



---

**Report to:** Police Authority  
**Date:** 13 December 2017  
**Subject:** Chief Constable's Quarterly Report  
**Sponsor:** Chief Constable  
**For:** Information

---

## **1. Introduction**

1.1 This report provides Members with an overview of any key issues and matters of importance faced by BTP. In line with the new reporting format, this report will not address items which form the Police Authority Agenda of 13 December 2017.

## **2. Counter Terrorism (CT)**

2.1 Following a detailed input to the Finance Committee and Full Authority, approval was given at the Authority meeting on 15 June 2017 to establish CT Hubs in the Midlands and Northern England. The Specialist Operations department have been working tirelessly to deliver this new operational capability in the shortest possible timescales. West Midlands and Greater Manchester Police are fully supportive of the ambition and keen to work with BTP to ensure seamless interoperability arrangements are developed.

2.2 In Birmingham, the existing BTP estate will be converted to accommodate the new hub to minimise cost. An identified 'early entry' solution will provide a temporary capability in the Midlands from January 2018, until the hub estate is completed. A range of design options, which combine a value for money approach with delivering the required operational functionality, have been proposed in a business case which is currently subject to internal governance arrangements. A suitable location for the Northern Hub has been identified in Manchester Network Rail Operating Centre (ROC). A site visit has already been undertaken and floorplans are being designed. Network Rail are willing to allow the use of this location. It is



---

hoped that the business case may be taken forward jointly with the Network Rail business case process.

- 2.3 Recruitment for Authorised Firearms Officers (AFOs) was initiated in September 2017, with the first conversion course for external AFOs scheduled to take place in March 2018. Initial orders have been placed for weapons and vehicles to ensure that the AFOs to be deployed from this course are fully equipped. Recruitment of Dog Handlers and Behavioural Detection Officers (BDOs) will commence ahead of January 2018.
- 2.4 BTP is working with the Authority to secure a capital grant from the DfT for 2017/18. This would be exclusively focussed on CT spend, and would enable BTP to bring forward spend on Regional CT Hubs and other CT capacity and capability from 2018/19. Of the current total forecast capital spend of £6.540m (£5.2m of which relates to Regional CT Hubs), provision of a capital grant to enable a total of £3.312m spend in 2017/18 would reduce required capital spend in 2018/19 to £3.228m, including a contingency of £589k in relation to Regional CT Hubs.

### **3. The Kerslake Arena Review**

- 3.1 As Mayor of Greater Manchester and PCC of GMP, Andy Burnham has commissioned a non-statutory independent review of the events and aftermath of the Manchester Arena attack on 22 May 2017. The review seeks to identify the aspects of preparedness and response which were effective and may inform future good practice, along with areas which could be strengthened or improved.
- 3.2 The independent review commenced in September 2017, preceded by a multi-agency debrief within the same month. On 14 November 2017, the review team interviewed key individuals who held command positions on the night in question, focusing upon the chronology and facilitating an open discussion of the role of BTP at the scene and during the ensuing 9 days. Interim findings are due for publication in January 2018, with the final report and recommendations due in March 2018.



#### **4. Employee Engagement Survey**

- 4.1 The employee engagement survey of 2017 is the first repetition since the 'Make Your Difference' survey in 2015, where 64% of the workforce actively participated. The individual and collective responses from the last survey informed some significant Force wide, local and departmental initiatives, such as the launch of BTP's People Strategy, technological improvements, enhanced recognition opportunities across the Force and change programmes such as the Demand Resources & Deployment Review.
- 4.2 Durham University was selected to facilitate the 2017 survey, as the lead provider of employee surveys for the police profession. Durham conducts research and surveys for over 30 police forces and the results can be benchmarked nationally, to highlight common themes in addition to particular strengths or areas of concern.
- 4.3 The employee engagement survey of 2017 sought feedback on a range of matters which affect staff; leadership, fairness, job satisfaction, values and motivation. It consisted of two parts; Part A which ran from 2 October 2017 to 30 October 2017 and Part B which ran from 6 November 2017 to 27 November 2017. Whereas Part A of the survey was based upon generic questions used by Durham and affording comparison opportunities, Part B was focused upon employee wellbeing as a theme selected by participants at the Force Culture Board as a high priority, following the recent incidents at Croydon, Westminster, Manchester Arena, London Bridge, Grenfell and Parsons Green.
- 4.4 The response rate for was 49% for Part A and 40.7% for Part B respectively. Although lower than that of 2015, the response rates for both Parts are considered adequate for research purposes. An initial briefing will be provided to the Chief Officer Group on 29 January 2018, followed by a BTP visit to Durham to analyse the results on 16 February 2018. Findings will be submitted to the Police Authority Committee on 22 March 2018; published synchronously to BTP employees. The Culture Board will contribute to establishing the next steps on 27 March 2018.
-



## **5. Recognition**

5.1 On 4 December 2017, together with the City of London Police and Metropolitan Police, BTP hosted a Commendation Ceremony at the Guildhall to honour the bravery, professionalism and compassion of police and members of the public throughout the recent terrorist attacks in London. Preparations are underway to replicate the success of the London Ceremony in Manchester on 5 January 2018, to formally recognise the heroic efforts of BTP and rail staff involved in the Manchester Arena attacks.

