



Report to: Police Authority
Agenda item: 6
Date: 22 March 2016
Subject: Chief Constable's Report
Sponsor: Chief Constable
For: Information

1. PURPOSE OF REPORT

1.1 This report provides members with an update on key areas of threat, risk or development since the Chief Constable's previous report to Police Authority on 28 January 2016.

2. PERFORMANCE

2.1 As we approach the end of the 2015/16 performance year, this section of the report provides members with an overview of performance against our strategic objectives of 20:20:10 and our national Policing Plan targets. The Performance Review Committee (PRC) was not scheduled to meet between the last Authority meeting and given this is the last full Authority meeting before the end of the performance year a more detailed overview of performance is attached at Appendix A. The PRC will undertake a detailed review of 2015/16 full year performance at their next meeting on 19 May.

2.2 Strategic Plan Objectives - 20:20:10

2.2.1 Reduce notifiable crime by a further 20% by 2018/19

By the end of 2015/16 BTP is projected to record a 5% increase on last year for notifiable crime (excluding police generated). However, in terms of reduction since the start of the Strategy Plan (baseline year 2012/13), BTP is projected to record an 8% decrease at the end of this performance year.

2.2.2 Reduce disruption by a further 20% reduction by 2018/19

At the end of the performance year disruption is projected to have increased by 7% compared to 2014/15. This means overall disruption will be 13% higher than it was in

2012/13, the baseline year when the objective was set. Since 2012/13 primary minutes have stayed the same whereas reactionary minutes have increased by 20%.

This objective remains extremely challenging and is one that BTP cannot achieve alone without full support and engagement of the industry. The Force is undertaking a significant amount of work to reduce the impact and disruption caused by fatalities and attempted suicides on the railway. However, as members are aware, the Force can only impact on primary minutes. A recent example is a fatality that occurred at Earlsfield Station at 09.08am on 19 February. Earlsfield Station is identified in BTP's High Impact/High Frequency Disruption profile as a risk location for low frequency / high impact incidents. The station is between Clapham Junction and Wimbledon and one where incidents will cause significant reactionary disruption throughout the South West and any services in/out of Waterloo. BTP handed back the line after 32 minutes however, a total of 19,204 lost minutes were recorded against this incident, of which 11,048 were recorded as reactionary.

2.2.3 Increase confidence by a further 10% by 2018/19

The confidence ratings for the Autumn 2015 survey, released in January, showed an improvement from the previous survey with an overall rating of 78.71%. This indicates that BTP is on track to achieve the June 2016 target of 78.82%.

2.3 Policing Plan National Targets 2015/16

2.3.1 Reduce notifiable crime by 3%

Notifiable crime is 5.4% (2,153 offences) against this time last year. Violence against the person, criminal damage, graffiti, sexual offences and serious fraud have seen the greatest increases year to date.

2.3.2 Reduce violent crime by 10%

Violent crime has increased by 21% (1,663 offences) against this time last year. This increase in violent crime is below the 25% increase which has been seen nationally across Home Office forces.

2.3.3 Reduce minutes lost to disruption by 7%

Overall disruption is 5% over (64,902 minutes) the same period last year. Primary minutes are showing a 1% increase and reactionary minutes an 8% increase.

2.3.4 Sickness

BTP is projected to achieve the sickness target, with overall sickness currently at 6.39 days per person against a target of 6.69 days. Officers and police staff are both within the target. As requested at the last Authority meeting, a detailed review of sickness will be presented to the next People & Standards Committee on 27 April.

2.3.5 Performance against the three national confidence targets (passenger, staff and 20 lowest ranked stations) will not be known until after the end of the performance year.

3. COUNTER TERRORISM

3.1 Following the report that was circulated to members in advance of January's Authority meeting, and in response to the terms of reference agreed by the BTPA Chair following that meeting, a report 'National Counter Terrorism: Landscape Review' was produced and circulated to members in advance of this meeting. This report provides a review of relevant government publications and policy in relation to counter terrorism, highlighting the roles and responsibilities of those involved in elements of national security. The report will be discussed in greater detail during the counter terrorism item at the Authority meeting.

3.2 Members of the Chief Officer Group observed a Marauding Terrorist Firearms Attack (MTFA) training day last month. With BTP actively involved working alongside firearms teams from other forces, London Ambulance Service, Fire Brigade and other specialist agencies, the exercise provided a dynamic and realistic environment with the capability to test post-incident practices and procedures. These exercises are of great value in strengthening capability and assisting the emergency services planning in the event of an actual incident. Further MTFA exercises are taking place in central London during April and May and detail of these have been shared with the BTPA secretariat should members wish to observe one of these exercises.

3.3 The Secretary of State is due to visit BTP's Specialist Operations Unit on 21 March where he will meet with the Chief Constable to discuss BTP's approach to counter terrorism, policing of Cat A stations and the uplift in the Force's CT resources.

4. SCOTLAND

4.1 The third reading of the Scotland Bill is due to take place in the House of Lords on 21 March 2016. This is the final chance for amendments to the Bill before it proceeds for Royal Assent.

4.2 The Chief Constable is scheduled to meet a number of key stakeholders in Scotland over the coming month. These include meeting Phil Gormley, Chief Constable of Police Scotland; the Chair and Chief Executive of the Scottish Police Authority which Bill Matthews is also attending; Phil Verster, Managing Director of Abelio Scotrail; and Derek Penman, HMICS.

4.3 Following the Chief Constable's meeting with the Cabinet Secretary for Justice and the Minister for Transport in January, arrangements are being made for the Chief Constable to meet the Cabinet Secretary for Justice to brief him on CT matters, protection of Cat A stations in Scotland and potential deployment of Taser at these locations.

4.4 Chief Superintendent McBride is hosting a visit to D Division from officials from Transport Scotland. The visit has been arranged to provide the officials with an opportunity to learn more about the specialist policing service BTP provides to the railway.

4.5 The Air Weapons and Licensing (Scotland) Act 2015 received Royal Assent on 4 August 2015. The majority of the provisions relating to scrap metal dealers will come into force on 1 September 2016. The 2015 Act ensures all scrap metal dealers in Scotland are licensed, bans the use of cash as a payment for scrap, tightens record keeping arrangements and requires proper identification of customers. It increases penalties for licensing offences and creates a power that will enable the creation of a register of scrap metal dealers. This

Act will bring the enforcement of the dealership of scrap metal in Scotland in line with the legislation that has proved so successful in England and Wales.

