



Report to: Police Authority
Date: 19 March 2019
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 19 March 2019.

2. Delivering the Strategy

- 2.1 A detailed overview of progress against the strategic objectives was presented to Strategy & Planning Committee on 5 March 2019. Overall crime levels are 12% higher than the previous year. The majority of this increase has been in theft and lower level violence although there has also been an increase in violence with injury offences. Operation Sentinel, the Force's strategy to respond to the increase in violence is outlined in section **4.10**. Although trespass incidents have reduced in this quarter, the associated minutes lost to disruption has increased, primarily due to the reactionary delay associated with these events. Efforts have been focused at known hotspot locations, which has led to a 50% reduction in incidents at the most problematic locations.
- 2.2 The BTP2021 portfolio remains on track to deliver efficiencies of £4M in 2018/19. There is an emerging risk of c£1.5M against the 2019/20 target of £9M. A range of backstop measures are under review (c£2.9M) for acceleration where required. New structures and processes for Custody, Justice, Intelligence, Public Protection and the Strategic Centre are preparing to transition to the new ways of working in the coming weeks. The Performance & Delivery Committee also noted progress on a succession of digital enablers which are beginning to directly benefit front line operations. As this work matures, it is essential that operational efficiency is properly captured and exploited.



- 2.3 Officer numbers are close to full strength. Mandatory training compliance remains consistently high this quarter across all Track Safety, PST and First Aid training. PST training has been enhanced with an awareness video to refresh skills around body positioning and distraction techniques. To support the frontline and enhance skills in relation to decision making, a course for supervisors on evidential review is being prepared in line with the new criminal justice processes under BTP2021. To encourage positive, ethical behaviours within the organisation, a new style of workshop is being delivered to explore the response of individuals and teams to 'ethical dilemmas'.
- 2.4 Despite the progress against strategic objectives, three key threats to delivery were drawn out for discussion at Strategy & Planning Committee; the impact of withdrawing funding of the surface EPSA, delays to the full operationalisation of the CT hubs and a loss in confidence of the deliverability of contracted telephone services under NNS. Mitigating activities are being developed and industrialised to limit the impact upon strategic delivery. These areas will be closely monitored by the Chief Officer Group.

3. Stakeholder Relationships

- 3.1 As reported to December's Police Authority meeting, the Chief Constable had commissioned a review into BTP's relationship with stakeholders. This followed feedback from parts of the industry that their relationship with the Force and Authority had, in some cases deteriorated. The findings from the review were presented to the stakeholder engagement gold group in December. This group is chaired by the Chief Constable. Bev Shears, Ian Pigden-Bennett and members of the executive team represent the BTPA. In response to the findings of the report an action plan, which was endorsed by the gold group, was developed to take forward the recommendations arising from the review. The findings, recommendations and action plan were reported to Strategy & Planning Committee on 5 March 2019. A copy of the report is attached for members reference.
- 3.2 One of the key recommendations is for the Force to recruit a head of external engagement, who will proactively lead delivery of an external stakeholder engagement strategy which is focused on strengthening relationships between the Force and key



stakeholders and secure their collaboration and advocacy in BTP's activities to deliver the strategic plan. Advice has been sought from Network Rail and DfT as to the skill set and requirements of this role. The structure, role and responsibilities for external stakeholder engagement are due to be agreed by the Chief Officers on 11 March 2019 following which a prioritised recruitment process will commence.

