



BRITISH
TRANSPORT
POLICE

There when you need us

Annual Report 2016/17

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1

Our continuing journey

In 2016/17, British Transport Police (BTP) continued to transform as an organisation whilst responding to the ever-increasing operational demand presented by a successful, expanding railway network.

The number of passenger journeys made on the railway increased by 17.5 million this year. There are now 3.2 billion journeys every year. Responding effectively to this demand is essential if we are to continue to ensure the railway is a safe place to travel and work.

To help achieve this, our Demand, Resources and Deployment Programme examined the impact on our uniformed policing resources and looked at how they could be deployed, in the right place and at the right time. Following extensive consultation, we put in place a nationally consistent rostering model that meets our operational need but also provides our officers with a more realistic and predictable pattern of working.

Looking ahead, we are carrying out a fundamental reassessment of our operational policing requirement through the development of a new target operating model, which will set out how BTP should function in future. This work will examine all of our operational and business functions, from the provision of frontline services, through to our support functions, such as human resources and training. It will link demand, outputs and inputs in a much more comprehensive manner across our activities.

Alongside the organisational changes that happened in 2016/17, our police officers and staff responded to a number of high profile critical incidents. These included the tram derailment in Croydon in November 2016 in which seven people tragically lost their lives and more than 50 were injured; an explosive device left in a carriage on a Jubilee Line train at North Greenwich station in October 2016; and the terrorist attack on Westminster Bridge and at the Houses of Parliament in March 2017, which led to the deaths of five innocent people, including Metropolitan Police Service officer PC Keith Palmer, and around 50 more being injured.



The horrific events of Westminster, and more recently in Manchester and at London Bridge and Borough Market, are a stark reminder that the threat from international terrorism remains ever present. Our preparation techniques, and the way we work with other agencies as we continually test our preparedness, must keep pace with the terrorist threat. In response to this threat, we re-focused our budget to enable us to fund an increase in our counter terrorism capabilities, including the recruitment of a significant number of additional specialist firearms officers.

We also launched the Department for Transport-sponsored **‘See It. Say It. Sorted’** campaign in November 2016. Designed by police, government and the rail industry, the campaign focuses on raising public awareness of the vital role they play in keeping themselves and others safe by reporting any unusual items or behaviour.

Another key priority is to protect people in mental health crisis on the network. Our activity in this area continued to grow in 2016/17. Indeed, the number of calls for service we received where someone was experiencing mental health crisis or was suicidal and needed help, outweighed the number of violence with injury offences, sexual offences and robberies we recorded.

Our police officers and colleagues in local police forces, together with rail staff and members of the public, made 1,837 life-saving interventions, physically preventing people from taking or attempting to take their life on the rail network. Although we have seen a reduction in suicides and suspected suicides on the network for a second consecutive year protecting vulnerable people when they most need it remains our key focus.

In order to maximise our approach to ensure the safety of the travelling public and the reliability of the railway infrastructure, we have introduced a new performance management framework focused on reducing threat, risk, harm and vulnerability. Instead of working towards, often counter-productive, numerical targets, our new approach focuses on outcomes and a much broader range of measures to assess how we are doing. This will help drive effective performance at a deeper level. It is important that the public and rail staff we serve have a say in how we police the railways, and their views have been instrumental in shaping these pillars of performance, along with feedback from our police officers and staff and our industry stakeholders.

I hope our annual report for 2016/17 will provide you with more detail about these issues and helps to tell the story of our organisation over the last year.

Paul Crowther OBE
Chief Constable
British Transport Police

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Our performance

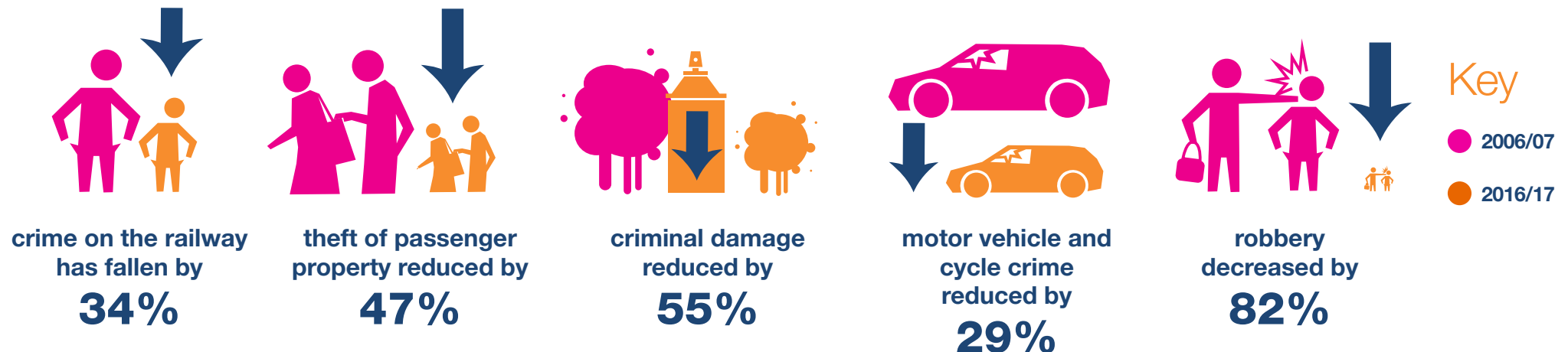
Overall crime

When travelling on the rail network in England, Scotland and Wales, the chance of you becoming a victim of crime is very low. For every million journeys made in 2016/17, we recorded only 16 crimes.

