



Report to: Police Authority
Agenda item: 5
Date: 28 January 2016
Subject: Chief Constable's Report
Sponsor: Chief Constable
For: Information

1. PURPOSE OF REPORT

1.1 This report provides members with an update on activity across British Transport Police (BTP) since the Chief Constable's last report to Police Authority on 10 December 2015.

2. PERFORMANCE

2.1 As at 20 January 2016 BTP was achieving 1 of the 4 national targets and 24 of the 53 local targets set in the 2015/16 Policing Plan. The 3 national targets linked to confidence are not measured until the end of the performance year, and 20 of the local targets relate to problem solving plans to be delivered across the performance year and the profile of projected activity across these plans continues as expected.

2.2 A detailed report on performance was presented to Performance Review Committee (PRC) on 14 January and the PRC Chair will update members under agenda item 6 of this meeting. Current performance against the 4 national targets is:

- Reduce notifiable crime by 3% - there have been 37,287 notifiable crimes compared to 35,833 during the same period last year (4.1% increase).
- Reduce violent crime by 10% - there have been 8,412 offences of violent crime compared to 7,013 offences during the same period last year (20% increase).
- Reduce minutes lost to disruption by 7% - there have been 1,092,479 overall minutes lost to disruption (5% increase on the same period last year). Primary minutes have reduced by 2% on last year, and reactionary minutes have increased by 9%.
- Average sickness currently stands at 5.33 days per employee, against a year to date target of 5.48 days.

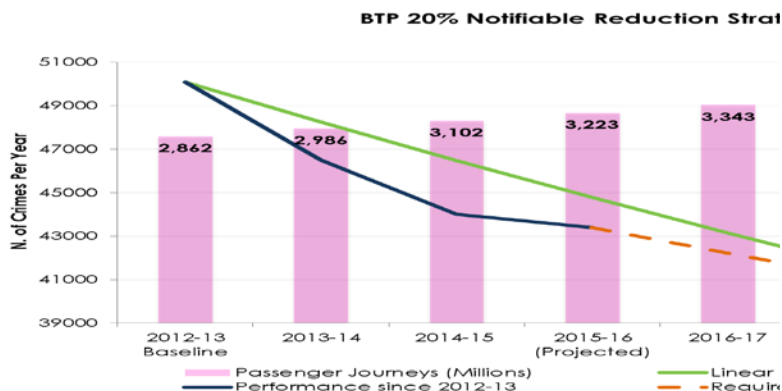
2.3 The following section of this report aims to provide members with an enhanced sense of performance in the context of longer term trends in offending and increased passenger footfall.

2.4 Crime

2.4.1 Crime has significantly reduced over the last 11 years. Overall crime reduced by 43% between 2004/15 and by 13% between 2012/15. Looking at priority crime areas, robbery has reduced by 83% since 2004/05, theft of passenger property has reduced by 58% and criminal damage has reduced by 68% over the same period. Theft of cable has reduced by 83% since 2010/11 when it was at its peak.

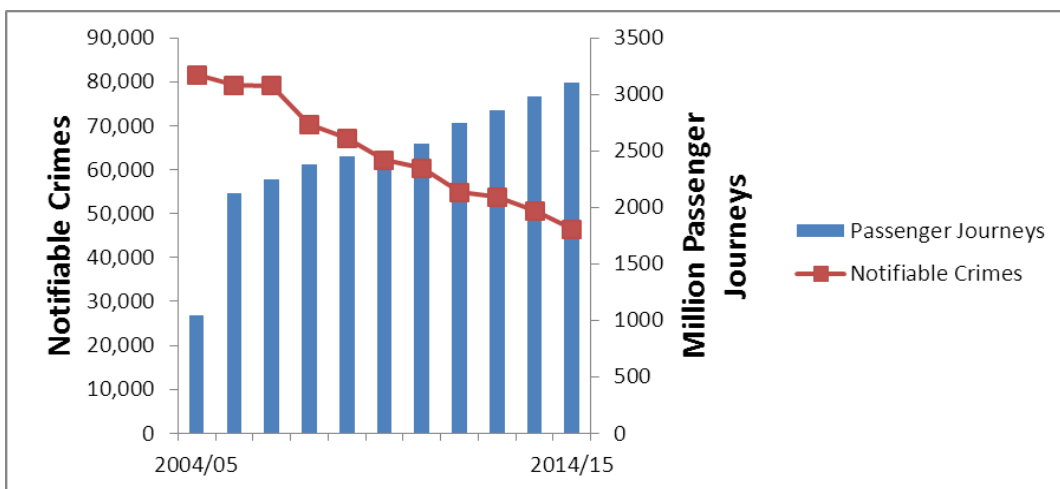
2.4.2 Although BTP has seen an increase in crime this performance year, it is still on track to achieve the Strategic Plan objective of a 20% reduction by 2019. In 2014/15 BTP reduced recorded notifiable offences to 44,017, 5% fewer than in 2013/14. This was the eleventh successive annual reduction in notifiable crime. The year before a 7% reduction was recorded. BTP needs to achieve a further 8%-11% reduction in notifiable crime between 2016 - 2019 in order to achieve its strategic objective (pending final 2015/16 performance).

