

2019/20

ANNUAL REPORT

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PERFORMANCE



BRITISH
TRANSPORT
POLICE



Annual Report 2019/20

Context of this report

Section 56 of the Railways and Transport Safety Act 2003 requires that, as soon as reasonably practicable after the end of each financial year, the Chief Constable of the British Transport Police (BTP) shall submit to the Authority a report about the policing of the railways in that year. The Chief Constable shall publish a report submitted by him under this provision.



Chief Constable's Review of The Year

I am pleased to introduce my Annual Report for 2019/2020, a year in which the majority of activity was undertaken in the pre-COVID-19 context but saw the crisis strike in March 2020. The final part of the year was dominated by the substantial changes which that brought about. BTP worked at pace to ensure that English, Scottish and Welsh guidelines and new legislation were smoothly introduced on the rail and London Underground networks, protecting rail staff and essential workers who needed to travel. A national Gold Strategy and Command structure was immediately put in place.

BTP worked closely with its partners including Local Resilience Forums and National Police Chiefs' Council. Extensive liaison also took place with the rail industry, in particular Transport for London, Network Rail and the Rail Delivery Group.

A substantial amount of personal protective equipment was obtained for frontline staff so they could be as safe as possible while carrying out their essential duties. A great deal of work was also carried out by BTP's Technology team so that those employees who were required to work from home could keep in touch with the organisation and continue to work productively.

BTP's staff abstraction rate due to COVID-19 has been consistently low and an enhanced internal communications

programme, including a COVID-19 microsite and twice-weekly calls from the Chief Constable to all line managers have operated effectively.

Both policing and the transport network had to quickly react to the crisis caused by COVID-19.

I would like to begin this report by stating how proud I am of all BTP officers and staff for the way in which they rose to this unique challenge and played their part in protecting essential workers and rail staff, successfully keeping the vital transport system running.

Although the railway experienced growth in passenger use in the first three quarters of 2019/20, the build up to the national lockdown in March resulted in the largest fall in passenger usage since current records began in 1994/95. Demand for policing services changed, reducing in some areas but growing in other ways. Uniformed officers and staff have been deployed across the network to engage with passengers and offer reassurance and guidance. We have also been focused on protecting vulnerable people who may have been impacted by the crisis in some way, as well as deterring and capturing those who seek to exploit the crisis for criminal gain.



It is with a deep sense of sadness that shortly after the period covered by this report, we joined the many throughout the UK who have tragically lost colleagues, friends and relatives to the COVID-19 virus. Our condolences remain with the family and friends of our dear colleague, DC John Coker, who we sadly lost in April this year – he stays in our thoughts and hearts.

For the first three quarters of 2019/20 the Force made considerable progress in key operational areas. This report outlines in more detail our progress against our four strategic objectives – protecting people, reducing delays and disruption, building a skilled workforce and providing value for money.

Protecting people will always be our top priority.

Preventing terrorism, managing the risk and acting decisively where incidents occur is a cornerstone of that approach.

We made strong progress in some of our improvement activities in this important field, deploying more resources in our Special Operations command, but less progress was made in our ambitions to explore, test and invest in technology that we believe can support preventative effects.

'County Lines' termed crime, where by Organised Crime Groups take advantage of the rail network to transport drugs and

cash into less populated areas, often using violence and coercing children and vulnerable adults, is a crime activity which we continue to prioritise. We are committed to tackling these serious crimes head-on.

Last year, recognising the major proactive role our officers play in the wider national effort to tackle this problem, the Home Office awarded us a £1million grant to ensure this work continues. This has enabled us to significantly step up our approach and in December 2019, we established a new County Lines taskforce. Due to the subsequent successes of this taskforce the Home Office committed a further £3.3million for its work in 2020/21.

At the beginning of 2019/20 we implemented our new ways of working following the BTP2021 review of Public Protection. Our Force-wide functions that support Public Protection, Vulnerability, Suicide Prevention and Safeguarding now work under a single command. These changes will ensure we continue to deliver more resilient and consistent specialist services to those who most need them.

I very much welcomed the report by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), who had been commissioned by the Minister of State for Transport to inspect and assess our ability to work with the rail industry to minimise disruption on the network.

The inspection was an opportunity to showcase the specialisms of BTP and the extremely good work happening across the Force. It provided us with a means to demonstrate our professionalism, unique knowledge and skills base, as well as the added value we bring to Britain's rail industry.