5. INFRASTRUCTURE POLICING PROJECT

5.1 The Infrastructure Policing Project is in the process of developing full business cases for two options for amalgamating the functions of a number of agencies involved in infrastructure policing including BTP, Civil Nuclear Constabulary, Ministry of Defence Police, roads policing (motorways), airports, as well as the activities of Highways England.

The two options are:

- A Strategic Transport Agency (roads, rail & airports) alongside a Static Armed Force
- A Single Infrastructure Force

5.2 The Chief Constable has been invited to be a member of the Infrastructure Policing Stakeholder Group overseeing the development of these two options and the first meeting of this group is on 17 March. Business cases for the two options are due to be completed by the end of April with Ministers expected to make a decision in July.

5.3 This review presents both opportunities and risks for BTP and the Force is proactively contributing to the review. BTP has seconded Chief Inspector Phil Wilkinson to work directly with the project team to aid development of the business cases.

6. TRANSFORMATION

6.1 Refining the Transformation Programme

6.1.1 The Transformation Programme was developed in 2014 to meet the stretching ambitions in the Strategic Plan. The programme, which is based on four strands - Operational, People, Information and Resources - was endorsed by the Authority in December 2014.

6.1.2 Significant progress has been made to date, particularly in the operational and people strands. The emphasis here is now on embedding change. The programme has also developed into new additional areas not included in the original forecast activity. Some

relate to legacy issues which have been identified during the execution of the programme which have required considerable management focus (information management, finance, health & safety). Others are new operational challenges unknown at the point of conception, while others represent further opportunities for radical change not previously possible until elements of transformation were delivered. This demonstrates the evolving, dynamic and far reaching nature of the organisational, operational and cultural change underway. Taken together, progress can be summarised as follows:

Transformation Strand	Delivered	Ongoing	Ongoing / Delayed
Operational	<ul style="list-style-type: none"> • Conceptual new ways of working • Evidence based policing • Evidence Review • Football policing • National Justice • Core systems (ISP) 	<ul style="list-style-type: none"> • Crime Review • Justice • Disruption strategy (NWR) • Safeguarding • Growth in CT capability 	<ul style="list-style-type: none"> • Mobile
People	<ul style="list-style-type: none"> • Behaviours (VITAL) • Make the Difference Career Development • Performance • H&S Governance 	<ul style="list-style-type: none"> • T&Cs • Leadership • Skills • Wellbeing strategy 	<ul style="list-style-type: none"> • Executive development
Information	<ul style="list-style-type: none"> • Network Optimisation 	<ul style="list-style-type: none"> • Information Management 	<ul style="list-style-type: none"> • Infrastructure (VDI)
Resource	<ul style="list-style-type: none"> • Gross budget 	<ul style="list-style-type: none"> • Demand • Estate • WFP 	<ul style="list-style-type: none"> • Finance Transformation (integrated budget) and priority based budget)

6.1.3 Twelve months on from the endorsement of the Transformation Programme, it is an appropriate time to refine the programme and the headline capability steps and detailed milestones are attached at appendices B and C of this report. Given the progress already made on operations and people, the principal elements of the programme are focused on the digital, support and resource areas:

- Demand
- Digital transformation
- HR transformation
- Agile working
- Estates
- Finance transformation
- Efficiency programme

6.1.4 Whilst these can be viewed individually, it is through their collective impact on capability that the required effect on performance can be achieved. The Director of Capability & Resources leads the overall transformation programme

6.1.5 Members may find it helpful to receive a presentation updating them on all strands of the Transformation Programme at its next meeting in June. In the interim, an update on some key programmes of Transformation is set out in paragraphs 6.2 to 6.5 below.

6.2 Integrated Systems Programme

6.2.1 As members are aware the Niche core policing system is providing an integrated Crime, Intelligence, Case and Custody system. Implementing Niche with its improved data structure will standardise the way BTP stores information. This supports the ability to apply better data quality principles, provide the Force with access to more accurate and reliable information, improve the ability to report to TOCs and other stakeholders, and comply with MoPI and other national guidelines.

6.2.2 As planned, Niche Crime and Intelligence went live on 24 February. A high level of planning and preparation by the project team ensured the launch was successful with few issues reported. Any problems identified were minor and were resolved by the project team within 24 hours of being identified. The rollout of Niche crime and intelligence is the first of three go live dates, and will shortly be followed by Case and Custody on 6 April and the new Command and Control system 'ControlWorks' on 28 June.

6.3 Body Worn Video

6.3.1 Since May 2015, body worn video (BWV) has been trialed at 23 locations across BTP allowing 328 police officers to record audio and visual evidential footage. Following approval of the BWV business case by the Authority in January, the BWV project is progressing to plan with a national roll-out of up to 2,800 cameras at 124 locations across the Force. Procurement activity is nearing completion with detail of the contract and announcement of the preferred supplier due imminently. The roll out of BWV across the Force will commence as scheduled in April 2016.

6.4 Demand & Resource Programme

6.4.1 During January and February, Divisional management teams briefed operational staff on the Demand & Resource Programme's progress and timelines. Following Divisional visits by the programme team in January, an initial Estates and IT impact analysis was undertaken to identify the implications of implementing the revised Demand Model with the new rosters. The findings from this were considered at Force Executive Board (FEB) in February from which a number of refinements to the model were required.

6.4.2 The Deputy Chief Constable is leading this programme and is due to present the proposed model and rosters to FEB in April. Once the proposed model has been endorsed by FEB formal consultation with the Federation, TSSA and workforce will commence. Informal briefings with the staff associations have already taken place.

6.4.3 The Demand Programme team is working closely with the Estates and Terms and Conditions Working Groups and colleagues within ICT to ensure all interdependencies are identified and managed through the implementation process when it commences.

6.5 Wellbeing Strategy

6.5.1 Following a comprehensive review of the policies, procedures and intervention methods adopted by the Force, a new Wellbeing Strategy has been developed and is due to be launched on 4 April. This is one of the strands of the People Strategy and draws on the findings of the employee survey last year.