2.4.3 These reductions in crime have been achieved in the context of a busier and more congested network. The graph below shows passenger journeys up to 2014/15 with industry projections up to 2019 as well as current and required crime levels. Passenger journeys are expected to increase by 25% over the life of the Strategic Plan. Freight use is also increasing. Freight kilometres increased by 13% between 2012 and 2015 and are expected to increase by 28% during the life of the Strategic Plan.





2.4.4 The railway is now a safer place to travel and to work on. Crimes per million passengers have fallen by 41% over the last five years and have been on a downward trajectory since 2004/05.



2.4.5 It is expected that this reduction will continue during 2015/16 with a predicted 13.5 crimes per million passengers per year having occurred.

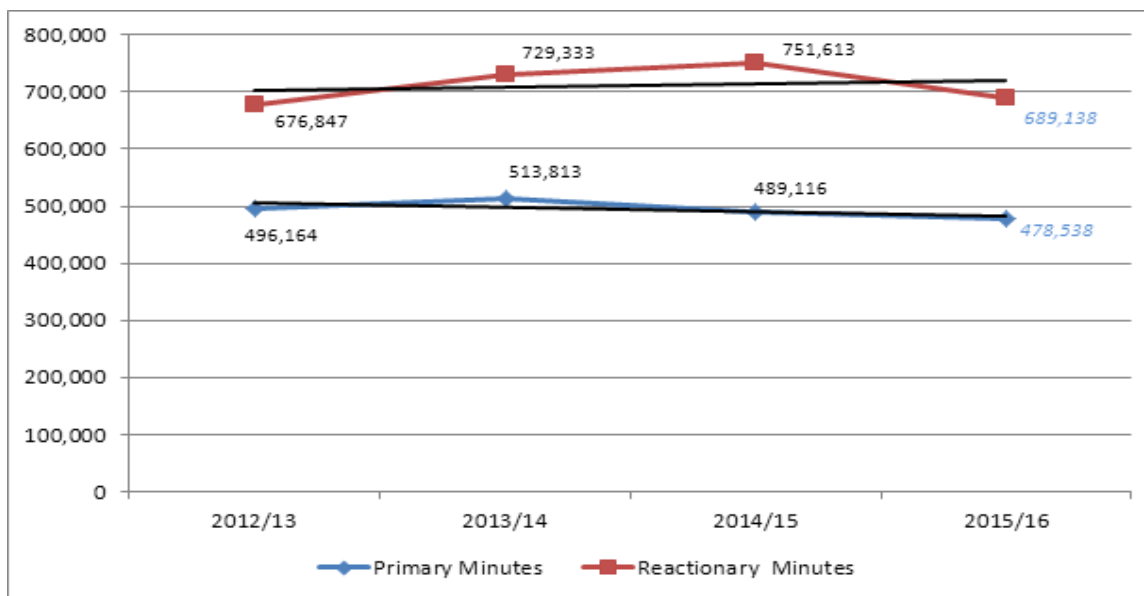
Table 1: Crime by million passenger journeys

Notifiable Crime			
	Million Passenger Journeys	No. of Crimes	Crime Per Million Passenger Journeys
2012-13 Baseline	2862	50081	17.5
2013-14	2986	46508	15.6
2014-15	3102	44017	14.2
2015-16 (Projected)	3223	43390	13.5