I describe our unique approach and policing culture as the 'Transport Policing Ethos' – delivering high-quality professional policing in a way that maximises the positive impact we can have on the running of the railways. Not only striving for a safe (low crime) and secure (high perceptions of personal safety) railway, but one that is reliable. We see that as an important public outcome that adds value to the economy, social inclusion and mobility.

Our understanding of disruption issues – whether caused by people in precarious positions, trespass (particularly by children and young people), fatalities and level crossing incidents - is greater than ever. I am pleased that HMICFRS recognised our far-reaching expertise in this field and our unique responsibilities as a Force.

Amongst its findings, the inspection identified a need for more preventative activity, and drew attention to the need for greater cross-industry effort in response to prevention recommendations made by the Force, as well as the need to improve

understanding of BTP's primary public safety functions within other policing and law enforcement organisations across Britain. An important part of our on-going focus must be improving communication and demonstrating action in these areas.

Prevention and problem-solving are at the heart of our approach.

Good progress began on some long-standing challenges such as trespass and fatalities, as well as the very difficult issue of incidents involving a small, yet significant, minority of travelling football supporters. On the latter, I was grateful for the personal support of UK Government Ministers in bringing together interested parties and seeking a collaborative and innovative set of solutions. These included proposals for a ticketing scheme that offers flexible benefits to football supporting passengers and enabling better stewarding, thereby improving the experience of rail staff and other passengers on those services. Progress on this innovative potential solution has slowed in pace during the COVID-19 period and it will be important to reinvigorate efforts to ensure we do not lose the early enthusiasm in the benefits of this initiative.

Throughout 2019/20 the Force faced challenges in maintaining its full police officer establishment; in part due to a reduction in the Force budget of £4.8m part way through the year. This affected some recruit intakes. In addition, recruitment and retention of officers in BTP was affected by the launch of the Home Office uplift programme aiming to recruit 20,000 additional officers into geographical police forces supported by a comprehensive national recruitment campaign. BTP was not included in this programme or given additional funding to support its own growth ambitions.

Furthermore a few officers were attracted into roles in the rail industry where salaries can be substantially higher than those paid to police officers. Both of these factors resulted in the attrition of BTP officers and exacerbated the position caused by the reduction of in-year funding.

Though funding and resources reduced, the original objectives set for the Force and expectations of stakeholders remained in place. This put additional pressure on officers and PCSOs and to some degree affected the levels of visibility we were able to provide across the network.

I am incredibly grateful for the resilience and commitment of all colleagues in BTP during what was a very challenging period.

Moving forward, it will be important to establish funding arrangements that are more stable and consistent. It is crucial that funding agreements made with individual operators, for their contribution to policing, do not hamper the network-wide pooled policing model that is essential for the Force to operate effectively, maintain operational decision-making and direction and control for the wider good.



I am resolutely committed to maintaining our frontline policing numbers in order to be able to provide the level of service that is properly expected of us, both by the rail industry and passengers, as well as to meet the demands of the future. This is why we developed and actioned a recruitment and retention strategy, to help reduce turnover, increase recruitment and to bring resource levels back up to our required operational strength. I am pleased to report that, at the end of the reporting year we were very close to full police officer establishment.

Despite the breadth of challenges I have outlined, we also made significant progress in the objectives set out in our 2019/20 efficiency programme. We have also made inroads into future-year efficiency expectations. At the end of the year we had delivered £6.8m efficiencies against the target of £7.1m, with the remainder re-profiled for delivery in 2020/21.

I am immensely proud of the professional way in which our officers, PCSOs, Specials and police staff have responded to each of the operational and organisational challenges throughout this year.

Their dedication and continued commitment during some extraordinary events has been second to none, for which I truly thank them.

Paul Crowther CBE
Chief Constable
British Transport Police



Policing the railways

British Transport Police (BTP) is the police force for Britain's railways and is organised through five divisions. A Division comprises Force Headquarters (FHQ) and a range of centrally provided functions. BTP's FHQ is based in Camden Town, London and retains overall command of BTP's activity.

Territorial policing is delivered through three operational divisions which are subdivided into seven sub divisions. B Division, covering London and the South East of England, provides policing to the busiest parts of the railway and the majority of passenger journeys in Britain across East Anglia, the south coast and the capital, including London Underground and Docklands Light Railway.

