
Report to: Police Authority
Agenda item: 4
Date: 10 November 2016
Subject: Chief Constable's Report
Sponsor: Chief Constable
For: Information

1. INTRODUCTION

1.1 This report provides members with an update on the key organisational and operational risks which the Force and Authority should be considering. These are categorised into three sections covering high level risks, medium term issues and an operational focus.

2. HIGH LEVEL RISKS

2.1 Counter Terrorism

2.1.1 The incident at North Greenwich Underground Station on 20 October highlights the significant and ongoing threat of a terrorist attack on the UK rail system. A member of the public travelling on board a Jubilee line train identified a bag as unattended and reported it to the tube driver, who in turn reported it to BTP. BTP uniformed officers were first on scene followed closely by BTP's Specialist Response Unit who undertook a more detailed assessment and identified it as a viable device. Further specialist resources including the Metropolitan Police Service (MPS) then attended the scene and made the device safe.

2.1.2 Engagement between BTP, Transport for London (TfL), London Underground (LU) and the MPS was extensive throughout. The Deputy Chief Constable held a conference call with security managers of the rail industry immediately following the incident and attended meetings of the MPS Security Review Committee throughout the initial making safe exercise and subsequent investigation. BTP's close partnership working with LU enabled the Jubilee line to continue to operate in one direction throughout the incident minimising disruption to the travelling public.

2.1.3 BTP continues to be fully engaged with the Mayor's office. The Chief Constable held a conference call with the London Mayor and Mike Brown, Transport Commissioner to provide a briefing on the incident, response and next steps. A meeting is scheduled between the Chief Constable and Sophie Linden, Deputy Mayor for Policing and Crime and Valerie Shawcross, Deputy Mayor for Transport on 11 November to provide an overview of BTP's specialist policing service to the London Underground network, the planned uplift in Authorised Firearms Officers and their deployment on the LU and rail network following this incident.

2.1.4 The incident demonstrated BTP's specialist capabilities, strong partnership working and response to a major incident. It was also an example of the 'See It, Say It, Sorted' process working - whereby a member of public saw something suspicious, raised their concerns with a member of rail staff, who in turn reported it to the police who made the situation safe.

2.1.5 The level of threat to the London transport network was raised to severe the day after the incident but has since returned to substantial. The threat level to the UK as a whole remains at severe.

2.1.6 The excellent collaboration between BTP and the MPS enabled the suspect to be identified and arrested the day after the incident. The rapid retrieval of CCTV in identifying the suspect was a crucial part of the investigation. BTP continues to support the investigation which is being led by the MPS. A full debriefing exercise with key stakeholders is scheduled for 4 November.

Deployment of Taser in Scotland

2.1.7 The deployment of Taser capability at identified stations by specially trained officers in Scotland commenced on 13 October. This operational decision follows engagement with a range of stakeholders including Police Scotland, Scottish Government, Scottish Police Authority, PIRC, HMICS and the industry. Public and stakeholder support for this deployment has been generated through a clear and comprehensive engagement

strategy and is recognised as a pragmatic and proportionate response in the current threat situation.

2.1.8 In line with national guidance, each time a Taser is deployed the circumstances will be recorded and reviewed to verify that the device was properly used, and referred to the Police Investigations and Review Commissioner (PIRC). BTP's use of Taser is also reported to Performance Review Committee.

Authorised Firearms Officers (AFOs)

2.1.9 The planned recruitment of additional AFOs to enhance BTP's counter terrorism resources remains on track and it is forecast that by March 2017 BTP will have a total of 151 AFOs.

2.2 Scotland

2.2.1 BTP has been invited by the Scottish Parliament Justice Committee to submit evidence on the integration of BTP Scotland into Police Scotland. The Deputy Chief Constable is scheduled to attend the evidence session on 1 November alongside Police Scotland, the Scottish Police Authority, the Scottish Police Federation, British Transport Police Federation Scotland and the Association of Scottish Police Superintendents. The session will cover how the roles and responsibilities of the key agencies will change together with any implications, whether this proposal is the only or best option – some members have expressed reservations in questions to the First Minister about the proposal, and, if the integration proceeds, how to ensure that there is a smooth transition.

2.2.2 An internal workshop on the integration is being held by BTP on 2 November exploring a range of potential issues including cross border implications; approach to counter terrorism; and managing vulnerable people.

2.2.3 A meeting between BTP's Chief Constable and Deputy Chief Constable and Police Scotland's counterparts is also being arranged to discuss integration.