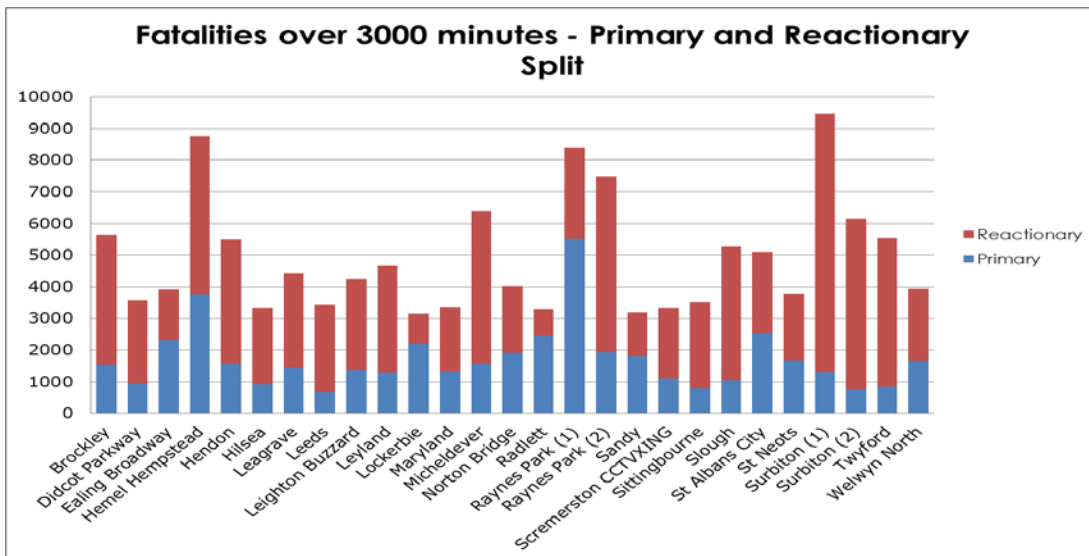
2.4.6 BTP’s efforts to encourage victims to report crime have contributed to increases in recorded crime and incident levels. The 61016 text service is one example - in 2014, 6,975 texts were received via the 61016 number and 557 crimes were raised as a result. Another example is Operation Guardian and the subsequent ‘Report it to Stop it’ campaign which has led to an increase in reported sexual offences (BTP has seen an increase of 28% in reported sexual offences, nationally reported sexual offences have increased by 41% across Home Office forces).

2.5 Disruption

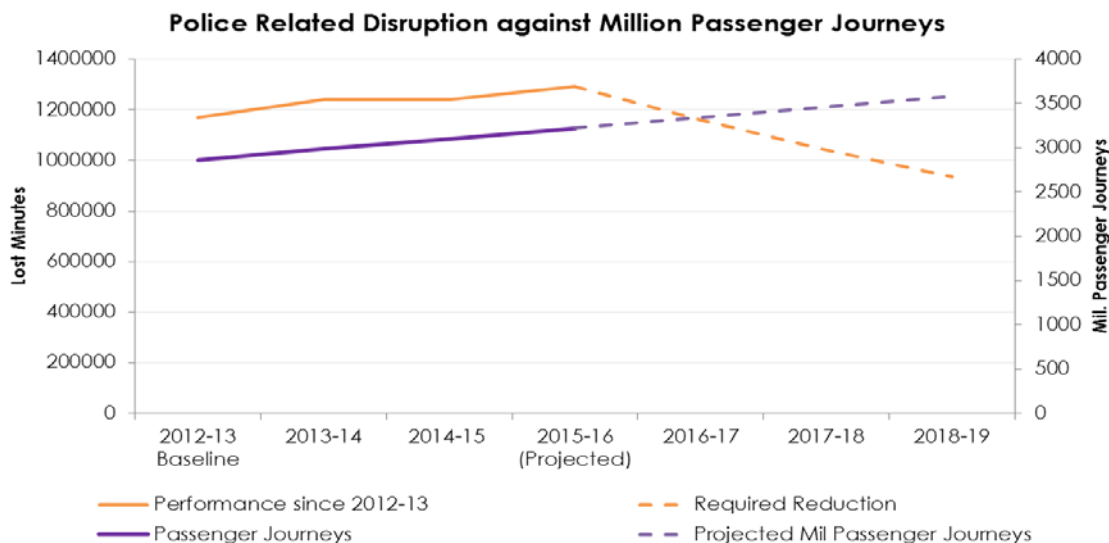
2.5.1 Primary disruption has reduced during 2015/16 - currently 2% down on last year despite the increases in rail usage outlined above. Primary is the category of disruption which BTP can have a direct impact upon. The graph below shows the last four year's trends for both primary and reactionary disruption.