C Division, covering the North, Midlands, South West and Wales is geographically the largest of the divisions, covering rail networks beyond the South East. It includes the policing of major transport hubs such as Cardiff, Bristol, Birmingham, Leeds, Manchester and Liverpool.

D Division, covering Scotland, is a unique division operating under Scottish law and legislation that requires dedicated officers to police their railways.

E Division operates across the network delivering specialist capabilities, including those targeted towards counter terrorism.

Though resources are organised on a day-to-day basis through divisional and departmental structures, policing is delivered through a network wide, pooled policing model.

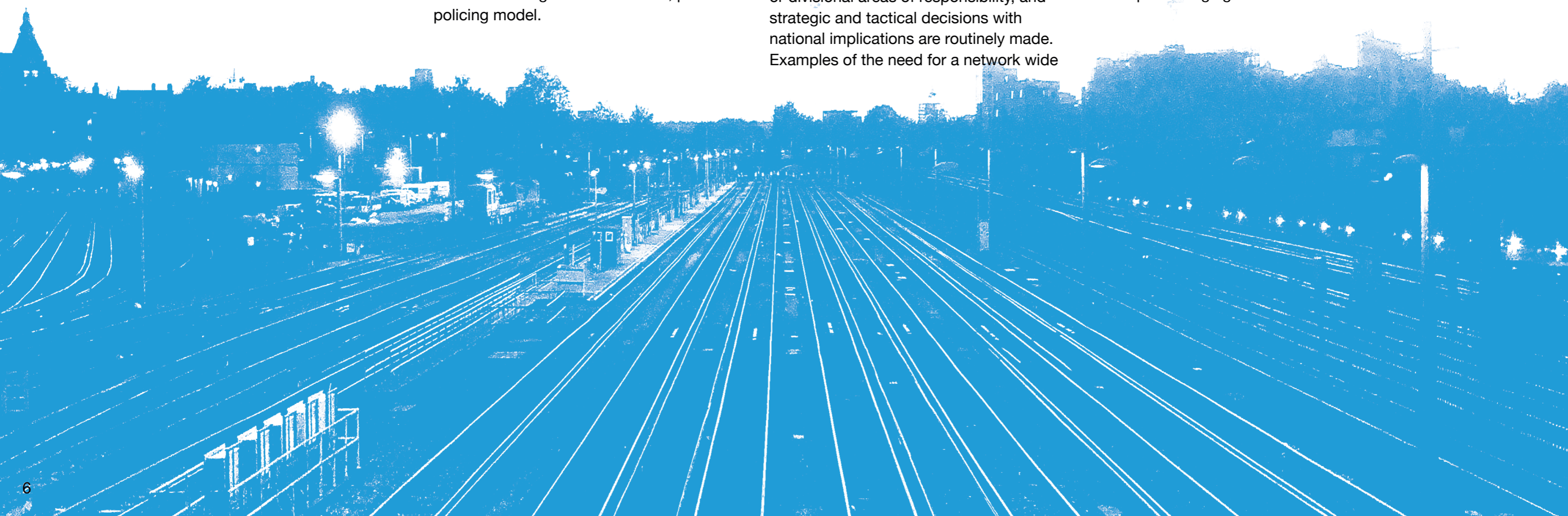
Unlike geographic police forces, BTP does not have a residential population. Instead the policing challenge relates to those issues that present within a transient 'population' comprising 3.2 billion journeys each year.

The rail network has no artificial boundaries and neither do criminals that operate upon it. Many offences and incidents are transient in their nature and it is well established that an incident in one part of the network can have far reaching knock-on or consequential impacts over huge distances and prolonged periods of time.

BTP resources are frequently deployed across local police stations, sub division or divisional areas of responsibility, and strategic and tactical decisions with national implications are routinely made. Examples of the need for a network wide

policing approach can be found in the assessment of risk relating to terrorism or indeed the approach to policing of travelling football supporters. In the case of the former, decisions regarding location specific risk must take account of the implications that will be felt elsewhere on the network, potentially transferring risk of a different type to other locations. Regarding the latter, thousands of supporters traverse the network on almost a daily basis and hundreds of BTP officers from disparate policing locations or divisions are deployed to keep the peace, many of which are required to provide travelling police escorts.