6.5.2 BTP is committed to creating an environment which supports the health and welfare of its employees, and the aim of the new strategy is to improve the physical, emotional and psychological wellbeing of employees. This is particularly important in the areas of post traumatic incident care, given the high level of trauma officers can be exposed to in respect of fatality prevention and post incident management. members will recall the importance placed on this by the Force in the budgetary preparation.

6.5.3 The Wellbeing Strategy focuses on initiatives across the following four areas to ensure a focused and improved response to wellbeing:

- Sickness Absence Policy – line managers will be at the centre of decision making with a more proactive, compassionate and supportive approach to help employees return to work.
- Stress Management – employees will be encouraged to seek help from their manager and colleagues and support will be available to facilitate this.
- Post-Traumatic Stress Disorder – employees will have access to a Force-wide network of peer level TRiM practitioners who will be able to assess employees within 72 hours of an incident.
- Safety & Operational Health Service – a series of initiatives are scheduled throughout 2016 including wellbeing days, which will be delivered at different venues across BTP.

7. LONDON ASSEMBLY REPORT ‘CRIME ON PUBLIC TRANSPORT’

7.1 As members will recall in November 2015 the Chief Constable was part of a panel that gave evidence to the London Assembly Police & Crime Committee (PCC) enquiry ‘Crime on public transport’. On 10 March the PCC published the report of their findings – members can access a copy of the report on the London Assembly website at www.london.gov.uk.

7.2 The report is an endorsement of BTP’s professionalism and innovation, and recognises the Force’s proactive approach as best practice. The report:

- endorses BTP’s approach to sexual crime

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- states that others could learn from the Project Guardian approach especially across other crime types
 - recognises Op Trafalgar as innovative, supported by the industry and achieving early results
 - recognises BTP's readiness for night tube services
 - recognises the effective strong partnerships that are in place

7.3 The report makes 5 recommendations:

Recommendation 1

Robust monitoring of the increase in reports of sexual offences is essential to understand the nature and true extent of unwanted sexual behaviour on London's public transport network. The level of under-reporting should come down if the increase is due to confidence to report rather than an actual increase in crime. TfL must establish a clear baseline to ensure transparency in progress made.

Recommendation 2

The new Mayor should review the outcomes from Project Guardian. The new Mayor should also explore how to further increase public awareness and confidence to report sexual offences on public transport, maximising on the communication techniques that are available.

Recommendation 3

There are lessons to be learned from Project Guardian that could be applied to other crimes across the network. The new Mayor should bring TfL, the Met, BTP and City of London Police together to develop a new strategy for enabling travellers to report all crimes and anti-social behaviour more easily on public transport in London.

Recommendation 4

Increased enforcement powers should be given to TfL and the police to ensure stronger sanctions for touting, including seizure of vehicles. The new Mayor needs to lobby the Ministry of Justice on this.

Recommendation 5

The new Mayor must ensure strong partnership structures to constantly monitor, review and learn from the Night Tube, and to enable a swift response to any emerging police and crime concerns, including fear of crime. TfL should publish a crime assessment report in three, six and 12 months following the commencement of the Night Tube.

- 7.4 The PCC recognised the role of the London Transport Community Safety Partnership (LTCSP) in coordinating activity of preventing crime on public transport in London. ACC Newton is Chair of the LTCSP and will take forward the work to develop action in response to the PCC's recommendations.

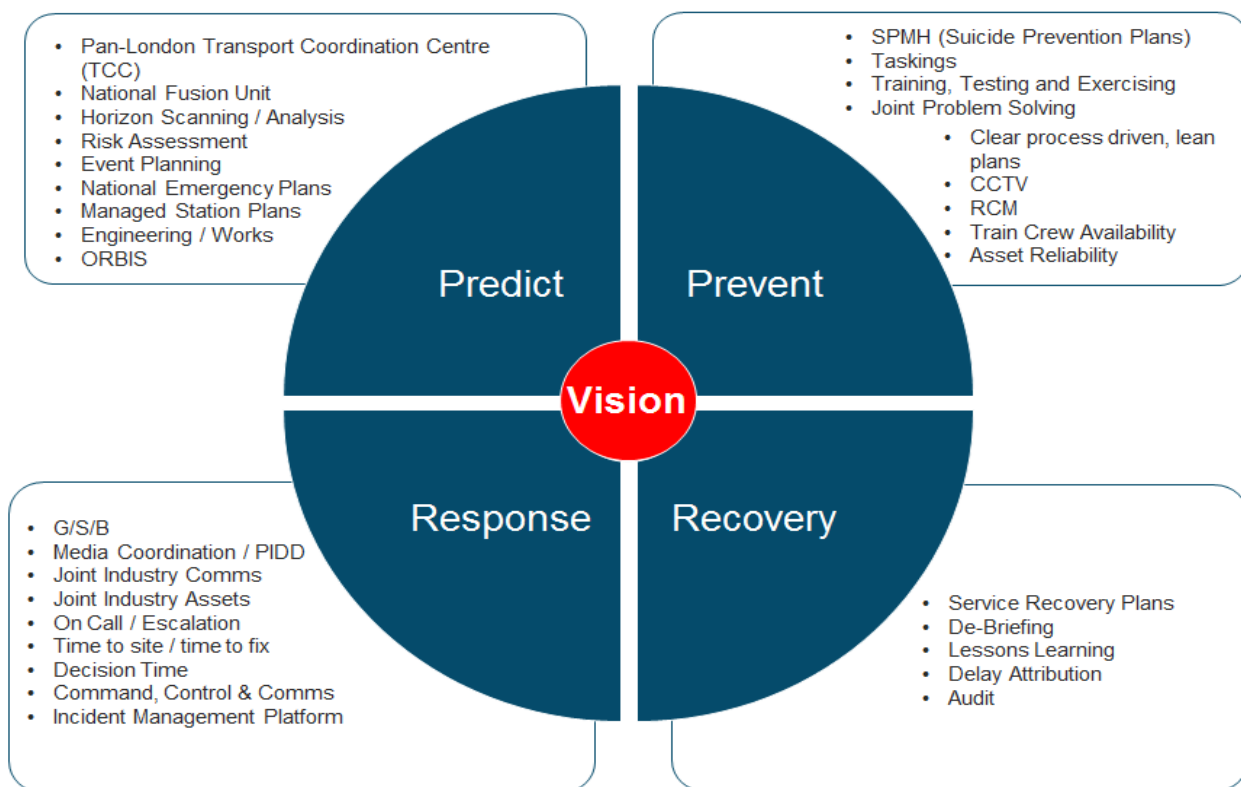
8. FEDERATION CONFERENCE

- 8.1 The BTP Federation held their annual conference in Edinburgh on 9 March. The pre event police bravery award was attended by the Deputy Chief Constable, BTPA Chair and Chief Executive. Unfortunately the Secretary of State was unable to attend as planned. The following day the main conference was attended by the Deputy Chief Constable and Chief Executive who led a panel question and answer session with conference attendees.