- 3.3 A BTP stakeholder engagement plan has been developed which sets out a programme of engagement across key stakeholders which will be undertaken by the Chief Officers, Divisional and Sub Divisional Commanders. The plan also sets out engagement objectives and core themes of engagement for each named senior officer. The draft engagement plan has been shared with the gold group who have endorsed its approach. This will map over to the BTPA's engagement plan to ensure a cohesive and coordinated approach. A searchable and easy to use data management system is being developed to track all engagement, provide an intelligence base across our stakeholders, identify trends, and measure improvements in relationships across the industry.
- 3.4 Since the start of 2019, the Chief Constable has met with a number of stakeholders including the Secretary of State for Transport, Managing Directors of Great Western Railway, South Western Trains, East Midlands Trains; the Chief Executive of London Travelwatch; TfL; the Chair of RDG Policing and Security group, Commissioners of the Metropolitan and City of London Police forces, Chief Crown Prosecutor of the CPS; the Rail Minister and the interim Deputy Director at DfT. At these meetings the Chief Constable took the opportunity to provide an update on BTP activities including delivery against the strategy, the Force's response to increasing violence, industry relationships, local topics relevant to individual stakeholders and listening and following up on any matters individuals raised.
- 3.5 The Chief Constable wrote to key industry leaders in the first week of January and again in February updating them on BTP's response to the increase in violence and knife crime and sharing with them a copy of the Op Sentinel strategy. Following this letter the Managing Director of the Arriva UK Trains owning group invited the Chief Constable to attend the Arriva Group meeting attended by their TOC Managing Directors. This was a positive encounter where the discussion focused on a partnership approach to tackling violence, particularly staff assaults, as well as a more general discussion on policing their

line of route. A similar meeting also took place with the Chief Executive of the ORR at which proposals for an ORR led summit to look at violence on the railway were discussed.

4. Operational Matters

- 4.1 Violent Incidents: Throughout 2019, knife and violent crime has been pulled sharply into the national policing focus, including the railway network. Members have been appraised of key incidents throughout the reporting period; these are shocking in both their proximity and brutality.
- 4.2 On 31 December 2018, BTP officers in Manchester were first on scene having heard the screams from people being attacked with a knife on a station platform, running towards danger to protect the public. A suspect was arrested at the scene by the BTP officers responding. Colleagues from metro link provided invaluable assistance. Undoubtedly, their brave and selfless actions that night prevented further injury. Three people suffered knife injuries including a BTP Sergeant. As the incident occurred on the metro system, primacy of the investigation was handed over on the night to GMP.
- 4.3 On 4 January 2019, BTP officers attended Horsley station following reports of a stabbing. Despite CPR attempts, the victim unfortunately succumbed to his injuries. The suspect had decamped from the train and an extensive search was undertaken. Exceptional investigative work led to the swift identification, arrest and charge of two individuals. Both will appear at the Old Bailey for a trial due to commence on the 24 June 2019. This incident attracted significant media interest and there was continuous, good engagement with industry throughout. High visibility reassurance patrols were implemented in the following days attracting positive feedback.
- 4.4 On 14 January 2019, BTP received a report of a suspect with a machete chasing passengers at Tulse Hill station. Passengers boarded a train which was at the station and the driver locked the doors. BTP and MPS officers responded and a suspect was detained after being tasered, later being charged with attempted murder and possession of an offensive weapon.
- 4.5 On 18 January 2019, BTP received a report of a suspect threatening passengers with a Samurai Sword at Greenhithe station who had boarded a train to Dartford. Kent police,



with assistance from BTP, arrested a male in possession of a sword and other weapons. The suspect was subsequently charged and remanded in custody and on 8 March 2019 has pleaded guilty at Maidstone Crown Court.

- 4.6 On 20 February 2019, BTP officers responding to a call at Barking station arrived on scene and provided first aid to a 15 year old victim with a suspected gunshot wound. A suspect was later identified, arrested and charged with attempted murder and possession of a firearm. BTP immediately put in place reassurance and enforcement deployments together with industry partners, which was well received.
- 4.7 On 25 February 2019, BTP and Essex police responded to a stabbing at Clacton station. The 16 year old victim received life threatening injuries. Extensive investigation identified the suspect who was arrested on 1 March 2019 and charged with inflicting Grievous Bodily Harm with intent and possession of an offensive weapon. He has subsequently been remanded in custody in a Youth Offenders institute whilst he awaits trial.
- 4.8 On 26 February 2019, there were reports of a fight in the booking hall of South Ruislip station. BTP officers responding found that a 16 year old victim had been stabbed and a knife was recovered at the scene. A suspect was later arrested at his home address and has been bailed until 22 March 2019. Four additional suspects have since been arrested and bailed due to their possible involvement in this planned attack.
- 4.9 On 10 March 2019, a 30 year old male was found by officers following a call to Queensbury tube station just after midnight and life pronounced extinct just after 4am. A murder investigation has been launched which remains ongoing at the time of reporting.
- 4.10 Operation Sentinel: Operation Sentinel is BTP's national strategy to reduce serious violence and weapon enabled offences. The overarching aim of the strategy is to reduce serious violence offences by at least 10%. The strategy also incorporates the continuing work carried out by the Workplace Violence Reduction Group. There are four supporting objectives:
- reducing violence towards passengers
 - tackling violence towards rail staff
 - reducing violence towards BTP officers and staff enabling them to patrol safely
 - tackling knife offences and knife-enabled crime