The budget for the Force is agreed by the British Transport Police Authority (BTPA) and is defrayed to rail operators under a complex charging model.



The majority of operators are required by statute to hold a Police Service Agreement with BTPA. A smaller but significant number of operators do not have the same statutory requirement and fund policing under bespoke arrangements. The BTPA also contracts with some operators through what are known as 'Enhanced Police Service Agreements' (EPSAs).

BTP's Chief Constable is responsible for the overall command, direction and control of the Force and is operationally independent. The Chief Constable is supported by a Deputy Chief Constable and five other Chief Officers: Assistant Chief Constable (Network Policing and Specialist Capabilities), Assistant Chief Constable (Public Contact and Specialist Crime), Director of Finance

and Commercial Services, Director of People and Culture, and the Director of Strategy and Change.

Prior to January 2020, an additional Assistant Chief Constable post was in place with responsibility for Territorial Policing. When the post holder left to take up another role the Chief Constable decided not to seek a replacement. Instead, the Territorial Policing and Specialist Operations portfolios were brought together into a combined Network Policing and Specialist Capabilities portfolio.

This was designed to ensure even greater collaboration and joint working between resources to deliver greater impact and outcomes.

The Force's internal governance network is built upon a hierarchy of controls. Stemming from the oversight of BTPA committees, sub-committees and working groups, financial and decision-making authorities are replicated throughout the Force's internal board structure. The Force Executive Board is chaired by the Chief Constable and meets monthly to review and act on the strategic challenges facing the Force. Exceptions are raised to this meeting through assurance reports provided by a range of subordinate boards, building a picture of compliance, delivery and emerging risks and issues.

Organisational and operational performance is overseen by the monthly Force Performance Board. This Board holds senior leaders to account for performance against the objectives within BTP's Policing Plan, as well as the most

critical Key Performance Indicators agreed for all operational and organisational support functions.

Progress against BTP's transformation programme (BTP2021) is detailed in the 'providing value for money' section of this report. There have been significant advancements in technology, with the delivery of modern mobile devices with advanced applications, in addition to a major enhancement to our computer network this year. Progress against BTP2021 is assured and managed through the Portfolio, Change and Investment Board, which is chaired by the Deputy Chief Constable.



The Strategic Context

Significant change across the strategic landscape for the Government, the railway and policing, occurred in the reporting year and is predicted in coming years.

The franchising landscape of the rail industry has changed considerably, at the same time as slower than predicted increases in passenger numbers. Broadly there are strong partnership arrangements in place with rail operators. Joint working and collaborations with Network Rail in particular grew even stronger in the year. Given that the majority of rail operators are required by statute to contribute to the funding of BTP, the financial context of the railway has understandably introduced additional dimensions into the relationships the Force has with stakeholders. At times, a desire to see the Force focus on very specific railway issues and perhaps less on core public safety policing, such as counter terrorism, County Lines and dealing with vulnerable people, is an area which requires constant balance and effective communication with stakeholders.

Prevention is at the core of what BTP does and is crucial in tackling many of the long-established policing challenges on the railway.

That requires combined action with operators and it will be important to actively explore how to ensure more of the prevention recommendations made by BTP's 'Designing Out Crime' officers are taken forward.

The Williams Rail Review may bring radical reform to the railway through an overhaul of the current railway operating model. This might present the opportunity to enhance the implementation of strategic prevention initiatives.

The UK Government's agenda of investing in public services and infrastructure across the UK will result in material change. On 6 January 2020, the Secretary of State for Transport committed to reinvigorating rail connections across the North East, with the Government confirming it will establish a £500m fund to explore reopening former routes, bringing benefits to communities which have lost vital transport connections. Plans under consideration involve major investments in new lines and services.

While these are multi-year programmes, it is clear that a much stronger focus on the North will form a key part of the UK Government's agenda.



The UK Government's commitment to increase police officer numbers by 20,000 in Home Office forces was confirmed with the police funding settlement for 2020-22. Announced on 22 January 2020, it saw funding to Home Office police forces increase by approximately 7.5% on 2019/20, the biggest increase in police funding for a decade. BTP does not benefit from these arrangements and the Medium Term Financial Plan for BTP funding is at a different scale.

