**BRITISH TRANSPORT POLICE**

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| **Report to:** | **Police Authority** |
| **Agenda item:** | **9** |
| **Date:** | **28 March 2017** |
| **Subject:** | **Chief Constable's Report** |
| **Sponsor:** | **Chief Constable** |
| **For:** | **Information** |

## 1.    INTRODUCTION

1.1    This report provides members with an update on matters of organisational and operational risk for British Transport Police (BTP) and the British Transport Police Authority (BTPA). The report is categorised into three sections – high level risks, medium term issues and the final section provides a focus on operational activities.

## 2.    HIGH LEVEL RISKS

### 2.1    Counter Terrorism

2.1.1  The threat from international terrorism remains high. Since February 2016 there have been over 20 terrorist attacks and over 30 significant disruptions across Europe and the wider world. All but two of these have confirmed links to ISIL. Whilst there have been no successful, mass casualty ISIL attacks in Europe since the attacks in Brussels in March 2016, the threat from ISIL remains significant.

2.1.2  The enduring threat of terrorism to the transport network has been further evidenced by the recent attacks in Düsseldorf and Orly, where both attacks took place at transport hubs. The transport sector's vulnerability as a target of choice is well evidenced and presents those with capability and intent a target rich environment. Following each terrorist incident BTP reviews its Counter Terrorism Strategic Threat and Risk Assessment and revises plans as necessary.

2.1.3  The Joint Terrorism Analysis Centre (JTAC) cites London as remaining the most likely target of a terrorist attack in the UK. However, JTAC have also recognised a current and growing threat outside London focused on crowded places. If intent and capability are connected at crowded places, the effect can be extreme.

2.1.4 <u>Regional CT Hubs</u>

In response to this sustained threat, BTP is developing detailed options to provide a specialist CT capability outside London to mitigate the threat, potentially via regional CT hubs in the Midlands and the North of England. The options being developed range from low number/low mitigation single specialist options for authorised firearms officers only, to a layered patrol model with other specialist resources such as police dogs and behavioural detection officers. The operational requirements in terms of resource, equipment, training and costs form part of the options being developed. The options are due to be considered by Force Executive Board on 23 March, and the Chief Constable will provide members with further detail at the Police Authority meeting.

2.1.5 <u>College of Policing Firearms Training Inspection</u>

On 9 March the College of Policing (CoP) Firearms Inspection Team undertook a formal inspection of BTP's firearms training (procedures, process, content and management) in order to satisfy the requirements within the Firearms Code of Practice and licencing conditions. BTP has held a provisional licence in relation to firearms training since 2011 and following the inspection received 'Full Licence Status' – a full licence means that the inspected force is fully compliant with the CoP requirements, doctrine within the Code of Practice and national guidance.

2.1.6 <u>CCTV</u>

The opportunity to engage with the rail industry in the North around innovation in CCTV first emerged at BTPA's stakeholder event in Manchester in September. It was suggested that aspirations to capitalise on emerging CCTV technologies, including links to potential CT Regional Hubs, could be achieved through the innovation funding streams which are appended to three train operating companies (TOCs) – Northern, TransPennine Express and Virgin Trains East Coast. The stakeholder event triggered a dialogue between BTP and the three TOCs, supported by the 'Innovation In Franchising' gatekeeper – the Rail Safety and Standards Board – and Network Rail.

2.1.7 A business case which is currently being drafted seeks to draw down on the innovation funding to pilot a small scale cloud based approach to CCTV. This approach will consider how new technology could achieve the establishment of a virtual hub, with all parties

feeding in CCTV from multiple sources and operational settings, whilst allowing all parties, including BTP, to draw down on that footage for maximum operational cross network advantage. The emphasis of the pilot will be on the back office and distribution of imagery to all participants. This hopes to demonstrate the efficiencies and collaboration which is possible through the rail industry pooling its considerable CCTV assets.

2.1.8 The virtual CCTV hub is an innovative approach and will allow more informed decision making across a wide variety of operational scenarios such as fatality classification, infrastructure monitoring, live time scene assessment of vulnerable people in precarious positions, and visual support to CT teams engaging a suspect.

## 2.2 Scotland

2.2.1 The Scottish Parliament's Justice Committee is holding an inquiry focused on the Railway Policing (Scotland) Bill. BTP and BTPA provided a written submission to the Justice Committee in advance of the inquiry and the Chief Constable and Chief Executive attended the Justice Committee on 7 March to provide oral evidence. Other witnesses at this first evidence session were Police Scotland and the Scottish Police Authority.

2.2.2 Questions asked of the Chief Constable and Chief Executive focused on how the transition should be managed, current working practices, training, collaboration between BTP and Police Scotland, cross-border legislation governance arrangements, counter terrorism and security, and concerns over clarity in relation to pensions and terms and conditions for BTP's officers and staff. A second evidence session of the Committee heard from the BTP Federation, Superintendent's Association, TSSA, RMT and the Scottish Police Federation. A third session on 21 March heard evidence from the rail industry.