We recorded a total of 52,235 crimes in 2016/17 compared to 48,718 in 2015/16. This reflects the national picture, with the other police forces in England and Wales recording a higher increase in recorded crime.

This is the result of a number of factors: the improvements we have made to how crime is recorded, helping to drive up accuracy; victims and witnesses now having more confidence to report crime to us, thanks in part to our discreet **text 61016 service**; and our effective campaign to encourage people to report unwanted sexual behaviour.

In the last 10 years



Suicide prevention

The total number of people who are suspected to have taken their own lives on the railway in 2016/17 is 290 – 15 fewer people than in 2015/16.

We received 9,546 calls for service in relation to people who were suicidal or in mental health crisis. The number of life-saving interventions increased by almost half (45%), with 1,837 people prevented from harming themselves on the railway.

Find out more about how we are protecting people from harm.

Sexual offences

With our **Report it to stop it** campaign, together with the Mayor of London, Transport for London, the Metropolitan and City of London Police, we have continued to encourage people who experience unwanted sexual behaviour on the transport network to report it to police. This led to a 9% increase in the number of sexual offences we recorded in 2016/17 – 180 more offences compared with the year before.

We consider this to be a positive indication that more people are confident that they will be taken seriously and their report will be investigated. We have focused on sharing **stories about offenders being brought to justice**, to help show people that their report can make a difference and stop unwanted sexual behaviour happening to others.



Disruption

We understand how frustrating it is for passengers and rail staff when disruption causes trains to be delayed or cancelled. Set against a context of an increasing number of rail passengers and journeys on the network, it is perhaps unsurprising that delays caused by disruption increased in 2016/17.

Disruption to the railway can be caused in a number of ways, from fatalities and suicide attempts to reckless use of level crossings and people trespassing on the tracks. Sometimes this means we have to close down the line while we carry out our work, causing delays to services.

When we are dealing with incidents, we are always conscious of balancing the need to carry out our work in a thorough, professional and dignified way, with an understanding of the importance of getting services back up and running quickly.

This year, we completed the necessary work to respond to all fatalities, including complex and challenging incidents, and hand back the line to train and rail operators in an average of 94 minutes.

The overall number of trespass incidents increased by nine per cent. There were also more trespass incidents that incurred delays of over 1,000 minutes. People who trespass on the railway put their own and other lives at risk, therefore tackling this issue and reducing the impact of incidents will continue to be a priority for us in 2017/18.

Find out how we are working with the industry to keep the network running.

Passengers' confidence in BTP

We assess rail passengers' confidence in the work we do by analysing the results of the **National Rail Passenger Survey (NRPS)**, carried out biannually by Transport Focus.

The NRPS asks rail passengers how they feel about their personal security while using their railway station or on trains, which helps us to understand how we can better focus resources to improve passenger confidence.

Findings from the latest NRPS (Spring 2017) reported a passenger confidence level of 78%, which means nearly eight out of 10 passengers would describe their experience as positive.

Find out how we are working to improve the confidence of passengers and rail staff.



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Our year in review

2016

April

We launched a new approach to promoting and supporting our employees' wellbeing, focusing on better anticipating challenges to their physical and mental health and providing an improved level of support.

May

We organised Exercise Eleanor, simulating a marauding terrorist attack with dozens of casualties, involving partners from London Fire Brigade and London Ambulance Service.

June

Operation Novella saw us accompany thousands of football fans to France for the UEFA Euro 2016 Championship. We were the only police force to have extended jurisdiction on the French railways.

July

A hard-hitting film was released to mark the launch of our **#realitycheck** campaign, aimed at discouraging trespass on the railway during the summer holidays.

August

In London, Night Tube began on the Victoria and Central lines, marking a significant moment for London and a huge operational change for BTP, with officers now patrolling London Underground throughout the night.

September

We announced plans for officers in Scotland to carry TASER devices to help better protect the public and bringing them into line with colleagues in England and Wales.



2016

October

We provided a specialist immediate response to an incident at North Greenwich station, in London, when an explosive device was left on a Jubilee Line train. We confirmed it contained suspicious components and worked alongside colleagues from the Metropolitan Police Service to provide a safe and proportionate response.

November

Tragically, seven people died and more than 50 were injured when a tram derailed and overturned near the Sandilands stop on the line between New Addington and Wimbledon, in south London. We worked tirelessly to identify those who lost their lives, support their loved ones and help the community start to come to terms with what happened.

December

The Scottish Government tabled the Railway Policing (Scotland) Bill, outlining its intention for Police Scotland to take responsibility for policing the railway north of the border from April 2019.

2017

January

A new team of Rail Pastors began working in the West Midlands. These specially-trained volunteers, who give their own time to support vulnerable and distressed people on the rail network, became the fifth team of its kind to operate in the UK.

