Raising the standard of policing across the network

This annual report covers the first year of our new four-year Strategic Plan 2018/21, which was agreed after comprehensive consultation with our stakeholders – passengers, the rail industry and its staff. Outlined in the plan are our four strategic objectives: to protect people; reduce disruption; invest in our skilled and specialist workforce and provide value for money. These core priorities underpin everything we do, which is why this year we have focused on how we are performing against those objectives.
Chief Constable’s Foreword

Over the year knife and violent crime has rarely been out of the media spotlight and, as with other forces across the country, we have seen an increase in violence with injury on the rail network of 16% (531 more offences). However, putting this rise into context, last year 50% of all recorded knife crime on the railway was as a result of the proactive work of our officers to identify those who are carrying knives. There is less than one serious crime in every million passenger journeys. This stands as a testament to the exceptional work our front line do every day to spot those people who are behaving suspiciously and use the powers available to them to protect those travelling or working on the railways.

Although serious offences involving weapons remain rare on the railway network, bringing the issue sharply into focus for the rail network was the stabbing of one of our officers outside Ilford station in London in November last year and the tragic murder of a man on board the Guildford to Waterloo service in January. In each case our officers were on scene within minutes, detaining or searching for violent offenders and providing vital assistance and support in difficult and challenging circumstances.

In response, earlier this year I put in place a strategy focusing our resources where they will have the best effect in preventing and reducing violent crime, arresting offenders and improving the confidence of rail users and staff by reducing their fear of crime. It’s still early days but I’m confident in next year’s annual report I’ll be reporting on its success.

This sits alongside our hate crime campaign #WeStandTogether which continues to focus on supporting everyone, irrespective of ethnicity, belief or sexuality to feel safe to use the railway. Our message is clear—we won’t tolerate aggressive or inappropriate behaviour and will relentlessly pursue offenders.

The stabbing of one of our officers and two members of public on New Year’s Eve at Manchester Victoria station, along with the recovery of an improvised explosive device at Waterloo Station in March this year, are a stark reminder to us all that the potential for an act of terrorism is ever present in the environment we police. In line with the national threat assessment and a national uplift in armed officers across policing, this year we have enhanced our own counter terrorist capabilities and continue to recruit and train firearms officers to operate more widely across the network at key locations and events.

Earlier this year we welcomed Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to conduct three independent assessments.
In February, an inspection team examining counter terrorism across all forces looked into how effectively we contribute to the Prevent Strategy. In April, they took an in-depth look into how we and other forces tackle the issue of County Lines. In June, they returned to do a full thematic inspection on how we deal with police related disruption. In all cases we await their final reports which are expected later in the year. However, early indications from the inspection teams were extremely positive. Although there is no doubt that there will be areas in which we can improve, I was pleased they recognised our successes and the hard work and dedication our people put into these important areas of our work.

Like any public service organisation, we have a responsibility to demonstrate efficient and effective use of public money. Our transformation programme - which we’ve called BTP2021 – is essential to ensuring that we have the structures and functions in place to meet our strategic objectives and yet balance the need to ensure value for money and reinvest in supporting our frontline.

Whilst we still have ambitious projects to deliver to modernise and prepare the force to meet its current and future demands, I am encouraged by the progress we have made throughout 2018/19 and I am confident that we will succeed.

Through our strong and committed partnership working, as well as the professionalism, integrity and courage of our people, we will continue to deliver the specialist policing services that supports a safe, secure and reliable transport system.

Paul Crowther OBE
Chief Constable
British Transport Police
Serious offences on the railway remain rare. However, as with many other police forces across the country, crime involving weapons has increased during 2018/19. This issue was brought into sharp focus with the tragic murder of Lee Pomeroy in January this year whilst on a train at Horsley station with his 14 year old son - for which a man was quickly arrested by our officers, found guilty and jailed for life.

In response to this rise in violence - in particular levels of aggression towards rail staff - and the continuing upward trends in anti-social behaviour on the network, this year we launched Operation Sentinel.

