



BRITISH
TRANSPORT
POLICE

Agenda Item 3.1

REPORT TO: British Transport Police Authority
DATE: 9 December 2009
SUBJECT: Chief Constable's Report
SPONSOR: Chief Constable
AUTHOR: DI John McBride

1. PURPOSE OF REPORT

1.1 The purpose of this report is to provide members with an overview of activity within British Transport Police (BTP) since the last Police Authority meeting in September 2009.

2. PERFORMANCE AGAINST 2009-10 POLICING PLAN

2.1 It is pleasing to report that crime across the railway network continues to fall while detections have increased. 13 of the 14 national targets were being achieved during the period 1 April to 17 November.

2.2 Key areas of performance to note include:

- Notifiable crime continues to fall, with 37,056 recorded offences (40,180 for the same period last year) a decrease of 7.7%.
- The current detection rate for notifiable crime is 34%.
- There have been 539 live cable related offences, 26% below the year to date target of 730.
- 466 offenders have been detected for football related offences against a target of 254.
- During the first six months of the financial year both of the contact handling targets were achieved, with 93% of emergency calls being answered within 10 seconds, and 95% of non-emergency calls being answered within 40 seconds. This continued improvement is due to the refinement of the new control room and call handling procedures within BTP.
- The overall quality of service satisfaction rate of 87% is exceeding the target of 80%. All Areas are achieving this target.



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- The three sickness targets for police officers, PCSOs, and police staff (average sickness for the full year to be less than eight days per person) have been combined into one target. From April to October average sickness levels are 4.4 days per employee.
- 2.3 During the period 1 April to 31 October 63 of the 75 local targets were being achieved. Key areas of performance to note include:
- London North Area has recorded 240 staff assault crimes, down 48 on the same period last year. The Area's detection rate for staff assaults is 61% against a target of 55%
 - London South neighbourhood policing teams continue to have an impact on anti-social behaviour. The Area has detected 2,096 offences, 446 more detections than the target of 1,650. At this time last year 1,398 offences had been detected
 - The North Eastern Area is currently detecting 65% of all Violent and Sexual offences against a year to date target of 57%
 - North Western Area has detected 234 cases where aggression has been shown towards staff against a target of 167, an increase of 55 additional detections compared to the same period last year. These detections improve staff confidence and high visibility policing reassures passengers and staff
 - Wales and Western Area have detected 692 route crimes against a year to date target of 501. Operation Tranquillity, targeting problematic areas agreed with partners, has enhanced partnership working
 - London Underground Area is detecting 34% of all sexual crime committed on the system, significantly above the target of 23%
 - Stakeholder satisfaction, a measure agreed with partners and used in Scotland, is achieving a rate of 85%.
- 2.4 From April to October there were 38,337 notifiable crimes (this includes police generated crimes such as possession of knives and drugs) and 21,903 non-notifiable offences. These correspond to reductions of 8.4% and 8.1% respectively against the same period last year.



2.5 The only target not currently being achieved is the promotion of BME officers. The main promotion boards however, do not take place until later in the performance year.

2.6 Attached at Appendix A is a table detailing current performance against all targets.

3. VISITS AND MEETINGS

3.1 The Chief Constable has embarked on a series of staff seminars setting out his vision with supervisory police staff and police officers and outlining the challenges ahead and how BTP is preparing to meet these. The Chief Constable has extended an invitation to managing directors and other senior industry staff to address BTP staff during the seminars and share their industry experience in the current economic climate and their expectations of BTP.

3.2 On 5 November 2009 the Chief Constable attended the Association of Police and Public Relations Officers (APPRO) annual conference in Lincolnshire. The Chief Constable was awarded the 'Police Communicator of the Year' award.

3.3 On 24 November 2009 the Chief Constable and Assistant Chief Constable David McCall met Kenny MacAskill, Cabinet Secretary for Justice and Stewart Stevenson, Minister for Transport, Infrastructure and Climate Change. Items discussed included BTP use of fixed penalties and violence and anti-social behaviour.