February

Inspectors from **Her Majesty's Inspectorate of Constabulary** carried out an inspection to assess how legitimate and efficient BTP is and how well the Force is led – we are expecting the report to be published soon.

March

Thirteen of our finest police officers were honoured for their bravery and outstanding police work, receiving Awards of Excellence from the **BTP Federation** – the staff association that represents officers across the Force – at a ceremony in Cardiff.



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Countering the terrorist threat

Events at home and abroad provide a stark reminder of how severe the threat from terrorism is and that attacks can happen at any time, in any place, without warning.

In October 2016, we were among the first on the scene at North Greenwich station, in London, when an explosive device was left on a Jubilee Line train.

Officers from our **Specialist Response Unit** attended and confirmed that it contained suspicious components. They worked alongside the Metropolitan Police Service (MPS) and others to provide a safe and proportionate response to the incident, in which, thankfully, no one was injured.

More recently, in March 2017, our teams played a critical role in London's response after a vehicle was driven into pedestrians on Westminster Bridge, killing four and injuring 50. MPS officer PC Keith Palmer, who was on duty at the Palace of Westminster, also died in the incident.

In a separate incident in Whitehall, London, in April 2017, BTP armed response vehicles were deployed in an operation to find and arrest a man suspected of preparing terrorist acts.

We delivered 235 Project Griffin counter terrorism awareness sessions to almost 4,000 rail staff





We have long been aware of the threat from international terrorism, which has been set at 'severe' since August 2014, meaning an attack is highly likely. It was raised to 'critical' for a short time in the wake of the Manchester Arena attack in May 2017. In that time, we have expanded and consolidated our Specialist Operations team, strengthening our capability to prevent and respond to the threat. On New Year's Eve 2016, we began to deploy armed police officers on London Underground trains to move between stations. Between then and the end of March 2017, 1,495 on-train patrols were carried out, providing a strong deterrent to would-be terrorists and a reassuring presence for passengers using the network.

Testing and exercising

We have established a dedicated exercising and testing team, which aims to ensure we are ready and prepared to respond in the event of a terrorist attack. The team works with frontline police officers and rail industry colleagues to equip them with the knowhow needed to protect and support the public and keep the network moving.

We also played a key role in several exercises to test readiness and preparedness throughout the year, including the BTP-run Exercise Eleanor in May 2016, simulating a major attack with dozens of casualties and involving partners from London Fire Brigade and London Ambulance Service. We also played an integral part in planning and delivering Exercise Red Kite, which was organised by South Wales and Dyfed-Powys Police in June 2016, to test the emergency service response to an attack on a moving train.

We escorted and protected VIPs, including royalty and government ministers, on 517 occasions



Together we've got it covered

Project Servator – a style of deployments designed to deter, disrupt and detect crime, including terrorism – was adopted by BTP in December 2015 and conducted at railway stations throughout the country during 2016/17, with 350 deployments. A major part of the approach is the use of Behavioural Detection Officers, who are trained to spot unusual or suspicious behaviour. Our Project Servator team has worked hard throughout the year to train frontline colleagues in behavioural detection techniques, bolstering our capacity to disrupt criminal behaviour relating to terrorism, including planning for attacks by conducting reconnaissance on the rail network.

We love rush hour. It gives us 300,000 extra pairs of eyes.



Project Griffin

We support our rail industry colleagues, including freight operating companies, to ensure they are equipped to play a critical role in helping to secure the network.

Project Griffin is a bespoke counter terrorism awareness programme, delivered by a specialist BTP team. In 2016/17, they delivered 235 sessions to almost 4,000 delegates in over 50 locations, including London, Birmingham, Leeds, Manchester, Cardiff, Glasgow and Edinburgh. Project Argus, aimed at raising awareness at a management level in train and freight operating companies, simulates a terrorist attack, enabling delegates to test their emergency plans and procedures. We delivered 12 Project Argus sessions to more than 200 industry managers in 2016/17.

These sessions help to give us extra eyes and ears across the railway network, including at stations and depots and on trains. An example of this is when a man tried to buy an unusually large quantity of chemicals at a pharmacy at a London station. The shop assistant, who had attended a Project Griffin session, became suspicious, refused to sell him the quantity requested and contacted us. Our officers stopped the man before he left the station and began an investigation, all thanks to a member of staff who had been given the confidence, through Project Griffin, to trust their instincts and report their concerns.

VIP protection

As well as protecting people who travel and work on the railway, our Specialist Operations team is also responsible for protecting VIPs as they move around on the network. Trained officers are responsible for escorting and protecting royal, ministerial and diplomatic passengers as they use the railway. Between January and December 2016, our special movements team was called upon on 517 occasions, including for 14 Royal Train movements, to provide this specialist service.

Being prepared

Supporting our frontline Specialist Operations team, is our Business Continuity team. It was responsible for creating and managing more than 250 business continuity plans across BTP in 2016/17, placing us in a strong position to respond to and deal with unplanned events that could disrupt our ability to deliver services.

Alert not alarmed

All of this activity is designed to ensure BTP is in the best possible position to manage and respond to the threat from terrorism to the rail network and beyond. We ask the public to be alert but not alarmed. We are working with our partners to do everything we can to help protect the public and the rail network and are constantly reviewing our security measures and activities to reflect where the threat exists and the level of threat we face.



