BTPA
British Transport Police
Authority

Report to:	Policing Plan Group	The Forum
Agenda :	3	5th Floor North
Date:	27 February 2015	74-80 Camden Street
Subject:	Proposals for Policing Plan 2015-16	London NW1 0EG
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1. Purpose of paper

1.1 To present the proposed National and Divisional Policing Plan targets for 2015-16 to the Group for review and discussion.

1.2 To invite the Group to approve the plans and targets for final stakeholder consultation. Once consultation is complete to make a final recommendation to the full Authority for approval in March.

2. Background

2.1 Since the last meeting of the Group in December, the BTP has continued to refine and test a set of national and local policing plans and targets. The following proposals emerging from this work are recommended by the Group Chair for discussion and approval.

2.2 At the last meeting of the Group, Members requested that this paper be focused on the emerging recommendations only. Additional detail on the future operational context and historic performance is therefore not repeated in this paper, but is included in the paper presented to the Group in December. For ease of reference has been included as Appendix A to this report.

2.3 Again for ease of reference, a full list of the recommended targets is provided at the end of section 3 at paragraph 3.24.

3. National proposals

3.1 The following section of the paper groups together proposed national targets under the 4 key objectives set out in the 2013-19 Strategic Plan. These are to;

- Reduce notifiable crime by 20%

- Reduce police related disruption by 20%

- Increase confidence by 10%

- Deliver value for money

CRIME REDUCTION

3.2 BTP is performing well against the 20% reduction in notifiable crime objective and is currently on target to achieve it by 2019. If the end of year position for 2014/15 is an overall 5% reduction, as currently forecast, then a reduction of 2% - 3% will be required in each of the remaining years of the Strategic Plan. The following objectives are recommended in order to achieve the annual contribution to the strategic objective to reduce notifiable crime by 20% by 2019.

3.3 **Target 1: At least a 3% reduction in notifiable crime (excluding police generated)**

As previously endorsed by the Group, it is recommended that a 3% reduction in notifiable crime (excluding police generated) is set for 2015-16. If achieved, BTP would be well placed to achieve the strategic goal of a 20% reduction.

3.4 **Target 2: Reduce violence against the person offences by at least 10%**

BTP reports that the number of 'violence against the person' offences has risen each year since 2010-11 and forecasts an overall rise of 11% since 2010 by the end of the current financial year (some 927 offences). This crime group is a key concern for our stakeholders and constitutes 21% of overall notifiable offences (excluding police generated) therefore it presents a significant risk to BTP not achieving next year's overall crime reduction target.

3.5 **Target 3: Reduce the Theft Passenger Property crime rate (TPP offences per million passenger journeys) from the 2014/15 outturn figure**

At the previous meeting of the Group, Members considered whether and how the challenge of tackling Theft of Passenger Property (TPP) should be expressed in Plans for the coming year. A specific target on TPP was proposed for two reasons; first that a significant proportion of overall notifiable crime is accounted for by theft of passenger property[1], and therefore its impact on the achievement of the overall notifiable crime reduction target (proposed at 3.4) above should be recognised through a standalone target.

3.6 Second that BTP's response to this crime type had been subject to scrutiny by the Transport Committee (TC) as part of its 2014 inquiry into personal security on the railway[2] particularly in relation to detection rates for TPP. While the TC did not recommend a separate target for TPP; setting of appropriate targets was recommended and

[1] 26% of all notifiable crime as reported via the 2014/15 Q3 Force Crime Group report presented as Appendix C to item 3 to the Performance Review Committee on 16 January 2015.
[2] Transport Committee (2014) 5th report: Security on the Railway.

TPP might therefore reasonably be considered to be part of a suite of targets for 2015/16. While TPP related targets to appear in (some) of the proposed local targets for 2015/16 the Authority is advised to consider a national target on the same topic.

3.7 Members will recall that, as a result of discussions following the last meeting of the Group, a number of options were presented to the full Authority for consideration at its meeting on December 12th. The preferred option identified by the Group Chair was to set a normalised TPP reduction target, that is, one which seeks to reduce the risk to the public of being a victim of TPP crime. This target would be expressed in terms of crimes per million passenger journeys – and is intended to demonstrate the reducing risk of being a victim of this crime type against a backdrop of a growing passenger railway.

3.8 The table below shows the TPP crime rates over the last three years. A complete passenger data set is not available for 2014-15 yet but it is expected that the rate would drop again as passenger numbers have risen and crime has reduced.

Financial year	Total passenger journeys (million)	TPP offences	TPP offences per million passenger journeys
2011-12	1460.0	14,909	10.2
2012-13	1501.7	17,292	11.5
2013-14	1587.8	14,353	9.0

3.9 Acknowledging the challenges with obtaining accurate passenger footfall data; Authority members still felt this was an attractive option in that it built in a protection for future passenger growth, would demonstrate to the TC we had acknowledged its concern in this area, and endorsed our approach to focussing on crime prevention. The approach also resonates with an emerging area of interest amongst industry partners who are increasingly exploring normalised data as a way of communicating performance information.

3.10 For completeness the other options considered in December were as follows.

- Set no specific TPP target – but signpost in the Policing Plan narrative that further reduction will be key in achieving the overall crime reduction target – Authority members considered this would leave BTP exposed to future challenge by the TC

- Set a specific TPP crime reduction target – this would be visible and support the strategic crime reduction target but could be difficult to achieve given forecast passenger growth

- Set a TPP detection rate target – this would respond to the TC criticism of the current TPP detection rate but is counter to the current successful strategic focus on crime prevention

Members may wish to revisit some of these as part of the wider discussion on this proposal

DISRUPTION

3.11 In terms of achieving its overall strategic objectives, Members will acknowledge that disruption presents the biggest challenge for BTP. It is estimated that at the end of this year a 28% reduction in crime related lost minutes will be necessary by 2019 to achieve the Strategic Plan objective. This equates to 7% in each remaining year of the Plan.

Target 4: Deliver at least a 7% reduction in total police related lost minutes

And in support of this overarching target, the following are also recommended;

The targets below have been proposed by BTP in this context and, if achieved, should deliver at least the required reduction for 2015-16.