9. OPERATIONAL MATTERS

9.1 National Joint Disruption Programme

- 9.1.1 Due to the heavy agenda of the Authority meeting in March, the requested presentation from Chief Superintendent Brogden on progress of the National Joint Disruption Programme (NJDP) has been deferred to June's Authority meeting. This section therefore provides an overview of key progress to date.
- 9.1.2 The NJDP has developed a Predict, Prevent, Response and Recovery Target Operating Model which is set out below.



9.1.3 In February the Pan-London Transport Coordination Centre (PLTCC) pilot saw some existing staff move from Network Rail’s National Operating Centre (NOC) in Milton Keynes into Palestra alongside the London Underground Control Centre and BTP’s Force Control Room London. The PLTCC will initially run as a shadow, testing scenarios and developing processes, with the NOC continuing to operate as is. Building on this the NJDP continues to develop the Pan-London Model which will bring together pan-London frameworks (e.g. planning) and also present proposals for closer working and asset sharing between Network Rail, BTP and London Underground.

9.1.4 The NJDP has engaged with each Network Rail Route regarding the business case put forward for EPSAs for National Disruption Fusion Unit (NDFU), Emergency Intervention Units (EIUs) and Embedded Officers. Full funding for the NDFU has been agreed and recruitment is being initiated by Network Rail and BTP. EIUs have been approved at a number of locations, including Manchester, Wembley and Croydon and consideration is

being given to a further one based in Paddington. Funding for Embedded Inspectors has been agreed for Manchester, Slough, Waterloo and two at York and Derby, equating to £2.3m per year for the remainder of CP5.

9.1.5 Work has begun to review and redevelop a new National Emergency Plan (NEP), and the NJDP are a key part of a working group that has been established to lead this. The initial milestones are for the review to be completed by September 2016 for consultation and then fully published in March 2017.

9.1.6 Phase 1 of the Network Rail Station Plan review has been completed for all 18 Network Rail managed stations. Phase 2, reviewing 49 CAT A and B stations and developing and trialling a new station plan, is under consideration by the National Task Force.

9.2 Complex Body Recovery

9.2.1 Members will recall the previous discussions on the issue of complex body recovery following a fatality on the rail network. Following a comprehensive piece of work led by ACC Thomas, BTP's Complex Body Recovery Policy has now been developed and published.

9.2.2 The Force undertook consultation with Home Office Pathologists, the Chief Coroner for England and Wales, the Crown Office and Procurator Fiscal in Scotland, and sought legal advice on the proposed policy and procedures. The Authority endorsed the Force's proposed approach and the policy and guidance has also been endorsed by Claire Perry Rail Minister, the Chief Coroner and the Crown Office and Procurator Fiscal.

9.2.3 This policy and guidance is unique to BTP and tailored to support and inform officers in coping with the additional challenges faced when dealing with complex fatalities on the railway. Intensive training has been provided to the team of Specialist Body Recovery Officers who are required to take action at the scene of such an incident. The policy has been distributed to all regional coroner offices in England and Wales and The Procurator Fiscal in Scotland to inform their understanding of this procedure. This is a difficult and

unique area of activity and underscores the requirement for robust and comprehensive post traumatic incident procedures to support officers in this difficult task.

9.3 Exercise Unified Response

9.3.1 Exercise Unified Response (EUR), which ran from 29 February to 3 March at the Littlebrook Power Station in Kent, was a multi-agency live play major incident exercise designed to test plans and procedures as well as providing an opportunity for responders to practice their skills, while building working relationships with other emergency responders.

9.3.2 The working scenario involved the structural foundations of a high-rise building being compromised by nearby construction work, leading to the collapse of 15 stories of the building, and subsequent disruption to nearby train tunnels and underground train collisions. It was a complex and large scale scenario with mass casualties and fatalities located at multiple incident scenes, with those below ground being particularly difficult to reach (at least 400m from open air).

9.3.3 Significant planning took place to ensure that BTP contributed effectively to the exercise and maximised the learning available. More than 100 BTP officers and staff played an active role in the challenging scenario, providing an excellent opportunity to test procedures and working relationships with partner organisations.

9.3.4 ACC Newton was BTP Gold for the exercise. The Chief Constable attended the exercise on day 2. The BTPA Chief Executive also attended and observed first hand BTP officers and staff involved. BTP will be part of the multi-agency debrief of this exercise from which lessons learned and recommendations will be identified.

10. RECOMMENDATIONS

10.1 That members note the update provided in this report.

Appendix A – 2015-16 Performance Summary

This Appendix details BTP’s performance against Strategic and Policing Plan targets during 2015-16.

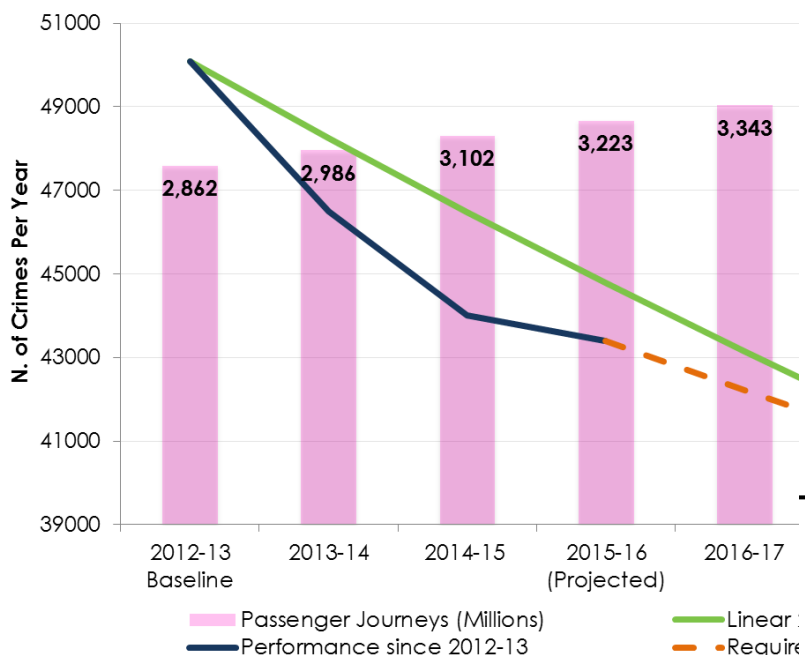
Notifiable Crime

Since 2004, overall crime on the railway has reduced by 43%. There has been significant success in priority crime areas such as robbery where recorded crime has reduced by 83%, theft of passenger property offences by 58% and criminal damage by 68% during the same period. Theft of cable has been reduced by 83% since 2010-11 when it was at its peak.

