
Report to: Police Authority
Date: 11 December 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 11 December 2018. The Chief Constable is on leave for December's Authority meeting; his report therefore will be presented by the Deputy Chief Constable.

2. Delivering the Strategy

- 2.1 Protecting & Safeguarding People: Through concentrated efforts and a refocus on 'crime fighting', the rate at which crime levels were increasing has slowed, sitting at 9% year to date (YTD), having previously been 19% in April 2018. Thousands more offences have been detected this year than last, with the solved rate continuing to increase from 7.5% at the start of the year to 18% currently. Safeguarding vulnerable people remains a priority; 1,026 life-saving interventions have taken place so far this year, up 15% on 2017/18. Public contact methods continue to shift, with text reports increasing five-fold since 2013/14, 10% of which lead to notifiable crime reports. This increase is latent demand, with no corresponding demand decreases across other public contact methods.
- 2.2 Through BTP2021, the Network Policing programme aims to introduce a greater focus on productivity through industrialising the Force's approach to problem solving. On 30 November, frontline officers at 7 locations across the force will begin to pilot the new 'Neighbourhood Plus' approach at a variety of Hub and Underground stations as part of a three month trial; Reading; Manchester; Southampton; London Bridge; Liverpool Street; Kings Cross St Pancras and the TfL Sector. The focus of this approach will be on improving problem solving, reducing crime and increasing visibility and accessibility.



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- 2.3 Reducing Disruption & Delay: performance against this element of the strategy has seen some improvement, with 14 fewer suspected suicides compared to 2017-18 (as of 19 November 2018). There have also been 408 fewer police-related trespass incidents and 523 fewer vandalism incidents. Disruption at the 10 highest priority hotspots has been reduced by 42% in the first two quarters of 2018/19 compared to 2017/18. However, challenges persist in overall delay minutes, where primary delay is up 4.3% and secondary delay up 24.7% YTD. Despite this, industry confidence in critical areas of focus has been enhanced through new joint working initiatives with the Rail Delivery Group. The BTP-led National Disruption Meeting has also supported collaboration with Network Rail and the DCC continues to oversee the Trespass Improvement Programme.
- 2.4 Providing Value for Money: deployable resources have increased from 2017/18 (2,898) to 2018/19 (3,059) which leads to greater visibility across the network. The BTP2021 portfolio will deliver efficiencies of £4m in 2018/19 with plans for an additional £9m in 2019/20. Subject to staff consultation, business cases such as Criminal Justice, Custody and the Strategic Centre have been approved; implementing in April 2019. Collectively, these proposals involve significant structural and process change in order to bring about more efficient ways of working across the Force. Efficiencies in Intelligence, Scientific Support and Public Protection will be subject to internal governance in December 2018.
- 2.5 Building a Specialist & Skilled Workforce: Following a number of successful recruitment campaigns, officer numbers are approaching full strength. Of new recruits, 21% are BME candidates whilst 33% are female candidates. Mandatory training compliance has been sustained in this quarter, with 99% of officers having completed Track Safety, 97% Personal Safety (PST) and 98% First Aid training. BTP continues to see an increasing trend of younger officers joining the Force, reducing the overall age of the workforce. Of the current 563 probationers 82% are under 34, compared 40% within this age group across the wider Force. The L&D team are developing 'street skills' training to develop the confidence and experience of officers who are increasingly young in service.

3. Manchester Arena Attack

- 3.1 The Force continues active engagement with the Greater Manchester Resilience Forum (GMRF) Arena Lessons Task and Finish Group as well as the Arena Lessons Oversight



Group, contributing to the multi-agency learning which forms part of the Arena Lessons Action Plan. The Kerslake Review resulted in 50 recommendations none of which were directly related to BTP. However, 40 of these recommendations were considered useful broader learning points for the Force and due diligence has been paid to activity associated with 38 of the recommendations. Progress continues for the remaining two.