Target 5: At least a 10% reduction in trespass-related lost minutes

BTP reports that trespass related disruption both accounts for 48% of all Network Rail delay minutes and has been on an upward trajectory since 2012-13. Feedback from the stakeholder engagement meetings confirms that this issue is of significant concern to our partners.

Target 6: At least a 5% reduction in primary lost minutes

BTP data shows that while the level of primary delay minutes has reduced in the current year by 2% (from 472,708 to 417,451 minutes) the reverse is true for reactionary delay minutes, which are up by 4% (from 613,443 to 639, 457).

Targets 6 and 7 are specifically focused on those areas where BTP believes it can have the most impact. Force analysis suggests that if BTP were to achieve an annual 10% reduction in trespass-related minutes and a 5% reduction in overall primary minutes then this would achieve the required 20% reduction target by the end of strategic planning period.

Target 7: Non-suspicious and explained fatalities to be cleared within an average of less than 90 minutes

Despite excellent progress in recent years, minutes lost to disruption from fatalities make a significant contribution to overall delay and represent approximately 35% of total crime-related lost minutes. The

90-minute hand back target is an important measure for stakeholders and the on-going focus on this approach has ensured that the disruptive impact of non-suspicious and non-suspicious deaths on the railway has been minimised.

Target 8: Achieve at least a 45 minutes partial reopening on all four track lines

3.12 After a successful pilot, a partial reopening target was rolled out nationally for the first time in 2014/15. Owing to a combination of challenging geography and relatively infrequent occurrences of these types of fatality this target has not been easy to meet at a Sub-Divisional level this year. However BTP forecasts that it will narrowly achieve the target but requests that, in order to build on the current year's learning, the target remains as a visible objective in the national plan for 2015/16.

3.13 As set out in Appendix B, a number of local problem solving plan targets to tackle disruption at hotspot and critical locations are included in the draft proposals from the Sub Divisions.

CONFIDENCE

3.14 In order to achieve the strategic objective to increase passenger and staff confidence by 10% by 2019, passenger confidence will need to be 82.7% by 2019 and rail staff confidence will need to be 71.6%. The latest available survey results show that passenger confidence is currently 77.25% and rail staff confidence is currently 65.1%[3].

3.15 In order to keep BTP on the linear trajectory required to achieve the overall target, year on year results will need to be as illustrated by the table below:

	Passenger confidence target – required linear progression	Rail staff confidence target – required linear progression
2015-16	78.8%	67.7%
2016-17	80.2%	69.1%
2017-18	81.5%	70.5%
2018-19	82.7%	71.6%

3.16 The following targets are recommended in order to achieve the overall requirement in 2015/16;

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[3] As measured by the National Rail Passenger Survey (NRPS) and BTP Rail Staff Survey respectively

Target 9: At least a 78.8% confidence rating for passengers measured by the National Rail Passenger Survey

and a 67.7% confidence rating for rail staff measured by the BTP rail staff survey

3.17 **Target 10: Increase in confidence at the 20 stations with the lowest confidence ratings as measured by the National Passenger Survey**

To supplement the targets at 3.16, and to ensure that locations with very low confidence scores are not overlooked, it is also recommended that a specific target is set to improve confidence ratings at the 20 stations with the lowest confidence scores.

DELIVERING VALUE FOR MONEY

3.18 The visibility and availability of BTP's frontline resource is crucial to the overall achievement of the Strategic Plan and in responding to the desire to increase visibility as raised by stakeholders this year. Sickness potentially has a significant impact on resource availability and its management has been a core area of focus for BTP for many years. BTP reports that at the 2014-15 year-end sickness is likely to be 7.55 days per employee, narrowly above the target. It is therefore recommended that a sickness target is set for 2015-16 to retain the national performance focus in this area.

3.19 **Target 11: Average days lost to sickness absence per employee to be less than 7.3 days (or 2014-15 end of year performance if lower)**

3.20 However, sickness is but one element of resource availability and it is recommended that alongside the above target, the Authority seeks a commitment that during 2015-16, BTP will work towards the creation of a more sophisticated availability target(s) aimed at more accurately measuring the availability of BTP's resources for visible/frontline deployment.

3.21 The potential scope and focus of this measure is yet to be agreed but an assessment of the overall availability for deployment is likely to include some or all of the following;
- Planned and unplanned abstraction such as sickness, temporary duty restrictions, training etc.
- The impact of technological advances associated with Operation Trafalgar and other initiatives such as CCTV streaming, mobile data and body worn video on the proportion of time that officers spend in a visible, front facing capacity
- It is anticipated resource availability will increase in line with the benefits set out in a range of transformational projects.

It is proposed that the BTP is asked to present to the Performance Review Committee in May the steps required to develop such a metric with a view to agreeing an approved measure to be trialled from Q3 2015-16.

OTHER TOPICS

3.22 The narrative within the published 2015-16 Plan will contain commitments to develop and begin implementation of new strategies for both safeguarding and cybercrime. Supporting metrics to inform the development of any future targets will be developed through the Performance Review Committee for both topics by Q3. The milestones proposed by BTP for each project are detailed below;

Cyber Crime

Milestone	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Cyber Crime Investigation Team centralised and operational as a single unit (by 31 May 2015)	X			
Develop and publish BTP Cyber Crime Strategy (by 30 June 2015)	X			
Develop and implement Cyber Crime information sharing protocol with NWR/TfL. 31 July 2015.		X		
Metrics for potential future targets to be presented to Q3 Performance Review Group.			X	