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Protecting people from harm

Millions of people use the railway in England, Scotland and Wales every year, and a fundamental part of our job is to protect them from harm.

More and more, we are responding to people whose mental health is at breaking point. We help them to access support and take the first steps on the road to recovery. In 2016/17, the number of calls for service we received where someone was experiencing mental health crisis or was suicidal and needed help (9,546), outweighed the number of violence with injury offences, sexual offences and robberies we recorded (9,264).

We are also identifying a growing number of vulnerable people, who view the railway as a place of safety or use it to escape the circumstances they find themselves in. In 2016/17, we identified 1,314 adults at risk for one reason or another, at railway stations across the country (in addition to those identified as in mental health crisis or suicidal circumstances).

We carried out assessments in relation to each, resulting in 359 people, who were considered to be in need of local authority adult care services to help protect them from harm, being formally referred.

Just over 800 people were identified as being at risk of harm from domestic abuse. In all of these cases, we provided information to local authorities and police forces and other safeguarding partners to support efforts to reduce the risk of harm to them. There were also seven instances where we believed someone to be a victim of or at risk of human trafficking. Again, in those instances we worked with partner agencies to ensure all appropriate safeguarding measures were taken.



In 2016/17, we dealt with 4,921 cases where there was concern that a child may be at risk. This is an increase of just over a quarter compared with 2015/16. The cases we dealt with included 1,620 instances where a child had run away or been reported missing and 417 where a child was believed to be at risk of sexual exploitation. We referred 2,683 of these cases to local authorities, local safeguarding children boards or multiagency safeguarding hubs for further action to safeguard the child from harm.

Keeping people safe from harm can't be done in isolation. We take a collaborative approach to this important responsibility with the rail industry, public services, the private sector, academia and voluntary organisations.

In 2016/17, we formed an independent scrutiny panel, which scrutinises what we do and makes recommendations to help us improve the service we provide.

Since 2015, we have joined forces with **Railway Children** charity to raise awareness among BTP employees and people working across the rail industry of how to identify and protect those at risk on the railway. The aim is to create a national safety network for vulnerable people.

The **Safeguarding on Transport (ST) programme** initially focused on working with children but was widened out to include a focus on vulnerable adults as well after the approach was so successful. The programme provides training for safeguarding champions who then go on to deliver training to others in their organisation, helping them to know what to do if they encounter a vulnerable person. So far, we have worked together to train 294 champions across the country.

1,837 life-saving interventions were made by BTP and local police officers, rail staff and members of the public



Suicide prevention

There is still a perception that the railway is an effective means of taking one's own life. This is despite evidence that it's not as lethal as some might imagine and can instead result in people, who intended to take their own life, being left with permanent, life-changing injuries. In 2016/17, 132 people were injured during a suicide attempt on the railway in England, Scotland and Wales, 85 of them seriously.

Sadly, our police officers and people who work on the railway encounter suicide and attempted suicide every day. In 2016/17, we received 9,546 calls for service where someone was reported as displaying, or believed to have had, suicidal tendencies or was in mental health crisis. Together with our colleagues in local police forces, this led to 2,577 detentions on the railway under mental health legislation in England, Scotland and Wales. 2,340 people were also referred to local authorities in England under the Care Act 2014 due to them being at risk of self-neglect.

Life-saving interventions

Our police officers and colleagues in local police forces, together with rail staff and members of the public, made 1,837 life-saving interventions, physically preventing people from taking or attempting to take their life on the rail network. This represents a 45% increase in life-saving interventions compared with the previous year, when 1,269 were made.

By working hard to identify people in crisis and prevent suicide and attempted suicide on the railway, we are not only carrying out our most important function – to protect life – but also helping to keep the network running for everyone. Every suicide on the railway costs the UK economy an estimated £1.7m. The life-saving interventions made in 2016/17 represent a cost to the nation of £3bn being avoided and, similarly, some £390m for the rail industry in operational costs and penalty payments being avoided.¹

For the second year in a row, we have seen a reduction in suicides and suspected suicides on the network, including national rail and London Underground – 290 people died this way in 2016/17 compared with 305 in 2015/16 and 326 in 2014/15. This represents a decrease of 11% over two years. Despite a growing rail network, this has also led to a three per cent decrease in disruption related to incidents where there has been a fatality, compared with 2015/16.

Suicides on the rail network decreased by 11% in the last two years

Support and signposting

Our Suicide Prevention and Mental Health teams, which bring together police officers and staff and psychiatric medical professionals, continue to signpost individuals to support and put in place suicide prevention plans for vulnerable individuals – 1,928 in 2016/17. We have introduced a foot patrol function in London, which involves a police officer and psychiatric nurse patrolling the network aiming to identify people who are in crisis or vulnerable and need support. They also respond to calls to help other frontline officers dealing with people in crisis. This has helped to avoid inappropriate detentions under mental health legislation and ensure the right decisions are made to support the individual and protect them from harm.

In 2016, we worked with **College of Policing**, **Samaritans**, **Papyrus**, academics and third sector organisations to produce, for the first time, guidance to support police officers across the country in tackling suicide and helping people in mental health crisis. We also established, with partners, a process to identify areas where there have been a number of suicides and coordinate activity with local health and social care partners to prevent similar incidents in future.