The wider policing landscape is also changing. The Serious Organised Crime (SOC) Review, announced in October 2019, may propose a significantly different approach to the structure and funding applied to this area of policing. A Royal Commission to 'improve the efficiency and effectiveness of the criminal justice process,' announced in the Queen's speech in December 2019, may also impact on BTP as it interfaces with criminal justice structures across England and Wales.

Our [Strategic Plan for 2018/21](#) sets out our ambitions, addresses our priorities and tackles what matters most to the rail industry, their staff and passengers.

The vision and mission for the strategy will be delivered by:

- **Protecting and safeguarding people**
- **Reducing delays and disruption**
- **Providing value for money**
- **Building a skilled and specialist workforce**

Our annual report 2019/20 focuses on how we are performing against those four strategic objectives.



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.

Preparing for and preventing a terrorist attack on the railways remains a critical area of focus. In the period December 2015 to December 2018, there were six terror related incidents directly affecting Britain's railways.

During the year we have constantly worked with our partners to ensure that we are able to respond effectively if the worst should happen. On 29 October 2019, we held a major live exercise addressing a 'marauding multi person active firearms attack' on the Underground, known as Exercise Eleanor. As well as providing an opportunity to test our response, these exercises also provide an opportunity to invite observers from government and the rail industry to see at first-hand how we prepare for and respond to such scenarios.

During 2019/20 we have operationalised our new counter terrorism hubs in the Midlands and the North West.

These hubs are at the forefront of our counter-terrorism activity, enabling the Force to provide a multi-layered preventative posture and a swift and capable response to live incidents and emerging threats. Armed officers, specialist dog handlers and officers

specially trained in spotting the tell-tale signs of criminal and terrorist intent are integral to day-to-day operations, working alongside response and neighbourhood policing colleagues to provide a highly visible police presence on the frontline.

Our wider specialist teams in London and elsewhere ensure we appropriately manage risk, seeking to keep the railway running whenever it is possible and safe to do so, while maintaining the ability to rapidly respond and resolve incidents.

A national scarcity of trained firearms officers continues to present an ongoing challenge as we strive to ensure we have the requisite number and balance of capabilities. Differentials in pension transfer arrangements between the pension scheme of Home Office police forces and BTP has proved to be a barrier in some cases for the recruitment and retention of some transferee officers.

More broadly, the pension transfer anomaly represents a wider issue as it limits the potential for movement of officers and the transfer of skills and experiences between BTP officers and those from other forces. That does not appear to be in the long-term best interests of BTP or wider policing.



A capability gap analysis review carried out in 2018 identified a number of potential opportunities to utilise technology better in the preventative efforts to counter terrorism. A proposal to take forward exploratory work in this arena informed a funding bid made by the Force. We were unable to take this work forward during 2019/20 and it remains therefore an outstanding area of risk and need.

Incidents of crime on the railway have increased, in ways different to those in geographic forces.

The chances of becoming a victim of crime on the rail network remains low (22.7 crimes per million passenger journeys), and the chances of becoming a victim of violent crime even lower (1 serious violence crime per million passenger journeys).

Both of these rates have increased over recent years. However, that is a product of some rises in crime coupled with reductions in passenger numbers.

While there was an increase in overall reported crime - up 8% on the previous year - which equates to an increase of around 100 more crimes per week, it must be set against the context of 3.2 billion passenger journeys. The majority of crime reported to BTP are theft and damage-related offences.

Within the violent crime grouping, most reported offences fall under the category of common assault - for example minor

disagreements and verbal abuse - where no physical injury is sustained. In comparison with the position the previous year, serious assaults have decreased by 2%.

Throughout the year we have boosted our targeted intelligence-led patrols which have become even more relevant with the expansion of the night-time economy. Having more officers on the rail network later in the evenings has also played an important part in reducing public disorder offences which are down by 9%.

We have also increased our pro-active operational deployments under Operation Sentinel and Operation Defiant, aimed at deterring, disrupting and detecting violent crime and keeping the network safe for all users.

We secured positive outcomes for 478 (64%) of weapon-related offences and 1,800 (67%) of drug-related offences.

Tragically however, there were four homicides across the network during the year. Three of these involved the use of knives. Through the professionalism of our experienced investigators, arrests have been made in every case.

Earlier this year, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) recognised the excellent service delivered by the Force in tackling 'County Lines' across the nation.

Our commitment to assessing and responding to vulnerable rail users, and the training of rail staff on how to identify and deal with vulnerable people, were seen as outstanding examples of best practice.