3.4 To build on relationships, the Chief Constable has met with the Chief Constable of Dumfries and Galloway Constabulary and President of ACPOS Mr Pat Shearer, the Chief Constable of the Ministry of Defence Police, Mr Steve Love and the Chief Constable of West Yorkshire Police, Sir Norman Bettison.

3.5 The Chief Constable met with the Shadow Secretary of State for Transport, Teresa Villiers MP and discussed the similarities and differences between fatal accident investigation of the rail and road networks.



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- 3.6 The Chief Constable participated in a debate at the Society of Editors annual conference titled 'Openness is Best' which explored the benefits for Government, Justice and the Public of the Data Protection and Freedom of Information Acts. Other participants included the Director of Public Prosecutions, Mr Keir Starmer, the Assistant Editor of the Daily Telegraph, Mr Benedict Brogan, and the Information Commissioner, Mr Christopher Graham.
- 3.7 The Chief Constable represented BTP at a Remembrance Day Service at Ypres, Belgium where he laid a wreath at the Last Post Ceremony at the Menin Gate and also dedicated a plaque at St George's Memorial Church for the 109 Railway Police Officers who died in World War I. The Chief Constable was accompanied by the Chief of the Belgian Railway Police.

4. OLYMPIC AND PARALYMPIC GAMES

- 4.1 The BTP 2008-13 Olympic budget requirement now stands at £29.4 million. ACC Stephen Thomas and TRANSEC colleagues appeared before the DfT Rail Investment Board on 18 November 2009 where they presented the joint BTP / TRANSEC Business Case for this budget to be allocated.
- 4.2 ACC Thomas continues his role as the Olympic Security Directorate's Transport Security Project Lead and National Co-ordinator for Cross Modal Olympic Transport Security. He is working closely with DfT, TRANSEC, Olympic Delivery Authority (ODA), London Organising Committee (LOCOG), TfL and rail colleagues to ensure that all of the necessary transport security arrangements are in place.
- 4.3 The BTP Olympic Project continues to take forward its 103 work packages that will ensure that all necessary planning and security tasks are completed and robust and proportionate plans in place for 2012. The Project works closely with TfL, London Underground, DLR, Network Rail and rail operators.



4.4 As yet, no suitable BTP accommodation has been identified for 'business as usual' accommodation requirements at Stratford Regional Station, but discussions continue on this subject with Network Rail. In addition, Olympic specific discussions are taking place with other agencies regarding potential briefing, feeding and rest facilities at Stratford during Games time. BTP is working jointly with Metropolitan Police Service colleagues to establish this Games time facility.

5. PORTFOLIO CHANGES

5.1 Work is underway to review senior officers' portfolios to ensure the work and themes are grouped logically and are balanced to ensure the force is structured in the most effective way to meet the challenges ahead.

6. TASER

6.1 In September the Police Authority was updated on the developments around BTP's plans for the piloting of Taser. Following a training course on 12 August 2009, BTP now has two lead trainers and five co-trainers.

6.2 Approximately 100 officers have completed the Taser Officers' Course. This has been a strictly pass or fail course, with an average of two students failing per course. The course is challenging and designed to put officers under pressure. Those officers who are successful are now of a standard which would allow them to deploy Taser effectively in circumstances which justify the use of this tactical option.

6.3 A pilot covering response team officers in urban areas and Area support officers, or officers responding to remote locations, will establish which officers would benefit from having the tactical option of Taser. The pilot commenced in November and covers London, Manchester and Cardiff. The pilot is scheduled to run for three months.



