
Report to: Police Authority
Date: 26 September 2019
Subject: Chief Constable's Report
Sponsor: Chief Constable
For: Information

1. Introduction

1.1 Following presentation of a revised format of the Chief Constable's report at the last Authority meeting, Members asked that future reports focus on the key issues of most concern to the Chief Constable at that moment in time. This report therefore reflects matters which are most pressing for the Chief Constable at the time of writing this report:

- Resources
- Officer Safety & Wellbeing
- Scotland
- Delivery of the Strategy & Development of the MTFP
- Stakeholder Engagement
- Employee Survey
- Brexit

2. Resources

2.1 The Prime Minister has pledged funding to recruit 20,000 police officers over the next three years. It is understood that the funding made available is also sufficient to fund supervisors, police staff (c6,500) and other necessary facilities to allow 20,000 officers to be deployed. More recently, NPCC have projected that the true recruitment figure will be far higher, perhaps 40-45,000 to take account of the anticipated turnover.

2.2 The campaign to attract and recruit these officers is being considered on a national basis by NPCC. It is disappointing that despite strong support from the Secretary of State for Transport, BTP is not to be included with the allocation of the 20,000 officers.

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- 2.3 The recruitment campaign presents several challenges to BTP. The risk of losing officers to other Forces is clear. This is especially so where some Forces are implementing pay and remuneration arrangements which are more attractive than those offered by BTP. For example, the MPS are advertising starting salaries of £30,000, which means they are applying higher starting salaries than BTP are currently able to do. Whilst the BTP turnover rate for officers has been reducing over the last couple of years, the Force is currently experiencing an increase in leavers within B Division. This is, in part, due to the comprehensive recruitment campaign MPS are already pushing as a result of additional funding from the Mayor of London.
- 2.4 BTP officer numbers are below establishment. This is as a result of multiple factors; the slower recruitment of CT resources as part of the uplift, a scaling back of recruitment to take account of planned officer reductions required by the £30M efficiency target and the need for the Force to fund the shortfall in funding for the 160 officers TfL have decided to no longer fund and associated decisions regarding this funding gap.
- 2.5 Crime and other demand continues to increase. Although the rate of increase has been reduced in recent months, the trend since 2016 is a concern. Since then:
- there are 200 million additional passenger journeys per year;
 - overall crime has increased by 12%, violence by 16.5%, TPP by 20% and Robbery by 32%;
 - Comparatively, crime on TfL has increased by 19% (22% on LU), violence by 13%, weapons by 20% (43% on LU) and Robbery by 35% (42% LU);
 - demand for the 61016 text service has increased from 2,000 per month in 2017 to 11,000 per month currently. The number of texts received last year was 80% up on the year prior;
 - Life saving interventions have increased by 33%: around 150-200 per month;
 - core officer numbers have reduced since 2017 whilst CT resources have uplifted;
 - police staff numbers have reduced by 23% and are projected to reduce further.

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- 2.6 It is clear that the government agenda seeks to restore officer numbers to the levels preceding the austerity programme, increasing police staff resources in recognition of the need for appropriate support to enable officers to be effective. Taking these factors into account, the Chief Officer Group (COG) has reviewed the operational requirements against the reductions in front line headcount which the current £30M efficiency target requires. COG has concluded that removing frontline resources will impact our ability to meet the operational challenges and deliver the strategy. Preserving frontline resources in this way presents challenges in respect of the requirement of the Authority for BTP to deliver the £30M efficiency.
- 2.7 The discussions regarding the current relevance of the £30M target are well rehearsed, given that two of the three pressures that necessitated the £30M cost reduction no longer exist in the form that they did. BTP have presented to the Strategy & Planning Committee on 9 September options for how the efficiency target may be approached going forwards. In the meantime, the Force is taking several steps to reduce turnover and increase recruitment to bring resources back into balance.

3. Officer Safety & Wellbeing

- 3.1 Closely linked to the question of recruitment and retention is the issue of employee wellbeing. A range of activities are underway, led by a group chaired by the DCC. Amongst these are actions designed to improve the way in which the Force identifies and supports colleagues who may have been exposed to traumatic incidents.
- 3.2 BTP is likely unique in the scale and frequency of exposure to highly traumatic incidents, particularly relating to fatalities. An increasing number of colleagues are diagnosed with traumatic stress related conditions. This increase is thought in part to arise through greater awareness of the risks and symptoms of traumatic stress through our TRiM process. However, detailed analysis has revealed some concerning trends in respect of repeat exposure. As a result, a comprehensive review is underway under the leadership of the Director of People & Culture to better understand the risks and the mitigating steps BTP can take. A detailed verbal briefing can be provided at the meeting.