Safeguarding

Milestone	Q1 2015/16	Q2 2015/16	Q3 2015/16	Q4 2015/16
Introducing an overarching safeguarding strategy, incorporating all safeguarding strands (by 30th June 2015)	X			
Ensuring central oversight of all Child Serious Case Reviews and Safeguarding Adult Reviews involving BTP and that all lessons learned are disseminated and implemented (by 30th April 2015)	X			
Establishing a new 'Safeguarding' command to lead and co-ordinate safeguarding portfolio within A Division, Crime and Investigations and incorporating central SP&MH hub (based in Camden (by 31st May 2015)	X			
Implementing a BTP Safeguarding Strategic Management Board (by 31st May 2015)	X			
Introducing a BTP Safeguarding Governance and Scrutiny Board to be chaired by ACC Crime (by 31st May 2015)	X			
Introducing standard operating procedures for dealing with the identification, recording and processing of vulnerable adults, hate crime, repeat victims, and modern slavery (by 30th June 2015)	X			
Introducing a new policy, protocols and internal audit procedures in relation to the Care Act and dealing with Safeguarding Adults Boards (by 31st July 2015)		X		
Metrics for potential future targets to be presented to Q3 Performance Review Group			X	
Introducing 6 Corporate Working Groups to address: Suicide prevention and mental health issues Child Safeguarding Vulnerable Adults Domestic Abuse Sexual Offences Project Guardian –to implement national roll out (By September 2015)			X	

3.23 In a change since the draft targets were previously presented, there is no longer a proposal to include a target for offender management in this year's Policing Plan. Analysis is still being undertaken by the Force to understand BTP's offender profile and how offender management should best be approached by BTP. We understand ACC Newton will have reviewed this information by the end of February and will make recommendations to Force Executive Board thereafter. It is recommended that the Performance Review Committee revisits this topic as part of its work plan for 2015/16.

3.24 **Summary of national targets proposed:**

Target 1: At least a 3% reduction in notifiable crime (excluding police generated)

Target 2: Reduce violence against the person offences by at least 10%

Target 3: Reduce the Theft Passenger Property crime rate from the 2014/15 figure

Target 4: Deliver at least a 7% reduction in total police related lost minutes

Target 5: At least a 10% reduction in trespass-related lost minutes

Target 6: At least a 5% reduction in primary lost minutes

Target 7: Non-suspicious and explained fatalities to be cleared within an average of less than 90 minutes

Target 8: Achieve at least a 45 minutes partial reopening on all four track lines

Target 9: At least
- a 78.8% confidence rating for passengers measured by the National Rail Passenger Survey and
- a 67.7% confidence rating for rail staff measured by the BTP rail staff survey

Target 10: Increase in confidence at the 20 stations with the lowest confidence ratings as measured by the National Passenger Survey

Target 11: Average days lost to sickness absence per employee to be less than 7.3 days (or 2014-15 end of year performance if lower)

And commitments to develop;
- **A resource availability measure or measures**
- **A Safeguarding strategy**
- **A Cybercrime strategy**

4.   Local proposals

4.1   Appendices B and C contain a summary of Sub-divisional targets as proposed by BTP and which have been developed and tested with local stakeholders. Representatives from both the Authority (Members and BTPA Executive) and BTP's Strategic Development Department attended the stakeholder meetings and have subsequently analysed the final proposals.

4.2   The targets set broadly reflect the priorities of a wide range of local stakeholders and are aligned to the Chief Constable's vision for BTP and the long-term objectives within the Strategic Plan. These proposals also reflect the general move towards a greater emphasis on Problem Solving Plans (PSPs) which itself seems to be indicative of both good working relationships and growing trust in the PSP approach as an effective delivery vehicle at a local level. Plans to tackle disruption are prominent in the local plans as are targets to tackle violence, staff aggression and cycle crime.

4.3   Appendix C illustrates the flow through from the local to the national targets and indicates which groups of targets are contributing to which of the overall strategic objectives.

4.4   Members are invited to review the local proposals, and in particular to consider whether the totality of targets at a local and national level sufficiently convey our commitment to respond to requests for greater visibility of police resources. The different Divisions approach this challenge through their local plans in different ways; for example B-Division makes commitments framed around Operation Trafalgar but this is not replicated on C and D-Division. The Group will want to reach a view about whether the current articulation and mix of targets is sufficient.

5.   Next steps

5.1   Subject to the recommendations arising from this meeting, we have committed to provide a final opportunity for stakeholders to comment on the total package of the plans. We have agreed with them that this can be done electronically and in time for any final representations to be captured in the recommendations to be made to the full Authority in March.

6.   Recommendations

6.1   Members review and comment on the national proposals set out in section 3 above.

6.2   Members review and comment on the local proposals set out in section 4 (and Appendices A and B) above.

6.3   Members are asked to approve a set of national and local (sub-Divisional) plans as suitable for final consultation with stakeholders as set out in section 5.1.

6.4 Subject to any amendments highlighted by that consultation – Members are asked to recommend a set of national and local plans to the Authority for approval at its meeting on 26 March.

REPORT TO:	**British Transport Police Authority**
DATE:	**4 December 2014**
SUBJECT:	**2015-16 Policing Plan – National Targets**
SPONSOR:	**Deputy Chief Constable**
AUTHOR:	**Michael Furness**

1.   PURPOSE OF PAPER

1.1   The purpose of this paper is to present a set of proposed targets for the 2015-16 National Policing Plan. The paper also briefly summarises BTP's strategic assessment, outlines the results of a recent passenger consultation exercise, discusses the question of setting a national target in relation to theft of passenger property and comments on the proposed targets in the context of the Strategic Policing Requirement.

2.   INTRODUCTION

2.1   BTP's overall goal in relation to the Policing Plan process is to achieve a workable balance between the needs of passengers and the public, the priorities of local industry stakeholders and the overarching requirements of the 20-20-10 objectives. Consultation with Divisional Stakeholders is on-going and meetings in the Western, Pennine, Scotland and Midland Subdivisions have already taken place. These meetings have been very positive with representatives from TOCs, freight companies and passenger representative groups agreeing that a joint, problem solving, approach to target setting is the best way to achieve long term success. Anti-social behaviour, violent crime, staff assaults and tackling disruption hotspots have been common areas where local targets have been agreed.