2.5.2 Although reactionary disruption has increased across the network, at historically high impact / high volume hotspot locations, BTP has managed to reduce disruption by 18%. During Network Rail's period 1 – 9 there have been 27 fatalities which resulted in over 3,000 minutes disruption per incident. The graph on the following page shows the primary / reactionary split for these incidents. Thirty-four percent of the total number of delay minutes is recorded as primary and 66% is reactionary. The Ealing Broadway incident was a particularly complex incident involving the death of a mother and daughter. In 19 of these 27 incidents BTP's response time was under the internal 90 minute target and the majority of delay minutes incurred was due to the length of time it took the railway to recover its services.



2.5.3 There is a high statistical correlation between increased passenger railway usage and the increase in overall police-related disruption. The graph below shows the increase in both categories, as well as the required reduction in delay against predicted passenger numbers.



2.5.4 The busier network has led to more demand for BTP through increased calls for service. Since 2012/13 BTP has seen a year on year growth in all incidents recorded forcewide with a 5% (5,915 incidents) increase from 2012/13. In terms of immediate and priority incidents an increase in both has been recorded since 2012/13 - 31% and 17% respectively.

2.5.5 Safeguarding activities have increased significantly. Between 1 April and 31 December 2015 there were 241 suspected suicides and 69 injurious attempts across the UK rail network. During this period police, rail staff and members of the public made over 1040 life-saving interventions. The definition of a life-saving intervention is 'but for the intervention the person would have attempted or completed suicide. The person must also have been in immediate proximity to lethal means'. As well as the obvious importance to people's lives this makes, the avoidance costs to the industry from life-saving interventions is in the region of £177m and in terms of wider societal cost over £1.4bn.

As well as the direct life-saving interventions, over 7,400 interventions were made with people suffering from mental health or pre-suicidal issues - 1,814 interventions of these were made under s136 and s297 of the Mental Health Act.

This activity is complex and illustrates the volume of demand in this area which continues to increase exponentially. Undoubtedly these actions have saved the lives of many individuals as well as significantly reducing unnecessary cost and disruption on the railway network.

2.6. Confidence

2.6.1 The confidence of passengers using the railway has increased during the Strategic Plan and BTP is on track to achieve the 82.72% confidence level by 2019. Confidence levels since 2012 are reflected in the table on the following page.



Year	National Rail Passenger Survey	Confidence level	Target
2012	Autumn 2011	74.71%	N/A
	Spring 2012	74.51%	N/A
2013	Autumn 2012	77.10%	N/A
	Spring 2013	75.20%	Baseline set
2014	Autumn 2013	76.07%	76.60%
	Spring 2014	76.62%	
2015	Autumn 2014	77.25%	77.50%

2.6.2 Progress against this objective is overseen by the Confidence Board, chaired by the DCC. Divisions have formulated targeted problem solving plans to increase confidence or maintain high levels of confidence at certain stations. The main delivery method has been the 'You said we did' campaign. The most recent public consultation took place between October to November 2015 and the results are currently being analysed and will be available at the end of January 2016. Other techniques BTP has used to increase confidence include regular BTP Station Surgeries where the local Neighbourhood Policing Teams and Inspectors are present to engage with passengers and staff.

2.6.3 Engagement with passengers and staff has found that a reduction in anti-social behaviour and greater police presence are what matters to them the most. Violent crime and sexual offending are also priorities. BTP's national and divisional policing plans have been the main method of delivery against these priorities and the current Demand and Resource Programme (further detail under section 5.2 of this report) is focused on ensuring that officers and PCSOs are deployed at the right places and at the right times. This will be further strengthened by the delivery of the Integrated Systems Programme, Mobile Policing Project and Body Worn Video, which will together deliver a 16% increase in efficiency for frontline staff.

2.6.4 BTP's engagement with the public is professional and proportionate. Where complaints are made they are dealt with speedily and effectively. BTP's management of complaints compares well with other forces (see table on following page).

PSD National Comparative Data 01/04/2015 to 30/06/2015 (Source : IPCC)

Force	% of complaint cases recorded within 10 days	No. of allegations rec per 1,000 employees	Avg No. of days to locally resolve allegations	Ave No. of days to finalise allegations by local investigation
BTP	100%	58	31	102
MPS	77%	58	61	122
South Wales	85%	69	44	195
GMP	92%	93	90	145
South Yorks	91%	55	55	186

2.7 Delivering value for money

2.7.1 The successes outlined above have been achieved at a time where BTP's real budget has decreased – a reduction in budget in real terms of £13.58m since 2008/09. BTP is on target to deliver its transformation programme at £27m less than was forecast.