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- 6.4 Representatives from the Police Authority, PSD, NIAG and senior officers have attended training sessions to observe the delivery of the course. The Home Office Scientific Development Branch conducted additional safety testing for the railway environment, in conjunction with Network Rail and London Underground. The report and BTP's risk assessment have been shared with industry, ACPO and other forces. The risk assessment has informed the training and BTP officers have been trained specifically to operate the device within a railway environment.
- 6.5 The Taser Communication Plan includes briefings for non-Taser trained officers, custody staff, control room staff and area duty officers as well as information for TOCs and passenger representative groups to explain the next stage of the pilot.

7. EFFICIENCY PROGRAMME

- 7.1 The cumulative total of planned savings in the *Frontlinefirst* Programme 2008-11 is currently £21,417,714 against a three-year target of £10,185,070.
- 7.2 Total savings realised to date are £14,198,967. This is made up of £3,043,068 cashable savings and £11,155,899 non-cashable savings.
- 7.3 The *Frontlinefirst* 2 Programme proposals for 2010-11 were agreed by members of the Strategic Command Team (SCT) and comprise of the following:
- Implementation of the FHQ Department Reviews and results of the Challenge Panels. Cashable savings of £3.663m have been identified
 - Thematic Reviews of areas of significant spend such as travel, hotels, external consultancy and contract staff
 - End-to-end business process reviews including the major Crime and Operations reviews of Intelligence and First Contact / Control Rooms / Crime Recording and Management Process Review. SCT has agreed that a target of 20% cash-releasing savings (estimated to be in the region of £1m) is to be realised through the Intelligence Review in time for the start of the 2011-12 financial year



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- Comparative benchmarking of BTP against other appropriate Home Office forces or public sector agencies in accordance with HMIC inspection requirements.

8. OPERATIONAL POLICING OVERVIEW

8.1 The following section provides an overview of some of the recent operations and investigations that have taken place across BTP. The aim of this section of the report is to provide members with an overview of the type of crime that occurs on the rail network and the investigation that subsequently follows.

8.2 SERIOUS ASSAULT AND ROBBERY - FINSBURY PARK

BTP officers investigating a serious assault made good use of CCTV and forensics to identify the offender. In July the victim was approached by the suspect at Finsbury Park station who asked if he could listen to the victim's music via his earphones. The victim refused and boarded a train and was followed by the suspect. During the journey the suspect stabbed the victim with a knife and left the train on at Kings Cross.

The victim was treated by officers attending the scene and taken to hospital with a wound to his chest. CCTV was used to track the route taken by the offender and a search of this route found the knife used in the attack. The CCTV was used to obtain images of the suspect which assisted in his identification. Clothing described by witnesses was seized and submitted for forensic analysis. The suspect is currently on remand. The case is scheduled for trial in December.

8.3 NATIONAL METAL THEFT OPERATION

BTP is the lead force nationally for metal theft. All Areas participated in a national day of action which involved local police forces, the Environment Agency and Local Authorities. This coordinated operation resulted in:

- 69 Scrap Metal Dealers visited and records checked
- £2,500 in cash seized



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- 179 vehicles stopped
 - 253 PNC checks carried out
 - 14 arrests made
 - 18 Fixed Penalty Notices issued
 - 3 tonnes of metal recovered
 - 7 penalty notices issued by the Environmental Agency

In the North Western Area, 50 BTP officers, together with officers from Greater Manchester Police, Merseyside, Lancashire and Cheshire Constabularies and other partners including Scottish Power Plc combined in a multi-agency operation to support the national day of action. A number of tactics were employed including visits to scrap metal dealers where records were scrutinised and ANPR was used at various locations. In addition the arrest phase of Operation Aerial, which concerned five individuals identified as part of an organised gang and responsible for committing nine high value thefts of plant / metal across the Area, took place. All five suspects were arrested and substantial evidence was recovered from the early morning raids.

In addition two individuals, identified as part of an organised team committing crime on North Western and London North Areas, were arrested and charged with a series of offences committed in Crewe, Cheshire.

