BRITISH TRANSPORT POLICE

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| **Report to:** | **Performance Review Group** |
| **Agenda item:** | **2** |
| **Date:** | **1 May 2012** |
| **Subject:** | **2011-12 Performance Report, Quarter 4** |
| **Sponsor:** | **Deputy Chief Constable** |
| **For:** | **Information** |

## 1. PURPOSE OF PAPER

1.1 This paper provides details of BTP's performance against its 2011-12 Policing Plan targets and the measures on the Performance Dashboard approved by the Performance Review Group.

## 2. BACKGROUND AND SUPPORTING DOCUMENTS

2.1 Performance data to 31 March is available for all BTP's Policing Plan targets, except C11 (non-staff costs). Unless otherwise stated, figures in this paper cover performance from 1 April 2011 to 31 March 2012.

2.2 This paper has three appendices, attached as separate documents:

- Appendix A Quarter 4 Performance Dashboard
- Appendix B Year end Policing Plan Executive Summary
- Appendix C Force Crime Group data for 1 April 2011 to 31 March 2012

## 3. ACHIEVEMENT OF TARGETS

3.1 Table 1 shows the number of Common and Local Policing Plan Targets BTP achieved in 2011-12.

3.2 BTP achieved all 11 of its 2011-12 Common Targets; the Areas achieved 43 of their 47 Local Targets.

**Table 1 Number of 2011-12 Policing Plan Targets achieved**

| | Common Targets | | Local Targets | | Common and Local | |
|---|---|---|---|---|---|---|
| | Number of Targets | Number Achieved | Number of Targets | Number Achieved | Number of Targets | Number Achieved |
| **London North** | **9** | **9** | **6** | **6** | **15** | **15** |
| **London South** | **9** | **8** | **8** | **7** | **17** | **15** |
| **London Underground** | **9** | **9** | **6** | **6** | **15** | **15** |
| **North Eastern** | **9** | **7** | **6** | **6** | **15** | **13** |
| **North Western** | **9** | **8** | **7** | **7** | **16** | **15** |
| **Scottish** | **9** | **5** | **9** | **8** | **18** | **13** |
| **Wales & Western** | **9** | **8** | **5** | **3** | **14** | **11** |
| **BTP** | **11** | **11** | **47** | **43** | **58** | **54** |

## 4. PERFORMANCE AGAINST COMMON TARGETS

### C1 Reduce the number of disruption related offences

4.1 In 2011-12, BTP recorded 11,612 disruption related offences, 1,156 (9%) less than during 2010-11. Live cable offences, trespass and vandalism were all reduced significantly in 2011-12. The Areas all achieved their individual targets.

4.2 BTP's Fusion Intelligence Unit (FIU) continues to co-ordinate the national effort to combat metal theft. The most recent Days of Action, between 8th and 15th March, involved 25 Home Office Forces, several utility companies and Local Authorities, HMRC, DWP, the Environment Agency, SEPA, VOSA, Kegwatch and Smartwater. As well as high visibility patrols, roadside operations, container checks at ports and offender visits, 787 scrap metal dealers (SMDs) were visited, 389 searched. This activity led to 212 arrests, the seizure of 106 vehicles and recovery of a wide variety of metal including British Telecom (BT) and Network Rail (NWR) cabling, copper piping, beer kegs, shopping trolleys and gas piping.

4.3 Regular Days of Action have supported a range of metal theft initiatives including tightening and enforcing SMDs' legal obligations, improving metal identification and

security, helicopter surveillance, focusing patrols on identified high risk locations and improved co-ordination of intelligence and initiatives with other stakeholders.

4.4 These initiatives helped BTP halve the level of live cable theft between the second quarter of 2011-12 and the final quarter (see Table 2). During the same period non-live cable theft offences fell by 30%. This is despite the continuing high price of copper, currently around $8,000 per tonne which, although below the $10,000 peak reached in February 2011, is well above the price of $3,000 at the start of 2008.

