



Report to: Police Authority
Date: 27 September 2017
Subject: Chief Constable's 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 27 September 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 Birmingham and Manchester.

2.2 The Chief Constable, Authority Chairman and the Chief Executive subsequently met with the DfT sponsorship team to discuss potential funding options. At the request of DfT the Chief Constable, Authority Chairman and Chief Executive co-authored a letter to DfT setting out the BTP approach to terrorism, its place in the wider CT policing landscape, the rationale for the uplift and the considerations made of various options to deliver the desired effect and means of funding the increase. A copy of the restricted letter is attached at **Annex A**.

2.3 Concurrently, the Force submitted a breakdown of costs associated with the move to CRITICAL threat level in July, to the National Counter Terrorism Policing Office who have collated the costs across policing. This week, written confirmation has been received that these costs (circa £1m) will be met by the Home Office in January 2018, as a result of a Treasury funding commitment.

2.4 Significant work has been on-going to implement the CT uplift in Birmingham and Manchester. A project team has been established to take forward the delivery of a



comprehensive plan. The operating model has been refined to ensure the right mix of specialist resources are in place to meet the threat and operate as efficiently and effectively as possible. High level costed plans have been developed for both hubs and initial Estates and Technology work has commenced.

- 2.5 A detailed timeline has been developed, setting out key milestones. It is estimated that around 20 armed officers will be in place at each hub by the end of March 2018, although this will continue to be supplemented with outreach patrols by armed officers from London. Internal and external candidates will be recruited separately to manage the impact on C Division resources, with early recruitment of external (transferee) officers. This approach limits the impact on C Division and reduces training costs by bringing in already qualified AFO's rather than relying on newly trained officers.
- 2.6 West Midlands and Greater Manchester Police have been briefed at Chief Officer level. Both forces are fully supportive of the ambition and keen to work with BTP to ensure seamless interoperability arrangements are developed. In Birmingham, the existing BTP estate will be converted to accommodate the new hub to minimise cost. In Manchester, local stakeholder engagement is in place. There is industry interest in the use of a Network Rail Regional Operations Centre (ROC) to establish and build accommodation for the Manchester hub.
- 2.7 The national threat level remains high and the picture continues to develop. The recent attack at Parsons Green Station and the subsequent escalation of the threat level to Critical, illustrates the perennial severity of the terrorist threat. This brings the number of attacks which have occurred in the past 11 months to six (North Greenwich; Westminster; Manchester; London Bridge; Finsbury Park; Parsons Green). Regular liaison is maintained with DfT (Land Transport Security) colleagues, as well as the wider industry through engagement with the RDG.
- 2.8 As a result of the attack at Parson's Green Station and with the support of Members, BTP authorised search powers under 47a of the Terrorism Act (2000). Members may recall that this was enacted at the point when former powers to stop



and search without suspicion under S44 of the Act were repealed. The national threat level was raised to Critical following the attack, and it was assessed that suspect(s) and material may remain outstanding. The Gold Commander considered this to be a justifiable and proportionate use of the power, which remained in place until the risk had been sufficiently mitigated through executive action, at which point it was rescinded. This was the first time this power has been used by any police force in the United Kingdom.

2.9 Operation Temperer was activated which mobilises military resources to deploy to guarding duties at key locations such that armed police officers can be released to provide surge capacity. BTP received the largest contingent of Temperer resources which significantly augmented the number of armed patrols the Force deployed.

3. Scotland

3.1 The Chief Constable recently met with staff and officers in Edinburgh and Glasgow to discuss the forthcoming merger. Concerns over pensions and terms and conditions remain, reinforcing the need for careful and sensitive communications. During this visit, the Chief Constable also met with Police Scotland's Deputy Chief Constable, Iain Livingstone, and Deputy Chief Officer, David Page, to discuss arrangements to deliver and manage a successful transition.

3.2 During a broad range of meetings initiated by the Joint Programme Board, some progress has been made in respect of the new legislative provisions necessary to allow officers to police across the border after the transition. Work to inform and agree operating procedures for both forces once the transition has taken place is also underway but has not yet been received.

3.3 Police Scotland ACC Higgins also met with D Division staff in September 2017. ACC Higgins shared his view on how a new Police Scotland railway division might operate but was unable to confirm the detail of issues such as terms and conditions and pension arrangements. He accepted that uncertainty was unhelpful

and committed to working closely with BTP to obtain clarity from Scottish Government.

4. HMIC PEL

- 4.1 The HMIC PEL report has been received, reviewed and the findings are supported. There are 15 primary recommendations. The report comes at a time of substantial change and the recommendations broadly cover areas in which the Force is already actively improving. A letter from the BTPA Chairman has been acknowledged which commissions the work required to deliver the recommendations.
- 4.2 To ensure all of the areas of development have been extracted from the report, including the working improvements committed to through the self-assessment process, 84 distinct activities have been identified within the 15 primary recommendations. These have been appropriately challenged and sequenced; actions associated with 10 of the primary recommendations are on track to be completed by the end of 2017, with the remainder due by April 2018.

5. Demand Review

- 5.1 The first quarterly review of the Demand Review rosters has recently concluded. This new way of working is predicated on full establishment and normal abstractions from frontline duties. Whilst the change has provided additional resource during high demand times, vacancies and high abstraction rates have resulted in reduced resilience being stripped away from night turn and Sunday mornings. The effect of reduced resilience has been the more frequent occurrence of lone working, which is being addressed through adjustments to rosters where required.
- 5.2 Matching the availability of resource closer to the evidenced demand has allowed the Force to reduce officer rest day cancellations by 17% compared to the same period in 2016/17, despite pressure created through carrying vacancies.



Furthermore, football and event driven rest day cancellations at the weekend have been reduced by 46%. Whilst an aggressive recruitment drive has brought BTP back within budgeted establishment, a fair proportion of officers remain in the recruit training phase. This has impacted upon the smooth running of core rosters.

5.3 The feedback has also indicated that the use of staggered shift start times have created, at some locations, inefficient use of Sergeants' time required for shift start briefings. Shift start times are consequently being standardised. Resulting from the review, a number of adjustments are being made to the rostering approach.

6. Efficiencies

6.1 The efficiency challenge remains a key priority for BTP with a target of £31.9M to deliver over the next four years. The challenge has been deconstructed into two parts: firstly the DfT efficiency target of at least 8% against the 2015/16 baseline to be achieved by 2019/20 (£16M). *This will have been achieved in 2018, two years early.* Secondly, additional pressures such as Scotland, ESN and regional CT Hubs need to be met by 2020/21.

6.2 There are two delivery tranches associated with meeting the efficiency challenge. The first is a range of candidate projects identified in 2016, which collectively account for a £17.7M efficiency. This has been achieved by delivering some of the following measures:

- Reduction of BTP estate
- Reduction of officer / staff establishment
- Reductions in overtime
- Bearing down on contingent labour
- Efficiencies from Integrated Operating Systems Programme
- Rationalisation of custody facilities
- Efficiencies from Crime Review
- Re-negotiation of contracts to deliver service at reduced costs



6.3 The second is the Target Operating Model (TOM) which has been designed and will be discussed on the Police Authority agenda at Item 5. Through re-shaping the organisational structure and re-focusing the Force's activity, BTP has plans to deliver in excess of £30M of efficiencies to meet current and new pressures over the next few years. There is considerable preparatory work underway ahead of sharing a consolidated plan with the DfT on 20 October 2017.

7. Recommendations

7.1 This the contents of this report are noted by Members.