Future proof
Technology in policing

Cable blitz
Rogue dealers pay the price

Social media
A thoroughly modern Force

Scent and Sensibility
Editorial

The changing face of BTP

In some ways, the Olympics were an interruption to business as usual: so we could deliver our largest ever operation, we put the brakes on a number of projects that were already under way, or delayed the start of others.

It was important to have that stability, to have tried and tested processes and equipment as a basis for our operations, but now we are fully back in the swing of a rapidly changing world and we are getting on with the job of adapting and developing BTP to improve the service we provide.

This issue of The Line focuses on that change agenda at the centre of which is our Futures programme, which is promoting better and more cost effective ways of working over a wide area of activity.

Some of the projects we have in train, such as the pilot studies with dogs and dog handlers, are at the cutting edge and could have implications across the whole police service, indeed internationally.

Others, for instance translating the success we have had in minimising disruption from fatalities into other areas of activity, are very exciting and have potential for major benefits for rail businesses and their passengers.

Police and Crime Commissioners are a significant change in the political landscape and we must ensure we are working effectively with local police within those new arrangements.

Similarly, the implications of the McNulty report, which aims to strip out costs across the whole industry, are a key driver, so alongside the operational and technological changes that are happening, we are improving our internal controls and governance to ensure the best use of financial resources, as well as restructuring our Human Resources function to help make the most of our people.

The pace of change is rapid, but ultimately all these initiatives are aimed at one thing and one thing only: improving the service we provide to the rail industry, its staff and customers.

Chief Constable Andy Trotter

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News in brief

Suicide charity finds home with London North

Staff from suicide prevention charity, Maytree, have moved into London North Area HQ, as part of closer working to help prevent rail suicides.

Maytree provides non-medical intervention for those at risk of suicide. They run a respite facility in north London and will be using their expertise to advise the Area’s Public Protection Unit (PPU), who deal with vulnerable people.

Cable thief with 11,000 volt burns jailed

A Beddau man who suffered deep burns to his hand whilst trying to steal live cable has been jailed for 18 months.

Forty year old Mark Blay was hospitalised after cutting into an 11,000 volt cable near Pontyclun station, Glamorgan on 17 October 2011. He was tracked down through DNA and hospital checks and convicted of criminal damage, going equipped for theft and attempted theft.

Broken bottle robber pleads guilty

An Ellesmere Port man has been jailed for 40 months after he threatened passengers with a broken bottle. Joe Robinson, 20, of Park Road, Ellesmere Port, appeared at Chester Crown Court in January charged with robbery and attempted robbery. Robinson travelled on a Merseyrail train between Hooton and Overpool during the evening of Saturday, 25 November and targeted two men, threatening them with a broken bottle.
National blitz tackles metal theft

Rogue dealers pay the price

The latest national day of action on metal theft took place on 4 December, a day after new regulatory legislation came into force (see below).

More than 1,500 police officers from 33 forces took part, together with staff from 11 other agencies including Network Rail. They visited 917 scrap dealers, making searches at 549 premises. 4,613 vehicles were checked leading to the seizure of 31. Eighty-nine arrests were made, 32 at scrap dealers for handling stolen goods, theft, non compliance with the SMD Act 1964, drugs and other offences

Twelve scrap dealers were reported for having no insurance, and 30 people were reported for having no driving licence or vehicle insurance. Eighteen were reported for being unlicensed itinerant collectors.

Stolen copper, cable, gas cylinders and beer kegs were recovered.

South Yorkshire Police coordinated an operation known as ‘Coast to Coast Tornado’ reaching across the Yorkshire & Humber and North West regions.

Within the two regions fines totalling over £8,000 were issued.

Cashless trading should spell the end of the line for metal thieves

New legislation, which came into effect in December, should end the ‘cash-in-hand, no questions asked’ culture that has persisted in some parts of the metal recycling trade.

“This step forward in legislation is welcome and significant, but will not work in isolation,” said Deputy Chief Constable Paul Crowther, who leads for the Association of Chief Police Officers on the issue of metal theft.

