanted sexual behaviour on all forms of public transport in London. Research in London for Project Guardian indicated

that more than 90% of such incidents go unreported to police. The “Report it to stop it” campaign is designed to support ongoing operational activity to tackle unwanted sexual behaviour and prevent and detect sexual offences. In London the campaign follows the Project Guardian collaborative approach and involves all forms of public transport and is running in partnership with TfL, MPS and City of London Police. Outside of London the campaign is focused on the rail network.

9.3.2 The campaign is primarily aimed at women aged between 16 and 35 years old and features an interactive online film, showing examples of unwanted sexual behaviour and encouraging the viewer to indicate at which point they would consider reporting the incident. The video is being promoted through on demand video channels and there is a dedicated campaign intranet website. Members can view the video at www.youtube.com/watch?v=tUevV_Nsmzs

9.3.3 Since the launch of the campaign the video has been viewed on YouTube over one millions times. The campaign was covered in international and national media with more than 60 pieces of coverage. Initial analysis indicates a 57% increase in reports of unwanted sexual behaviour to BTP and the MPS on the transport system in April 2015 compared to April last year. BTP are working with TfL, MPS and City of London planning a second burst of the campaign in July.

9.4 Promoting 61016 text service

9.4.1 A programme to promote the 61016 text service to passengers and rail staff across the rail infrastructure is underway and is being widely supported by network Rail and the TOCs. This includes digital screens across 344 stations, posters on trains, timetabling advertising, TOC websites and TOC apps. An option for a train wrap on one carriage of a London Midland train is also being explored – this route has been identified as it is one of the busiest cross city routes outside of London. The text service was also featured on the One Show. An overview of the type of marketing material being displayed is attached at Appendix B.

10. NIGHT TUBE

- 10.1 On 12 September 2015 London Underground will commence night tube services on 5 lines (Central, Jubilee, Northern (Charing Cross branch only), Piccadilly and Victoria) across 144 stations on Friday and Saturday nights.
- 10.2 Following agreement of a PSA with TfL BTP has recruited 61 additional officers to help police this increased demand. These officers are currently completing their probationer training. Due to a lack of capacity at Spring House a replica training facility has been set up at BTP premises in Caledonian Road. Probationer officers at Caledonian Road are being integrated with officers at Spring House at PST sessions and Parades and there is a mix of officers who will be posted across B and C Divisions at both facilities.
- 10.3 A new 6 week roster has been developed for 350 officers and staff on the TfL Sub Division which will ensure there are sufficient officer numbers to meet the new demand on Friday and Saturday nights. Consultation on this new roster is currently taking place. 35 PCSOs will also be deployed across LUL on Friday and Saturday nights.
- 10.4 LUL are recruiting additional customer service assistants to cover night tube. BTP has developed a training programme for these staff covering personal security, conflict management and partnership working.

11. NATIONAL RAIL STRIKES

- 11.1 National rail strikes by the RMT and TSSA unions were planned for 25 and 26 May and subsequently 4 and 13 June. Both strikes were ultimately called off but were planned to involve “work to rule” and full industrial action with pickets. As a result of the anticipated severe disruption to rail services Operation Ashmore was instigated by BTP.
- 11.2 Operation Ashmore involved significant resources with the initial operation further complicated by the fact that the strike was planned for a bank holiday where BTP already had significant operational commitments due to football. A Gold Silver Bronze strategy was implemented with ACC Thomas as Gold with full integration with Gold counterparts at

Network Rail. Each BTP Division assigned a Silver who also coordinated with Network Rail equivalents and Bronzes were appointed accordingly.

11.3 Due consideration throughout was given to implementation of a plan that was proportionate and supported the public and the industry whilst being cognisant of the rights of members of both unions to lawfully protest. Maintaining core policing activities around terrorism and crime was central to the planning whilst being able to minimise disruption. Police Liaison Officers were assigned to specific areas and intelligence gathering capabilities were utilised to inform each Silver's tactical plan. These plans are now well developed in the event that future industrial action on the railway goes ahead.

12. STAKEHOLDER ENGAGEMENT

12.1 Since the last Police Authority meeting the Chief Constable has met with the following stakeholders – Mike Brown LUL, Andy Cooper Crosscountry, Michael Roberts ATOC/RDG, Chris Fenton RSSB, Stephen Otter HMIC, and Derek Penman HMICS.

12.2 The Chief Constable has also attended the following industry events – RAIL 100 Breakfast briefing, RDGF Industry Safety Meeting, a guest on Abellio's table at the Rail Benevolent Spring Ball, and the Rail Safety Summit.

13. TENTH ANNIVERSARY OF 7/7

13.1 This year sees the tenth anniversary of the London bombings on 7 July 2005. There are a number of formal events being arranged on the day by the GLA. These include a wreath laying ceremony at the national memorial in Hyde Park, moments of reflection at each location, a memorial service at St Pauls for the survivors, families and emergency services first responders, and a national minute's silence. BTP is fully linked in with the GLA and the industry in the planning and preparation for these events.

14. RECOMMENDATIONS

14.1 That members note the update provided in this report.