



Report to: Police Authority
Date: 25 June 2018
Subject: Chief Constable's Report
Sponsor: Chief Constable
For: Information

1. Introduction

1.1 This report provides Members with an overview of key issues and matters of importance faced by British Transport Police (BTP). This report will not address items which form part of the Police Authority agenda of 25 June 2018.

2. Counter Terrorism (CT)

2.1 Regional CT Hubs

2.1.1 Following approval given at the Authority meeting on 15 June 2017, a new Midlands CT hub based at Birmingham New Street went live on the 11 May 2018. An initial team of six firearms officers and a specialist support dog and handler are working alongside regular officers to protect the rail network across the Midlands. The opening of this new hub marks a major milestone in boosting BTP's CT capability following the series of terrorist incidents in 2017. A second regional hub is planned in the North West later this year, where accommodation options continue to be progressed.

2.1.2 A report is being developed in relation to the Spending Review of 2019 (SR19), which outlines the potential for government funding support to mitigate the threat of terrorism on the railway, highlighting the variance in approaches to CT funding. This report will be further developed and shared with Members at the September 2018 Authority meeting, along with a more comprehensive update on the progress of CT hubs.



2.2 Kerslake Report

- 2.2.1 On the 27 March 2018 the Kerslake report was released for public consumption. The report is a non-statutory, independent review looking into the preparedness for and emergency response to the Manchester Arena attack on 22 May 2017.
- 2.2.2 Fifty recommendations emanated from the review, none of which were aimed directly at the Force. The complexities of a multi-agency response to a major incident with a parallel CT operation can never be underestimated. The Force is reviewing obligations under the Joint Emergency Services Interoperability Principles (JESIP) and ensuring all recommendations are carefully examined and incorporated into emergency and contingency planning procedures.
- 2.2.3 Action taken by BTP against the Kerslake Review recommendations will be reported to Audit & Risk Assurance Committee.

3. Scotland

- 3.1 The Chief Constable has visited Aberdeen, Glasgow and Edinburgh over the past couple of months to hold engagement sessions with staff and together with representatives from Police Scotland, the BTP Federation and Scottish Police Federation gave evidence at the Scottish Government's Justice Committee on 1 May 2018.
- 3.2 On 4 June 2018, planned Ministerial and civil servant-led engagement sessions in Edinburgh and Glasgow were cancelled due to non-availability of Police Scotland and Scottish Government, causing frustration amongst staff.
- 3.3 BTP is fully engaged in the re-planning work led by the Scottish Government's Project Management Office. This includes workshops on each work stream to provide clarity on what has been achieved and what remains, to inform a new delivery date for full integration, announced in September 2018.
- 3.4 Chief Superintendent John McBride retires from BTP on 6 July 2018. An internal process is underway to backfill the position, which is critical in the leadership of the integration planning. Scottish devolution will be covered in more detail at Item **8** on the agenda.



4. Delivering the new Strategy

- 4.1 The 'BTP2021: A Force for the Future' narrative has been shared with the workforce. This was preceded by a comprehensive round of face to face engagement sessions with the workforce to explain why we need to change; what changes are being considered; and how staff could get involved in shaping plans for the future.
- 4.2 Initial engagement sessions have been held with the 500 most senior leaders, who, in turn, have led local engagement events with their teams. A pulse survey has since demonstrated that key messages have been positively received. The next stage is to engage on the detail of the proposals set out in the plan. The Authority will receive a presentation at the meeting to set out current progress.

5. Employee Engagement Survey

- 5.1 After reflecting on the findings, it has been necessary to better understand how to make improvements which will have the greatest resonance. Feedback has suggested that staff found it difficult to support organisational change as they had little chance to influence decisions. The approach has been reset under BTP2021 with a significant drive to engage before the detailed design stage.
- 5.2 Local focus groups are being held in June 2018 to communicate in more detail the Staff Survey results. This will seek specific ideas from the workforce on what further can be done to improve overall wellbeing and for people to feel more supported, whilst exploring views on procedural justice. The results of the focus groups will help to crystallise delivery plans, which will be tested in pulse surveys throughout the year.
- 5.3 Staff and officers have responded to a survey on Breaking Barriers with over 900 suggestions on various 'hindrance stressors' perceived as obstacles to their productivity. Priority areas have been agreed and will be addressed early on. The Culture Board continues to act as a sounding-board for ideas and the



development of activity, to ensure efforts to improve have the greatest impact on wellbeing. ACC Doyle has taken on a lead role for workforce wellbeing, linked to the key NPCC and College of Policing Working Groups.