## **6. Secretary of State Visit**

6.1 On 27 November 2017, BTP hosted a visit by the Secretary of State for Transport, Chris Grayling. Following an introductory meeting with the Chief Constable and Authority Chair, the Secretary of State unveiled the Roll of Honour plaque at FHQ. The permanent plaque recognises officers who, since the First World War, have received a Gallantry Award. The names include officers who responded to the King's Cross Fire in 1987 and others who have shown courage in the face of danger.

6.2 At his request, the Secretary of State was then provided with an overview of recent major criminal investigations by the Major, Serious & Organised Crime (MSOC) team. This included an update on the Croydon Tram Crash investigation (Op Hinge) in addition to the recent murder investigations at Plymouth, Birmingham and Knockholt. A summary of proactive operations was also delivered by MSOC, including work to target criminals associated with using explosive devices to interfere with ATMs and high tech crime investigations into Child Sexual Exploitation and possession of indecent images.



---

## 7. Stakeholder Engagement

- 7.1 In the reporting period, the Chief Constable has held a number of stakeholder engagement meetings. On 11 October 2017, meeting with the Managing Director of Abellio UK, Dominic Booth; on 1 November 2017, with the CEO of Govia Thameslink Rail, Charles Horton; and most recently on 22 November 2017, with the Managing Director of Arriva Trains, Chris Burchall. These sessions have encouraged discussions on the perennial CT threat, relevant crime trends, efficiency requirements, emerging strategy and Target Operating Model development and infrastructure policing. A verbal update will be provided regarding these meetings.
- 7.2 The Chief Constable is also hosting the forthcoming visit of the Director General of Rail, Phil West, and Director of RSSD, Hannant Payne on 21 December 2017 at Blundell Street. They will receive input as to BTP's capability, current and future challenges and the proposed new operating model. They will also meet AFOs, Dog Handlers, Specialist Response and BDOs, to gain an understanding of their roles.

## 8. HMIC

- 8.1 Effectiveness Inspection: Her Majesty's Inspectorate of Constabulary Fire & Rescue Services (HMICFRS) is scheduled to carry out a full PEEL Effectiveness Inspection of BTP between 4 December 2017 and 15 December 2017. The inspection will concentrate on operational frontline service provision and focus on five diagnostic question areas:
- Q10 – How effective is the Force at preventing crime, tackling anti-social behaviour and keeping people safe?
  - Q11 – How effective is the Force at investigating crime and reducing re-offending?
  - Q12 – How effective is the Force at protecting those who are vulnerable from harm, and supporting victims?
  - Q13 – How effective is the Force at tackling serious and organised crime?
  - Q14 – How effective are the Force's specialist capabilities?

- 
- 8.2 A Gold Group was established in June 2017 to oversee the preparations for this inspection, chaired by ACC Territorial Policing. The Chair assigned question lead responsibility for the five diagnostic questions to senior leaders in BTP who have compiled evidence by way of a Self-Assessment document submitted to HMICFRS.
- 8.3 An initial inspection timetable has been agreed with HMICFRS which comprises of individual interviews with key subject matter experts, reality testing visits to selected locations and structured focus group meetings with officers and staff. Complementing the timetable activities, HMICFRS has been supplied with a comprehensive document list of policies, procedures and other associated documentation, as part of their pre-inspection activities and an all-inclusive dataset to accompany the documentation.
- 8.4 At the opening meeting of the inspection on 4 December 2018, the Chief Constable delivered a strategic briefing presentation to highlight any critical idiosyncrasies of BTP, strengths and existing plans to exploit opportunities towards developing effectiveness. A 'Hot Debrief' will be received on 20 December 2017, from which initial action can be commenced from any disclosed areas for improvement. A draft report is anticipated in February 2018. This will be checked for factual accuracy before a final report is produced.
- 8.5 Efficiency, Leadership & Legitimacy Report: The HMIC report concerning the inspection which took place in March 2017, including the HMIC(S) report relating to D Division, has been published to DfT on 8 December 2017.

## **9. Recommendations**

- 9.1 This the contents of this report are noted by Members.