Building on this success, in December 2019, we secured a Home Office grant to tackle 'County Lines' on the rail network and quickly established a national proactive taskforce. The impact of this has been significant.

Within the first four months alone, 276 people were arrested, £63,000 worth of drugs and £108,000 in cash seized, 38 weapons recovered and 11 referrals made for modern slavery offences.

This success has attracted further Home Office investment for the coming year, securing our dedicated proactive 'County Line' deployments throughout 2020/21.

We continue to place significant importance on tackling all forms of unwanted sexual behaviour and providing support to victims of these crimes. During the year we restructured our investigative capabilities and increased the number of specialist officers carrying out this work from 29 to 71, to help ensure that we can deliver the best service to victims nationwide.

Specialist officers continue to patrol the rail network in plain clothes to spot problems or find people who might be

committing offences. These experienced teams are successful in identifying and arresting known and wanted suspects. Similarly, we have enhanced the way we respond to known perpetrators of sexual offences by consolidating a team of dedicated officers to manage over 150 high-risk offenders. Through operational surveillance, this team has been successful in securing 52 risk management orders against offenders this year.

Protecting and supporting those who are vulnerable or at risk on the rail network has remained a key focus for the Force. We continue to see an increase in the number of vulnerable people in acute mental health crisis, with our officers responding to 2,804 more mental health related incidents than last year. Working in close collaboration with our embedded NHS psychiatric nurses, we remain committed to ensuring that we do everything we can to continue to help prevent harm and effectively support people with complex mental health issues.

During the reporting period a total of 2,233 life-saving interventions were made on the railway by our officers, rail staff, other emergency workers and members of the public.

MIND THE GAP

Our understanding and response to vulnerable people continues to improve. We have invested in additional training and guidance, both for officers and industry staff, to help them identify and recognise the different types of vulnerabilities.

This increased vigilance has identified 8,666 vulnerable children and young people, many being exploited by criminal gangs, leading to 100 more victims of modern slavery being safeguarded.

Through strong partnership working, we have strengthened our commitment to tackling all forms of hate crime experienced across the rail network. We have seen a four per cent reduction in the number of recorded racially aggravated incidents, but we are not complacent, and we continue to encourage reporting hate crime through our #WeStandTogether campaign. We work with our key stakeholders who provide valuable assistance in guiding our response.

Rail staff accounted for 26% of all hate crime victims in 2019/20, which is a one per cent reduction over the previous year.

You can find all our crime and performance statistics for the year 1 April 2019 to 31 March 2020, on our [website](#).



What we have achieved

- Denying criminals use of the railway through our County Lines Taskforce.
- Restructured our investigative capabilities to be more efficient, effective and productive.
- Increased the number of specialist sexual offences investigation officers from 29 to 71, to ensure we can deliver the best service to victims nationwide.
- The Workplace Violence Strategic Group reports workplace violence as being down by two per cent, meaning 150 fewer offences.
- Public order offences affecting rail staff are down seven per cent, meaning 305 fewer offences have been reported.
- Serious Assault offences have decreased by two per cent, meaning 64 fewer offences.



Reducing Delays and Disruption

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

The demand for UK rail services has more than doubled in the last 20 years. Disruption on the network affects the daily lives of passengers and the rail industry, both operationally and financially. That is why it is more important than ever that BTP works together with rail industry partners and play our part in helping to keep the rail network moving.

In June 2019, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) conducted a specialist inspection. Commissioned by the UK Government's Minister of State for Transport, inspectors assessed our ability to work with the rail industry to minimise disruption on the network. They focused on those issues related to policing such as trespass and fatalities, and crimes that cause disruption.

They assessed how we:

- Respond to disruption - specifically in relation to fatalities, trespass and suspect packages.
- Remain visible on the rail network – our operating model, how we evaluate our visibility, and prioritise resources.
- Align our priorities with the rail industry – including our policing plans, models and strategies.

HMICFRS found that overall we managed disruption very well given the challenging environment we operate in. They noted that we are good at prioritising and minimising police-related disruption, that we focus our response to trespass and fatalities and that we maintain our operational independence.