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- 4.11 Since its launch, the Force has already seen a reduction of 7% in serious violence offences, which has been achieved through coordinated and focused operational effort. Between 1 February 2019 and 31 March 2019 there are 183 anti-violence operations planned in C Division alone and 24 divisional days of action that will concentrate on warrant enforcement to bring violent offenders into custody. In B Division, there have already been 102 pre-planned operations to target violence and weapon-enabled crime, including more than 1,500 officer deployments at priority locations.
- 4.12 Against the backdrop of increasingly violent crime, officer assaults have increased in this quarter, from 160 (Q1) to 157 (Q2) and 220 (Q3). ACC O'Callaghan leads on the review of quality and effectiveness of protective equipment available to ensure officers and staff have are properly equipped for this changing threat. Given the nature of recent events, the Force's officer and PCSO assault pledge is under review, with a renewed focus on ensuring the right support is given. Plans are also underway to set up a specialist evaluation board dedicated to preventing assaults against our officers and staff.
- 4.13 Following an FOI request to Police forces in England and Wales articles in media have quoted figures that appeared to show BTP officers were, on average, assaulted more often than those in Home Office forces. However, the analysis underpinning the data released was found to be weak, principally because it did not take into account the number of officers within each force. Having conducted more in depth analysis of the data, when compared to the 43 other forces assaults on BTP officers ranks 27th in the rate of all assaults, 33rd in the rate of assaults with injury and 25th without injury. Nonetheless, the severity of violence used appears to have increased recently and is a major factor in BTP's Operation Sentinel response.
- 4.14 County Lines: In common with forces in England and Wales, BTP was subject to a formal tasking requirement from the Director General of the National Crime Agency. During the ENSUING County Lines Intensification Week of Action in January 2019, 49 operations covering 43 locations across England, Wales and Scotland were conducted. As a result, 27 suspects linked to 'County Lines' offences that had a railway industry focus were arrested. A number of weapons were seized including a machete, three knives, a hammer and a can of CS spray, in addition to 22 rounds of live ammunition, cash and multiple mobile phones.
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- 4.15 BTP has also assisted local Forces with investigations, targeting the highest harm lines, which had seen recent and repeated use of the rail network. Successful and significant disruptions were achieved in all cases. BTP has been acknowledged by the National Crime Agency as a leading force in the disruption of organised crime involving drugs and violence facilitated by highly motivated teams of criminals travelling throughout the UK.
- 4.15 Football Policing: ACC Smith has attended a meeting with Rail Minister, Andrew Jones MP to discuss the Transforming Football Related Travel Programme, which was initiated by BTP and the RDG to address enduring concerns about the behaviour of football fans using the rail network. With strong support from the DfT, the programme has for the first time brought together the Premier League, the English Football League, the FA and fan associations in a joint endeavour to address poor fan behaviour. The Oversight Group, chaired by ACC Smith oversees ticket propositions; information sharing; legislation and sanctions; customer confidence; communications and planning; and railway operations.
- 4.16 Senior football and rail industry representatives have been invited to a meeting with Andrew Jones MP the Rail Minister and Peter Wilkinson (DfT MD – Passenger Services) on 14 March 2019 to discuss the programme of work where the Chief Constable will be in attendance. The Minister has indicated that addressing poor fan behaviour by a small but significant minority of fans, is one of his key priorities. Overall this is a positive step forward and offers potentially the best ever opportunity BTP and the industry have had to deliver sustainable change for the benefit of all parties and especially the travelling public and rail staff.

5. Counter Terrorism

- 5.1 CT hubs: The Birmingham and Manchester CT hubs are being delivered to strengthen the Force's response to the persistent terror threat. At the time of reporting, a number of posts are yet to be filled in Birmingham and in Manchester which incorporates AFOs, BDOs, and Dog Handlers. An innovative recruitment campaign and training plan is being led by the Director of People & Culture to bring resources up to establishment. The maximum number of training courses have been agreed, with five firearms courses scheduled for 2019/20, to minimise time to reach full establishment. There remains a recruitment and retention challenge in a competitive firearms market.