Measures brought in under the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act on 3 December provide supporting legislation to the Scrap Metal Dealers Act 1964 that currently regulates the scrap metal industry.

A new offence outlaws all cash transactions at recycling yards and there are also increased fines for dealers breaking the law or breaching licence conditions.

The introduction of cashless trading builds on the success of Operation Tornado – a voluntary scheme encompassing the majority of scrap metal recyclers that has removed the relative anonymity some thieves have relied upon in the past.

“For several years metal thieves and unscrupulous metal recyclers have exploited outdated legislation to make profit from criminal activity. This stops now,” said DCC Crowther. “These measures will seriously curtail the market for stolen metal.”

Meanwhile, the Private Member’s Bill introduced by Croydon South MP Richard Ottaway last year continues to make progress in the Lords.

The Bill seeks to boost the licensing system, give police the power to close unlicensed premises and incorporate the verifiable ID provisions that have made Operation Tornado a success.

Euro visit for BTP Paddington

Paddington officers were the focus in December for a visit from the Council of Europe as part of a report they are researching into racism in police forces across Europe.

The visit was led by David Davies, MP for Monmouth and also a BTP Special Constable, who is the rapporteur for the Tackling racism in the police report being compiled by the Council’s Equality Committee.

“I actually think (Paddington) station is an example of very good practice, very harmonious relationships with a high percentage of ethnic minority officers, and it’s important that we look at good practice as well as bad,” he explained.

“I’m here as a member of the Council of Europe, which was a body set up after the Second World War to promote democracy and good practice throughout Europe. It’s also responsible for the European Court of Human Rights. It often gets mixed up with the European Union, but they are totally separate institutions.”

During the visit, Mr Davies spoke to a number of officers – senior, junior and PCSOs.

“I’m a bit biased,” he said, “but I think they are first rate officers and PCSOs, wonderful people, and they were able to talk to us really, really frankly and I really appreciate that, so I’m very grateful.”
Training technology used to give police officers experience of handling major and critical incidents is now being used to put vital support staff through their paces.

Senior managers in BTP’s Corporate Resources department, who provide critical infrastructure, including technology, buildings, vehicle fleet and HR services, are using a state of the art Hydra suite, run jointly by BTP and London Underground, to practise crisis management.

Her Majesty’s Inspectorate of Constabulary (HMIC) has long favoured immersive simulation systems such as Hydra for police officer training in dealing with incidents and major investigations, but this is the first time it has been used by any Force for corporate resources staff.

“These managers provide our IT and communications, our buildings, vehicles, financial and human resources services,” explains Director of Corporate Resources, T/Assistant Chief Constable Mark Newton.

“A failure in critical systems in any one of these areas can have a direct impact on our ability to provide policing services, so it’s vital that these managers are capable of responding effectively in a crisis.

“Corporate Resources staff may be our back office, but they are critical to the front line.

“These are the people who can help us through a significant IT failure, staff decimated hit by an epidemic or the unavailability of our buildings and who are the ones who will restore essential services as quickly as possible, ensuring BTP continues to fulfil its 24/7 front line role.”

Critical to the front line

Hydra provides a unique, simulated learning environment. Its state of the art facilities allow sophisticated table top exercising through which people develop their expertise and achieve a high level of competence and confidence in managing incidents.

The ancient Greek myth of the Hydra tells of a many-headed serpent that grows two more heads for each one cut off.

For the 24 Corporate Resources managers being put through their crisis management paces simulating a major IT systems failure and associated problems, the arrival of injects of new information can feel just like that – no sooner is one problem solved than several other issues need addressing.

Celia Loftus runs the Technology Service Desk, which is the first port of call for any of BTP’s 4,500 officers and staff stationed across Britain, from Inverness to Truro, with an IT problem.

“I am a great fan of this type of simulation. I’ve experienced it within the IT industry outside BTP and this Hydra session was very professional and well planned.