2.3 Emergency Services Mobile Communications Programme

2.3.1 Since the report on the Airwave replacement programme was presented to members at September's Authority meeting there has been no change in matters reported. However, the Chief Constable and Chief Executive are due to meet Gordon Shipley, ESMCP Programme Director on 7 November to seek clarification on the significant risks concerning future costs and level of coverage. An update on the outcome of this meeting will be provided to members at the Authority meeting.

2.3.2 Recommendation 36 of Lord Harris' review (paragraph 3.1.2 of this report) states 'As the process of replacing the existing Airwave radio system continues policing, and particularly BTP, must be fully engaged and any concerns they have should be considered carefully. The Airwave network should not be switched off until it can be shown that the new ESN works adequately everywhere and in particular, the underground to the satisfaction of the MPS, BTP and TfL'.

2.4 Infrastructure Policing Review (IPR)

2.4.1 Since the IPR update presented to members at September's Authority meeting, there has been limited progress to report. The current position is as follows:

2.4.2 The project team provided the Steering Committee with an updated position following the work over the summer. This recommended the removal of roads policing and Highways Agency from the scope of the review given the complexity associated with roads policing.

2.4.3 Following this recommendation the project provided the Steering Committee with a revised operating model (excluding roads and also some smaller airports) however a consensus on the preferred model was not reached due to differing departmental stances.

2.4.4 The respective Permanent Secretaries are now due to consider the options at a meeting chaired by the head of the Civil Service. The purpose of this meeting is to deliver a recommended position ahead of a Ministerial meeting. The Permanent Secretaries meeting is due to take place in November; no date for the Ministerial meeting has yet been scheduled.

2.4.5 Recommendation 37 of Lord Harris' review (paragraph 3.1.2 of this report) states 'Should the Home Office continue with plans to merge certain national policing functions, such as the MoD and CNC, they should undertake a full assessment of the benefits of bringing the MPS and BTP underground network together'.

3. MEDIUM TERM ISSUES

3.1 Reviews and Inquiries

3.1.1 There are a number of current reviews and inquiries where BTP is the subject of focus. A presentation setting these out will be provided at the Authority meeting to provide members with an opportunity to discuss these and the opportunities and risks they may present. This section of the report provides an overview on each.

3.1.2 'London's Preparedness to respond to a Major Terrorist Incident'

In May 2016 Lord Toby Harris, former Chairman of the Metropolitan Police Authority 2000-2004, was commissioned by London's Mayor to undertake an independent review of the city's preparedness to deal with a major terrorist incident. The Chief Constable and T/ACC Alun Thomas met Lord Harris when he visited BTP whilst compiling the review. The [report](#) was published on 28 October and contains 127 recommendations. The report makes many positive comments about BTP's specialist skills and capabilities – focusing particularly on community engagement, dynamic risk assessments, dealing with suspect packages and keeping the network running. It also makes recommendations for other organisations to learn from BTP's practices.

3.1.3 Transport Select Committee Inquiry – Safety and Security on the Railways

In September the Transport Select Committee launched an inquiry to examine the safety and security of the rail network as a whole and to follow up on inquiries by previous Committees on safety at level crossings and security on the railway. BTP submitted written evidence to the inquiry including an update on the recommendations made by the Transport Committee's 2014 Security on the Railway inquiry that were directly relevant to BTP. BTP's submission has been provided to the BTPA secretariat should members wish to see a copy. It is anticipated that the Chief Constable will be invited to give evidence to the Committee panel in due course.

3.1.4 London Assembly inquiries

In October the London Assembly invited BTP to submit written evidence to two separate inquiries launched by the Police and Crime Committee and the Transport Committee. BTP subsequently submitted evidence to both inquiries, the details of which are set out below:

3.1.5 Police and Crime Committee – Policing and Security at Notting Hill Carnival

The Police and Crime Committee launched an investigation into the impact of the Notting Hill Carnival on policing in London. The purpose is to reflect on the policing and security arrangements for the Carnival over recent years, and to consider the future challenges and opportunities that exist in keeping people at Carnival safe. BTP's submission set out BTP's policing operation for the event including partnership working, tactical deployment and crowd management.

3.1.6 Transport Committee Investigation – Night Tube

In November the Transport Committee will focus on the early issues associated with night tube. BTP's submission explored the specific new activity being undertaken to police night tube; partnership working and coordination with TfL; and provided comment on the level of crime occurring on the night tube network since its launch.