These operations followed on earlier success in the North Western Area when three individuals were arrested for a series of offences which caused huge disruption to the rail industry, including the West Coast Mainline in recent months. The Crown Prosecution Service has authorised 17 charges for conspiracy against these offenders. All the arrests are a culmination of excellent intelligence gathering and proactive work.

These North Western Area operations attracted widespread and positive media reporting across the region and journalists were permitted access to the initial briefing of Operation Aerial and were present at the arrests.



8.4 **SEXUAL ASSAULT - MINORS**

On 21 October 2009 the victims, who were part of a school party, were returning from a school excursion to the London Transport Museum at Covent Garden. The girls were all dressed in school uniform and were nine years old and accompanied by teachers from the school. The train was extremely busy and the girls became separated from the teacher and out of her line of sight. As the train was approaching Knightsbridge the suspect took the opportunity to move amongst the girls and indecently assaulted five of them.

When the victims alighted onto the platform at Knightsbridge they raised the alarm to the teachers. Officers used CCTV to obtain images of the suspect and tracked his movements off the train, up the escalators and out of the station where he was seen to enter Harrods and spent just over an hour on the fourth floor (children's department).

The suspect was identified through the use of CCTV. Clothing, as described by witnesses and seen on CCTV, was recovered during a search of his house following his arrest. The suspect has been charged, remanded in custody and awaits trial.

8.5 **ROBBERY – SHEFFIELD**

BTP officers investigating a terrifying robbery on a woman at Sheffield railway station saw the case come to court. The case involved two drug-dependent females, who held a syringe to a charity worker's throat.

The female victim was changing trains at the city's railway station when she was attacked in the ladies' toilet. As the victim tried to leave, one of the women blocked her way and brandished a needle / syringe and ordered her to hand over her purse and threatened to stab her in the neck.

BTP officers used CCTV footage and obtained images of the two offenders leaving the station to identify them. They were found guilty and sentenced to eight years and four and a half years in



prison.

8.6 JAIL FOR PICKPOCKET GANG – LONDON UNDERGROUND

Three members of a gang of pickpockets have been jailed for a total of 45 months following their arrest by BTP officers. The three men from East London were sentenced to between nine and 18 months in prison following their trial. All three men have been recommended for deportation after they have served their sentences.

The investigation by BTP's Organised Crime Team began in April following the arrest of one of the men for attempted theft on an underground train between Gloucester Road and High Street Kensington. The address provided, linked to the two others. Officers discovered that in a matter of weeks around £2,500 had been sent to Romania, Italy and Greece. Following the arrest of the three men a similar amount was discovered at the house during a search.

BTP officers became suspicious of these men when they witnessed their unusual behaviour which was indicative that they were intent on committing pick-pocketing crime. Once identified, their activities were watched by monitoring CCTV. Financial investigations revealed that the three were living beyond their means; they were not in employment and could not explain how they had acquired this money in such a short period of time. Undoubtedly, this was an organised gang who were living off criminal proceeds and sending money stolen from members of the public on the London Underground back to family and others abroad.

The trial judge commended the detectives on their investigation and presentation of evidence in court and granted a confiscation order to trace the men's assets in Romania. BTP are currently working with Romanian police to recover the money the men stole during the thefts.

8.7 GREVIOUS BODILY HARM – BRIGHTON to LITTLEHAMPTON

In December 2008, the victim boarded the 18:50 hours Brighton to Littlehampton service. The victim had been drinking and fell asleep across the seats during the journey. Four males boarded the train at Lancing and immediately started to behave in an intimidating manner



towards other passengers and then turned their attention to the victim. Two of the offenders set fire to the victim's beard using a cigarette lighter. As a result he suffered severe burns to his lips, ears and cheeks. He was taken to Worthing Hospital before being transferred to the specialist burns unit at East Grinstead, where he remained for two days.

CCTV footage was reviewed and as a result BTP officers were able to use images to identify all four suspects and identify from the footage DNA / forensic opportunities within the carriage.