Our focus is to make the network even safer and Operation Sentinel sets out our strategic approach to deter, disrupt and detect violent crime. It outlines our unrelenting commitment to targeting and deploying officers where they will have the best effect in preventing violent crime and arresting offenders. It also enhances our effectiveness through highly visible patrols, covert operations and the active use of the extensive CCTV network.

Protecting and supporting those who are vulnerable or otherwise at risk on the railway network continues to remain a priority. Working together with industry partners we made 2,529 lifesaving interventions in 2018/19, a 32% increase on the previous year, which means 314 more lives were saved this year. Sadly those in crisis or exhibiting mental health problems present a danger to themselves in addition to those around them and can also seriously disrupt passenger journeys.

Whilst protecting these people remains challenging against the wider social care backdrop, particularly those in acute crisis, our efforts have contributed to a 22% reduction in serious police related line of route disruption. We will continue to work closely with the National Health Service, the rail industry and other partners to identify and safeguard those in crisis on the rail network and help them access the support services they need.

We have worked closely with the National Crime Agency and a range of other forces to extend our approach to the growing concern known as County Lines. Working with the National County Lines Coordination Centre we share intelligence and focus our activity to identify children and the vulnerable and safeguard them from those seeking to exploit them.

This work has included conducting both regular BTP specific and joint policing operations nationally across the network.

Protecting people

It is important that everyone who uses the railways for travel, leisure or as a place to work feels safe and confident in their journeys.
As an example, in January, working jointly with 13 other forces in just one week of intensive proactive deployments at over 47 locations; 25 people were arrested, £2,300 worth of drugs (including heroin and crack cocaine) and four weapons were seized, along with numerous phones and cash. Most importantly a number of vulnerable individuals were identified and referred to other forces.

During the year, we also continued to boost our counter-terrorism capability in the Midlands and North East of England. Our new enhanced teams, operating from Birmingham and Manchester, have the specialist skills and training, as well as close connection to the National Counter Terrorism Policing network and UK intelligence community. As a result we are agile and capable of responding rapidly to any emerging risk in the safety critical environment we are responsible for protecting. We continue to work closely with partners in the rail industry to ensure that collectively we remain vigilant and prepared for any eventuality.

We’ve also continued to promote our #WeStandTogether campaign to encourage reporting hate crime experienced across the railway network. This led to a total of 3,580 reports in 2018/19, a 7% increase compared with the year before. We’re proud that more people are feeling confident to report this type of crime to us, and we will continue to encourage this through weeks of action using deployments at stations to raise public awareness.

Last year we introduced our Neighbourhood Policing Strategy 2018/21. At the heart of this strategy is the bringing together of members of the rail industry and other partners and agencies and exploiting local knowledge to solve problems and issues. Aimed at reducing crime and potential harm – particularly at major railway stations and hubs – we have been developing plans to capture how we are going to solve challenging issues together.

As an example, the neighbourhood policing team at Birmingham New Street have put in place an information sharing agreement with the Business Improvement team within the City Centre. They share data, CCTV images and real time information by way of an app. This, together with an innovative approach to problem solving, has resulted in a 23% reduction in retail crime and an increase in detection rate, which is currently at 44.8% - significantly higher than the national average.
What we have achieved

• The railway remains a very safe environment – the number of crimes per million journeys made has fallen from 25.6 in 2009/10, to 20.8 in 2018/19.

• Serious crime is much rarer with less than one crime of serious violence or sexual crime recorded per million passenger journeys.

• Effectiveness in solving violent crime means that we delivered a justice outcome for over one in four victims of crime (25.9%) - and for railway staff this is higher at 29.4%, despite the increasing level reports we receive.

• Detection rate for weapons offences is over 50% reflecting our increased focus on removing this threat and keeping the network safe.

• Our uniform officers and specialist detectives solved over 1,300 (12%) more crimes than last year – delivering justice for a further 25 victims of crime every week.

• Worked with the Home Office to include British Transport Police in domestic abuse and stalking legislation, enabling us to better protect vulnerable people.

• Negotiated the inclusion of the ‘Safeguarding on Rail Scheme’ as part of the Department for Transport franchise agreements for the first time, and for every train operating company going forward.