- 3.2 On 26 October 2018, the Deputy Mayor and Council Leader of Manchester City wrote to the Chief Constable, setting the scene for a supplementary letter from the Chair of the GMRF on 13 November 2018. The GMRF have sought to understand the scale and scope of any single agency lessons identified through the Kerslake report in addition to internal organisational de-briefs including any timescales to implement improvements identified, issue or barriers which may impact on multi agency working and any learning of relevance at a national level, requiring a response by December 2018.
- 3.3 All relevant avenues will be captured and consolidated through the ongoing Gold Group, chaired by the DCC; and will include the specific Kerslake recommendations; internal debriefs; capability gaps which led to the regional hubs and the extent to which delivery has progressed; a review of BTP's trauma capability and the digital capability gaps leading to the development of the Info-X project.
- 3.4 A pre-inquest hearing was held in October 2018. This was the first hearing presided over by Sir John Saunders, a High Court judge designated to act as HM Coroner. BTP are an interested party and have legal representation. The Force continues to gather all relevant material to produce a disclosure schedule to HM Coroner. The next hearing will be on 28 February 2019.

4. Counter Terrorism

- 4.1 The UK threat level from international terrorism remains at 'severe', which indicates that an attack is highly likely. Having been endorsed by the Police Authority in 2017, the Midlands and Northern CT hubs are being delivered to strengthen the Force's response to the persistent terror threat. There are currently 42 officers out of an establishment of 74 at the Midlands hub and 23 officers out of 74 required in the Northern hub. A suitable location near Manchester Piccadilly station is being progressed for the Northern hub. The Force is working with the landlord to agree relevant licences before works can commence to refurbish the site, which is expected to be fully operational in July 2019.



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- 4.2 In November 2018, ACC O'Callaghan attended the national Chemical, Biological, Radioactive, Nuclear (CBRN) exercise; 'Evolving Formula'. This was designed to test the response to a large scale CBRN incident. As a qualified Gold Commander, ACC O'Callaghan was able to demonstrate BTP's specialist response and bring key learning back to the Force.
- 4.3 Following endorsement of the Strategy & Planning Committee on 28 November 2018, the Info-X project will deliver a proposal for the SR19, looking to develop and deploy information exploitation capabilities at high risk Category A stations to mitigate serious threats to the rail network. This proposal has been socialised with security, policing and industry partners and is welcomed as complimentary to other security initiatives. It will be subject to detailed discussions and on-going engagement with information and privacy regulators; in addition to a funded pilot in 2019 to more intrusively test the benefits. The Force is working closely with DfT to develop the SR19 submission.

5. Matters of National Interest

- 5.1 Scotland Devolution: BTP and BTPA continue to engage with the Scottish Government and Scottish Police Authority on this matter. Following a stakeholder event run by both the UK and Scottish Governments in Edinburgh on 6 November 2018, the Chief Constable and BTPA Chair met the Scottish Government Cabinet Secretary to discuss forward planning. The Chief Constables of both BTP and Police Scotland and the Chairs of the BTPA and Scottish Police Authority met the following day, agreeing to explore pragmatic options to deliver interim devolution arrangements.
- 5.2 The Scottish Government remains open to options which increase the accountability and answerability to the Scottish Government, through the BTPA. The Force and BTPA will assist in the construction of an enduring framework which is acceptable to the Scottish Government, whilst maintaining the transport policing ethos. The next Joint Programme Board (JPB) is scheduled for 6 December 2018 and the Cabinet Secretary has undertaken to report back to the Justice Committee before the close of 2018.
- 5.3 Commission on Justice in Wales: The Commission has been established under Lord Thomas of Cwmgiedd and intends to review the operation of the justice system in Wales, setting a long term vision for the future, with a view to:



- promoting better outcomes in terms of access to justice, reducing crime and promoting rehabilitation;
- ensuring that the jurisdictional arrangements and legal education address and reflect the role of justice in the governance and prosperity of Wales as well as distinct issues that arise in Wales;
- promoting the strength and sustainability of the Welsh legal services sector and maximising its contribution to the prosperity of Wales.

The Force has been asked to respond to the Commission's request for written evidence. This submission will outline some of the key lessons learned from the Scottish devolution in addition to benefits provided through a specialist network-wide policing model. The Commission is expected to publish a report of its findings and recommendations during the course of 2019. The Chief Constable has met with his counterparts of the Welsh Forces to discuss this inquiry and their intentions with regard to it. The Force's response has been submitted to the Welsh Commission and has been shared with the BTPA Executive and Stella Thomas.