National contribution

Although our teams' work often goes unseen, their efforts were recognised in September 2016, when, along with partners from Network Rail and Samaritans, they were awarded the Charity Times' corporate social responsibility project of the year award. This recognised the partnership's work to share best practice in helping people in mental health crisis and raising awareness and understanding of suicide.

The same month, Mark Smith, our Head of Suicide Prevention and Mental Health since 2013, was recognised at the National Rail Awards for his outstanding personal contribution to saving lives on the railway. He also received a Member of the Order of the British Empire (MBE) award in the Queen's birthday honours in June 2016, in recognition of his services to policing.



#WeStandTogether

Tackling hate crime

In 2016/17, we recorded 2,756 hate crime offences – an increase of 23% compared with the previous year.

We attribute this increase to a number of factors. Over the year, we saw increases in incidents being reported immediately after significant national and international events, which seemed to motivate offenders to voice hostilities towards others, particularly people who they believe represented certain ethnicities or religions. For example, we saw increases following the EU Referendum in June 2016 and the terrorist attack involving a lorry in Nice, France, in July 2016. That month, like many other police forces, we recorded previously-unseen levels of hate crime, with more than 300 offences.

Another influencing factor may also have been our continued efforts to encourage people to report hate crime. In May 2016, we launched the **#WeStandTogether** campaign, which demonstrates our solidarity with people affected by hate crime and our commitment to support them. A month later, the campaign received a huge boost in London when Mayor of London Sadiq Khan, the Metropolitan Police Service, City of London Police and Transport for London

joined the campaign as part of our partnership working arrangements to tackle hate crime in the capital.

Throughout the year, our teams held hundreds of awareness-raising events. We also took part in National Hate Crime Awareness Week activities across the country in October 2016 and, in February 2017, Greater Manchester Hate Crime Awareness Week.

We recorded 2,300 hate crimes motivated by racism, making up the largest proportion of all hate crimes we recorded in 2016/17. Despite efforts to encourage reporting, we still believe under-reporting is an issue. We recorded 67 disability hate crimes in 2016/17, but we believe more will have taken place and encourage anyone who is affected by hate crime – either as a victim or a witness – to report it.

We also know that nearly 40% of the victims of hate crime we supported in 2016/17 were rail staff. Incidents often happen after an initial dispute and can happen more than once to the same member of staff. Since March 2016, we have carried out risk assessments after all hate crime incidents, whether the victim is a member of the public or rail staff. For rail staff, this helps

us to identify when they could benefit from additional support from their employer, conflict management training, or being supplied with a body-worn video device. We work with train operating companies to facilitate this.

At BTP, we're proud that our officers and staff come from all walks of life and we believe everyone has the right to travel safely. The majority of people using and working on public transport will be safe and secure, but we won't tolerate behaviour where someone is made to feel uncomfortable on their journey. We'll continue to work with our partners across the country to increase awareness of what hate crime is, encourage people to report it, and bring offenders to justice.



6

Helping to keep the network running

When we began to see an increase in disruption on the railway, working with our partners to reduce the impact it has on passengers, the industry and the wider economy became even more important.

This important area of work is coordinated by the National Joint Disruption Programme (NJDP) – a joint BTP and **Network Rail** taskforce. It was formed to establish an improved and more joined-up approach to managing disruption.

Together, we use detailed intelligence reports, provided by a team of analysts, to come to a more in-depth understanding of disruption issues and look for ways to prevent incidents from happening. This supports the work of the officers we have embedded with Network Rail to act as a single point of contact, provide specialist support during incidents and work with colleagues in both organisations, including frontline officers, to find solutions to problems.

On the ground

We have officers on the ground with Network Rail's Mobile Operations Managers, conducting joint patrols to deter and prevent disruption incidents. When an incident happens, they work together to provide an efficient, joined-up response.

We are confident these measures and continued joint working are already having an impact. Despite there being an overall increase in disruption incidents in 2016/17, we have seen a reduction of almost 10% in the most disruptive incidents, incurring delays of more than 3,000 minutes, compared to the year before.



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Pride in our professionalism