• Together with the Rail Delivery Group, established the Work Related Violence Group – recognised by the rail industry and unions as an excellent partnership which works together to reduce violence against rail staff.
Reducing Delays and Disruption

Services that run safely and on time are critical to the success of the railways

One of our key focuses is on minimising the impact of disruption, allowing millions of passenger per year to undertake safe, punctual journeys and reducing costs to industry.

The term ‘disruption’ in a railway context refers to any incident or event that causes services to be delayed, cancelled, rerouted or stopped. About 60% of such incidents are not police related, such as a broken down train or signalling failure, and do not require us to be notified or to attend. What we refer to as ‘police related disruption’ occurs in many forms and results from differing types of incidents such as trespass, fatalities and attempted suicides, incidents at level crossings, cable theft, bridge strikes and people in precarious positions.

During 2018/19 we built on the excellent relationships we have with our partners to find new ways of working together to reduce disruption to passenger and freight services. Under the Trespass Improvement Programme - which brings together a wide range of partners - we’ve improved data quality and sharing; trialled new technology such as the use of drones; and standardised how we do things to avoid duplication of effort.

Analysis shows that children aged between 13-18 years of age are most likely to put themselves in danger by trespassing - 26% of trespass incidents involve children. Reducing the number of children trespassing on the rail network has therefore been a particular priority for this partnership programme.

An integral part of tackling this serious issue has been the award winning ‘You vs Train’ behaviour change campaign, created in partnership with Network Rail. Based on a real life story this campaign was centred on a short film produced for social media to reach the youth audience. Impressively it reached 14 million people with 2.4 million views of the video. As a result of the campaign 92% of young people said they were motivated to take some positive
action towards improving rail safety and there has been a marked reduction of incidents.

We have also put in place over 170 problem solving plans at ‘hotspot’ locations where trespass incidents occur most, and all of our officers have a specific disruption objective. These objectives set out how officers, whatever their role, can contribute towards combatting disruption. That can be through protecting young people on the network, responding effectively to incidents, safeguarding vulnerable individuals or managing repeat offenders robustly.

Earlier this year, Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) conducted a two week in-depth thematic inspection looking at how we manage police related disruption focusing on 2018/19 performance. They assessed how we: respond to disruption - specifically in relation to fatalities, trespass and suspect packages; remain visible on the rail network; and align our priorities with the rail industry. Although we await their final report, early indications from the inspection team were that we have much to be proud of. However, we know there are always areas for improvement and we look forward to the challenge of tackling any issues highlighted.

What we have achieved

- Children and Young Person trespass incidents have reduced by 18%.
- Trespass incidents at targeted hotspot locations have reduced by 34%.
- There were 751 fewer incidents that caused disruption than in 2017/18.
- The average BTP arrival time to fatalities in 2018/19 was 19 minutes, an improvement on the previous year’s average of 20 minutes.
- 98.5% of unattended items immediately identified as non-suspicious.

34% less trespass incidents at targeted hotspots
Building a Skilled and Specialist Workforce

Our people are our greatest asset and supporting and developing our people is vitally important to us

We are currently going through a transformation programme, which inevitably has an impact on our people. We have worked closely with the Police Federation, trade union TSSA and our employees to co-design new ways of working, processes and to remove bureaucracy, using continuous improvement techniques. Unfortunately this has also meant that 55 employees have been made redundant, although we were able to redeploy a further 302 into other roles through holding vacancies and reskilling. We prepared our leaders to be there for their people through a ‘supporting people through change’ programme and have also offered those affected counselling and support as needed.

We have refreshed our leadership training for sergeants to inspectors with an emphasis on coaching and empathy skills. Our internal coaching network continues to thrive and we have been working closely with the Superintendent’s Association to develop a new Superintendents Leadership programme which will launch next year. We are also working hard on launching apprenticeship pathways, including preparation for the new police officer degree apprenticeship in conjunction with the College of Policing.

We launched our new Inclusion and Diversity Strategy 2019/22, which sets out our commitment to be an inclusive employer, where our people feel happy, productive and can bring their whole-selves to work.