5.4 Rail Review: On 20 September 2018, a review was launched to transform the UK's railways, led by independent Chair, Keith Williams. The intention is to build on the government's franchising strategy by bringing track and train closer together to reduce disruption and improve accountability, whilst considering regional partnerships and how innovation can improve services and value for money for passengers. Keith Williams will be supported by an external panel and will report in 2019. The government intends to publish a white paper on the review's recommendations, with the implementation of reforms planned to start from 2020. On 15 November, the BTPA Head of Strategy, Planning & Engagement attended an introductory meeting with the Secretariat lead for the Rail Review. This was to establish a point of contact in the team and gain a better understanding of any potential opportunities and risks for BTP/A.

5.5 Brexit: The Force is working with the National Police Chief's Council to ensure that emerging risks to policing emanating from a 'no deal' Brexit are identified and mitigated. These predominantly relate to information sharing and cooperation between the UK and European Union, such as European Arrest Warrants and the Schengen

Information System, the risk of disorder and increase in specific crime categories. The Force is also working with the DfT to ensure transport-related risks are identified.

6. Stakeholder Relationships

6.1 In September in response to feedback received from some parts of the industry, the Chief Constable established a Stakeholder Engagement Gold Group attended by BTP and BTPA representatives including Bev Shears. Following consultation with the Gold Group the Chief Constable commissioned a review into the BTP/A's current relationships with stakeholders. The scope of this review was:

- to support the development of a stakeholder engagement strategy specifically for the rail industry to address the findings of the scoping analysis;
- to review the current structure, channels, products and methods in use to engage with industry stakeholders and make recommendations for improvement such that they can effectively deliver the engagement strategy;
- to develop a set of core headline strategic messages;

The outline findings of this review have now been shared with the Chief Constable and Chief Executive and are due to be presented to the Stakeholder Engagement Gold Group in December 2018. The Gold Group will need to consider the range of recommendations made and will report back to the BTPA through the Strategy & Planning Committee.

6.3 Since the previous reporting period, the Chief Constable has met with a number of stakeholders to brief them on delivery against the strategy, BTP2021, crime and performance, relationships and matters impacting the rail infrastructure. Meetings which have taken place since October 2018 include Polly Payne, DfT Director General; Sir Thomas Winsor, HMCIC; Phil Luxford, OSCT Home Office; Sophie Linden, Deputy Mayor for Policing, Peter Wilkinson DfT Passenger Services; Andy Cooper MD CrossCountry and the Commissioners of the Metropolitan Police and City of London Police.

6.4 Discussions remain ongoing with key stakeholders, TfL and HS1, to establish the most efficient yet operationally effective deployment model for critical locations on the network. The Force and Authority note the associated financial and operational risk and will continue to work with partners towards resolution.

7. People & Culture

- 7.1 The Leadership Academy has created tailored leadership programmes to develop essential leadership skills across all supervisory ranks; including communication skills, influencing skills and how best to manage teams. A programme has now been developed to upskill newly promoted supervisors in core operational business areas, whilst bespoke 'Leading through Change' training is being delivered in recognition of the significant structural and procedural change required by BTP2021.
- 7.2 Development programmes seeking to improve diversity profiles have demonstrated impressive effect, inviting positive endorsement by the College of Policing. Positive action through the 'Promoting Difference' programme has contributed to a recently surge in applicants from underrepresented groups passing the promotions process; with 58% of BME and 61% of female candidates passing the paper sift exercise and 50% of BME and 54% of female candidates passing the board process.
- 7.3 ACC Doyle has taken on the role of Wellbeing Champion for the Force. Officer assaults have increased from 116 (Q4 of 2017/18) to 157 (Q2 of 2018/19), with notably serious assaults including both a head-butting and stabbing incident within this reporting period. In response to the increasing threat of officer assaults, support mechanisms have been publicised including the trauma support programme, internal and external service provisions and a mental health guide that offers internal advice and signposting to external support organisations for employees and their family and friends.
- 7.4 The 2018 Police Staff Pay Award endorsed by Appointments & Remuneration Committee has been agreed with the Transport Salaried Staffs' Association (TSSA) and consists of a 2% increase in base salary and 2% increase to London Allowance. This will be paid in December 2018, applicable to all spine points across all grades and contracts of employment.