2.2   The targets presented in this paper have been informed by the feedback provided so far at these meetings and also by internal dialogue at Service Excellence Board and other internal meetings. Where possible, a numeric target has been recommended in the paper but, given that there are still four months of the performance year left, it may be necessary to review these figures towards end of this process if there are significant shifts in performance. Some target areas, such as offender management and safeguarding are new areas for BTP to

include within its Policing Plan and, although a clear direction of travel can be provided, the final targets will require some more discussion before they can be finalised.

2.3   The results of the recent passenger consultation exercise have also informed the paper. The survey was carried out during October in order to improve engagement and gather a richer understanding of what passengers and rail staff would like BTP priorities to be for the 2015-16 Policing Plan. Full results of this survey are attached as appendix A.   The headline results show that providing a strong uniformed presence, tackling anti-social behaviour and reducing crime-related disruption are the key priorities that the public would like BTP to focus on.

3   STRATEGIC ASSESSMENT

3.1   This section summarises the key external issues that have been highlighted as having an impact on BTP achieving its Strategic Plan objectives through the national Strategic Assessment, which Members may wish to consider during the Policing Plan process.

3.2   Counter Terrorism

On 29 August 2014 the threat to the UK from international terrorism was upgraded from SUBSTANTIAL to SEVERE, indicating that an attack is a highly likely. It is expected that this threat level will remain for at least two years. There has also recently been a raised threat level against police workers. Difficulties in identifying lone actors and self-organised groups represent a challenge to police and security services in identifying threats. In response to the increased threat level, BTP has implemented high visibility patrols at key locations for public awareness, reassurance and visibility, and firearms patrols have also been increased. Given the recent history of terrorist attacks targeting crowded places and historic threats against transport infrastructure, it is likely that this will be a long-term resource requirement for BTP.

3.3   Infrastructure Growth

Demand for BTP resources will increase as passenger numbers continue to grow at a rate of between 5% to 7% per year. New infrastructure developments could lead to greater disruption when incidents occur as well as a higher level of overall calls for service. The focus on

disruption will become increasingly important as delay costs and the associated impact increases. Increased passenger numbers using the network has resulted in many key stations being redeveloped, stimulating regeneration and investment in commercial outlets. These developments are likely to provide wider scope for offences such as theft and retail crime as well as alcohol-related offending in respect of licensed premises. Large interchange stations such as Birmingham New Street, Reading, Manchester Victoria, London Bridge and Paddington are amongst some of the locations currently being redeveloped.

3.4 <u>Cybercrime and Social Media</u>

Cyber-crime and the need for resources to counter it will continue to grow over the coming years. As public awareness and media attention increases, the negative publicity that could arise from an attempted cyber-attack may be as damaging to an organisation's reputation as a successful attack. Individuals can also fall victim to cyber-crimes and investigative skills and equipment are needed to effectively tackle both.

3.5 There is a risk for BTP and the railway industry that criminals may launch cyber-attacks on BTP systems or on infrastructure owned by Network Rail, Transport for London or Train Operating Companies. The implementation of European Rail Traffic Management System and digitisation plans for the railway also increase the risk of criminals accessing the network. As technological advancements are made systems will become increasingly integrated and relied upon; raising their vulnerability. This will also elevate the systems' attractiveness as a target due to the extensive impact a compromise could produce.

3.6 Public engagement and the use of social media is a key element to BTP's confidence strategy and the importance of regular, quality engagement was highlighted by the recent Transport Select Committee hearings. Social media reporting to BTP is predicted to continue to grow, in particular, the reporting of anti social behaviour (ASB) incidents putting an increasing demand on BTP resources.

3.7   The introduction of digital and social media accessibility has enabled the public to report incidents via text message (SMS), email and Twitter. The SMS non-emergency text facility "61016" was launched March 2013 and has been used to highlight incidents on and around the railways. Being made aware of this activity is particularly relevant in view of BTP's strategic plan to improve passenger confidence by 10%. Since March 2013 there have been over 10,000 reports via social media, now averaging over 600 reports a month.

3.8   Cycle Crime

BTP has recorded 5,861 cycle crimes during the last 12 months; 346 (6%) more than the 5,515 in 2008-09. Reasons for this increase include the increased use of cycles, the associated lack of cycle storage space at some stations and the increased value of cycles, which is discussed further in the document.

3.9   The Mayor will more than double London's cycling budget, to a total of almost £400m over the next three years, two and a half times more than previously planned. In 2015, £145m a year will be spent on cycling, or roughly £18 a head, almost on a par with the Netherlands who have the highest spend in this regard. Over the next ten years, cycle spending will total £913m, more than treble the previously planned levels and the London cycle network will be heavily used.

3.10   It is assessed the steady increase in the value of bicycles secured to railway infrastructure will encourage more organised criminality surrounding the theft of bicycles and bicycle components. The substantial level of investment in London's cycling infrastructure will increase the availability of cycles in vulnerable areas with public access, presenting criminals with more opportunities to steal cycles, especially those which have not been properly secured by their owners. This is particularly evident during the summer months when commuter travel by bicycle is most pronounced; contributing to the cyclical trend in offending.

3.11   <u>Twenty four hour travel</u>

There has been a 50% increase in demand for tube services after 21:00 since 2003. During 2015, TfL will start a 24-hour night tube service for Fridays and Saturdays, starting with regular services on the Northern, Piccadilly, Victoria, Central and Jubilee lines. Phase one will include operating four trains per hour on each of these lines with implementation aimed for September 2015. As well as impacting on the tube network this will also affect all major overground hub stations within London.

3.12   In 2017 the frequency of trains is planned to increase to six per hour to support London's growing night time economy. The TfL business case is largely based upon data regarding current night bus use, which increased at an average rate of 7% per year between the years 2000 and 2011. Tube travel figures after 22:00 hours have also evidenced an average annual increase of 5%. Phase two will see night time operation on sections of the District, Hammersmith & City, and Metropolitan Lines; proposed to begin in 2019. There are also aspirations to operate weekend overnight services on the DLR and London Overground.

3.13   Tube trains running 24 hours a day will inevitably impact upon BTP in terms of resourcing and crime levels. There is increased opportunity for incidents to occur requiring assistance of BTP and volume crime, in particular TPP could be adversely affected driven further by a target rich environment and more intoxicated victims vulnerable to theft.