“From a personal development viewpoint, I think I developed my competence in managing this sort of crisis and it certainly gave me a greater insight into what our operational colleagues would be going through.”

During the exercises, managers work in syndicates to manage a developing crisis in almost real time. The vividly realistic exercise tests their leadership, use of the National Decision Making Model and communications skills in a pressurised but safe environment.

“Corporate Resources staff are going to be a major part of the solution in many major or critical incidents,” says T/ACC Newton.

Hydra gives managers a head start

A greater insight into what our operational colleagues go through

“This Hydra simulation helps the people managing the critical systems on which we all rely to get the exposure and practice they need to provide support at a high level.”

A further player in the exercises is the on-call ACPO officer to whom participants have to give a briefing at the end of session. Deputy Chief Constable Paul Crowther played that role in the latest exercise.

“Hydra training is very valuable,” said DCC Crowther. “Handling crisis situations like this is a team effort in which senior managers have the crucial role.”

The corporate resources scenario was developed in house and is being uploaded to the national Hydra library as part of shared learning, so it is available to any other organisation using the system.
BTP’s dog section is embarking on a series of cutting edge trials to test out new, more cost effective ways of using valuable canine resources. If successful the work could benefit the whole of the police service.

Trials, involving multi-functional dogs, multi-handling of dogs, central kennelling and cable detection, are part of a project that has seen major re-structuring of the dog section, as Chief Superintendent Paul Brogden explains.

“The overall aim of phase one of our project was to review, analyse and benchmark the ‘as is’ status of dogs. We also produced a Strategic Threat and Risk Assessment (STRA) of the use of dogs in BTP and that highlighted the key drivers and priorities — primarily counter terrorism, cable theft and football policing.

“Phase two of the project brought all London based dog handlers together into a single brigaded section within the Central Operations Department and provided a new command model. Phase two also gave us the stability to deliver dogs operations during the Olympics and Paralympics, which we did very successfully.

“Currently the project is in phase three. That involves the ongoing review of training and reduction in secondary dogs, handlers and vehicle numbers in line with the recommended establishment levels put forward by the STRA, producing better operational focus and cost savings.

“Phase three is also exploring new and innovative ways of using dogs in police operations by conducting a series of trials to assess the effectiveness and any potential cost savings that these new ways present.”

BTP has often been a leader in dogs operations in the police service, boasting the first use of dogs by any force in the country at the beginning of the last century.

Three separate trials are being run as part of the dogs project; the first is testing the use of cross-functional dogs capable of carrying out general purpose duties, such as helping police travelling football supporters, and explosives detection duties.

Trial two is looking at multi-handling – that is dogs being handled by more than one handler – and, alongside that, central kennelling. Currently police dogs and their handlers are paired one to one and dogs live at home with handlers and families.

The third trial will test how effective a dog trained to detect chemical markers on cable can be, essentially enabling a dog to detect stolen cable.

Trial one, looking at cross-functional dogs, is already under way, whilst the other two are expected to start in early 2013.

“These trials are testing possible ways of making better use of dogs in our unique operational environment,” says Chief Superintendent Brogden. “It is a great opportunity for us to innovate in the use of dogs in the police service and provide better focus and value for money.”
Futures programme keeps BTP on track

If the fundamentals of railway policing remain fairly constant, the way we help build a safe railway free from disruption and the fear of crime is not.

Technology is changing our lives at an increasing rate, particularly affecting how we communicate and interact. At the same time, the rail industry is transforming itself and seeing exponential growth, investing billions of pounds in extending and renewing the infrastructure.

Perhaps most significantly at this time, we are in the midst of an era of austerity, with interest rates anchored at a historic low, wage rises non-existent or marginal at best, and cost increases putting pressure on individual and corporate budgets.

The Futures programme is BTP’s response to many of those pressures, helping the organisation to deliver a more efficient and effective policing service, make better use of technology and challenging received wisdom and traditional practices.

The current context is massively challenging

Fundamentally about business improvement, Futures also aims to deliver efficiency savings allowing BTP to live within current and future budget constraints without damaging front line policing.