During the year we continued our commitment to positive action recruitment by reaching out to under-represented groups who traditionally may not have considered either policing or working in a railway environment as a career. This led to a healthy debate on twitter about positive action versus positive discrimination which reached 323,305 people, versus a normal audience of 10-20,000 for our posts. We believe that it is important to have such debates and challenge conventional thinking.

1.74% reduction in median pay gap
Our work on positive action won a ‘highly commended’ recruitment award at the Public Services People Managers Association awards.

Working closely with our thriving employee networks, we continued to invest in development programmes, encouraging people from under-represented groups to apply for promotion. A review of these talent programmes demonstrated that colleagues who participated, report an increase in confidence and 87% of BME officers and 75% of women were subsequently promoted. We were delighted that our Head of Diversity and Inclusion, was recognised with the Public Sector Diversity Lead award at the Inclusive Companies 2018 Awards.

During the past year many public bodies have discussed behaviour at work. We launched a ‘Let’s Talk’ campaign focused on the topic of sexual harassment accompanied by conducting workshops about ethical behaviour and workplace banter. So far over 50% of our workforce has participated and the remainder will do so during the coming year. We are very proud that the member of staff who designed and leads these workshops was awarded a Drapers’ Company medal, in recognition of the endeavour and achievement of individuals in the support of training, learning, leadership and outstanding personal contribution.

We’re proud that our employees continue to hold positions with various national and international organisations in order to ensure that we remain at the forefront of current inclusion, diversity and equality practice and thinking. This includes Committee roles with the European LGBT Police Association and National LGBT Police Association, and Board positions with the Institute of Equality & Diversity Professionals (IEDP) and the Tell MAMA pan-London Advisory Board.

Our staff take pride in their professionalism and with just 90 complaint allegations per 1000 employees during 2018/19, we are the third lowest force for complaints across the country. The time it takes our Professional Standards Department to investigate an allegation has also improved, from an average of 135 to just 85 days. Appeals raised with regards to investigations remain low at 31 appeals, with only 7 of those appeals upheld (23%). This highlights the high quality of work by our Professionalism investigators.
As a police force our people support the vulnerable and those in need but can also be exposed to the public at their worst, including dealing with violent crime, hate crime and rape. Inevitably some of our officers are also assaulted. We have a comprehensive trauma support programme in place called TRiM, which provides peer support and access to counselling, psychotherapy and other clinical support. We also provide physiotherapy for those recovering from physical injury. This work was recognised at the Public Services People Managers Association awards, where we received an award for the best Mental Health initiative.

In March, we launched our participation in the rail industry ‘Million Hour Challenge’ which encourages employees to volunteer for the Samaritans, with the aim of a million hours from the sector being volunteered. We also currently have 311 volunteer Special Constables who undertake an impressive average of 30 hours per month against our requested target of 16 hours per person. They are an important part of keeping the railways safe.

What we have achieved

- Over 50% of our workforce has attended discussion workshops on ethical behaviour – the remainder are due to attend throughout the coming year.

- We have reduced our gender pay gap by 0.4% in the mean pay gap and by 1.74% in median pay gap – our mean (average) pay gap in hourly pay was 10.02% and the median pay gap in hourly pay was 15.33%.

- The total number of women in our workforce grew to 31% in 2018/19 from 29% in 2017.

- Currently 21% of our police officers are female and 9.4% are BME - this is against the Home Office force representation of 30.4% and 6.9% respectively.

- 4.5% of our police officers identify as lesbian, gay or bisexual, an increase on the 2.0% reported in the previous year, which indicates a growing confidence in our employees to declare their sexual orientation to us. 4.7% of police staff also identify as lesbian, gay or bisexual.

- Complaint allegations remain very low - with just 90 complaint allegations per 1000 employees during 2018/19, we are the third lowest force for complaints across the country.
In the last 12 months we have taken forward our programme for change which we have called BTP2021. BTP2021 is our blueprint for change over the next three years which supports us in delivering our Strategic Plan 2018/21. This will be done through modernising our force as we respond to changing passenger demands and pressures on our budget.