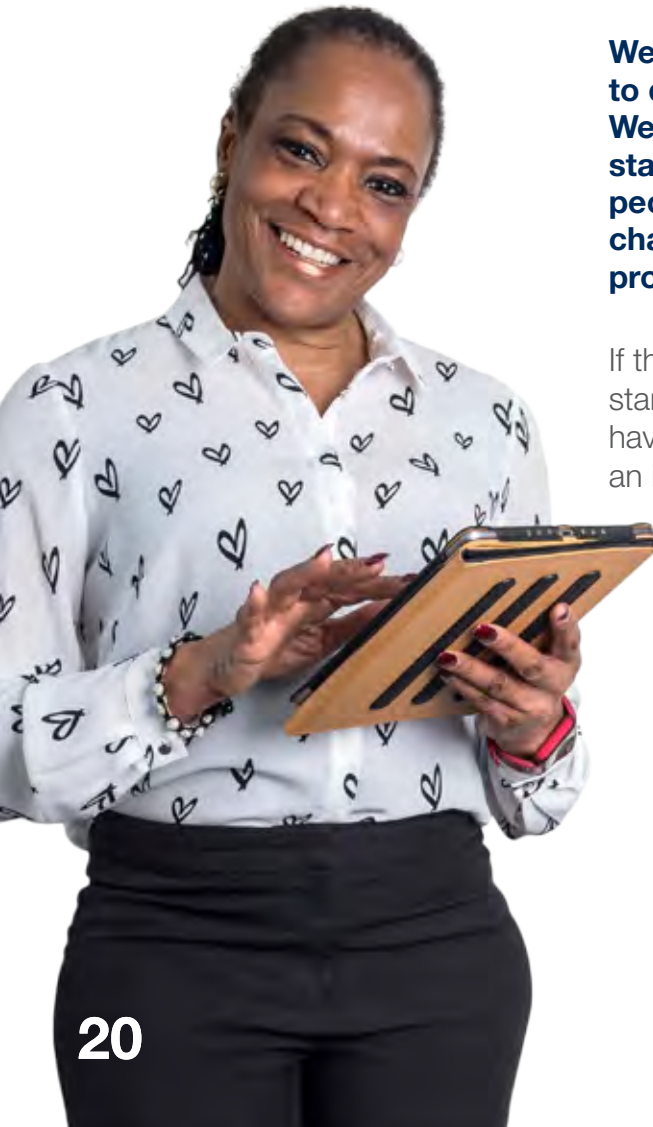
We want the people we serve to trust us to deliver a professional policing service. We strive to maintain the highest professional standards in all that we do. We trust our people to do a difficult job, often in challenging circumstances, with complete professionalism.

If their performance falls short of the high standards we expect, we want the public to have the confidence to report this to us so an investigation can be carried out.

Data from the **Independent Police Complaints Commission (IPCC)** shows that we receive a low number of complaints per 1,000 employees. The **most recent data** shows that only 133 complaints per 1,000 employees were recorded for the whole of 2016/17 – less than any of the other 43 Home Office police forces.

Once we have investigated a complaint and reached a conclusion, a relatively small proportion of our decisions are overturned by the IPCC through appeal processes. When this happens, we review the circumstances and seek to make improvements in the future – this can often simply involve conversations with managers or making changes to policy and practice.

BTP is one of the least complained-about police forces



Change of approach

Responsibility for investigating complaints against our police officers and staff, and upholding our high standards of professionalism, lies with our Professional Standards Department. In 2016/17, the department began to focus more on developing a learning and improvement culture with our employees.

To support this approach, the department delivered 75 training sessions to over 1,000 police officers and staff. The sessions covered a wide range of topics, including the Code of Ethics, expectations of officers and staff, awareness of the risks involving social media, corruption and abuse of position and organisational and personal ethics.

In 2016/17, our misconduct hearings were opened up for the public to attend for the first time, with proceedings led by an independent, legally-qualified chair. This was a significant change in practice and helped to improve our level of transparency. We now list **forthcoming misconduct hearings** on our public-facing website and employee-facing intranet, and publish the outcomes alongside the chair's written determination.

Learning culture

We continue to promote a supportive, learning culture, where we acknowledge outstanding professional behaviour, reinforce the standards of conduct we expect and share lessons learned from misconduct investigations to not only maintain, but raise standards. By doing this, we aim to evidence our commitment to the highest professional standards and give the people we serve the utmost confidence that these will be upheld.



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Listening to our customers

Understanding the needs of passengers and rail staff and knowing they have confidence in the service we provide is extremely important to us.

We use surveys and consultations to help identify issues that have an impact on how confident and secure people feel when using the railway. We use the results of those – and general feedback from the public, the rail industry and other partners – to take action to address any concerns and work together at a local and national level to make improvements.

Passengers' confidence in BTP

The confidence passengers have in the work we do is measured using the **National Rail Passenger Survey** (NRPS), carried out biannually by Transport Focus. The NRPS asks rail passengers how they feel about their personal security while using the rail station or on the train, which helps us to understand

how we can better focus resources to improve passenger confidence. Findings from the latest NRPS (Spring 2017) reported a passenger confidence level of 78%, which means nearly eight out of 10 passengers would describe their experience as positive.

From listening to passengers' views and feedback, we developed a series of targeted action plans focused on increasing public confidence. These included a variety of engagement activities aimed at reassuring passengers and letting them know how we have responded to their feedback. As a result, we saw passenger confidence increase at just over half of the 37 target stations. We also responded to the public's desire to see a police presence on late-night trains. We implemented Operation Shepherd, which saw officers patrolling 'last train home' services to tackle violence and antisocial behaviour and reassure passengers.

In response to lower confidence levels in passengers aged between 16 and 25, we worked with policing and rail industry partners on Merseyside to hold daily surgeries at four universities advising students on how to travel safely. We have also worked with charities to help people with disabilities gain confidence while travelling.



Annual public consultation

It's important that we ask the public what they want us to focus on so that we can use that information to shape our annual policing plans. We ask the public once a year what they think our priorities should be. This provides an opportunity to feedback views on railway policing directly to us. We then adapt how we police to address those priorities and meet the public's needs.