4. PROPOSED NATIONAL POLICING PLAN TARGTS

4.1 <u>Crime</u>

4.1.1 BTP is performing well against the 20% reduction in notifiable crime target and is currently on target to achieve it by 2019, notwithstanding the risks highlighted above such as increased passenger usage and night time travel. As the table below shows, if the end of year position is an overall 5% reduction then a further reduction of 2% to 3% will be required for each remaining year of the Strategic Plan period.

Policing Year	Number of notifiable offences (excluding PG)	% change	
2012-13	50,081		**Baseline**
2013-14	46,508	-7.1%	**Actual**
2014-15	44,229	-4.9%	**Projected**
2015-16	42,,902	-3%	
2016-17	41,615	-3%	
2017-18	40,783	-2%	
2018-19	39,968	-2%	**Target**

4.1.2 As outlined in Section 3, the operating environment will be increasingly busy and demand for BTP is likely to grow. A further sustained reduction in crime will therefore be challenging and will demand new ways of working from BTP and a cross-industry approach to current and emerging issues.

4.1.3 Given current performance, and the growing requirement to focus on disruption as well as crime during the next four years, it is recommended that a 3% reduction in notifiable crime (excluding police generated) is set for 2015-16. If achieved, BTP will be well placed to achieve the longer term 20% reduction target.

Recommendation target for 2015-16: At least a 3% reduction in notifiable crime (excluding police generated)

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4.2   Violence Against the Person (VAP)

4.2.1   Crimes of violence have a significant impact on the confidence of the public and staff who use or work on the railway network. This type of crime has been highlighted as a priority for passengers and staff through the recent consultations carried out by BTP and is also regularly highlighted by the National Passenger Survey as an area of concern.

Policing Year	Number of VAP offences	% change
2010-11	8,140	
2011-12	7,912	-2.8%
2012-13	8,117	2.6%
2013-14	8,425	3.8%
Estimate for 2014-15	9,183	9%

4.2.2   As can be seen by the table above, this type of offending has increased year on year since 2011-12 and it is estimated that here will be a relatively large increase by the end of 2014-15. Violence against the person offences now account for nearly 21% of all notifiable crime recorded by BTP. Offending patterns are random and the growth in recorded crime can be partly attributed to the increase in passengers using the network and the night time economy that is continuing to develop in and around stations and transport hubs. The offence types that have increased the most are racially aggravated harassment (12%) and serious assaults such as ABH and GBH (27%).

4.2.3   The prevention and detection of these crime types are regularly discussed at force and divisional performance meetings and both national and local analysis is provided. However, In order to maintain the focus on this area during 2015-16 it is recommended that a national target is set to reduce violence against the person offences by 10% next year. This is entirely in line with BTP's commitment to increase the confidence of passengers and staff and to make the network a safe place to travel.

Recommended target for 2015-16: Reduce violence against the person offences by at least 10%

4.3   Theft Passenger Property (TPP)

4.3.1   The table below shows recorded TPP offences, detections, detection rate and the proportion of overall notifiable crime that TPP represents. There have been significant reductions in TPP offences over the last two years.

Policing Year	TPP Recorded Offences	% change	TPP Detected	Detection Rate	TPP as a % of overall crime (excluding PG)
2009/10	16,292		834	5.1 %	29.3%
2010/11	16,648	+2.2%	887	5.3 %	29.9%
2011/12	14,909	-10.4%	952	6.4 %	29.3%
2012/13	17,292	+16.0%	1002	5.8 %	34.5%
2013/14	14,353	-17.0%	948	6.6%	30.9%
Predicted for 2014/15	12,057	-16%	668	5.5%	27.3%

4.3.2   There are three main categories of TPP. These are:

- Theft from person – predominantly pickpocketing and snatch offences which take place on board busy trains, crowded platforms and walkways, and mainline stations. Theft from person accounts for 43% for all TPP crime and the victim often does not realise they have been the subject of an offence until sometime after the theft has occurred.

- Theft of personal property-offences where a theft takes place and the victim is not carrying the property/item stolen on their person. Theft of personal property accounts for 47% of all TPP crime.

- Theft of luggage – theft of suitcases, usually on board a long haul train, where the victim often does not realise their belongings have been stolen from the luggage rack until they depart the train. Theft of luggage offences account for 10% of all TPP crime.

4.3.3   TPP is a stealth crime and one that is extremely difficult to investigate. This is primarily due to the victim not realising they have been the subject of theft when the offence occurs and

therefore being unable to identify the location or time of the theft. This means there is minimal evidence available, no description of the offender, and very difficult to trace on CCTV. This in turn means that a crime is reported at the end of a lengthy journey, be that across the underground network or indeed at the end of a long haul journey by national rail services.

4.3.4 BTP operates a very victim focused crime recording procedure and often receive reports where the victim is not sure they have been subject to crime, but had their property at one point before commencing a journey and discover it missing much later – having in the intervening period taken a journey by public transport.

4.3.5 There is also an ineffective and fragmented process within the rail industry for the reporting and recording of lost property. This is not only a major gap in service to customers of the railway, but creates a situation where the travelling public turn to BTP to report the loss, perhaps understandably taking the view that their item must have been stolen, if they have not managed to find it through the lost property offices of the rail industry.

4.3.6 BTP's strategy for tackling TPP is therefore focussed on prevention, reduction and enforcement. Tactics used as part of Operation Magnum include:

- Developing innovative techniques to identify crime hotspots. This includes the development of an Aoristic analysis methodology which applies probability assessment to the cases where the victim has no idea during a journey where the theft occurred.

- Crime prevention advice and media campaigns to highlight awareness and prevent members of the public from becoming a victim of theft in the first place. This includes 'days of action' to engage with the public, encouraging registration of smart phones, tablets and laptops on the National Property Register.

- Intelligence led proactive deployments (covert and overt) and targeted multi-agency operations.

- The use of smart phone tracking applications such as 'find my IPhone'.