On 5 November 2009 at Chichester Crown Court, at the conclusion of a seven day trial, two of the four youths were found guilty. They will be sentenced on 3 December. The trial judge has indicated they should expect custodial sentences.

8.8 **ROBBERY - WESTON SUPER MARE**

On 10 October 2009 four juveniles travelled from Weston Super Mare to South Bristol. They were travelling to a skate and BMX park with their BMX bikes. Also on this train were five other youths who took an interest in the victims' BMX bikes and used threats and intimidation to take the bikes from the victims.

Good use of the on-board CCTV allowed BTP officers to obtain images of the suspects and to quickly identify them using the local media. All five suspects have been arrested and interviewed. Three have admitted the crime while two have denied the allegations.

8.9 **THREATENING BEHAVIOUR – EXETER ST DAVID'S**

On 31 October 2009 BTP officers attended the platform area of Exeter St David's station following reports that a male had assaulted and threatened a member of staff on a train. Following an account from the staff member involved, a man was arrested who appeared to be under the influence of drugs.



The suspect was handcuffed and taken from the train; the officers discovered that he had a handgun in his back trouser pocket. Uncertain whether the firearm was authentic or imitation the officers restrained the suspect on the floor, removing the handgun and placing it at a safe distance. The male became aggressive and began swearing and smashing his head against the floor. The situation was exacerbated by a number of football supporters on the platform opposite who were berating the officers.

Throughout this extremely difficult situation the BTP officers remained calm, they ensured the evidential security of the firearm and scene, and successfully and safely restrained the male. Live ammunition was found following a house search. The male was charged with two firearms offences and public order offences towards staff.

8.10 NIGHT-TIME ECONOMY - LEEDS

The challenge for BTP of policing clubs and pubs that form part of major stations is significant. Incidents at these venues can often be serious in nature and necessitate the commitment of resources to sometimes complex and protracted enquiries. BTP's North Eastern Area has utilised the expedited licence review procedure for the first time in the whole of West Yorkshire.

There are two types of licence review under section 53 of the Licensing Act 2003, one of which is a standard application. The 'expedited review' must be heard within 48 hours; interim measures can be placed on the licence and a full review must take place within 28 days.

BTP officers conducted a large amount of preparatory work in relation to an expedited review of Bar Puro which is one of several night clubs within BTP jurisdiction at Leeds City station. Although by number of offences recorded it was no worse than several other night time venues in the city, the level of violence that occurred in incidents at that venue gave cause for concern, including crimes of serious violence and injury. In addition, covert activity revealed high levels of drug dealing and concerns over the conduct of the door staff led to the decision by BTP officers to submit an expedited review application.



Given the evidence provided, the Licensing Justices made an interim measure that the club close, and it remains closed to this day. Although it is expected to re-open at some point, it will have to employ different security staff and appoint a new Designated Premise Supervisor (which is a manager with responsibility for the premises) and will be under the football equivalent of a yellow card.

8.11 RAILWAY OBSTRUCTION – ESSEX

BTP officers investigating the obstruction of the railway in Essex saw the culprit appear before Chelmsford Crown Court. A 17 year old youth was found guilty of malicious obstruction of the railway after he threw a shopping trolley into the path of a train in Springfield, Chelmsford. The train with 250 passengers on board struck the trolley at 100mph and dragged it along the line. No one was injured. He was sentenced to 18 months in prison.

8.12 PUBLIC ORDER AND EVENTS

Events and football policing has contributed to a busy period for BTP. The home nations have been involved in international rugby fixtures at Twickenham, the Millennium Stadium and Murrayfield, each attracting large numbers of supporters.

At Finsbury Park station a female passenger was indecently assaulted by a drunken football fan who was arguing with another fan. The station staff quickly alerted BTP officers who attended the station where a member of the public had assisted staff in detaining the man. He was arrested.