8. Operational Events

- 8.1 The preparation and planning for New Year's Eve 2018 continues, led by ACC O'Callaghan as Gold for BTP. At City Hall on 30 November 2018, BTP joined representatives from BBC, TfL, London Underground, NWR, NHS England, Local Government, City of London Police, MPS and the London Fire Brigade as participants of a table top exercise to discuss the 'Marking of Midnight' event in London.

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- 8.2 A range of operations are being planned in the lead up to Christmas. Across all Divisions, these will focus predominantly on antisocial behaviour, staff assaults, drunk & disorderly, pickpocketing, retail theft and other low level crime associated with the festive season. On Saturday 17 November, officers at Edinburgh and London Kings Cross and Euston took part in Operation Nimrod, joining C Division teams at major hubs and stations for a Forcewide Day of Action to deter offenders and reduce crime. The first national Op Nimrod was the most successful yet, with a 38.4% reduction in the level of crime on an average Saturday at participating stations. This operation will take place across the Force for Friday 21 December 2018.

9. Recognition

- 9.1 On 5 December Andrew Jones, the recently appointed Parliamentary Under Secretary of State for Transport, formally unveiled BTP's Gallantry Roll of Honour which has been updated to reflect the George Cross awarded to PC Wayne Marques and the Queen's Gallantry Medal awarded to PC Leon McLeod in recognition of their outstanding bravery in response to the terrorist attack at London Bridge. As well as the two officers, also present at the unveiling were Sir Thomas Winsor HMCIC, BTPA Chair, Deputy Chair and Chief Executive, BTP Federation and the BTP History Group.
- 9.2 Eleven BTP officers and staff are due to receive a Commissioner's Commendation at a MPS ceremony being held in central London on 21 January 2019. Twenty eight BTP officers and staff are also due to receive a Commander's Commendation. These awards recognise the individuals' outstanding support in the Disaster Victim Identification (DVI) process following the fire at Grenfell Tower. BTP's DVI team assisted in the recovery of the bodies working in extremely unpleasant and difficult situations. The DVI team also played a significant role running the mortuary process following the tragedy.
- 9.3 Barry Boffy, BTP's Diversity & Inclusion Manager, has been announced as the winner of the Diversity Champion Award for the Public Sector at the 2018 Inclusive Companies Awards. The ceremony was held on 15 November 2018 in Manchester and hosted a collection of the UK's most inclusive organisations and diversity influencers. Barry was selected from a shortlist of 32 nominations for his tireless campaigning for better diversity and inclusion in policing.



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- 9.4 In November, BTP were recognised as one of five international finalists for the 2018 Problem-Orientated Policing Goldstein Awards. The Goldstein Awards are world renowned for recognising innovative problem solving in policing. The Force were specifically commended for reducing suicide on the rail network with the continued successful collaboration between the Suicide Prevention & Metal Health Unit, Designing out Crime Unit, industry partners and the NHS to reduce harm through enhancing life-saving interventions across the network.
- 9.5 On 29 November, BTP won 3 awards at the 2018 RailStaff Awards. BTP has been leading multi-agency Gold Group to address a spate of suicides between Milton Keynes and Bletchley, earlier in the year, which was awarded 'Rail Safety Team of the Year'. The BTP Emergency Intervention Units (EIU) won in the 'Rail Infrastructure Team' category, having responded to 1,429 incidents last year, including trespass, suicidal interventions, supporting police operations and dealing with level crossing failures, stalled and trapped trains. Within this category, BTP and Network Rail were highly commended for their contribution through the Anglia Route Tasking Team.

10. Recommendations

- 10.1 Members are asked to note the update provided on this report. The Deputy Chief Constable can expand on any topic requested at the Authority meeting.