2.7.2 BTP's organisational efficiency has increased during this period. In terms of the McNulty metrics

- BTP's cost per passenger kilometre has fallen by 27% since 2010 from 37p to 27p
- BTP's cost per passenger kilometre is forecast to decrease by 39.5% to 24p by the end of the Strategic Plan
- BTP's cost per freight kilometre is forecast to decrease by 37.9% to 24p by the end of the Strategic Plan
- By the end of the McNulty period the cost per passenger pound reduced by 21.8% to 2.35p

2.7.3 A recent review of Home Office forces found that the cost of policing per head of population ranged from 42p to 88p. Using passengers as BTP's population, BTP's cost per head of population is 0.09p. If the McNulty metrics above are used as a better comparative figure then the unit cost of policing was 40p in 2007/08, predicted to fall to 24p by the end of the Strategic Plan.

2.7.4 BTP's frontline visibility and reach has been maximised through continued excellent performance in terms of sickness absence levels. BTP has been the best performing force nationally for two years in terms of sickness absence and is on track to reduce sickness further in 2015/16.

3. COUNTER TERRORISM

3.1 A report from the Force setting out the proportionate management of terrorism related risk under conditions of uncertainty has been circulated to members in advance of the meeting. This will be supported by a presentation to members at the Police Authority meeting.

3.2 At December's Police Authority meeting the Chief Constable briefed members on the CT incident that had occurred at Leytonstone station. A review of this incident has since taken place and the Chief Constable was satisfied with the response to the incident – including the quality of decision making, the command structure, deployment, partnership engagement and follow up action.

4. SCOTLAND

4.1 The Chief Constable met Michael Matheson, Cabinet Secretary for Justice and Derek MacKay, Minister for Transport in Edinburgh on 7 January. This is a quarterly meeting and topics discussed included the integration of BTP Scotland into Police Scotland, Spending Review, Infrastructure Policing Review, counter terrorism and deployment of officers equipped with Taser.

4.2 The Minister for Transport also visited D Division on 6 January where he met officers at Glasgow Central Station. The Minister then attended D Division Headquarters where he received a briefing on BTP's activity in Scotland including suicide prevention and mental health, football policing and use of CCTV. He finished his visit with a meeting with the Chief Constable and Chief Superintendent McBride.

4.3 The Scotland Bill continues at committee stage and was debated in the House of Lords on 19 January. This included a debate on Clause 42 (policing of railway and railway property)

and Clause 43 (British Transport Police: cross-border public authorities). Members who wish to read the debate can access it via the Parliament website.

www.publications.parliament.uk/pa/ld201516/ldhansrd/text/160119-0001.htm#16011943000454

5. EXTERNAL FACTORS

5.1 Infrastructure Policing Review

5.1.1 The Infrastructure Policing Review, which is being led by the Home Office, is considering the current infrastructure across rail, strategic roads, ports and key military and utility sites. The evidence based phase of the review is complete and options were presented to Ministers. The review team have now been asked to develop a business case for three of the options - a Single Infrastructure Force, a Strategic Transport Agency, and a Static Armed Force. The review team are planning a Senior Stakeholder Group to actively inform the development of the three business cases and will be contacting proposed members of the groups with an update on the work and inviting partners to join the respective group. BTP will be invited to become a member of the Senior Stakeholder Group.

5.2 Inquiry into Undercover Policing

5.2.1 In July 2015 the Home Secretary announced an Inquiry into Undercover Policing, extending to all police forces. The inquiry is being chaired by Lord Judge Pitchford and the purpose of the inquiry is to:

“inquire into and report on undercover police operations conducted by police forces in England and Wales since 1968, and in particular, to:

- Investigate the role and the contribution made by undercover policing towards the prevention and detection of crime;*
- Examine the motivation for, and the scope of, undercover police operations in practice and their effect upon individuals in particular and the public in general”*

5.2.2 As part of the inquiry all forces have been served a Rule 9 notice, which requests a witness statement from a senior officer in the force who is able to speak comprehensively and with authority on behalf of the force and to put evidence about undercover policing into

the context of the work of the force as a whole. BTP was served its Rule 9 notice on 14 December and Assistant Chief Constable Newton will respond on BTP's behalf.