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- 5.2 The current inability to transfer Home Office police pension schemes into BTP's CARE scheme remains an issue. There are 80 employees who have transferred to BTP (of whom, 47 are based within Specialist Operations) awaiting an agreed resolution. Those approaching five years' service with BTP are in danger of having their accrued pension benefits frozen if not transferred and the statutory pension age applied. Consequently, they will shortly be in a position to decide whether to return to a Home Office force or leave policing altogether. This would severely impact the Force's firearms capability. The BTPA Chief Executive and BTP Director of People & Culture have met with the Home Office, DfT and HM. Treasury to outline the implications of current pension arrangements between the Home Office and BTP.
- 5.3 All vehicles and weapons have been procured within the 2018/19 financial year. In terms of estates, the Birmingham hub has sufficient capacity for the current number of officers; the lease is with the BTPA Chief Executive for signature and permanent estates works to upgrade the estate to full capacity are expected to commence in April 2019. In Manchester, officers are currently being deployed from GMP's facility and are moving to Network Rail's Regional Operating Centre (ROC) imminently, on a temporary basis until Square One is ready for occupation. The Licence to Occupy Square One has been prepared and submitted to the BTPA Chief Executive for approval. The planned works for an early access solution are due to provide sufficient capacity to deploy from this location by May 2019.
- 5.4 The primary objective of AFOs is to provide a visible armed deterrent and create a hostile environment for any terrorist activity or reconnaissance as well as a capable response to any immediate or presumed threat. However, they are fully integrated into territorial policing activity and day-to-day tasking and routinely deal with incidents as they occur and are also pivotal in the fight against violent and knife enabled crime helping make the rail network a safer place. In the last six months, in addition to the normal CT deployments within Category A locations, firearms officers have also performed 184 train patrols across a variety of TOCs and conducted more than 1,000 patrols at more remote locations. Last month, CTSU made 49 arrests, half of which were for violent crimes or knife offences.
- 5.5 Incident at Waterloo Station: On 5 March 2019, three suspicious items were discovered at three London transport hubs. The items, one near Heathrow Airport, one at the City of
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London Airport and one at London Waterloo station were Improves Explosive Devices, each delivered to post rooms. The three incidents are being treated as linked and the MPS Counter Terrorism Command is coordinating the investigation, which BTP are supporting. The Force will continue to monitor this situation closely and will ensure that any guidance or intelligence is swiftly acted upon.

5.6 Manchester Arena & London Bridge Inquests: Greater Manchester Police continue their criminal investigation into the Manchester Arena attack. The inquest will not be heard until any criminal prosecutions have taken place. There have been two pre-inquest hearings, on 18 October 2018 and 28 February 2019, and a third has been scheduled for July. A tentative date for the beginning of the inquests has been set, 6 April 2020, with a provisional time estimate of three months.

5.7 BTP has been designated an 'Interested Party', along with Greater Manchester Police, the ambulance and fire service, SMG (which leases the Arena), Her Majesty's Government and Salford University. Later this month the Coroner will begin providing disclosure. This exercise is likely to last until the end of January 2020.

5.8 For the London Bridge inquest, there have been two pre-inquest hearings in 2018 followed by a final pre-inquest heading on 11 January 2019. As with Manchester, BTP has been designated an 'Interested Party'. The Force has been asked for relevant documents and to prepare a statement of its operational activities on the night of the attack

5.9 The Force intends to support officers who will give evidence taking the lessons learned and good practice from the inquest into the 7/7. Welfare support is available for all officers involved in both the Manchester and London Bridge inquests and a legal team has been engaged to support the Force.

6. **Matters of National Interest**

6.1 Scotland Devolution: Since the last Joint Programme Board (JPB) in December 2018, Scottish Government are developing an option, based on using existing legislation, to establish a new committee (The Scottish Railways Policing Committee) to oversee railway policing in Scotland. The committee will include members of both BTPA and Scottish Police Authority. This committee will give greater accountability and governance for the



Scottish Government which will in turn meet the expectation of the Cabinet Secretary for Justice. Both authorities have met to discuss the terms of reference and are close to presenting the model for future accountability.