In 2014-15, BTP reduced recorded notifiable offences to 44,017, 5% fewer than in 2013-14. This was the eleventh successive annual reduction in notifiable crime. The year before a 7% reduction was recorded. Although it is expected that crime will have increased this year by around 5%, this still leaves BTP in a good position to achieve the overall Strategic Plan objective of a 20% reduction by 2019 with a further 13-14% reduction required over the next three years.

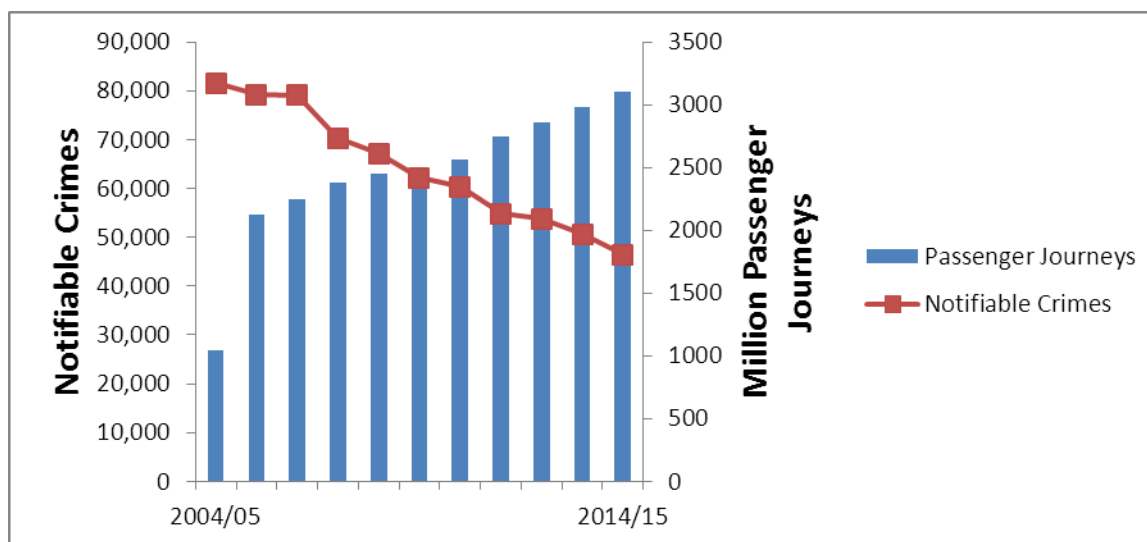
The reductions in crime that have been achieved over the last ten years have been in the context of a much busier and more congested network. The graph below shows passenger journeys up to 2014-15 with industry projections up until 2019 as well as current and required crime levels.

BTP 20% Notifiable Reduction Strat



Passenger journeys are expected to increase by 25% over the life of the Strategic Plan with freight use also increasing. Freight kilometres increased by 13% between 2012-15 and are expected to increase by 28% during the life of the Strategic Plan.

The risk of becoming a victim of crime on the railway is therefore very low and the railway is now a much safer place to travel and to work. Crimes per million passengers have fallen by 41% during the last five years and have been on a downward trajectory since 2004-05.



It is expected that 2015-16 will see a steadying of this measure. When looking at specific crime types it is evident the chances of becoming a victim of crime are extremely low.

Crime Type	2012-13 Baseline	2013-14	2014-15	2015-16 (Projected)
ToPP	6.0	4.8	3.9	3.7
VAP	2.7	2.7	2.8	3.2
Serious VAP offences	0.7	0.6	0.7	0.7
Sex Offences	0.3	0.4	0.5	0.6

Although there is a small increase in overall VAP offences, the risk relating to the more serious violent offences has remained stable at a very low level. The majority of crime in this area that BTP has recorded during 2015-16 is against the less serious offences. Common assaults account for 45% of all violent offences across BTP and have continued to be the key driver of the increase. Harassment, alarm and distress offences have also increased. This can largely be attributed to a closer scrutiny and better recording of Section 5 Public Order Act offences rather than an actual increase of violent crime.

The overall rise in notifiable crime recorded during 2015-16 is linked in part to the significant work BTP has carried out in order to make it easier for victims to report crime through enhanced accessibility and reporting channels.

There has been a continued emphasis on the use of the 61016 text service. The uptake of this service has increased over the last three years and the number of crimes being raised as a result of this contact has also increased. In 2015-16 19,821 texts were received using the 61016 number, 9,267 incidents and 2,060 crimes were raised as a result.

Operation Guardian and the subsequent 'Report it to Stop it' campaign which was launched within London in April and has now become a national campaign for BTP, has encouraged victims of sexual assaults to report crimes. This, along with greater national awareness of the importance to report such crime, has led to much of the increase in sexual offences BTP has recorded. This rise in reporting has also been seen on a national scale with offences up 36% within Home Office forces. BTP has seen a smaller increase of 27%.