Our ambition for our BTP2021 programme is centred on transforming our operational and business processes and realising financial efficiencies to reinvest in the frontline and services where the public needs us most by:

- Strengthening frontline policing by aligning our resources to support our officers on the frontline.
- Strengthening our ability to safeguard vulnerable people and protect people from terrorism.
- Enhancing our role in preventing crime.
- Ensuring we learn from what works well in other police forces while recognising and retaining what’s unique and best about BTP.
- Building on our pride and heritage as a specialist police force for the railways.
- Simplifying the way we do our day-to-day jobs with improved technology, new ways of working and by stripping back unnecessary bureaucracy.
- Working more collaboratively with partners.

A key element during this year has been to engage with our employees and stakeholders, to seek feedback and listen to their views on the proposals. Our aim has been to build BTP2021 with full input from our officers, staff, the rail industry and the travelling public. This engagement work will continue to shape the implementation of the programme over its lifetime.

One of the most important elements of BTP2021 is building better support to local policing. A key project to achieving this has been Neighbourhood Plus. Neighbourhood Plus is a pilot which we started in November 2018 at seven major hubs and stations across the Force. Building on best practice of neighbourhood policing, the aim is to better integrate the work of our officers with that of stakeholders and other partners, so that together we can deliver an even safer and more secure network. Reducing crime through problem solving, increased visibility and accessibility is at the heart of this pilot and following its

**Providing Value for Money**

Our partners and the public want to be confident that we will use our budget efficiently and can demonstrate that we provide value for money in delivering the services they need.

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**£4m efficiencies for reinvestment in front line**
success we hope to roll it out to more hubs and stations over the coming year.

Our digital transformation programme is a key enabler to operational effectiveness - providing more flexible ways of working and greater agility. During 2018/19, we have continued to equip or officers with mobile devices and extended our roll out of Body Worn Videos to all Special Constables. We have introduced a series of new applications to support the mobility of our officers to enable better availability in support of passengers.

An upgrade to Niche, our crime management system, to consolidate workflows will save time and improve productivity across the Force. Investment in our technology infrastructure includes the introduction of Office 365 which will provide more agile communications, team working and other innovative time saving working practices. Significant enhancement to our core computer network will deliver faster and a more reliable connectivity to the Force.

Our efficiency target is demanding, but we have responded well to the challenge. This year we have already successfully achieved £4M for reinvestment in front line capabilities such as digital devices, armed policing and upgrading our technology infrastructure to help ensure greater visibility, availability and protection to both passengers and the rail industry.

There is still much more to do - such as the full roll-out of neighbourhood policing, modernising our command and control capability, rationalising our estate and redesigning our support services - but we are confident we can realise the full potential of BTP2021.

What we have achieved

- Restructured our Criminal Justice model to deliver omni-competent teams and devolved decision making.
- Created a Strategic Centre, ensuring our strategic analysis and corporate management are aligned and fit for a complex multi-million pound organisation.
- Commenced the rationalisation of our estate to ensure it is fit for purpose and used to its full potential.
- Outsourced the management of our vehicles.
- Reviewed our supplier contracts to ensure we are getting the very best value for money.
Our people at a glance

3107 police officers
303 PCSOs
311 special officers
1567 police staff

292 (9%) of our police officers, 41 (13%) of our special officers, 46 (15%) of our PCSOs, 368 (24%) of our police staff are from ethnic minorities.

650 (21%) of our police officers, 50 (16%) of our special officers, 92 (30%) of our PCSOs, 838 (53%) of our police staff, are women.

(Data as per 31 March 2019)
We have agreed with the British Transport Police Authority (BTPA) an overall gross budget of £318.6m for 2019/20.

Of the overall gross budget £56.3m is for core underground policing and £262.3m is for core overground policing.

Of that £262.3m for core overground policing:

- £250.1m is for core overground policing (including contingency and efficiency)
- £4.2m is for cost of change
- £5.3m is project revenue
- £2.7m pays for BTPA
British Transport Police and the 
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