- Operations to target those who provide the commercial monetary reward to criminals. A recent example is an 18 month police investigation which resulted in the arrest of 13 individuals in September for conspiracy to handle stolen goods (bulk export of stolen mobile phones or selling them in independent shops across London) and money laundering. Over 1000 smart phones, £110k in cash and a large amount of gold was recovered at the properties searched and over £300k held in bank accounts.

- Engagement with the CPS and the judiciary system to improve charge rates.

- Enforcement measures to arrest and prosecute offenders, utilising an integrated offender management strategy that addresses criminal behaviour in the longer term. For example prolific offenders are now identified and managed through an integrated offender management process.

- Secondment to BTP of officers from abroad to assist in targeting foreign criminals and organised crime groups.

- Working with ATOC to develop a single national lost property policy.

4.3.7 Operation Magnum has proved extremely successful and the tactics used led to a 17% reduction in TPP offences in 2013/14. Continued activity has seen a further 16% reduction in offences so far this year.

4.3.8 Whilst members will have noted the Transport Select Committee's comments regarding the detection rate, for BTP it is not recommended that a national target is set in this regard as the prevention, reduction and enforcement strategy used by BTP to tackle TPP has made a notable impact and led to a significant reduction in victims of crime (5,000 less victims of TPP

in 2014-15 compared to 2012/13). Such a target would also be against the ethos of the Chief Constable's vision for BTP, which is that a more preventative, problem solving approach to policing is adopted and that there is a move away from detection rate targets. A continued reduction in TPP will be essential if BTP is to achieve the overall strategic crime reduction target and this crime type will continued to be treated as a priority by the force.

Recommendation: That a TPP Policing Plan target for 2015-16 is not set.

5   Disruption

5.1   Currently disruption presents the biggest challenge for BTP in terms of achieving its strategic objectives. It is also the area where a genuine industry-wide strategy and response is required to achieve long terms reductions in lost minutes in the context of an expanding and ever-more congested network. The table below shows current progress, projected end of year figures and the subsequent annual reductions that will be required to achieve the overall 20% reduction.

Policing Year	Number of police-related disruption minutes	% Change	
2012-13	1,171,730		**Baseline**
2013-14	1,242,171	+6%	**Actual**
2014-15	1,259,543	1.40%	**Projected**
2015-16	**1,158,780**	**-8%**	
2016-17	**1,066,077**	**-8%**	
2017-18	**991,452**	**-7%**	
2018-19	**937,384**	**-5.5%**	**Target**

5.2   Members will be aware that there have been significant reductions in the areas of cable theft and fatalities over the last five years. However, minutes lost to trespass-related disruption have increased by 33% this year and now account for 46% of all crime-related disruption (see table below). During performance meetings focusing on disruption it has also become clear the primary minutes (disruption directly related to an incident) are much more in BTP's gift to

influence than reactionary disruption (which is primarily related to the industry's ability to respond to the after effects of an incident). Since the start of the Strategic Plan period, primary minutes have increased by 4%, whilst secondary minutes have increased by 10%.

	Predicted 2014-15 outcome	
Disruption Category	**LMs**	**Proportion**
Cable vandalism/theft	35,193	3%
Fatalities/injuries caused by being hit by a train	484,741	38%
Trespass	577,802	46%
Vandalism/theft (including the placing of objects on line)	108,500	9%
Level Crossing incidents and misuse	53,307	4%
Total minutes lost	1,259,543	100%

5.3   Whilst previous Policing Plan disruption targets have been set only for the totality of crime-related lost minutes, it is recommended that next year they are focused on those areas where BTP can have the most impact and is best placed to have a positive effect. Analysis has shown that if BTP were to achieve an annual 10% reduction in trespass-related minutes and a 5% reduction in overall primary minutes then this would achieve the ultimate 20% reduction target (assuming a one-to-one relationship between primary and reactionary minutes). This trajectory is illustrated in the graph below.

BRITISH TRANSPORT POLICE

5.4 As mentioned above Policing Pan discussions at Subdivisional level have been focused on a problem-solving approach to disruption hotpots. Therefore, whilst this target would have the advantage of focusing attention on the areas where biggest advantage can be gained, the risk of overlooking locations that have other disruption issues such as fatalities or cable theft at a local level will be mitigated. The national performance unit would also monitor performance against all types of disruption throughout the year and recommend action or intervention as appropriate.

Recommended targets: **At least a 10% reduction in trespass related lost minutes**
  At least a 5% reduction in primary lost minutes

5.5 <u>Fatality Management</u>

5.5.1 It is recommended that BTP retains the two national Policing Plan targets related to fatality management. These are welcomed by stakeholders and they ensure that a focus on performance is maintained on this important area to sustain the success of recent years. 2014-15 was the first year that a partial reopening target was set at a national level, and

although it is challenging for those Subdivisions with infrequent occurrences of these types of fatality together with a very large geographic area, it is likely that BTP will achieve the target. Performance against both these targets is shown below (it should be note that from 2013-14, unexplained fatalities were included in the 90 minute target).

90 minute fatality target

Fatality Clearance Time	2010-11	2011-12	2012-13	2013-14	2014-15 (Apr-Oct)
Total clearance minutes	29863	34666	24279	23914	16071
Number of incidents	255	307	293	314	204
Average clearance time (mines)	**117**	**113**	**83**	**76**	**79**

45 minute partial hand back target

Average Partial Hand back Times at qualifying 4 track fatalities (National Target)	2014-15 Target	2014-15 YTD Performance
East	45 minutes	44 minutes
TfL	45 minutes	22 minutes
South	45 minutes	33 minutes
Midlands	45 minutes	51 minutes
Pennine	45 minutes	50 minutes
Wales	45 minutes	84 minutes
Western	45 minutes	n/a none occurred
Scotland	45 minutes	n/a none occurred
BTP	45 minutes	43 minutes

Recommended targets: **Non-suspicious and explained fatalities to be cleared within an average of less than 90 minutes**

Achieve at least a 45 minutes partial reopening on all four track lines

6. <u>Confidence</u>

6.1 BTP's Strategic Plan target is for public confidence on the railway to increase by at least 10% by 2019. Passenger confidence is measured by the National Rail Passenger Survey (NRPS) and rail staff confidence is measured by an internally managed survey produced by BTP's Strategic Development Department. In order to achieve this objective, passenger confidence will need to be 82.7% by 2019 and rail staff confidence will be required to be 71.6%. The latest available survey results show that passenger confidence is currently 76.6% and rail staff confidence is currently 65.1%. At present BTP is narrowly on target to achieve the 10% target but of the three Strategic Plan objectives this is arguably the area where BTP has the least direct control. Further increases will need to be achieved through partnership working with Network Rail and train operators.