As with sexual offences, other BTP recorded crime categories are largely following a national trend and categories that have seen an increase or decrease nationally are mirrored on the railway network. The following table (using crime data from October 2014 to September 2015, the most recent available ONS data) shows that generally crime patterns on the railway are favourable when compared to the Home Office average:

	National % increase / decrease	BTP % increase / decrease
Theft from the person	-4	-10
Robbery	-4	-11
Burglary	-6	-17
Bicycle theft	-6	-9
Drug offences	-17	-41
Violence against the person	25	6
Violence without Injury	37	8
Violence with Injury	16	2
Sexual offences	36	27
Retail Theft	3	8
Criminal damage & arson	5	10
Possession of weapons offences	14	2
Public order offences	27	2

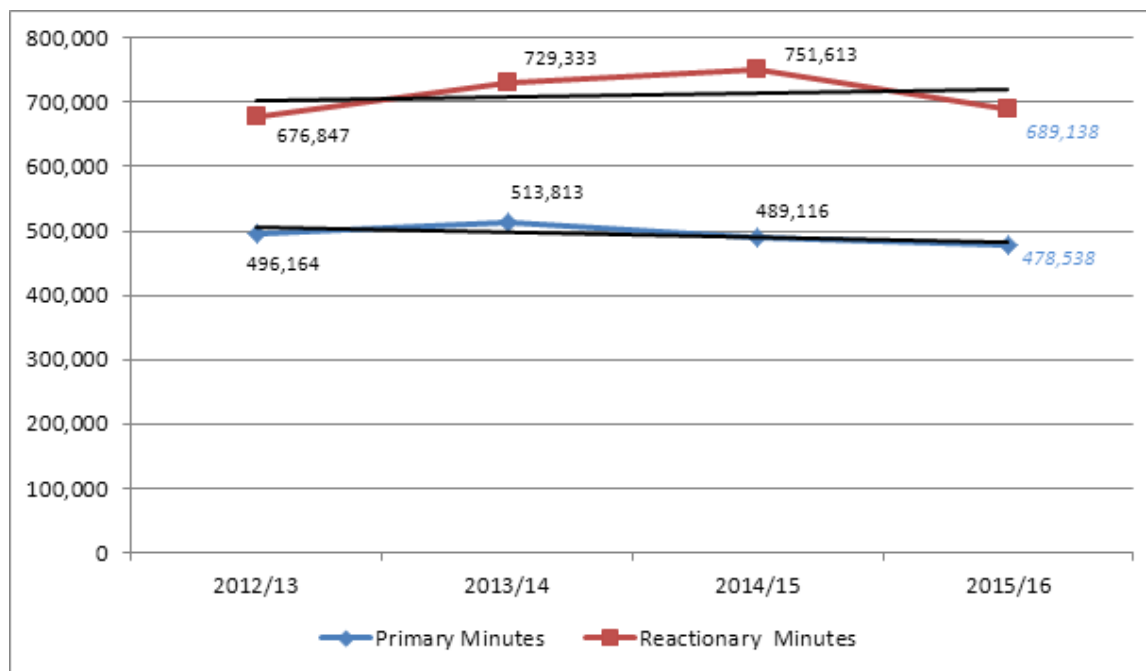
Performance can be further contextualised by looking at Sub Divisional crime data to understand the challenges of crime reduction in an environment of increasing passengers and rail infrastructure. An example of this can be seen when looking at Scotland Sub Division's year to date (YTD) targets. Scotland is showing a 2.2% increase in notifiable crime, however, when looking at the number of offences this equates to it is only 31 crimes higher than this time last year. This is less than an extra crime a week (0.6) set against a backdrop of increased passengers using Scotrail services and opening of new retail outlets at some of the Scottish hub locations. Similarly East Sub Division is failing the notifiable crime target (a 0.7% increase YTD). This equates to 54 crimes or just over 1 crime a week. Again, this is set against a backdrop of growing passenger numbers across the London and Southeast network and an expanding railway infrastructure.

Disruption

This objective has been challenging for BTP during the current strategy and the overall number of lost minutes is projected to increase by 5.8% by the end of this performance year. Primary lost minutes, which BTP can directly impact upon, are projected to increase by 1.7% in 2015-16. Reactionary minutes are projected to increase by 8.5%.

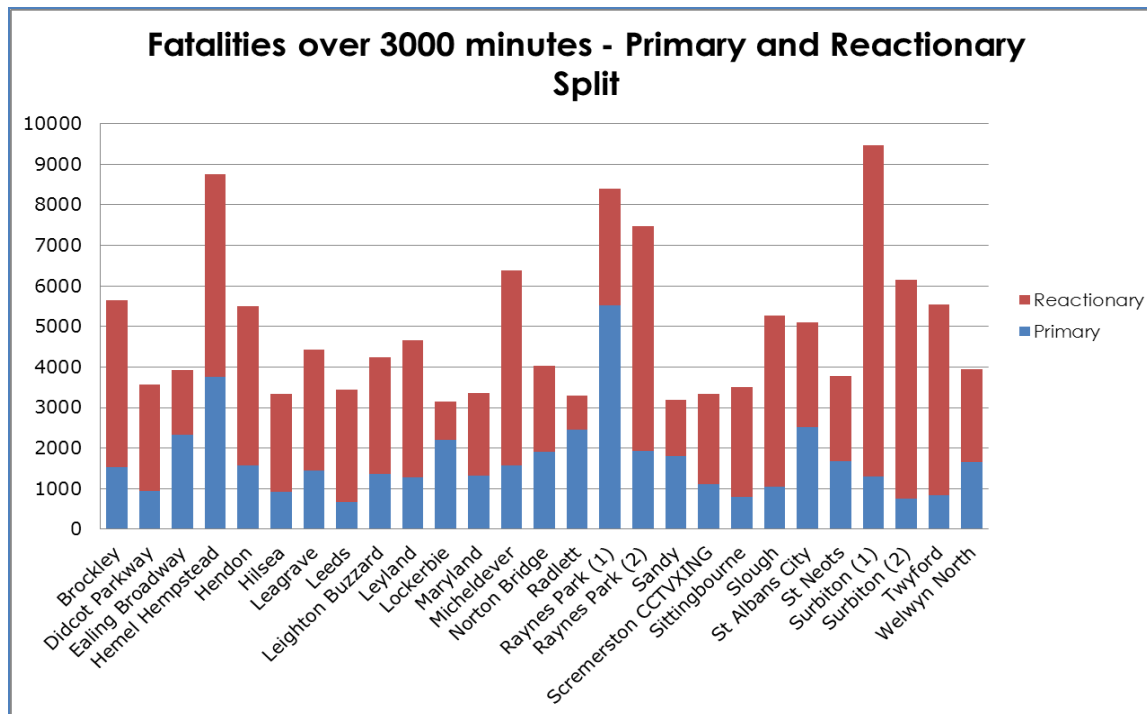


The graph below shows the last four year's trends for both primary and reactionary disruption.