4.5 Disruption offences were also reduced by regular patrols at known trespass and vandalism hotspots, and by publicising the dangers and penalties for these offences in the local media and at local schools. This national approach was supported by local initiatives, such as the recent Operation Marshgate in LN Area. Between January and March, a dedicated team of five officers and five PCSOs, supported by local Police Posts and sector tasking teams, carried out high visibility mobile operations along lines of route identified as having high levels of trespass. During the three months it was live, Operation Marshgate achieved a 27% reduction in trespass offences.

4.6 Disruption offences are exceptionally low on the Channel Tunnel Rail Link (CTRL): just 14 offences throughout 2011-12, out of the national total of 11,612. The CTRL, and the train operators and passengers using it, are benefiting from the involvement of BTP Crime Reduction Officers in the design of the high speed link, and the inclusion of features such as line and bridge fencing to BS 1722, together with the absence of any level crossings. BTP continues to promote measures to design out crime, but such improvements are more complex and may be prohibitively expensive on existing lines. They are also often outside of BTP's control.

4.7 During 2011-12 there was a high correlation between the reduction in BTP's disruption offences and the reduction in NWR's BTP related lost minutes. The Performance Dashboard shows that both fell steadily across the year: offences in Quarter 4 were 36% less than Quarter 1, BTP related lost minutes 33% less. However, there are inevitable

differences between the two measures, often large ones: most trespass offences do not disrupt train services at all, thereby having no effect on lost minutes, whereas a single cable offence can cause thousands of lost minutes, especially if several trains are delayed. For example, a single cable theft offence near Leicester on 3 April caused 4,228 lost minutes. Fatalities, which are not an offence, can have an even greater impact: recent fatalities near New Malden and South Croydon led to, respectively, 19,900 and 15,500 lost minutes. BTP will continue to focus on reducing disruption during 2012-13.

**C2 Reduce notifiable crime (excluding police generated)**

4.8 In 2011-12, BTP recorded 50,924 notifiable offences, 4,666 (8%) less than during 2010-11. This is the eighth consecutive year that BTP's notifiable crime has fallen. Every Area achieved its 2011-12 notifiable crime reduction target.

4.9 Table 2 lists the daily crime rates for BTP's notifiable crime groups, for each of the last three policing years and for each quarter of 2011-12. This shows how offence rates for each crime group in 2011-12 compare with the rates during the previous two years, and how the rates changed across 2011-12.

4.10 Table 2 shows that the reduction in notifiable crime in 2011-12 was achieved in almost every crime group. Criminal damage, serious public disorder and robbery were low throughout the year. These offences benefited from extended, focused, patrolling at stations, particularly by the Neighbourhood Policing Teams (NPTs). Patrols were more frequent; the single person patrol strategy extended coverage and the revised timing of patrols ensured that more occurred during the critical late evening period.