2.2.3 A wider discussion on Scotland is scheduled at Police Authority under agenda item 8.

## 2.3 Infrastructure Policing Review

2.3.1 Following the delivery of advice to Ministers in December, in mid-February the Chief Constable received a letter from the Home Office setting out the Government's current position and direction of travel in relation to the Infrastructure Policing Review (IPR). The Prime Minister had informed Home Office officials that she remained convinced that

further integration of the forces in scope (BTP, Civil Nuclear Constabulary (CNC), Ministry of Defence Police (MDP) and Home Office forces airport policing) remains beneficial. However, due to more pressing legislative priorities, believes now is not the right time to progress with a formal merger of the forces.

2.3.2 The Prime Minister has however instructed that by the end of March Government Departments, led by the Home Office, are to develop a three-year plan to improve the way the forces work in conjunction with each other. This plan will look at improving efficiency and operational effectiveness and how governance structures could be reshaped to achieve further integration and collaboration between the forces.

2.3.3 On 17 March BTP, CNC and MDP jointly submitted an initial plan setting out proposals for increasing collaboration, interoperability and operational effectiveness between 2017 and 2020. The Deputy Chief Constable is due to attend a meeting on 22 March alongside the other forces, Home Office and DfT representatives to review the submission. A copy of the initial plan which was submitted is attached at Appendix A for members' information.

2.4 **HMIC Inspection**

2.4.1 Following the conclusion of HMIC's PEEL inspection of BTP examining efficiency, legitimacy and leadership between 6 and 17 February, the HMIC team provided a 'Hot Debrief' on 22 February to the Chief Constable, Chief Officers and the BTPA Deputy Chair and Chief Executive.

2.4.2 HMIC's initial feedback commended the consistent evidence of positive leadership across BTP; the Force's focus on diversity; approach to staff well-being; and commitment to the Code of Ethics. Areas identified as requiring improvement centered on efficiencies and demand. These areas and wider feedback will be considered by Chief Officers once the report is received.

2.4.3 BTP expects to receive the draft report for a factual check by the end of March and will have seven days to make representations regarding any material inaccuracies in the report. After BTP's factual accuracy response, HMIC is expected to sign off the final report by 21 April 2017 for submission to DfT.

2.5 **Emergency Services Mobile Communications Programme (ESMCP)**

2.5.1 Following a full review of the key delivery milestones in the Home Office programme, the revised Service Ready date has been reset to April 2018. The Transition Phase for all forces, during which activities such as user training, vehicle installations and equipment, is now due to commence in October 2018 following the operational trials.

2.5.2 Availability of coverage on the London Underground and in stations is set for the start of January 2019. Consequently there is no real prospect of commencing transition in London before that time and coverage will likely be subject to extensive trials and testing within London.

## 3.  MEDIUM TERM ISSUES

3.1 **Target Operating Model**

3.1.1 A Target Operating Model (TOM) for BTP is being developed in order to re-design BTP's services in order to meet future needs and enable the development of an unambiguous blueprint for a single transformation plan to deliver the future requirements. BTP's entire capability will be reviewed through the TOM including all demand (external and internal), capabilities, resources and cost.  The TOM will provide a fundamental step change in understanding external and internal demand and delivering the most efficient and effective Force construct to achieve it.

3.1.2 The business case to procure expertise to develop BTP's TOM has been endorsed by Force Executive Board and the Invitation to Tender (ITT) has been released to the market. The TOM project is due to commence in the second quarter of 2017/18.

3.1.3 Graeme Kyle, Head of Transformation, who joined BTP in February, will lead the development and delivery of the TOM. Graeme previously worked for Surrey/Sussex Police where he was responsible for leading the successful development and delivery of their TOM. Graeme Kyle will report on progress to Force Executive Board each month and updates will also be provided in the efficiencies report provided to Finance Committee.

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**3.2 Demand Review**

3.2.1 The new rosters for police officers and PCSOs have been endorsed for full implementation and plans for the majority of locations across Divisions have been completed with a go live date for the new roster of 9 April 2017. There are a small number of locations which are unable to go live in April due to resourcing implications and these locations will transfer over to the new roster between April and October 2017 when the additional resources required to deliver the new roster are in situ.

3.2.2 TSSA had proposed to ballot BTP PCSOs on industrial action in response to the outcome of the demand review. TSSA oppose the 01.00 hours shift finish for PCSOs which comes into effect in April as part of the demand review. TSSA has however since withdrawn the proposal to ballot PCSOs. It should be noted that the Force has received favourable feedback from a number of PCSOs who are supportive of the demand review and oppose industrial action.

3.2.3 BTP remains fully committed to managing the difficulties raised by a small number of employees as a result of the new rosters and has a comprehensive flexible working policy available to mitigate individual difficulties. The Deputy Chief Constable chairs Demand Board and through that forum has set out BTP's formal position as to how the Force will manage those locations where staff have highlighted a concern.