In their report, HMICFRS made a number of recommendations, including that we make available our 'excellent training' for police-related disruption to more representatives from the rail industry and police officers from other forces. They also recommended that we review the type of information we share with the rail industry, to help create better understanding of our need to carry out core functions, such as counter-terrorism and firearms. Throughout the year we have been working through our improvement plan to address these and other recommendations made in [HMICFRS's report](#).

With just over 10,000 reported incidents during 2019/20, trespass on the rail network remains similar to last year. However, where we targeted activity at hotspot locations, incidents reduced by more than a fifth (22%).

The pan-industry Trespass Improvement Programme, which was started in 2017, has this year focused on specific key areas of risk which involve children and young people. With the award winning 'You vs Train' campaign, we have been working with partners and have successfully reached over 5 million school children with our rail safety messages. This has led to a 29.5% decrease in incidents involving young people, as well as considerable reductions in adults trespassing at hotspots.

The number of fatalities on the network has reduced from 316 last year to 313 this reporting year.

We have continued to meet our target by arriving at incidents within 20 minutes to conduct dignified investigations and support those affected. The number of fatalities initially treated as unexplained has decreased from 43 to 36.

A small proportion (1.6%) of all trespass incidents contribute towards 40% of delays on the rail network. Often, these are the result of people getting into precarious positions who have threatened to harm themselves after climbing up a gantry or onto a bridge. We continue to work with industry experts to identify prevention measures and with emergency service partners to explain the large impact these types of incidents have on the rail network.



What we have achieved

- A 29.5% decrease in trespass incidents involving young people.
- A 22% decrease in trespass where we targeted activity at hot spot locations.
- We have continued to meet our target and arrived at incidents within 20 minutes.
- HMICFRS reported that we are good at prioritising and minimising police-related disruption and that we prioritise our response to trespass and fatalities.



Building a Skilled and Specialist Workforce

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

Having a significant number of vacant posts within the Force has an adverse impact for other officers and staff, who then have to work longer hours or have their days off cancelled. Our biggest challenge during the year was recruiting police officers to fill vacancies. There were a number of reasons for this, including the need to cancel some student officer intakes as a result of in-year budget reductions, the UK's unemployment market being at its lowest for over 70 years and the Home Office drive to recruit 20,000 more police officers across UK territorial police services.

In response, we significantly increased our recruitment activity, reviewed our starting salary offer and other allowances, and ran a number of conversion courses for our talented Police Community Support Officers (PCSOs) to fast-track them to become police officers.

We launched our first regional student officer intake in Liverpool, which removed the need for all recruits to attend training school in London for 18 weeks. We also introduced a trial of our first ever digital training programme, enabling about half of learning to be completed remotely. We are hopeful that these two initiatives will contribute to encouraging a more diverse mix of new recruits going forward.

Working closely with our thriving employee networks, we continued to run several programmes to improve confidence and better prepare people from under-represented groups for promotion. We have also developed a network of coaches to provide support through Police Constable to Sergeant promotion panels. We recognise that this is just a start and there is much more we need to do amongst all ranks and grades.

We are proud that our employees continue to hold positions within national and international organisations; they ensure we remain at the forefront of current inclusion 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 and the Tell MAMA pan-London Advisory Board.

We launched three new branches of national employee networks: the Gypsy Roma Traveller Police Association, the Police Pagan Association and the Jewish Police Association. These networks are significant as they represent groups who traditionally do not engage with police or have felt particularly misunderstood or marginalised by police activity.



Coaching and mentoring is an important way to develop and enhance our employees' skills - both professionally and personally. That is why we have developed a thriving internal coaching network with more than 70 participants. We also launched a Level 7 executive coaching and mentoring qualification for our senior leaders and all our leadership programmes now include input on how to coach and develop others.

Work on delivering our ambitious transformation programme, which began last year, has continued. We held police staff posts vacant during the year to support redeployment wherever possible, and as a result only a small number of employees were actually made redundant.

Our people do a tough job, in an often challenging environment and frequently have to deal with traumatic incidents. That is why during the year we worked with the University of Hull and the Health and Safety Executive who undertook a full review of the wellbeing and psychological support we provide to our officers and staff. We are looking forward to implementing a number of improvements, as well as broadening the range of services we offer our people during the coming year.

We reviewed our personal safety training and developed a number of videos focused on personal safety and distraction techniques.

As a result, the number of reported assaults on our officers dropped by 6.9%, year on year, and the number of serious accidents or injuries requiring a Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) referral to the Health and Safety Executive fell by 36%.