**Table 2: Recorded offences per day for notifiable crime groups for selected periods**

| | | Full years | | | 2011 - 12, by Quarter | | | |
|---|---|---|---|---|---|---|---|---|
| | | 2009-10 | 2010-11 | 2011-12 | Apr-Jun | Jul-Sep | Oct-Dec | Jan-Mar |
| 1A | VAP | 22.9 | 22.4 | **21.6** | 22.2 | 21.1 | 21.3 | 22.0 |
| 2A | Sexual | 2.5 | 2.6 | **2.8** | 2.7 | 3.2 | 2.4 | 2.7 |
| 3A | Criminal Damage | 15.7 | 13.7 | **10.7** | 11.9 | 12.0 | 10.2 | 8.9 |
| 4A | Serious Line of Route | 4.7 | 4.1 | **3.8** | 4.7 | 4.6 | 3.1 | 2.8 |
| 5A | ToPP | 44.4 | 45.6 | **40.7** | 46.0 | 40.1 | 38.3 | 38.5 |
| 6A | Motor vehicle / cycle crime | 22.0 | 22.1 | **23.9** | 25.2 | 28.7 | 22.8 | 18.7 |
| 7A | Robbery | 1.9 | 1.9 | **1.7** | 1.9 | 1.5 | 1.7 | 1.6 |
| 8A | Theft Rly/Comm'l Property | 16.2 | 18.7 | **16.3** | 18.6 | 17.6 | 14.5 | 14.4 |
| 9A | Serious Public Disorder | 18.7 | 17.6 | **13.8** | 15.9 | 14.8 | 12.1 | 12.5 |
| 10A | Serious Fraud | 2.5 | 2.7 | **2.4** | 2.8 | 2.3 | 2.1 | 2.4 |
| 11A | Drug offences | 16.3 | 11.8 | **10.1** | 10.6 | 10.3 | 10.3 | 9.0 |
| 12A | Other Notifiable Crime | 2.3 | 2.3 | **2.4** | 2.5 | 2.8 | 2.3 | 2.0 |
| **Total Notifiable** | | **170.2** | **165.6** | **150.2** | **165.0** | **159.0** | **141.2** | **135.5** |
| Notifiable, excl.police generated | | 152.2 | 152.5 | **139.1** | 153.4 | 147.7 | 130.1 | 125.4 |
| **Selected subsets** | | | | | | | | |
| | Staff assaults | 7.6 | 7.4 | **7.0** | 7.5 | 6.9 | 6.8 | 6.6 |
| | Live cable | 2.4 | 4.0 | **3.2** | 4.0 | 4.2 | 2.5 | 2.1 |
| | Non-live cable | 2.8 | 4.5 | **3.9** | 4.6 | 4.3 | 3.6 | 3.0 |
| | Disruption related | 31.8 | 34.9 | **31.7** | 40.7 | 36.7 | 24.5 | 25.1 |
| | Cycle crime | 14.5 | 16.0 | **18.5** | 19.3 | 22.5 | 18.2 | 13.9 |

4.11 Theft of Passenger Property (ToPP) rose in the first quarter of 2011-12 but, since then, has fallen by nearly 20%, largely due to the success of Project Spiderweb. 78% of BTP's ToPP is in the three London Areas; Project Spiderweb was launched in June 2010 with the aim of reducing ToPP on all modes of transport in London by July 2012, before the start of the London Olympics. The project board is made up of senior personnel from Transport for London, the MPS and BTP; the Area Commander, LU Area is the senior responsible officer. March data for Project Spiderweb is not yet available but, during its first six months, the Project achieved reductions in theft on London buses (by 17%, compared with the average for the previous three years), on the Underground and DLR (by 10%), on National Rail (by 14%) and on the Croydon Tramlink (by 10%). Only London Overground, which expanded its routes, service frequency and passengers during this period, experienced an increase in the number of thefts.

4.12 Project Spiderweb has also helped BTP improve its ToPP detection rate, from 5% in 2010-11 and during the first four months of 2011-12, to 7% since then.

4.13 Table 2 shows that reductions in offences for other crime groups were achieved in the second half of the year. The 40% fall in Serious Line of Route offences is primarily trespass; it is partly seasonal (trespass inevitably peaks early in the year), but also due to the BTP initiatives covered in paragraph 4.5. The 22% fall in Theft of Railway & Commercial Property is primarily due to cable offences (see paragraphs 4.2 - 4.4).

4.14 The only notifiable crime groups with more recorded offences in 2011-12 were Sexual (74 more than in 2010-11) and Motor Vehicle / Cycle Crime (647 more).

4.15 The additional sexual offences were all in Quarter 2 (see Table 2), when all Areas except WW Area experienced a higher offence rate than their annual average. There was no common theme to the Area increases; the offence rate fell back to normal in Quarter 3 and remained below the annual average in Quarter 4. BTP will continue to monitor the level of sexual offences during 2012-13.

4.16 The increase in Motor Vehicle / Cycle Crime is entirely due to cycle crime; the 1,970 motor offences recorded in 2011-12 were 250 (11%) less than in 2010-11. In contrast, the 6,751 cycle crimes were 902 (15%) more than last year. Table 2 shows that the rate of Cycle Crime fell in Quarter 4, but this is purely seasonal: the rate is still 30% higher than the norm for January - March. The increase in cycle crime is related to the increased use of cycles by commuters. As a result of this increase there are insufficient cycle racks at many stations, and an increasing number of cycles are parked outside the range of CCTV cameras. The increased vehicle security that has helped the reduction in motor crime has diverted criminals' attention to cycles, which can be worth several hundred pounds.