Our latest public consultation, held in late 2016, received 1,959 responses from the public, which revealed similar findings to previous years. Antisocial behaviour, a greater police presence in the evening and late at night and increased general visibility of uniformed police officers, were the top three policing priorities that the public want us to focus on.

Terrorism, violent crime and crime-related disruption on the railway were also considered to be high policing priorities. The public also said they wanted us to communicate more with them and improve how we work with partners.

Nine out of 10 people who responded said they were aware of BTP and our specialist role in policing the railway. Almost half had heard of our service that enables the public to text us to report crimes and incidents that don't need an emergency response. This reflects an increase in public awareness of our **text 61016** service compared with the previous year.

We use the findings to inform our policing plans and priorities for the coming year and to help shape our local action plans to improve rail passengers' confidence in BTP.





Rail staff confidence in BTP

Every year, we carry out a survey of members of rail staff. This helps us to understand how they feel about their personal security while working on the railway and their views on what we can do to help improve this. Almost 6,000 responded to the 2016/17 survey, held in spring 2016.

The results revealed that six in 10 members of rail staff feel confident about their personal security at work. Nine in 10 said that they felt we would treat them with respect.

We use the results to make recommendations for action by various local teams and departments across BTP to address the issues raised. An example of this was a recommendation to improve partnership working between BTP and rail staff to tackle antisocial behaviour and alcohol-related disorder on the network. In November 2016, with Network Rail and the Rail Safety and Standards Board (RSSB), we launched the **Keep a Clear Head** campaign to raise public awareness of the consequences that being under the influence of alcohol when using the railway can have.

Confidence in BTP when you have been a victim of crime

Every month, we carry out phone interviews with people who have been a victim of crime on the railway to measure how satisfied they are with the service we have provided. We ask them how easy it was to contact us, how satisfied they are with the actions we took and how they were treated.

In 2016/17, 78% of victims of crime said they were satisfied with our overall service. This is a decrease compared with the previous year (81%). However, nine out of 10 were positive about the way they were treated by our police officers and staff and said they were satisfied with how easy it was to contact us.

The results of our surveys are used to recommend improvements that can be made when we have fallen short of the high standards of service we expect. We ask for more information about why the person is dissatisfied and ensure action is taken to address the cause and learn from what went wrong to improve the service we provide. This will remain a key area of focus for us in 2017/18.

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Designing out crime

Building and maintaining positive relationships with the rail industry is an important part of our work. Alongside the many other benefits this brings in reducing antisocial and criminal behaviour and disruption, and building confidence, it enables us to work with the industry to 'design out crime'. This is when effective design and other preventative measures, such as gating, fencing, tactile paving, lighting and CCTV, are used to combat crime at railway stations and elsewhere on the network.

Our Crime Reduction Unit's team of Crime Prevention Design Advisers guide the industry. This could be at the early stages of new build or refurbishment projects to make them unattractive to criminals and to keep people safe. Or it could be or after a crime, fatality or other type of incident to put measures in place retrospectively.

The team has been involved in a number of significant design projects, including redevelopment work at Liverpool Lime Street, Glasgow Queen Street, Abbey Wood and Wolverhampton railway stations. They advised on the design of a new cycle hub at Cambridge station, and the closure of a footpath in Swanley, Kent, which led to a drastic reduction in antisocial behaviour in the area. They have also helped Network Rail secure funding to install fencing at the end of platforms in Kent and Sussex to help keep people safe and away from the tracks.

In 2016/17, the team attended 327 locations following a fatality or serious injury to assess the area and compile a report for the relevant train operating company or Network Rail, including recommended measures that could help to prevent or reduce the chances of a similar event happening there again.

The team is also working with the Department for Transport to review the Secure Stations scheme, which was first launched in 1998 and sets station design and management safety standards for crime reduction at overground and underground railway stations.

We recommended measures to prevent fatalities or injuries at 327 locations



10 Complementing our resources

We are lucky to work with a range of exceptional people who are willing to give their time and skills freely to support our police officers and staff and the rail industry as a whole.

Collectively, they sit within our Complementary Policing team and include our Special Constabulary, Police Support Volunteers, Volunteer Police Cadets and Rail Safety Accreditation Scheme (RSAS) staff.

This expanding capability is helping us to grow a uniformed presence on the rail network, increasing both passenger and rail staff confidence.

Special Constabulary

We have 334 officers in our **Special Constabulary**, who volunteered an incredible 101,000 hours of their time in 2016/17 to help keep the public safe and the rail network moving.

These dedicated people are trained officers who wear the same uniform as police officers and have the same powers and equipment, but provide their service on a voluntary and part-time basis.

They provide extra resilience to our policing capability, working alongside regular police officers performing the same role, responding to crimes and calls to help vulnerable people and those in crisis, as well as policing events.

334 specials volunteered an incredible 101,000 hours of their time



In 2016/17, they policed numerous high profile events attracting thousands of visitors, including the London Marathon in April, the Epsom Derby in June, Brighton Pride in August and the Blackheath fireworks display in November. For some events, our Special Constabulary takes complete responsibility for the policing operation, freeing up our regular police officers to go where they're needed most.

In January, the important role our Specials play was recognised when Special Sergeant Mark Walder, who also volunteers for his local ambulance service in Sussex, was awarded the British Empire Medal (BEM) in recognition of his services to policing the railway.