6. FINANCE REVIEW

6.1 The Finance & Procurement Transformation programme continues to progress at pace. Three dedicated transformation specialists have been recruited and a detailed work plan has been developed and prioritised. The work plan has been prioritised to focus on immediate control issues as well as key actions necessary for the year end accounts process – bank reconciliation, accruals, fixed assets and governance. Temporary resources have also been recruited to aid the delivery of business as usual activity as well as transformational change.

6.2 Following a recruitment and selection process (interview panel - Chief Constable, Andrew Pollins and Charlotte Vitty) an Interim Finance Director has been recruited on a six month contract and is due to start in post on 2 February.

7. TRANSFORMATION - PEOPLE

7.1 Leadership

7.1.1 In December BTP ran the first of a force wide programme of Sergeant Leadership Development courses. A total of 23 courses will take place in 2016 to train all Sergeants. This course will become a mandatory part of a wider “new to management/leadership” offering as officers are selected for promotion. A new Inspector Leadership Development Course will commence in February and a ‘New to Management Course’ for police staff commenced in January.

7.2 Demand & Resource Programme

7.2.1 The Demand & Resource Programme, which aims to match policing capability to demand, is making good progress. The new roster patterns have been designed to match the demand for service, meet minimum policing levels and build in acceptable levels of abstraction for leave, training and development.

7.2.2 Following consultation with Divisions, the Demand Model has gone through several iterations and has been adjusted to ensure it properly reflects the realities of local policing demands and factors in geography, events policing and counter terrorism. Further testing of the model is taking place during January across Divisions, following which officer and PCSO resource allocation for each station will be agreed. Consultation will commence with the Federation, TSSA and workforce from March 2016. It is anticipated the new model will be implemented in October. An update on the Demand & Resource Programme was provided to People & Standards Committee on 20 January.

7.3 Wellbeing

7.3.1 BTP has adopted a significant focus on fatality prevention and post event management. The exposure of officers to repeated incidents of this nature requires a strong and robust wellbeing approach that mitigates the rise of psychological harm and post-traumatic stress disorder. An in-depth study has led to a review of the policies, procedures and intervention methods adopted by the Force. The Wellbeing framework is due to be launched in March.

8. OPERATIONAL MATTERS

8.1 Football policing

A production company, Bigger Bang, is producing a 30 minute documentary for the Channel 4 programme Dispatches on anti-social behaviour demonstrated by groups of travelling football supporters. The production company are half way through four weeks of filming, with the film crew spending time with BTP's National Football Co-ordination Unit, filming football operations, pre and post match briefings, investigations and arrests.

8.2 Operation Marley – attempted murder

8.2.1 On 2 December 2015 a man (the victim) entered Kentish Town underground station intending to travel on a Southbound train. The suspect had alighted a train at Kentish Town and walked up the escalator. He noticed the victim (who he had not seen before) and followed him back onto the Southbound platform. As the train entered the station the suspect effectively launched the victim in front of the moving train before walking away and boarding a North bound train. CCTV images were circulated to LU, BTP, MPS and national

media to identify the suspect. That evening the suspect voluntarily attended a police station and was charged with attempted murder. He remains on remand pending a decision by the court as to his fitness to plead.

8.2.3 The victim suffered serious injuries and was extremely fortunate to have survived. He has however made a good recovery and is expected to be released from hospital shortly.

8.3 Operation Bartels - murder

8.3.1 On 27 October 2015 the male victim was walking down the escalators at Stratford Station. A group of five youths were behind him and one of them made a noise suggesting that he was going to spit on the victim. The victim remonstrated with the group and a fight started resulting in the victim suffering a fractured skull. He later died as a result of his injuries.

8.3.2 The suspects ran off after the assault and boarded a train. BTP officers arranged for the train to held at the station and arrested four youths. As a result of the investigation two of the youths were charged with murder and are currently on remand awaiting trial.

8.4 Operation Park – Organised Criminal Network

8.4.1 Operation Park was established in July 2013 in response to an increase in theft of passenger property and in particular the theft of mobile phones and other electronic devices. An investigation commenced and an Organised Criminal Network was identified as responsible for this increase in theft. The investigation concluded with an arrest phase in September 2014 whereby 32 warrants were executed, 13 persons arrested, £143,000 pounds in cash and over 1,100 pieces of property seized. Eleven persons were charged with conspiracy to handle stolen goods and money laundering offences. The trial concluded on 2 December 2015 when all 11 defendants were found guilty and received a combined sentence of 51 years. Forfeiture proceedings have been instigated - it is believed the criminal gain from this activity was in the region of £5m.

9. RECOMMENDATIONS

9.1 That members note the update provided in this report.