In another incident involving football supporters returning home on an Edinburgh to Aberdeen train, a student suffered serious burns to his legs and arms when his Halloween costume was set alight. The victim was taken to hospital where he was detained and may require skin grafts. The culprit was arrested and kept in custody to appear at court. A second victim suffered minor burns.



9. COUNTER TERRORISM AND DOMESTIC EXTREMISM

- 9.1 The threat level to the United Kingdom from International Terrorism remains SUBSTANTIAL and to railway networks the threat is also SUBSTANTIAL. Work continues with national agencies to improve preparedness for the sort of attack seen in Mumbai a year ago. However it is assessed that the greatest threat remains the sort of attacks seen in 2005.

The recent bombing of a railway line in Russia, although not likely to have any direct implications for the UK, serves as another reminder of the vulnerability of railway and mass transit systems.

Events in Northern Ireland are a continuing cause for concern although there is no current intelligence to suggest that an attack will occur in Great Britain. In the last few months attacks in Northern Ireland have included the placing of burning vehicles on railway level crossings. BTP is re-visiting and refreshing plans appropriate to dissident Irish Republican Terrorism.

Planning is underway for a general election in 2010. The number of protected person journeys by rail continues to increase and this is likely to reach a peak during the election campaign.

BTP worked with partners in policing operations for marches by Defence League Groups and counter-demonstrations by groups opposed to racism which were held in London, Glasgow and Wrexham recently. BTP has plans for policing similar marches that are planned to take place in Nottingham, Edinburgh and London early in the New Year.

In one of these protests, BTP officers undertook an operation at Harrow and Wealdstone and Harrow on the Hill LU Stations in response to a planned protest outside the Mosque in Station Approach Harrow. The protest was planned by Stop the Islamification of Europe (SIOE) and was attended by members of the English Defence League (EDL).

BTP officers arrested eight offenders, mostly for possession of offensive weapons.

10. RECOMMENDATIONS

- 10.1 That members note the contents of this paper.

Appendix A - 2009-10 POLICING PLAN: NATIONAL TARGETS

Updated to: 17 Nov 2009

Targets N1- N3, N5 are updated to: 17 Nov 2009 (Last month to: 11 Oct 2009)
 Targets N4, N6- N7c are updated to: 31 Oct 2009 (Last month to: 30 Sep 2009)

Key:

GREEN	Achieving target
AMBER	Failing target by < 5%
RED	Failing target by ≥ 5%

	LONDON NORTH	LONDON SOUTH	LONDON UNDERGROUND	NORTH EASTERN	NORTH WESTERN	SCOTTISH	WALES & WESTERN	FHQ	BTP TOTAL
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N1 Reduce notifiable crime (excl. "police generated crime")

YTD Performance	7711	8928	8377	3521	3008	1386	4125		37056
YTD Target	8003	9578	8434	3907	2951	1368	4000		38241
Last month performance	6362	7491	6868	2941	2483	1170	3455		30770
Last month target	6721	8044	7083	3281	2478	1149	3360		32116
Better/worse	↓	↓	↓	↓	↓	↑	↓		↓
Same period last year	8523	10339	8362	4285	3114	1474	4083		40180

N2 Achieve a detection rate of at least 33% for notifiable offences

YTD Performance	35%	34%	28%	35%	43%	39%	38%		34%
Target	33%	32%	30%	34%	43%	38%	34%		33%
Last month performance	36%	34%	29%	35%	43%	38%	37%		34%
Last month target	33%	32%	30%	34%	43%	38%	34%		33%
Better/worse	↓	↑	↓	↑	↓	↑	↑		↑
Same period last year	31%	31%	30%	32%	41%	38%	32%		32%

N3 Reduce live cable related offences by 2% (excl. LU Area)