3.2 **Crime Review**

3.2.1 The nature and complexity of crimes has changed over the last 11 years with a significant shift, for example, in the number of people working to safeguard children and vulnerable adults due to the greater demand in this area. Over the same period, the number of police officers and investigation teams has remained about the same. The purpose of the Crime Review, which BTP commenced last year, is to determine whether BTP has the right level of skills in place and propose better ways of allocating resources, taking into account the fall in overall crime since 2004, while allowing for potential increases in crime in a rapidly expanding railway.

3.2.2 The business case and initial proposals were presented to Force Executive Board (FEB), following which the internal consultation with staff affected by the proposed changes commenced. There was no legal requirement for the Force to undertake this consultation with staff as there were less than 20 members of police staff who would be affected by the proposals (a 30 day consultation period is required if between 20-99 employees). However the Force decided to enter into formal consultation with employees to engage and seek their views. This internal consultation took place earlier this year and following the feedback received the initial proposal presented to FEB was amended to reflect some of the feedback provided. The revised proposals were endorsed by FEB in March.

3.2.3 In April, following feedback from external stakeholders and representative groups a decision was made to pause moving to the new proposals until an external consultation exercise had taken place. An external consultation document, stakeholder engagement plan and communication strategy were developed following detailed research on similar consultation exercises. The preparation and coordination of the external consultation was managed in-house and the consultation document was produced and marketed by BTP's Corporate Communications team. The associated cost, exclusive of resource time, was in the region of £4k to ensure the communications were inclusive of BTP's national demographic.

3.2.4 In preparation for the launch of the external consultation a significant stakeholder engagement plan was delivered. This included personal briefings with the Deputy Mayor for Policing, women's advocacy groups (including Everyday Sexism, End Violence Against Women and Hollaback!), the industry, rail unions, DfT, MPS, TSSA and BTP Federation.

3.2.5 On 12 October the external consultation launched and was promoted through BTP's website, social media and in the press (the Evening Standard ran an article after an interview with ACC Newton). Fresh updates and messages with different tag lines and graphics have continued to be pushed out on social media during the consultation period to capture new interest and ensure as wide an audience as possible. Internal focus groups with staff are also being held concurrently with the external consultation.

3.2.6 The consultation runs for 8 weeks, closing on 7 December. Just under 60 replies have been received so far (as at end of October). Once the consultation period closes the feedback will be carefully reviewed and the final proposals presented to FEB in January. If the proposals are materially different from the initial proposals then the Force will undertake a further internal consultation exercise with staff affected by the proposals.

3.3 Demand and Resource

3.3.1 Following the presentation to members at September's Police Authority meeting, the formal consultation for the proposed four core rosters for frontline PCs and PCSOs commenced on 3 October and will run until 16 November. Following review of the feedback from this consultation exercise the final proposals will be presented to FEB on December. The core roster draft proposals for Sergeants and specialist resources are due to be presented to the Chief Officer Group in November, and if supported the formal consultation for these rosters will commence. The project remains on track for moving to the new rosters in April 2017.

4. OPERATIONAL FOCUS

4.1 Night Tube

4.1.1 The Jubilee line is now a 24-hour service, after becoming the third London Underground line to adopt Night Tube on 7 October. As at 31 October there have been a total of 50 offences on the Night Tube network since it launched on the Central and Victoria lines on 19 August – this relatively low number of offences is in line with the levels anticipated. Of these 50 offences, 26 resulted in arrests. The next stage of the Night Tube launch is to implement the Piccadilly Line and the Northern Line. The Northern Line is scheduled to go live on 18 November and the Piccadilly Line on 16 December.

4.1.2 The Night Tube policing model provides:

- 116 uniformed officers patrolling the network each night (numbers being phased in in line with roll out of Night Tube)
- A mix of permanent patrols at key stations, supported by roving patrols across stations and on board tube trains across the \Night Tube network

-
- Live CCTV monitoring from BTP's CCTV Hub across the Night Tube network
 - Enhanced Scenes of Crime cover to respond to crime

4.1.3 BTP is continuously reviewing its policing operation for Night Tube as it is accepted that there may be a change in threat, risk or harm levels and the policing response will be adapted accordingly. Transition to business as usual has been achieved after each line has launched where a BTP senior officer oversees the policing operation to ensure effective reassurance of the public and industry across the network.

4.2 **New Performance Framework**

4.2.1 BTP moved to its new National Performance Meeting and a Chief's Strategic Briefing in November. The new framework is based upon five pillars; protecting the public and preventing crime; supporting the railway; supporting staff; confidence and satisfaction; and effectiveness and efficiency. A Culture Board chaired by the Chief Constable will be established by January.