6. HMIC Effectiveness Inspection

- 6.1 Her Majesty's Inspectorate of Constabulary Fire & Rescue Services (HMICFRS) carried out a full PEEL Effectiveness inspection of BTP in December 2017. The draft HMICFRS report was received on 16 March 2018, which graded BTP as 'Good' across the board. BTP are one of the 13 out of 44 Forces with a minimum of 'Good' for each of the graded questions; a significant achievement and recognition of the level of service provided to victims and the public.
- 6.2 Quarterly meetings between the Chief Constable and Matt Parr from HMICFRS have now been arranged and on 6 June 2018 the Chief Constable held an introductory meeting with Gill Emery from HMIC Scotland. Sir Thomas Windsor has also requested to visit the Force, which is currently being diarised.

7. Chief Officer Appointments

- 7.1 Following a rigorous selection process, the Authority has appointed three new members of the Chief Officer team. Sean O'Callaghan from Essex Police will take on the position of ACC for Specialist Capabilities, starting on 25 June 2018. Tracey Martin (currently Finance Director with North Wales Police) has been appointed Director of Finance and Commercial Services, starting with BTP on 30 July 2018. Finally, Rachel Etebar (currently Group HR Director at DfT) will commence as the Director of People & Culture on 13 August 2018.
- 7.2 Following successful completion of the Senior Command Course in early 2018, three individuals have now secured Chief Officer positions. Supt Kyle Gordon and C/Supt Paul Brogden have been appointed as Commander and Temporary Commander for the MPS, respectively, whilst Supt Jenny Gilmer has secured an ACC position in South Wales Police.



8. External Engagement

- 8.1 In the reporting period, the Chief Constable has met with a number of stakeholders. Of note, on 30 May there was a meeting with the Chief Executive of TravelWatch, where discussions included the new strategy and BTP2021, in particular, place-based policing.
- 8.2 On 13 June, the CC and DCC met with Mike Brown, Mark Wild and Gareth Powell, to discuss issues focusing on counter terrorism and how BTP can further support TfL business plans. Meetings are also scheduled with Ian Prosser (ORR), Chris Burchall (RDG) and Andrew Haines (new CE of Network Rail) in the coming weeks.

9. Operational Update

- 9.1 In the reporting period, a number of major events have taken place, most notably the Royal Wedding on 19 May 2018 where over 60,000 visitors to Windsor travelled on the railway. Ongoing engagement with the industry and interoperability between BTP, MPS, Surrey and TVP ensured close coordination of effort and a smooth interface with the crowd control operation. The same weekend saw Wembley Stadium host the FA Cup Final, which despite resource pressure created through concurrence with the Royal Wedding, ran efficiently.
- 9.2 The Force continues to focus efforts on criminality which contributes the greatest amount of harm. Joint operations between BTP and MPS to tackle knife crime have extended from Stratford to other hotspots across the capital.
- 9.3 Members will be aware of recent commentary regarding what is known as 'County Lines', the exploitation of vulnerable young people by drug traffickers. BTP is working closely with the National Crime Agency and Home Office Forces' Regional Organised Crime Units to increase intelligence submissions and hold 'days of action'.
- 9.4 In recent weeks, senior officers have attended ceremonies anniversaries to mark the anniversaries of both the Manchester and London Bridge terrorist



attacks, remembering those who lost their lives and acknowledging the efforts of those who responded. Welfare has been a critical priority, with additional trauma support available during these anniversary periods and continued support offered to all those affected by these incidents.

10. Recognition

- 10.1 BTP staff and officers are consistently recognised in the Queen's Birthday and New Year's Honours. The Chief Constable is delighted that James Rentall was awarded a Queen's Police Medal in the 2018 birthday honours, whilst BTP's Special Chief Officer, Ben Clifford was awarded a British Empire Medal.
- 10.2 In line with previous years, the Chief Constable has undertaken judging duties for the National Rail Awards.
- 10.3 On 26 June 2018, BTP will host the second 'Make the Difference' Awards. Building on the successful inaugural event of 2017, this ceremony will recognise the contribution of staff and officers across the Force, throughout a broad range of categories. A number of key stakeholders across the industry in addition to Members have confirmed their attendance.

11. Recommendations

- 11.1 Members are asked to note the update provided on this report. The Chief Constable will be happy to expand on any topic at the Authority meeting.