4.17 76% of BTP's cycle crimes are in the LN and LS Areas. Initiatives to reduce cycle crime in these Areas include dedicated resources at hotspot locations, attending every cycle theft scene to seek forensic evidence, surgeries to encourage owners to securely lock and

mark their cycles and investigating the second hand market, particularly at car boot sales. Early offence figures for 2012-13 (for 1-17 April) suggest these initiatives have stabilised the number of cycle crimes, but have not yet achieved a reduction.

**C3 Maintain the 2010-11 detection rate for violent offences**

4.18 Common Target C3 was to maintain the 38% detection rate achieved in 2010-11 for serious Violence against the Person offences (VAP), serious Sexual offences and Robbery.

4.19 The Performance Dashboard shows that, apart from Quarter 3, when its detection rate slipped to 37%, BTP exceeded its 38% target in every Quarter, achieving 46% for the full year. Every Area achieved its individual target.

4.20 The greatest improvement was in the detection rate for Robbery, up from 28% in 2010-11 to 43%. The detection rate for serious VAP improved from 57% to 64%, for serious sexual offences from 32% to 33%.

**C4 Reduce the number of staff assaults**

4.21 In 2011-12, BTP recorded 2,549 staff assaults, 133 (5%) less than during 2010-11.

4.22 Every Area except SC Area achieved its staff assault reduction target. SC Area's target (61) reflected its performance in 2010-11 when it had a particularly good year, recording just 62 staff assaults (the next lowest was NE Area, with 197). SC Area was unable to maintain its 2010-11 performance, recording 81 staff assaults in 2011-12.

4.23 Achievement of this target was helped by BTP's improved visibility, especially in the evenings, and by NPTs continuing to work closely with local NWR and TOC staff.

**C5 Reduce Anti-Social Behaviour (ASB) Incidents**

4.24 In 2011-12, BTP recorded 17,199 ASB incidents, 1,414 (8%) less than during 2010-11.

4.25 Every Area except NW and SC achieved its ASB incident reduction target. SC Area's 1,126 incidents were just five (0.4%) more than its target. NW Area's 1,831 incidents were 62 (3.5%) more than its target; two local developments contributed to this increase. Following the death of a teenage girl who had been drinking, Merseyrail has been enforcing the condition of carriage prohibiting the consumption of alcohol. Also, during the weeks before Christmas, as a result of the seasonal proliferation in social and shopping events, there was regular overcrowding at Manchester Victoria, especially on Saturday evenings. Both these developments led to an increase in calls to BTP and the number of reported ASB incidents.

4.26 Several enhancements in BTP's approach to ASB contributed to the reduced number of incidents, including:

- BTP patrols reorganised to increase visibility, with focus on times and locations identified as high risk for ASB.
- Reducing ASB was given a high priority at Force and Area Management Team meetings, and featured at daily management team meetings at Areas.
- BTP developed partnership working with the RSSB, NWR and TOCs, both at a strategic level at the Community Safety Steering Group and at a local level at Community Safety Partnership Groups. Two examples of the numerous local issues addressed by Problem Solving Plans (PSPs) agreed with local stakeholders are overcrowding and unruly behaviour involving children from Ingatestone School and ASB on the station and late night services from Carlisle.
- BTP's Media and Marketing Department helps reassure passengers and stakeholders by publicising BTP's activities and successes in newsletters, the local media and on-line.