YTD Performance	76	29	2	275	57	11	91		539
YTD Target	87	65	-	373	59	15	135		730
Last month performance	71	23	1	236	46	8	85		469
Last month target	73	55	-	313	49	13	113		613
Better/worse	↑	↓	-	↑	↓	↓	↑		↑
Same period last year	102	90	12	496	67	20	151		926

N4 On average, clear fatalities within 90 minutes

YTD Performance (mins)	78	78	67	71	62	84	91		78
Target (mins)	90	90	90	90	90	90	90		90
Last month performance	78	77	69	71	62	84	92		78
Last month target	90	90	90	90	90	90	90		90
Better/worse	↑	↓	↑	←	←	←	↑		↓
Same period last year	69	81	73	77	69	83	69		73

N5 Increase the number of offenders detected for football related offences by 7%

YTD Performance	66	19	35	114	53	39	140		466
YTD Target	25	19	28	65	32	25	59		254
Last month performance	45	18	33	104	44	36	124		404
Last month target	23	13	19	52	29	24	49		211
Better/worse	↑	↓	↓	↓	↑	↑	↓		↓
Same period last year	23	17	25	62	30	24	57		238

N6 Quality of Service: Achieve overall victim satisfaction of at least 80%

YTD Performance	84%	85%	90%	86%	91%	93%	87%		87%
Target	80%	80%	80%	80%	80%	80%	80%		80%
Last month performance	84%	86%	90%	88%	91%	93%	88%		87%
Last month target	80%	80%	80%	80%	80%	80%	80%		80%
Better/worse	↓	↓	↓	↓	↑	↓	↓		↓
Same period last year	76%	74%	83%	83%	83%	82%	80%		79%

N7 Average sickness per employee to be less than eight days

YTD Performance	3.78	4.04	3.77	4.66	5.64	6.23	4.86	4.42	4.39
YTD Target	4.67	4.67	4.67	4.67	4.67	4.67	4.67	4.67	4.67
Last month performance	3.49	3.46	2.98	3.98	4.68	5.49	4.04	3.59	3.68
Last month target	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Better/worse	↑	↓	↓	↓	↓	↑	↓	↓	↓
Same period last year	4.58	4.49	3.95	4.64	4.79	7.07	5.07	3.05	4.29

N7a Average sickness per police officer to be less than eight days

YTD Performance	4.29	3.65	3.03	5.36	4.96	6.67	5.23	4.35	4.33
YTD Target	4.67	4.67	4.67	4.67	4.67	4.67	4.67	4.67	4.67
Last month performance	4.09	3.12	2.50	4.67	4.34	5.84	4.14	3.73	3.74
Last month target	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Better/worse	↑	↓	↓	↑	↑	↑	↓	↑	↑
Same period last year	5.09	3.71	3.38	5.25	5.08	7.20	6.03	3.13	4.51

N7b Average sickness per PCSO to be less than eight days

YTD Performance	2.62	4.58	8.84	4.64	8.95	N/A	6.87		5.34
YTD Target	4.67	4.67	4.67	4.67	4.67	N/A	4.67		4.67
Last month performance	2.06	3.12	6.50	4.05	7.60	N/A	6.77		4.32
Last month target	4.00	4.00	4.00	4.00	4.00	N/A	4.00		4.00
Better/worse	↓	↓	↓	↑	↓		↑		↓
Same period last year	2.93	8.52	7.10	4.27	1.84	N/A	1.84		4.23

N7c Average sickness per staff employee to be less than eight days

YTD Performance	2.70	5.42	4.87	2.26	6.74	2.33	2.26	4.45	4.29
YTD Target	4.67	4.67	4.67	4.67	4.67	4.67	4.67	4.67	4.67
Last month performance	2.36	5.16	3.66	1.54	4.41	2.34	1.90	3.51	3.39
Last month target	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Better/worse	↑	↑	↓	↓	↓	↑	↓	↓	↓
Same period last year	3.98	5.26	5.70	2.91	5.07	6.10	2.93	3.00	3.83