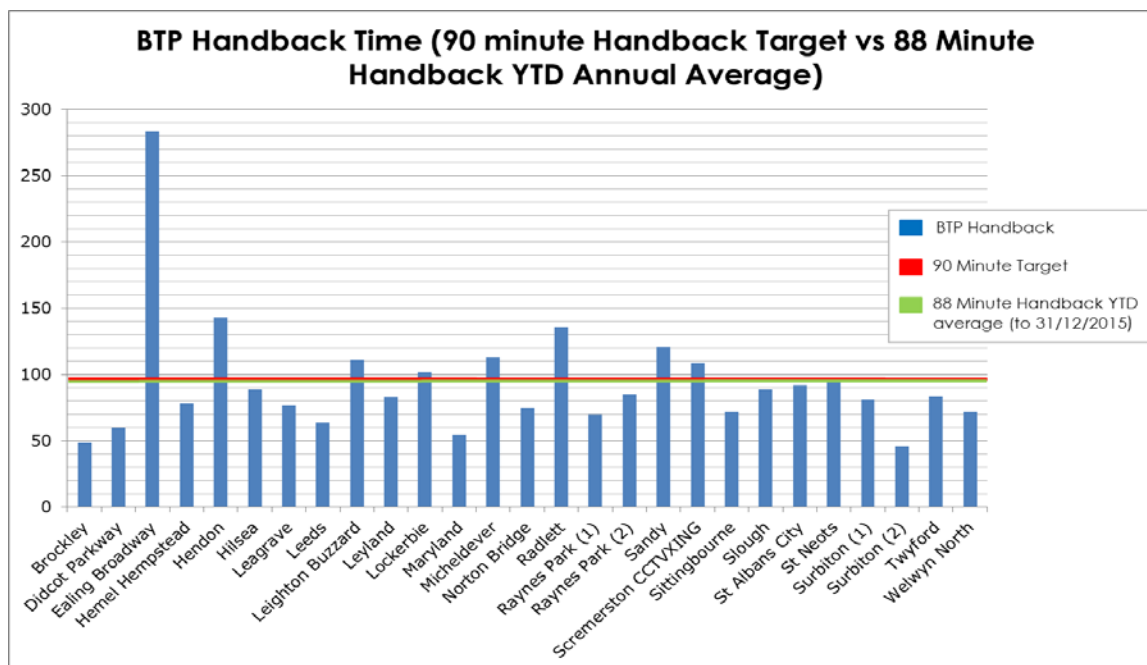


Although reactionary disruption has increased across the network, at historically high impact and high volume hotspot locations BTP has managed to significantly reduce disruption. There has been notable success in identified hotspot locations where there has been an overall decrease in disruption of 26% during 2015-16. In D Division a 56% reduction has been achieved and B Division has recorded a 52% reduction. Although there has been an increase of 9% across C Division, discussion with stakeholders concluded that this should not detract from the success of the activity which has taken place on that Division and that the overall figure was impacted detrimentally by a small number of incidents that could not reasonably have been predicted nor prevented.

Where major delay incidents occur BTP's response is generally very good. Most of the delay occurs due to residual delays which BTP cannot directly impact. The graph below shows the primary/reactionary split for all disruption incidents over 3,000 minutes up to the end of period nine. 34% of the total number of delay minutes are recorded as primary and 66% are reactionary.



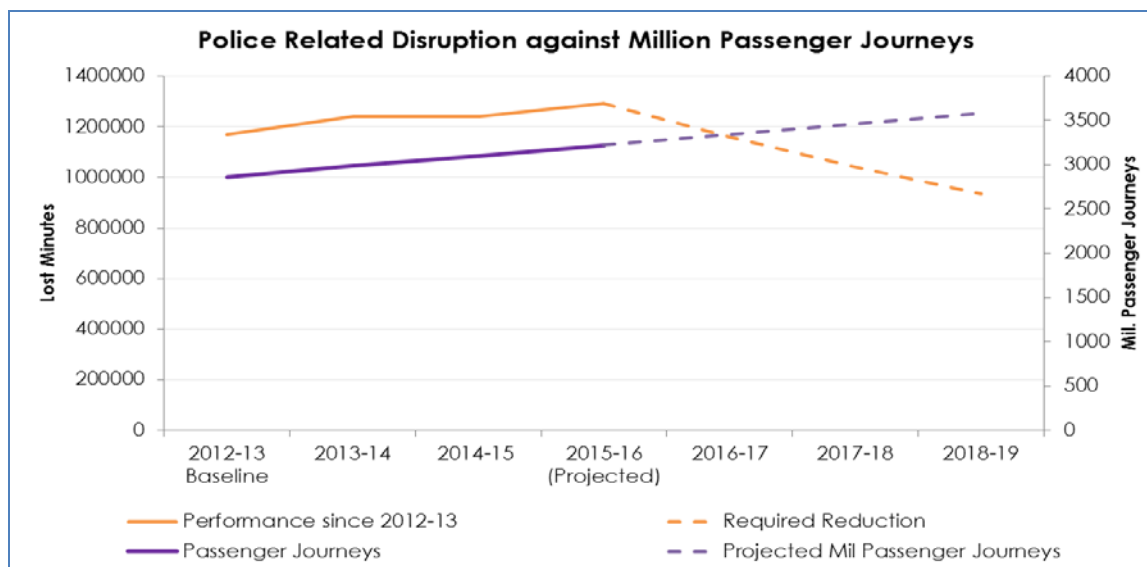
The second graph illustrates BTP's response, with the red line being the internal 90 minute hand-back target and the green line the current average of 88 minutes. The Ealing Broadway incident was a particularly complex incident involving the death of a mother and daughter.



For the majority of these most impactful incidents (19 out of 27), BTP’s response time was under the internal target. The majority of the delay minutes incurred for these incidents was due to the length of time it took the railway to recover its services. Another example of this is when a fatality-related event occurred at Earlsfield in February. BTP attended swiftly and handed back the line to the industry after only 32 minutes. However, a total of 19,204 lost minutes were recorded against this incident, of which 11,048 were recorded as reactionary.