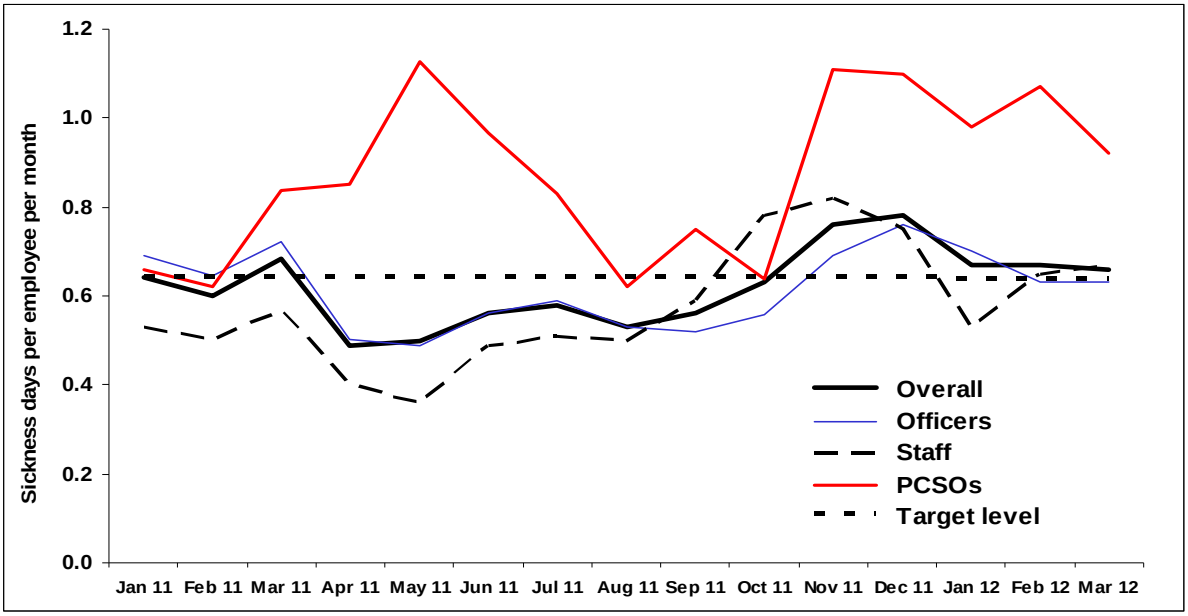
**C6 Increase resources devoted to NPT and response policing between 8pm and 1am**

4.27 BTP's target was to employ 15% of its resources between 8pm and 1am; it achieved 17%. Every Area achieved its individual target.

4.28 The achievement of this target increased the visibility of BTP patrols at key times, thereby helping BTP achieve several other crime reduction targets, including notifiable crime, staff assaults and ASB.

## C7 Sickness to be less than 7.7 days per employee

**Chart 1 Sickness per employee, by employee group and month**




4.29 Chart 1 shows that sickness levels had a typical seasonal profile in 2011-12: comparatively low in Spring and Summer, peaking in November and December and levelling out close to the target level in the New Year. The overall rate for the year was 7.4 days per employee, 0.3 days less than in 2010-11.

4.30 LN, LU and NW Areas achieved the 7.7 days per employee target. LS, NE and SC Areas, and FHQ, were all within 4% of the target. WW Area had the highest sickness rate: 8.5 days per employee, 10% above the target. WW's staff sickness rate (4.2 days per employee) was comparatively low, but its officer sickness rate was 8.8 days (67% long term) and its PCSO rate 13.3 days (78% long term).

4.31 Nationally, the employee group with the highest sickness rate was PCSOs. As chart 1 shows, PCSO sickness rose early in the policing year, improved to the target level in August and October, but rose again in November and has remained high. The high level of PCSO sickness during March - June was due to several long term sicknesses: only 19% of the sickness during this period was short term. However, in the November - March period, the proportion of short-term sickness has risen to 41%. BTP will continue to monitor PCSO sickness to understand the trends and identify any underlying causes.

**C8 Fatality management**

4.32 In 2011-12, BTP achieved an average clearance time of 76 minutes for non-suspicious fatalities, 16% better than its 90 minute target and an improvement on the 81 minutes achieved in 2010-11.

4.33 Every Area achieved the 90 minute target except NE Area (98 minutes) and SC Area (104). Many non-suspicious fatalities that take longer than 90 minutes to clear in NE Area involve a high speed train on the East Coast Mainline and a badly disrupted body spread over a large distance. NE Area experienced another such fatality, near Northallerton, on 31 March. Most non-suspicious fatalities that take longer than 90 minutes to clear in SC Area are at remote locations. SC Area experienced two more of these fatalities in March, near Cornton in Stirling on 10 March and near Irvine in Ayrshire on 15 March.