Deputy Chief Constable Paul Crowther heads up Futures: “Sir Roy McNulty’s report, Realising the Potential of GB Rail, points to the many achievements of the rail industry from growth in passenger and freight markets to improved operational performance and investment.

“He also highlights the potential for growth, doubling traffic over the next 18 years from increased demand for more sustainable travel.

“The programme has already had significant success:

- Video conferencing across the country is saving on travel and accommodation costs as well as on time
- The way BTP deploys and uses dogs has already changed, with all dog handlers in London now in one ‘brigade’, and resources focussed on the priority areas of counter terrorism, cable theft operations and football policing
- A fully functioning firearms capability, funded from within existing resources, is now up and running
- We have renewed our Wide Area Network which is now delivering faster network connections
- A review of BTP’s vehicle fleet is reducing numbers and improving service and maintenance contracts

Futures is exploring opportunities to collaborate and share services with other forces, particularly with the City of London Police. Training and the use of dogs are just two areas being considered.

Maintaining our excellent record in driving down crime and disruption

“The implications of the McNulty report for everyone in the rail industry are enormous,” says DCC Crowther. “The Futures programme is finding ways in which BTP can help rail businesses achieve what is being asked of them, whilst maintaining our excellent record in driving down crime and disruption.”
Enterprise is changing BTP from the inside out

Whilst the Futures programme looks to improve service delivery externally, internally, Operation Enterprise is the Corporate Resources department’s business improvement programme.

Corporate Resources provides business support functions needed to provide a 21st century policing service; including HR, technology, estates, finance and procurement.

Operation Enterprise is a transformational programme that is reviewing BTP’s business practice and processes; this includes customer service, performance management and delivery, compliance and governance as well as innovation and entrepreneurial development.

“Enterprise is our plan to ensure that BTP’s front line deliverers have the exceptional support they need to provide a first class policing service,” says T/Assistant Chief Constable Mark Newton. “We are looking at new and smarter ways of working that provide officers and staff more time to focus on their core role; protecting and serving the public.”
Disruption strategy aims to keep trains running

There has been great success in driving down the time it takes for police to deal with fatalities on the rail network, now BTP plans to emulate that success across a whole range of other types of disruptive incidents.

“The approach we have taken to streamlining the way we deal with deaths on the line is something that we can translate to many other types of incidents,” says Chief Inspector Tom Naughton from Territorial Policing, principal author of a new disruption strategy.

“Our strategy covers a wide range of incidents from cable theft to trespass, from potential suicides to graffiti, from obstructions to offences on moving trains — but the principles are the same.

“It is about getting a grip of a situation early on, good command and communication structures, focusing on what really needs to be done to resolve the issue quickly and being smart about what can be done at a later stage after the scene has been cleared.

“Making it an operational imperative to keep service disruption to the absolute minimum, making sure our officers have the equipment, guidance and training they need, will result in important reduction in delays, as we have already seen with fatalities.”

BTP’s newly relaunched values include an emphasis on using common sense to resolve situations of all types at an early stage. “The disruption strategy is very much about that,” says Chief Superintendent Miles Flood from Territorial Policing. “It encourages dynamic decision making using the National Decision Making Model in the same way as we have for handling fatalities.”

The Fatalities Management Project last year introduced new guidance representing a sea-change in the way officers operate.

Less prescriptive, the guidance encourages officers to be proactive in seeking answers from the start of an incident. That, backed up with the roll out of new equipment, better management structures and training, led to dramatic cuts in the time taken to deal with deaths.

Non-suspicious deaths are currently being cleared in an average of 76 minutes, well within the Policing Plan target of 90 minutes. The combined average time for dealing with those and deaths categorised as unexplained has fallen by a third to 84 minutes. In addition, the number of fatalities categorised as unexplained has been cut by almost half.

Getting a grip of a situation early on

“There are on average 24,000 disruption related incidents a year on the network resulting in 1.5 million delay minutes,” says Chief Inspector Naughton.