4. Scotland

- 4.1 The Chief Constable visited a number of D Division locations to talk to staff, as well as meeting CC Iain Livingstone (Police Scotland) and Alex Hynes (MD ScotRail Alliance). These sessions identified a range of issues from a Scotland perspective, including a strong desire to make TASER available to more officers and a gap in legislation which affects power and protections for BTP officers.
- 4.2 It is proposed that these issues should be brought before the forthcoming Scotland Committee at the end of October. Both items are thought to be important strategic issues about which BTP are consulting widely. It is an ideal set of issues to demonstrate the role of the Scotland Committee in shaping and supporting transport policing in Scotland.

5. Delivery of the Strategy & Development of the MTFP

- 5.1 The delivery of the strategy and development of the MTFP has been discussed during August and September at the Transformation Working Group and Strategy & Planning Committee. These discussions will be reflected at the Authority meeting under the updates from these Committees.

6. Stakeholder Engagement

- 6.1 The Executive Stakeholder Engagement Plan has been in place since April and provides a structured approach across BTP's senior management to engagement across key stakeholders. The plan identifies our key stakeholders and sets out whom from the Force should meet who from across the industry, ranging from Chief Constable to Divisional Commanders in BTP and to Owning Groups, TOCs, FOCs, passenger groups and government across the industry.
- 6.2 The Stakeholder Engagement Plan is supported by a stakeholder management database which provides a source to record themes, mood and actions from the various strands of engagement and build an intelligence database. The plan is shared with Bev Shears, Hugh Ind and the BTPA Executive each month to ensure a coordinated approach to engagement between the Force and Authority. Opportunities for joint attendance at some senior stakeholder meetings have also been identified.

6.3 Since the last Authority meeting the Chief Constable has met at MD level with GTR, Southeastern, Scotrail, Transport Focus and Network Rail, with the Deputy Mayor for Transport, with DfT's Director General International & Security, and with the Chief Constables of Police Scotland, Metropolitan Police and City of London Police. All have been positive meetings focused on improving partnership working and greater collaborative endeavour to problem solving.

7. Employee Survey

7.1 BTP's Employee Survey for 2019 is due to launch the week commencing 7 October. The first part of the survey will consist of the generic questions and will be followed by a second element consisting of a national wellbeing survey being developed in conjunction with the NPCC. The summary report will be available in January 2020, work will be undertaken with Durham University in February to review the results in greater detail and the full results will be published to the Force by the end of February.

7.2 Durham University has been selected to run the employee survey for BTP again this year. Since the 2017 survey Durham University has improved its reporting measures and the survey results will now be analysed by percentiles, averages, descriptive and at Departmental and Sub Divisional level. The results will be benchmarked against other Home Office forces (34 forces are using Durham University this year for their employee survey) and BTP's previous employee survey which took place in 2017.

8. Brexit

8.1 ACC O'Callaghan is the Chief Officer lead for BTP's preparations for Brexit and sits on the NPCC National Strategic Leads EU Exit Steering Group and national police coordinating committee to ensure any emerging risks to policing the rail and underground network emanating from a no deal Brexit are identified and mitigated. The NPCC EU Exit Risk Assessment identifies three stations where a no deal Brexit may impact on daily business. These are St Pancras International, Birmingham International and Holyhead.

8.2 St Pancras International and Eurostar have existing contingency plans in place to deal with passenger congestion. However, disruption perceived to be caused by the UK's exit from Europe may increase crowd tension and impact on safety. Should this arise an

enhanced visible policing presence will assist in maintaining safety and allow for early intervention. The same would apply at Birmingham International. Holyhead is an overnight stabling location for Virgin Trains east coast mainline route and drivers for these units are conveyed by taxi from Liverpool to their train at Holyhead. Any EU exit related delays on the road network may disrupt train operations along this line of route. An enhanced resource contingency would allow BTP to convey train drivers to depot at Holyhead to keep this strategic rail route moving. Previous employments of 'Operation Stack' have not impacted on the railway network however the industry is concerned that a gridlocked road network in Kent may significantly impact on rail staff logistics. The industry has also expressed concern that BTP resources will be diverted away from business as usual to respond to the national policing response in the event of a no deal Brexit.

- 8.3 In the event of a no deal Brexit BTP is planning on a dedicated enhanced policing capability focused at Holyhead, St Pancras and along the South East routes through Kent. This dedicated capability would provide 40 additional officers a day working 12 hours shifts between 30 October and 8 November to support the industry respond to Brexit related matters on the network. As part of the Government's 2019 spending round, an outline funding proposal was submitted to DfT in relation to meeting the additional costs of an enhanced police capability which would be in the region of £100k.