4.34 BTP, conscious of the severe disruption that fatalities can cause to services and the inconvenience to passengers, is striving to achieve further reductions in clearance times. Following a review of fatality management, BTP has issued a new Fatality Guidance Manual to clarify roles, responsibilities, procedures and the required liaison with HM Coroners / the Procurator Fiscal, Home Office Pathologists and NWR. Area Workshops are being held to provide an overview of the new manual before group discussions of two scenarios. Another successful initiative has been LN Area's partial re-opening of multi-track lines (see paragraph 5.3).

**C9 Respond to 80% of Immediate Incidents within 20 minutes**

4.35 BTP achieved a 91% response rate. Every Area achieved this target.

**C10 Reduce officers in organisational support roles at FHQ by 10%**

4.36 BTP's target was to reduce the number of officers in FHQ support roles from 99 to 89. At the end of the year there were 87.

4.37 Changes which reduced the number of officers at FHQ include:

- transferring the responsibilities of the ACC Protective Services role to existing senior managers within Territorial Policing and Operations;
- civilianising the Policy Inspector role and transferring its responsibilities to the Research & Development Manager.

**C11 Reduce non-staff costs as a percentage of staff costs**

4.38 BTP's target was to reduce non-staff costs to no more than 27% of staff costs.

4.39 Period 13 figures for 2012-13 are not yet available. For Periods 1 - 12, non-staff costs were just 22.3% of staff costs.

4.40 BTP's non-staff cost savings include a reduction in the Force conference budget and savings resulting from the merger of Human Resources and Finance & Corporate Services into Corporate Resources.

## 5. PERFORMANCE AGAINST LOCAL TARGETS

5.1 Areas achieved 43 of the 47 Local Targets.

5.2 The four Local Targets not achieved were:

**LS3 Detections for Ticket Vending Machine (TVM) offences in LS Area**

TVM offences in LS Area were down by 40% in 2011-12, from 141 to 85, rendering the 75 detections target unduly challenging. To achieve it, LS required a detection rate of 85%. LS achieved 36 detections, a detection rate of 42%.

**SC3 Police officer sickness in SC Area**

SC Area was targeted to achieve a lower officer sickness rate than the BTP average (7.2 days per officer). SC Area achieved the lowest rate for staff sickness in 2011-12 (2.4 days), and reduced its sickness rate for officers from 11.7 days in 2010-11 to 8.9 days, but this was still the highest Area rate for officers in 2011-12.

**WW1 66% detection rate for aggression towards staff offences in WW Area**

**WW5 74% detection rate for staff assaults in the Welsh Sector**

WW Area had a good year for detections of staff assaults and staff aggression offences in 2010-11 and was set two challenging targets to maintain its detection rates for these offences in 2011-12. The Area's performance continued to be better than the national average, but it was not able to repeat its 2010 achievement. Its detection rate for staff assaults in the Welsh Sector was 62% (BTP average for staff assaults: 56%), its detection rate for aggression towards staff offences was 58% (BTP average: 49%).

5.3 Noteworthy Local Target achievements in 2011-12 included:

**LN3 Fatality Management: partial re-opening within 60 minutes**

LN Area had a Local Target for non-suspicious fatalities: to partially reopen multi-track lines within 60 minutes. The Area achieved partial reopening in 38 minutes; the target is being retained for 2012-13, with a revised target time of 50 minutes.

**LS5 Level Crossing detections**

Use of the enforcement van enabled LS Area to increase its level crossing detections from 311 in 2010-11 to 876 in 2011-12 (target: 343). Following the success of this initiative, enforcement vans are being rolled out across BTP.

**NE1 Live Cable offences**

**NE2 Live Cable detection rate**

The focus on cable theft in NE Area (and at national level – see paragraphs 4.2 - 4.4) enabled the Area to reduce live cable offences by 32%, from 735 to 499, and double its detection rate, from 5% to 10%.