**3.3 People Strategy 2017**

3.3.1 BTP launched the People Strategy in 2015. The strategy comprises all the elements that are essential to deliver a well recruited, skilled, developed, motivated and agile workforce. The principles and underlying mechanics remain sound but it is appropriate to review and mature the processes for career development and performance management two years in. The refinement will take account of what staff believe works well and what is less effective. It will also incorporate developments in the new performance framework, revised ways of working and commitments, culture of trust and support and the conclusions of the HMIC inspection. This work has commenced with the first of a series of staff engagement sessions and the refreshed People Strategy is due to be delivered by September 2017.

3.5 **Succession Planning**

3.5.1 Following the retirement of Mark Newton and a subsequent expression of interest exercise, Paul Brogden has been appointed Temporary Assistant Chief Constable, Specialist Crime and Public Contact, initially for a period up to 6 months. Paul Brogden has recently returned to BTP following a secondment to Network Rail where he reported to Phil Hufton in developing and delivering the joint national disruption strategy.

3.5.2 A recruitment campaign for a permanent Assistant Chief Constable will commence shortly, led by the BTPA Executive.

## 4. OPERATIONAL FOCUS

4.1 **Chief Constable's Roadshows 2017**

4.1.1 The Chief Constable is conducting a series of road shows during March to mid-April, during which time over 60 events will take place at locations across BTP. The aim is for all officers and staff to attend. The Chief Constable will explain BTP's new performance framework, moving from a target driven approach to a culture of trust and support, and introduce the simplified ways of working and principles.  Members have been invited to attend a road show to hear firsthand the Chief Constable's input and also the questions raised by attendees at each event.

4.2 **BTP Annual Award**

4.2.1 As part of the changing culture to improve engagement across the workforce, a BTP Annual Awards event has been launched to recognise and celebrate outstanding achievements. All employees can nominate their colleagues for 12 categories (Working together for a safer railway; Investigation of the year; Police probationer, Police officer, Police staff, PCSO, Special Constable and Community Volunteer of the Year; Team of the year; Service Excellence; Celebrating Diversity and Inspirational leadership) during a four week nomination window. The nominations will be shortlisted by a Judging Panel chaired by the Chief Constable and three runners up selected for each category. The runners up will be invited to an awards ceremony in London on 7 June where the winner of each category will be announced. Members will shortly receive an invitation to attend the ceremony.

### 4.2 Public Protection and Vulnerability

4.2.1 The Suicide Prevention and Mental Health (SPMH) unit has established a SPMH Proactive Foot Patrol Function in London consisting of one officer and one community psychiatric nurse. The team carries out foot patrols in plain clothes based on analysis and intelligence to identify people in distress and intervene before their behaviour escalates to dangerous levels.

4.2.2 The additional funding to provide the extra nurse to carry out the foot patrol function and provide NHS operational oversight has been funded through new funding secured with an EPSA with Network Rail until 2018/19. During February and March the team have made 7 life-saving interventions, including providing direct support to a vulnerable 14 year old female. The officer and nurse have also assisted at other incidents including child welfare matters and supporting the victim of sexual assault.

4.2.3 The Parliamentary Transport Select Committee on Rail Safety heard evidence from key representatives from Transport Focus, London TravelWatch, Samaritans and the Railway Children on 6 March. The organisations provided complementary feedback on the innovative work and culture change led by BTP in responding to vulnerability and safeguarding matters, particularly in relation to reducing suicide and safeguarding children. This was noted as a step change with significant improvements since their last session.

### 4.3 Dispatches Documentary - Football Policing

4.3.1 BTP is the focus of a Channel 4 Dispatches documentary on policing groups of travelling football supporters across the rail network. The half hour programme is due to air on Monday 3 April and follows BTP officers and staff as they investigate incidents of football related anti-social behaviour on public transport. The purpose of the documentary is to highlight the work undertaken by BTP to deter and detect football related violence on trains and the impact such behaviour has on the travelling public.

### 4.4 2016/17 Performance

4.4.1 As this is the last Authority meeting of the financial year a summary of end of year performance, contextualised against national trends is attached at Appendix B. The full year performance will be reviewed at the next Performance Review Committee.

4.4.2 During 2016/17 the number of notifiable offences recorded per million passenger journeys remained low at 15.9 crimes, a reduction of 16% since 2012. The crime rate on the railway for serious offences also remained low with 0.63 sexual offences and 0.66 violence offences (ABH and above) recorded per million journeys. The number of Network Rail primary minutes lost to police-related disruption has remained relatively stable.

4.4.3 The main increases seen within disruption this year have been due to increased and variable reactionary delay – which has been impacted by a number of complex fatalities and high impact trespass incidents. The number of life-saving interventions carried out by BTP and rail staff has increased during the year and there has been a reduction in the number of fatal incidents recorded.

4.4.4 There has been a sustained focus on increasing passenger and rail staff confidence in BTP evidenced during 2016/17. The last National Rail Passenger Survey (Autumn 2016) saw an increase in confidence levels and the majority of the stations with low confidence levels targeted by BTP also continue to show improved ratings.