“There is a huge opportunity not only to reduce the number of incidents, but to impact significantly on the time it takes to deal with them.

“Our new strategy is designed to do that. We have drawn it up after consulting experts in many different disciplines, from Crime Scene Examiners to route crime specialists. We will be rolling it out, briefing and training over the next couple of months and carefully monitoring the results.”

WE EMBODY INTEGRITY AND RESPECT. WE WORK HARD TO INSTILL TRUST AND CONFIDENCE. WE CHALLENGE BUREAUCRACY AND USE OUR COMMON SENSE. WE APPROACH OUR WORK WITH PROFESSIONALISM AND PRIDE. DETERMINED TO ACHIEVE THE BEST RESULTS FOR THE RAILWAYS AND THE PUBLIC. WE ARE BTP.
With its second birthday fast approaching, BTP’s corporate Twitter account is growing in followers by the day and is proving the benefits of engaging with social media. Now local accounts for Neighbourhood Policing Teams (NPTs) are being rolled out.

The advantages?

The omnipresence of social media can sometimes make it difficult to remember a time without Facebook, Twitter or smartphones documenting our every waking moment.

When used correctly the benefits of BTP harnessing the engagement and crowd-sourcing abilities of these sites become obvious.

Social Media Online Executive Jamie Shoesmith explains: “Prior to the Olympic and Paralympic Games we had a serious look at how we could make the best use of social media to both interact with members of the public and keep people informed of our effective policing at the Games.

“In the end, it wasn’t just about tweeting updates from Force Headquarters; the trick was to get right to where it was all happening to get a proper idea of policing a busy Games station.

“We ran several ‘live tweet’ events through the games, covering the busy Stratford station on a major night of athletics, officers on the DLR routes around the London venues and coverage from Weymouth for the Paralympic sailing.

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“As it became apparent the railways were coping with the increased crowds, we saw the chance to use Twitter to capture our officers at their best – engaging with passengers and sharing the feel-good factor the Games brought.

“This worked really well, and we received a lot of glowing feedback from the public on how well officers had conducted themselves at the Olympic site.”

Twitter is not just about major events. The channel is monitored throughout the day and staff in BTP’s control rooms are now able to monitor and respond out-of-hours.

Training is an important element

“There are obviously pitfalls when it comes to Twitter,” says Jamie. “We have to be careful to always make sure our posts and responses are accurate and respectful.”

One recent example of the good relationships which can be fostered came from the team’s media and social media response to a level crossing incident in Oxford at the start of January.

Updates were provided regularly via Twitter and Oxford Mail Assistant Editor Jason Collie tweeted: “Have to say @btp_uk faultless in how it dealt with press over today’s crash. Absolutely how forces should operate — maturely & openly.”

Welcome to the club

There is always room for more interaction and it was in this spirit that over 20 NPT accounts were launched on a trial basis in December.

The first NPT accounts have been set up for teams in Birmingham, Cardiff, Liverpool, London and West Yorkshire, who are now building up an avid following.

Looking ahead

Twitter is instant communication, but can’t yet be used to report crime. But soon, passengers and staff will be able to notify officers of non-emergency matters, with a new Text Alert Service to be launched early this year.
Centro’s Safer Travel Partnership is entering 2013 with a bang amid a range of New Year’s resolutions designed to make the Centro network even safer for passengers and staff.

The See Something, Say Something campaign, already a huge success on the West Midlands bus and tram network, has now been extended to the region’s rail network.

Aimed at cracking down on anti-social behaviour, rail, bus and tram passengers can text information directly to police and transport chiefs. From this month they are also able to download and use a smartphone app, the first public transport app of its kind in the UK.

“Recorded anti-social behaviour on trains in the Centro region was halved last year, but we know that often passengers don’t report events that disrupt their journeys,” said Safer Transport Team Sergeant Chris Casey.

“This includes things like people playing music, putting their feet on seats and generally acting in an unacceptable manner. Generally, people often think it’s too minor to call the police for, but it has a really damaging impact on their journey experience.”