**SC9 Quality of Service**

In previous years BTP, and Areas, have had a target to achieve an 80% overall satisfaction rating in the Victims of Crime survey. In 2011-12 SC Area had a challenging target to obtain a 90% rating, which it successfully achieved.

**16 Problem Solving Plan (PSP) Targets**

16 of the 2011-12 Local Targets were to complete a set number of PSPs addressing a specific local issue. The 16 targets required a total of 173 PSPs, which each had to be agreed with the appropriate local stakeholder before commencement, and signed-off by the stakeholder on completion. The achievement of these 173 PSPs improved BTP's relationships with stakeholders, increased the number of joint operations with stakeholders and helped the achievement of several other targets, particularly those involving crime reduction.

## 6. FORCE PROJECTS

6.1 Table 3 shows the status, and summarises the progress of, BTP's current projects. Paragraphs 6.2 and 6.3 have more details on the two red or red / amber projects.

**Table 3: Current Projects**

| Project | Portfolio | Current RAG | Previous RAG | Reason |
|---|---|---|---|---|
| WAN Replacement | Corporate Resources | RED | RED | Project is RED due to issues with 2011/12 finances and slippage causing a forecast overspend for 2012/13. |
| Disaster Recovery (DR) | Corporate Resources | AMBER | AMBER | Project is AMBER due to the tight timescales involved but remains on track for May 22 completion. |
| CCTV Area Transition Project | DCC | AMBER | AMBER | Programme is AMBER due to termination of the BT contract and associated delays. |

| Project | Portfolio | Current RAG | Previous RAG | Reason |
|---|---|---|---|---|
| CCTV Programme – Ebury Bridge Project | DCC | AMBER | AMBER | Programme is AMBER due to termination of the BT contract and associated delays. |
| London 2012 Olympic Games | Central Operations | GREEN | GREEN | 116 work packages completed & closed; 39 currently live.<br>Forecast project spend now £20.9m (original budget: £24.9m) |
| Olympic GIS Project | TP & Crime | AMBER | RED | Project is AMBER due to issues with the replacement mapping solution in ICCS. |
| Case and Custody | Central Operations | RED/AMB | AMBER | Project is RED/AMBER due to ongoing technical issues affecting system performance and implementation delays. |
| Server and Desktop Virtualisation | Corporate Resources | AMBER | AMBER | Project is AMBER due to dependencies on WAN replacement and smarter working project and the need to develop a plan for desktop roll-out. |
| Reporting Rationalisation | DCC | AMBER | AMBER | Project is AMBER due to possible scope change to develop a federated search solution |
| Payroll Streamlining | DCC | AMBER | AMBER | Project is AMBER due to a change in scope and timescales due to Winsor review |
| Force Control Room London Relocation | TP & Crime | GREEN | GREEN | FCRL will commence acceptance testing and shadow running during late February and March, 2013 |
| Project Gatekeeper | TP & Crime | GREEN | GREEN | Van contracts placed.<br>Order for 300 static cameras is at Invitation to Tender stage. |
| Futures Programme | DCC | GREEN | GREEN | |

6.2 The Wide Area Network (WAN) Replacement project remains red because of delays to BT's implementation programme. The situation with BT's work is being closely monitored, but it is clear that not all sites will be completed and migrated by 31 March. As a result an extension to the GC/Level 3 contract had to be agreed for those sites at risk, and also for FHQ which serves as the hub for the GC/Level 3 solution. Costs to be incurred in 2012-13 are estimated at £395K capital (deferred from 2011-12) and £520k revenue (new spend, mainly due to extra costs from running the old GC network for longer than anticipated).

6.3 The Case and Custody project was reclassified as red/amber because of ongoing technical issues that were affecting system performance and delaying implementation. All identified issues have now been resolved, enabling the pilots to proceed:

- The Case system pilot commenced on 10 April;
- The Custody pilot commenced on 19 April.

6.4 The next Programme Board will be held on 9 May.

## 7. RECOMMENDATIONS

7.1 That members note the contents of this paper.