Although instances such as this can be attributable to the expanding and busier network they may also be attributable to the availability of trains and train crews to facilitate a speedy post-incident recovery, which BTP can have no direct control over. The definition of the categories against which BTP performance is measured is also very broad and includes a number of incidents which have no relevance to policing or issues BTP could influence. Though these are challenged by the Force they are very often left to remain in that category as they fit within the wide definitions used by the industry.

Analysis has shown that there is a very high correlation between increased passenger railway usage and the increase in overall police-related disruption. The graph below shows the increases in both categories, as well as the required reduction in delay against predicted passenger numbers. This correlation co-efficient R^2 is measured at 0.88 which is extremely high.



It should also be noted that 2012-13, the year the baseline was set for the Strategic Plan targets, was anomalous in the pattern of lost minutes recorded. Although there was an increase in the overall amount of lost minutes recorded by Network Rail, the categories selected as being police-related saw an unprecedented 25% reduction. This was due to the amount of weather-related disruption recorded that year which saw network traffic reduce by a significant extent. The baseline was, therefore, set at an unusually low figure.

Ultimately, a joint approach with the railway industry will be key to long-term success against this objective. Considerable work has taken place in this area through the national disruption programme led by Chief Superintendent Brogden working predominantly with Network Rail. This programme commenced in July 2015 and a number of strands are being addressed in order to reduce delay on the railway. This activity is complex and will require time to embed within both organisations but is critical to achieving the 30% reduction in lost minutes that is required by the end of the Strategic Plan period.

Confidence

During 2015-16, the confidence of passengers using the railway has continued to increase during and BTP is on track to achieve the Strategic Plan objective of a 10% increase in confidence by 2019.

Year	National Rail Passenger Survey	Target	Confidence level
2014	Autumn 2013	75.20%	76.07%
	Spring 2014	76.60%	76.62%
2015	Autumn 2014	76.60%	77.25%
	Spring 2015	77.50%	77.75%
2016	Autumn 2015	77.50%	78.71%

Progress against this objective is managed by BTP's Confidence Board, chaired by the DCC. Divisions have formulated targeted problem solving plans to increase confidence or maintain high levels of confidence at certain stations. The main delivery method has been the 'You said we did' campaign and the most recent public consultation was launched between October-

November 2015. Other techniques that BTP have used in order to increase confidence have been to hold regular BTP Station Surgeries where the local Neighbourhood Policing Teams and Inspectors are present to engage with passengers.

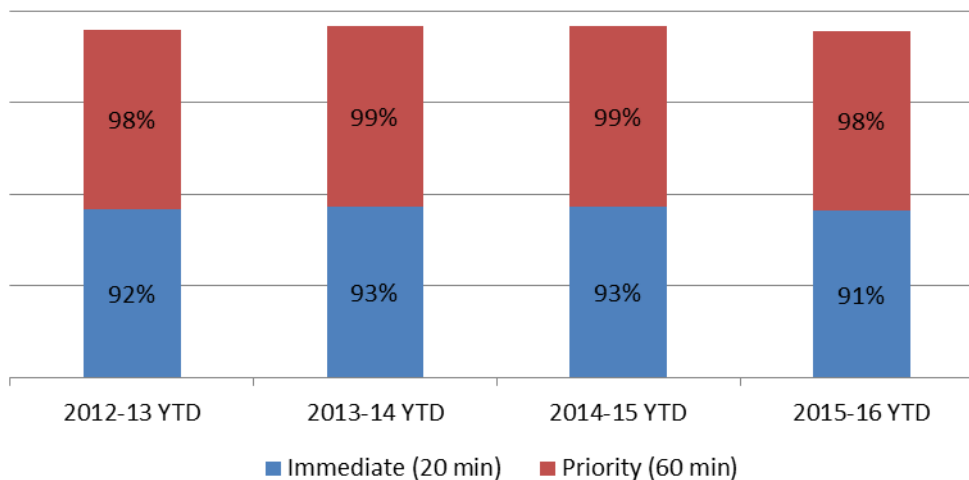
This engagement activity has enabled BTP to gain a comprehensive understanding of what matters to passengers and staff. Feedback has consistently highlighted that anti-social behaviour and a more visible police presence are what matters to them the most. Violent crime and sexual offending are also priorities. BTP's National and Divisional Policing Plans have been the main delivery method against these priorities and the current Demand and Rostering Review is also focused on ensuring that officers and PCSOs are deployed at the right places and at the right times. This will be further strengthened by the delivery of the mobile policing project, Body Worn Video and the Integrated Systems Programme, which will together deliver a 16% increase in efficiency for frontline staff.

Value for money

During 2015-16 BTP's frontline visibility and reach has been further maximised through continued good performance in terms of sickness absence levels. BTP has been the best performing force nationally for two years in terms of sickness absence and is on track to reduce sickness further in 2015-16. Current sickness levels are an average of 6.39 days per officer against the year to date target of 6.69.

BTP has also managed to respond effectively to increased demand through 2015-16. Since 2012-13 there has been year on year growth in all incidents recorded Forcewide with a 5% (5,915 incidents) increase from 2012-13. The main incident type increases reflect current crime levels; sexual offences, anti-social behaviour, violence and hate crime along with a rise in Suicidal Persons and Public Safety and Welfare issues. Decreases year to date compared to 2012-13 have been in theft (particularly cable theft), pedal cycle and robbery. In terms of immediate and priority incidents an increase in both has been recorded since 2012-13; 31% and 17% respectively. However BTP's response times have been maintained throughout, as seen in the graph below.

National Response Times



BTP has also met significantly increased demand in 2015-16 related to the safeguarding of vulnerable people on the network. Between April and December 2015 there were 213 suspected suicides and 57 attempted suicides across the UK rail network. Up to the end of Quarter 3, BTP officers carried out 966 life-saving interventions, more than the whole year total for 2014-15. As well as the obvious importance to people's lives this makes, the cost saving to the industry is estimated to be over £15m and in terms of wider societal cost over £1bn.

As well as these direct life-saving interventions, 6,776 interventions have been made with people suffering from mental health or pre-suicidal issues. 1644 interventions have been made under s136 and s297 of the Mental Health Act and 934 individual CYP1 forms were also completed by BTP between September and November, over 300 a month or ten a day on average.

This activity is very time consuming for officers and illustrates the volume of demand in this area which continues to increase exponentially. Undoubtedly these actions have saved the lives of many individuals as well as significantly reducing unnecessary cost and disruption on the railway network.