See Something, Say Something has already helped reduce crime on the region’s transport network by 65% over five years.

At the end of January, the team will also be launching a new hate crime reporting facility for West Midlands transport users — Stop Hate UK.

2013 will also see renewed efforts on the educational front to combat anti-social behaviour as Chris Casey explains.

“We already sit on police and teacher panels across Birmingham which give us a direct link to head teachers to address some of the crime and ASB problems we encounter relating to school children.

“But I think we can be more proactive and joined up in our educational work in schools, which is why I am leading on an initiative to consolidate transport related education inputs to schools across the West Midlands.”

Partners in the pan-regional education plan include Centro, Network Rail, National Express Buses and SafeSide – a scenario-based, experiential centre providing interactive learning about all aspects of safety, run by the West Midlands Fire Service.

Birmingham youngsters have traded places with police

The plan includes a single education website to cover all transport related education for schools with a secure log-in for partners. The site is designed to help reduce duplication and make significant financial savings for partners involved.

Also, to promote better engagement with young people, Birmingham youngsters have been given a once-in-a-lifetime chance to trade places with police and firefighters.

Forty one young people aged 12-17 from transport crime and arson hot spot areas of the city spent two days with the Safer Travel Team and West Midlands Fire Service.

“It came about following a Twitter exchange on the team account between me and Liz Wood, who is a Senior Youth Worker with Birmingham Council,” said Chris.

“We saw some immediate results with seven of the young people either enrolling in college or changing to a public services course following the initiative. They get to trade places with us and see exactly what front line police and fire service personnel have to cope with – it’s a real deterrent from going on to commit crime.”

John Phillips, Business Continuity and Assurance Manager for train operator London Midland, has seen the positive results already achieved on his network.

“2012 has been a particularly successful year for the Safer Travel Team from London Midland’s perspective.

“We have enjoyed a really productive level of engagement and some notable successes, for instance the team’s proactive planning and response has seen a marked decrease in the issues with Kidderminster Harriers — refusal to purchase tickets anti-social behaviour etc.

“That has improved the working environment for our front line colleagues and improved the travel experience for our customers, as well as helped our performance figures by decreasing resultant delays.”

Now John and the award winning Safer Transport Team – they took the ‘Most significant safety initiative” prize at the 2012 Light Rail Awards and helped Midland Metro to the coveted Safer Tram Stop Award – hope their initiatives will continue to bring them success, having already been nominated for the Rail Business Awards in 2013.
Tim Seabrook is Head of Business Change in the Strategic Development Department at Force Headquarters. He’s a chartered mechanical/systems engineer by background with over 20 years private industry experience prior to arriving at BTP in May 2009, but also has an MBA and was a ‘career’ Special Constable with Thames Valley Police for 14 years.

So what does a head of business change do?

It’s a challenging job and one that involves facilitating BTP in adapting to a fast changing world through overseeing a wide range of reviews & projects, constantly benchmarking best practice and developing proposals for the Deputy Chief Constable and wider leadership team. The unit also manages the Force efficiency programme ‘Futures’ and comprises of both a Business Change and Research & Development team, which has some very talented and committed staff.

The pace of change seems to be ever faster, how does an organisation like BTP cope with that?

Understanding the changing priorities and constant adaptive planning are the best way to keep focused on the service improvement you are trying to deliver, whilst keeping abreast of developments to help you do that. ‘If we keep on doing what we are doing; we keep on getting what we are getting.’ Albert Einstein once said ‘The significant problems we face cannot be solved at the same level of thinking we were at when we created them,’ so we use an extensive range of business improvement tools to analyse ‘as-is’ situations and develop innovative ‘to-be’ solutions and deliver them.

What’s the best thing about your job?

Variety is my main motivator along with being involved in important projects and seeing them successfully delivered. Knowing that what you do makes a difference to BTP and its stakeholders is very rewarding. Seeing the efficiency savings being reinvested into the front line is especially satisfying because, contrary to belief, delivering efficiencies isn’t all about cuts!