6.2 The table below shows the increases required to achieve the Strategic Plan target from the end of this performance year to 2019.

	NPS Required Targets	Rail staff Required Targets
2014/2015	77.5%	66.4%
2015/2016	78.8%	67.7%
2016/2017	80.1%	69.1%
2017/2018	81.5%	70.5%
2018/2019	82.7%	71.6%

6.3 Further data in relation to both targets will be available in early 2015. However, unless this data shows significant upward or downward movement, the recommendation for 2015-16 is that targets are set to keep BTP on the linear trajectory required to achieve the overall target (i.e. 78.8% for passengers and 67.7% for rail staff). To supplement these targets and to ensure that locations with very low confidence scores are not overlooked, it is also recommended that a target is set for the 20 stations with the lowest confidence scores. If members approve this direction of travel, further analysis will be required to identify the most appropriate stations to target, taking into account sample size, the probability of the stations

being surveyed again and the length of time the station has received low confidence scores. There will also be further discussion regarding the possibility of BTP's Strategic Development Department undertaking supplementary survey/focus group analysis at these locations to enhance understanding of the nature of the local situations and issues. Engagement will also be undertaken with Passenger Focus to discuss possibilities for joint working. The table overleaf shows the 20 stations with the lowest confidence score from the latest NPS survey.

Recommended targets: **At least a 78.8% confidence rating for passengers measured by the national passenger survey**

At least a 67.7% confidence rating for rail staff measured by the BTP rail staff survey

Increase in confidence at the 20 stations with the lowest confidence ratings as measured by the National Passenger Survey (detail to be confirmed if agreed by Subgroup)

20 lowest confidence stations

Station Name	Origin Station			* Ranking for Confidence Target	Division	Sector
	Satisfied	Total	% Satisfied			
DARTFORD	36	67	53.70%	94	B	South
MANCHESTER VICTORIA	30	53	56.60%	93	C	Pennine
LONGBRIDGE	29	50	58.00%	92	C	Midlands
BARRY ISLAND	32	55	58.20%	91	C	Wales
SEVENOAKS	47	80	58.80%	90	B	South
SUTTON (SURREY)	104	171	60.80%	89	B	South
WEST CROYDON	61	99	61.60%	88	B	South
LONDON CHARING CROSS	261	423	61.70%	87	B	South
LUTON	60	94	63.80%	86	B	East
SWANSEA	55	86	64.00%	85	C	Wales
GUILDFORD	32	50	64.00%	84	B	South
RYDE PIER HEAD	38	59	64.40%	83	B	South
READING	157	242	64.90%	82	C	Western
SOUTHAMPTON CENTRAL	51	78	65.40%	81	B	South
LONDON VICTORIA	624	949	65.80%	80	B	South
BIRMINGHAM NEW STREET	249	378	65.90%	79	C	Midlands
DOVER PRIORY	41	62	66.10%	78	B	South
PENZANCE	49	73	67.10%	77	C	Western
LONDON BRIDGE	170	252	67.50%	76	B	South

8. <u>Offender Management</u>

8.1 Offender management will be a key way of working for BTP during 2015-16 and beyond. It is therefore recommended that a national target is set for 2015-16. A successful offender management approach will have significant positive impact on other aspects of BTP's Strategic priorities, particularly confidence and crime reduction. Over the last three years over 103,500 offenders have either been arrested or wanted by BTP. Over 8,800 (9%) of these offenders were arrested more than once. BTP's top 200 offenders have committed 2,283 notifiable offences, which is 4.8% of all detected notifiable offences and the same offenders have committed an additional 1,059 non notifiable offences during that time,

8.2 The offender management strategy is complex and far reaching, requiring a tailored menu of options across all levels of offending. This will mean that reducing reoffending and the management of offenders cannot solely be delivered by specific offender management resources. BTP as a whole must embrace the methodology of offender management across all its related activities to achieve continuous and sustained reductions in reoffending. Restorative justice, offender triage, intervention strategies, improved intelligence and tasking, virtual courts and a single CPS are just some examples of the changes that will be implemented. In terms of a national policing plan target, the aim will be to reduce the reoffending rate of BTP's most prolific offenders. Discussion are on-going with BTP's offender management leads as to how this target can best be presented and measured – this is a complex area of work but a final target will be presented to this group at the next Subgroup meeting if agreed.

Recommended target: TBC% reduction in the offending rate of BTP's top 200 prolific offenders (detail to be agreed and re-presented to Subgroup)

9.   Safeguarding

9.1   As stated in the previous paper to this Group, recent high profile cases and discussions at the Transport Select Committee have highlighted the importance of safeguarding and in particular dealing with young persons who come to BTP's notice. ACC Newton has reviewed BTP's safeguarding strategy in order to ensure the interests of vulnerable adults, children and young persons who come into contact with the British Transport Police are paramount in every case and to ensure that BTP meets and exceeds its statutory responsibilities in the interests of vulnerable children. Within the life of this strategy, every member of staff will be aware of what is expected of them in respect of child safeguarding. The strategy will include:

- Clear lines of accountability with a defined structure within BTP and clarity about roles and responsibilities.

- A revision of policy and procedures to ensure BTP is legally compliant with national statutory, regulatory and training requirements and adopting a proactive, intrusive stance in its approach to child safeguarding.

- A review of training provision and a training gap analysis.

- A revision of administrative procedures to manage all case referrals.