- 6.2 The intent is to provide enhanced oversight without the need for any significant structural changes and therefore addresses any uncertainty around pensions or terms and conditions. Any proposal will require approval by both Boards before being taken forward, however this is recognised by the Force as a positive step in securing the future of BTP in Scotland in the medium and longer term.
- 6.3 Brexit: The Force continues to work with the National Police Chief's Council to ensure that emerging risks to policing emanating from a 'no deal' Brexit are identified and mitigated. ACC O'Callaghan has produced a Gold Strategy with ten strategic objectives setting out the Force's broad intentions to police the impact of a 'no deal' Brexit on the transport network. This is supported by a Silver plan which will develop in detail as further information materialises later into March.

7. HMICFRS Activity

- 7.1 On 8 February 2019, HMICFRS's proposed policing inspection programme for 2019/20 has launched for consultation. It comprises of national thematic inspections; joint inspections; PEEL assessments; and HMICFRS work on super-complaints. The Force intends to respond through the consultation process. Further to the planned 12 month programme, BTP has been or shortly will be involved in a great deal of HMICFRS inspection activity; both individually and thematically.
- 7.2 The Force was inspected on 19 February 2019 as part of HMICFRS rolling programme in relation to Counter Terrorism (CT4) having previously been involved in CT2 and CT3. The inspection examined "how effective is the police contribution to the Prevent Strategy" and involved all 43 Home Office forces, including the BTP, Ministry of Defence Police, the Civil Nuclear Constabulary. HMICFRS' report into CT4 will be published by July 2019 as a thematic paper containing observations across the policing landscape.
- 7.3 HMICFRS have also sought to include BTP in their thematic inspection of Senior Police Leadership Selection and Development. The inspection will seek to answer the question

“how well does the police service select and develop candidates for chief officer roles?”
The inspection is underway and findings are expected to be published in June 2019.

- 7.4 The Force has received notification to confirm BTP’s involvement in HMICFRS’ thematic inspection of ‘County Lines’ Drugs Supply, focusing on the exploitation of vulnerability. Following consultation with the National County Lines Coordination Centre, HMICFRS has selected BTP to be inspected as part of this thematic review. HMICFRS will also be inspecting ten other forces, three of the Regional Organised Crime Units, and the National Crime Agency. Fieldwork will be conducted between March and June 2019. A thematic report for this inspection is due for publication in September 2019.
- 7.5 The direct inspection into Disruption has been confirmed and will take place in June 2019. Following the conclusion of HMICFRS consultation process, the terms of reference have been set communicated. The Force are liaising with HMICFRS in relation to key interviews and potential focus groups which will form part of the formal inspection. Following the conclusion of the Disruption inspection, the Force will be inspected in relation to police effectiveness, efficiency and legitimacy (PEEL). It is expected that HMICFRS will inspect BTP in August 2019, but this is yet to be agreed.

8. Gender Pay

- 8.1 As of 2017, the Force has a statutory obligation to ensure compliance with the Equality Act (2010) regulations on reporting gender pay gap information. Gender pay gap data was published for the first time for 2017. Whilst preparing the report for 2018, it became apparent that an error had occurred with the calculation of part time hourly rates from the analysis previously reported. This has now been rectified and a revised report completed for 2017 which has been shared with the Authority for approval.
- 8.2 The impact of the error has seen an increase of the gender pay gap to a mean of 10.42% and median of 17.07% in the revised 2017 report. This is still below the UK national median of 18.4% for police forces. In the revised report, BTP did not perform as well as originally suggested, but when comparing with the new 2018 data it is seen that progress has been made. Results for 2018 show that the gender pay gap has decreased, with a



mean gap of 10.02% and median gap of 15.33%. Members have also been asked to endorse the 2018 Gender Pay report which is due for publication by 31 March 2019.

- 8.3 The gap is projected to reduce further for the 2019 report; with the recent Chief Inspectors process where 6 out of 13 posts were filled by female candidates and the appointment of two female Directors. The snapshot for next year will be taken for people on payroll at 31 March 2019.

9. Recommendations

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