What is the worst thing?

There are many challenges around technology which can be problematic and generally have an impact across most change projects. Unfortunately, we don’t have the sort of budgets available to private enterprise and have to be particularly innovative in finding cost effective solutions that often involve a level of compromise. And of course, no organisation is without bureaucracy!

Does your experience as a Special help?

Understanding what is important to the front line is key, and having served in the Special Constabulary has helped me understand what makes a difference to the operational officer on a daily basis. Having risen through the ‘Specials ranks’ my last few years of service were as a ‘Special Superintendent’ for a BCU, which gave me some strategic level experience of policing that has definitely helped me in my current role. I really enjoyed those days and have some very fond memories, although I definitely don’t miss those Friday nights rolling around in gutters.

Organisations and individuals often find change uncomfortable. How do you overcome that?

Communicating and explaining the reasons and benefits are key; especially the ‘what’s in it for me’ aspect. Making people aware that the status quo is rarely an option — is never easy but necessary.

What do you like to do outside work?

My 17 month old son Baxter keeps my wife and me very busy, we have quickly found out as new parents that life is never dull, or quiet!
An Inspector who in summer 2011 was in the front line facing rioters in Croydon has been awarded the Queen’s Police Medal (QPM) in the New Year’s Honours.

Inspector Jack Ioannou is officer-in-charge of the award winning team at BTP Croydon, which took the Team of the Year Award in the National Light Railway Awards in 2011.

Having joined the Parachute Regiment as a boy soldier, Jack left the Army as a Warrant Officer and joined BTP in 1994. He was put in charge at Croydon in 2005 overseeing response, neighbourhood policing and CID and providing a policing service to 60 rail stations and the Croydon Tramlink network.

“I was absolutely delighted for Jack,” said Chief Constable Andy Trotter. “He is everything a police officer should be; caring and courageous, a first class leader with unstoppable energy and drive — a real credit to BTP and the police service as a whole. Jack serves as a great example to younger officers.”

Jack has been particularly active in promoting community engagement and is a keen member of the Croydon Community Police Consultative Group as well as chairing the Croydon Travel Watch initiative, which he set up.

In 2009, he worked closely with Southern Railway to establish the Railway Neighbourhood Officer Team, with police officers working alongside Railway Neighbourhood Officers to provide a dedicated transport neighbourhood policing presence.

It is in large part due to his energy and influence that stations in his area have shown substantial reductions in notifiable crime every year for the past five years, with crime now over 30% below 2007 levels.

He is everything a police officer should be...

Following the rioting in summer 2011, Jack was commended for his bravery, leadership, prompt and decisive action after leading a small team who faced a group of over 100 masked and hooded rioting youths.

With only basic protective equipment, officers were faced with windows being smashed and missiles being thrown at them, Jack took command setting up and maintaining a cordon for several hours, providing safety to both rail staff and members of the public as well as minimising damage to property.

“I am delighted and honoured to receive the QPM,” said Jack. “It would not have been possible without the support of my colleagues and, of course, my family.”

Gala honours Olympic performance

A special Olympic and Paralympic Games awards ceremony hosted by London Underground has recognised the exceptional performance of many of BTP’s staff.

Over 350 people attended the event, which was hosted by LU’s Managing Director Mike Brown and Chief Operating Officer Howard Collins.

“It was fantastic to chat to staff from all corners of the network about their huge contribution to the Games,” said Mr Brown. “I remain immensely proud of our performance and the worldwide acclaim that we received as a result.”

The evening honoured the hard work and dedication shown by the many people who went above and beyond to deliver successful Games.

Representing BTP, Assistant Chief Constable Steve Thomas, Superintendent Nicki Watson, Sergeant Jo Harvey and Senior Analyst Louise May collected a framed medal awarded for ‘demonstrating exceptional behaviours to ensure the success of the 2012 Olympic and Paralympic Games.’

Olympic long jump gold medallist Greg Rutherford was also on hand to help out with the ceremonials and speak about his 2012 experience.