What we have achieved

- Recruitment up within one per cent of full establishment for police officers.
- Our [gender pay gap](#) has decreased for the second year in succession, with a mean gap of 8.57% (an improvement of 1.3%) and median gap of 15.03% (an improvement of 0.3%).
- The number of reported assaults on our officers dropped by 6.9%



Providing Value for Money

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

BTP2021 is our programme for change, designed to deliver our [Strategic Plan 2018/21](#). In introducing the programme, our aim was to modernise our Force as we respond to the challenges of changing passenger demands and pressures on our budget and create an organisation we can all be really proud of as we head in to the next decade.

BTP2021 is the delivery vehicle for our efficiency programme, which will transform and enhance our front-line policing effectiveness, counter-terrorism capability, specialist police functions, corporate support services and technology and estates infrastructure.

Our ambition for BTP2021 has remained centred on realising financial efficiencies and benefits to reinvest in the frontline and other services the public need most.

Beyond BTP2021, the political, economic and operational context in which we designed our change programme has shifted. The threats to the network, passengers and industry staff, and our officers and staff remain serious. This has resulted in renewed plans to fully resource our frontline policing and make adjustments to our future efficiency plans.

Building on the £4m of savings outlined in last year's report - which has been subject to external assurance - we have realised a further £6.8 million of cash efficiencies over the period of this annual report. These savings have been delivered through restructuring our specialist policing and corporate support services, as well as rationalising our commercial contracts and technology infrastructure. This work has been subject to review and challenge by an external delivery partner to establish value for money against external benchmarking.



As well as cashable savings, wider benefits have been identified that seek to develop more effective ways of working, such as using mobile and digital technology and exploiting applications to reduce costly administration functions and improve services to our staff, the public and rail industry. These include:

- **A professionalised and more flexible crime and safeguarding command, able to respond more effectively to national demand and deliver better outcomes for victims.**
- **A modern, visible and effective response to terrorism threats across multiple regions.**
- **A set of streamlined support services, including the rollout of self-service tools, e.g for claiming expenses.**

Our efficiency target has been demanding, but we have responded to the challenge to continue to strive for value for money, against the backdrop of wider pressures on the economy and on the industry that funds us.

We have already delivered in the region of £28 million of efficiencies over the last four years. Our officers and staff deserve credit for the way they have challenged how we provide an effective and efficient policing service to the public and rail industry. They have shared their ideas and actively influenced the changes we have made. We are determined to achieve the efficiencies and benefits needed for reinvestment and deliver the positive change of BTP2021.



What we have achieved

- Delivered modern mobile devices with Bluetooth keyboards and advanced applications, such as our digital witness statement to enhance productivity and visibility of frontline policing.
- Enabled a wide range of Wi-Fi networks on all smartphones, including Vodafone network on the London Underground, allowing officers and employees to maximise our engagement with the public and stakeholders.
- Implemented a new and improved computer network to 145 stations and offices across the country, providing a more stable technology infrastructure for our ambitious digital plans.
- Began roll out of a new Digital Evidence Management System to digitise the law enforcement process, accelerating information sharing with the Crown Prosecution Service and improving investigation outcomes for the public.
- Procured a new fleet of vehicles with telematics to reduce fuel, maintenance and insurance costs.



Our people at a glance

3,185
police officers

207
PCSOs

264
special constabulary
officers

1,501
police staff

303 (9.51%) of our police officers, 32 (12.12%) of our special constabulary officers, 40 (19.32%) of our PCSOs, 347 (23.12%) of our police staff are from ethnic minorities.

677 (21.26%) of our police officers, 39 (14.77%) of our special constabulary officers, 54 (26.09%) of our PCSOs, 798 (53.16%) of our police staff are women.

(Data as per 31 March 2020)



Our budget

For 2019/20 the British Transport Police Authority (BTPA) agreed an overall gross budget of **£318.6m** for 2019/20.

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

Of that £262.3m for core overground policing:

- **£250.1m** was for core overground policing (including contingency and efficiency)
- **£4.2m** was for cost of change
- **£5.3m** was project revenue
- **£2.7m** for BTPA

During the year the cancellation of a policing agreement reduced the budget by £4.8m.





**British Transport Police and the
British Transport Police Authority
welcome your feedback.**

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