Police Staff Volunteers

Our cohort of **Police Staff Volunteers** has grown significantly, with 70 working across all departments throughout the country. Together, they contributed an outstanding 7,000 hours of their own time in 2016/17.

Our volunteers get involved in a range of activities, including supporting our Neighbourhood Policing Teams with delivering crime prevention advice to helping to put together CCTV packages for police officers.

They are also responsible for managing a new scheme to facilitate work experience placements with BTP for students aged between 14 and 18. To date, almost 50 students have passed through our doors, gaining experience across a range of departments and taking with them an understanding of what it's like to work for a national police force.



Employer-Supported Policing

We receive magnificent support from over 200 companies which have signed up to our Employer-Supported Policing scheme. This sees firms that employ officers from our Special Constabulary and our cohort of Police Support Volunteers give them paid leave to undertake their voluntary duties or training.

The scheme is supported by a number of rail industry partners, including Network Rail, Virgin Trains East Coast and Southeastern, and some of the UK's largest employers, including Argos, ASDA, British Airways, British Gas, BT, Direct Line and Tesco. At BTP, we encourage our own police staff to volunteer their time, matching the amount of their own time they volunteer to the Force with time away from their normal duties.



Volunteer Police Cadets

2016 was a fantastic year for our **Volunteer Police Cadets** – a voluntary uniformed group for people aged between 13 and 18 who are interested in making a difference to their communities.

In August 2016, they joined more than 180 cadets and leaders representing 15 police forces from across the UK at the CadetFest event, hosted by Lancashire Constabulary. They took part in eight challenges as part of a competition to find the country's best group of cadets. Our Cadets were crowned the winners in their first year of entering the contest. In true Eurovision Song Contest style, as winners, we hosted the competition in July 2017.

Since the scheme was established at BTP in 2015, we now have almost 60 Cadets volunteering with us – 27 in London and 31 in Birmingham – led by police officers and police staff, who give their own time to lead, inspire and motivate the groups.



Rail Safety Accreditation Scheme (RSAS)

RSAS goes from strength to strength, with 259 uniformed personnel working with 13 train operating companies. The scheme enables us to accredit employees of organisations involved in railway safety and security and with enforcement powers to help tackle antisocial behaviour and public nuisance. Accredited partners provide a highly visible, uniformed presence on the railway and are able to exercise limited powers in some circumstances, helping our police officers to concentrate on other frontline duties.

58 under-18s make up our Volunteer Police Cadet groups in Birmingham and London

Independent Advisory Group (IAG)

Our IAG is made up of five individual groups from across the country. They play a crucial role as a critical friend to BTP, advising us about areas of good practice and what we can do better.

In 2016/17, group members attended 49 events to observe our policing style and to meet police officers and staff involved. They also carried out visits to our custody suites and advised us on our approach to the opening of London's Night Tube.



Our people

2,886

334

304

1,573

police officers

special officers

police community
support officers

police staff

266 (9%) of our police officers, 45 (13%) of our special officers, 52 (17%) of our police community support officers and 346 (22%) of our police staff are from **ethnic minorities**.

551 (19%) of our police officers, 61 (18%) of our special officers, 82 (27%) of our police community support officers and 796 (51%) of our police staff are **women**.

These figures represent a snapshot in time. They were collected on 31 March 2017.



Our budget

We have agreed an overall gross budget of £274.9m for 2017/18 with the British Transport Police Authority.

Of the overall gross budget, £227.5m is for core overground policing and £47.4m is for core underground policing.

Other income, including Enhanced Policing Service Agreements, is £19.9m.

A drawdown of reserves has also been agreed at £1.12m.

Here when you need us

Report it



Text **61016** to report incidents on your train or at a station, or call us on **0800 40 50 40**. In an emergency, always call **999**.

Interact with us



Follow **@BTP** for updates or **find who to follow** in your area.



Get the latest news and updates and find out more about what we do.



See our people (and dogs) in action



Find out more about us btp.police.uk

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Closing thoughts from the Authority

The environment British Transport Police operates in continues to be very challenging. The Authority is confident that BTP is working effectively to keep the people who travel and work on the railway network in England, Scotland and Wales safe.

All the members of the Authority are immensely proud of BTP's work over the past year, and especially the way it reacted to the recent terrorist attacks and the Croydon tram derailment. The professionalism, dedication and expertise displayed by the police officers, police community support officers, and staff, has been magnificent.

Moments of extreme crisis and tragedies, such as the Manchester and London Bridge terrorist attacks, highlight the importance of the organisation to the effective running of the rail network.

Earlier this year, the Authority published the **new-look policing plans**, based on the new performance framework. This will ensure BTP focuses on the right areas and issues in order to deliver on its core strategic objectives of tackling crime, minimising disruption and promoting confidence.

This move is the first step in updating the Authority's overall strategy for BTP, with a view to transitioning to a new one for 2018-2021. Throughout this process we will consult rail operators, staff and passengers, as well as BTP, as it is only with your continued support and confidence that we can provide the high quality of service you expect.

Mark Phillips
Interim Chair
British Transport Police Authority



World class specialists – helping
the nation's travelling public get
home every day safe, secure
and on time.



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