- The introduction of a central body to ensure a corporate and systemic approach throughout the organization that will oversee operational activity and follow up with external agencies and bodies, set standards and report performance.

- A revision of performance data and performance monitoring.

- An overall action plan to manage and monitor progress towards achieving strategic intentions of protecting vulnerable children.

9.2 Managing all vulnerable people on the network will continue to be a major priority for BTP. This work is critical in saving lives and reducing disruption on a congested network; BTP makes on average around 80 life-saving interventions a month. In order to maintain a national performance focus on this area a number of targets have been suggested and are still under discussion. These include timely CYP (Children and Young Person) form completion, standards for compliance with NCALT training and referral rates to appropriate organisations when BTP comes across vulnerable people on the network. As with offender management, this is a complex area where BTP has not set national targets before and it is intended to present a more detailed set of targets to the Subgroup at the next meeting if the direction of travel is agreed.

Recommended targets: **TBC% of CYP forms to be completed within 24 hours**
TBC% of CYP forms to be completed within 48 hours
TBC% of operational officers to have completed relevant NCALT modules
TBC% of referrals to external agencies in appropriate cases

10 <u>Efficiency – Sickness</u>

10.1 Although BTP compares favourably with other police forces in relation to sickness rates, because of the importance of the visibility of frontline resources it is recommended that a national target is set for 2015-16. The table below shows that, after significant improvement leading up to 2008, the overall level of sickness has not fluctuated greatly. However, the Policing Plan target has not been achieved for the last two years and the predicted current level of sickness for 2014-15 is around 7.45 days per employee.

Policing Year	Days lost per person	Target	Target Met
2008/09	7.38	8	Achieved
2009/10	7.73	8	Achieved
2010-11	7.68	7.73	Achieved
2011-12	7.39	7.7	Achieved
2012-13	7.51	7.3	Not achieved
2013-14	7.34	7.3	Not achieved
Predicted 2014-15	7.45	7.3	May not achieve

Recommended target: **Average days lost per employee to be less than 7.3 days (or 2014-15 end of year performance if lower)**

11. Strategic Policing Requirement

11.1 The Strategic Policing Requirement, published in July 2012, sets out the Home Secretary's view of the national threats that the police must prepare for and the appropriate national policing capabilities that are required to counter those threats. The particular threats specified in Part A of the SPR are:

- Terrorism
- Civil emergencies
- Organised crime
- Public order threats
- Large-scale cyber incidents.

11.2 BTP is integral to the UK counter terrorism strategy and will continue to play a key role in the government's CONTEST strategy. In terms of public order policing BTP regularly plays a key role in protecting and securing the railway during various public order situations such as violent protests or confrontational football supporters. BTP is also capable of providing support to other forces during major public order or civil emergency situations, as illustrated in 2011 London riots. The HMIC has recently inspected all Home Office forces on their preparedness to comply with the SPR public order element and confirmed that the requirement was being

met. When HMIC inspected forces in relation to their capability to deal with threats of a large-scale cyber attack, findings were more mixed. This was an area discussed at the last Subgroup meeting and Members have been sent the executive summary of BTP's cyber crime assessment. BTP, like other forces is implementing new structures to meet the challenges of cyber crime, including the creation of a dedicated cyber crime unit.

11.3   The SPR's purpose is to ensure that forces have the capability to deal with the threats identified by the Home Secretary. It is assessed that this on-going capability exists in BTP and that therefore there is no requirement for specific policing plan targets to be created for these areas.

12.   Recommendations

12.1   Members note and discuss the proposed targets contained within this paper

12.2   If agreed, BTP to provide further detail on the proposed low confidence stations, offender management and safeguarding targets to the next Subgroup meeting

East - B Division		2014-15 FYTD (01/02/15)			Target for 2015-2016	Offence Description	Crime Codes	Estimated Target
		Recorded	Detections	Detection Rate				
1	Cycle Crime	1281	154	12%	Reduce cycle crime by at least 10%	Theft - pedal cycle	J13	1371
						Theft - from pedal cycle	J26	
						Criminal damage pedal cycle	M30	
						Take pedal cycle without consent	Z65	
2	Trespass & Fatality Disruption PSPs				To carry out a minimum of 20 PSPs	PSPs will be set up in partnership with stakeholders to target hotspot/high impact locations for Trespass and Fatalities		20
3	Passenger Confidence PSPs				To carry out a minimum of eight PSPs at the lowest confidence stations identified from analysis of the National Rail Passenger Survey	This will be based on the NRPS survey 'satisfaction with personal security' question. - The survey will run twice a year. - The current wave of data (Aug 14) will be used and then it will be checked again via the Spring data (due out Jun 15)		8
4	Visibility	N/A			Trafalgar locations to achieve 80% visibility at identified hotspots as per default patrols	The visibility target will be measured by the GPS tracking worn by officers, this technology is still to come online and is taking longer than expected. If the technology is not place by the start of 2015-16, paper returns will be collated. These patrols are subject to change based on		80%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	1,861	1,638	1,593	1,523
Detections	144	121	220	183
Det. Rate (%)	8%	7%	14%	12%

South - B Division		2014-15 FYTD (01/02/15)			Target for 2015-2016	Offence Description	Crime Codes	Estimated Target
		Recorded	Detections	Detection Rate				
1	Cycle Crime	2043	478	23%	**Reduce cycle crime by at least 10%**	Theft - pedal cycle	J13	**2186**
						Theft - from pedal cycle	J26	
						Criminal damage pedal cycle	M30	
						Take pedal cycle without consent	Z65	
2	Trespass & Fatality Disruption PSPs				**To carry out a minimum of 15 PSPs to reduce incidents at hotspot/high impact locations for Trespass and Fatalities**	PSPs will be set up in parnership with stakeholders to target hotspot/high impact locations for Trespass and Fatalities . The quality of this joint work is to monitored and discussed through Rail Crime Tasking Group meetings throughout the performance year		**15**
3	Passenger Confidence PSPs				**To carry out a minimum of 12 PSPs at the lowest confidence stations identified from analysis of the National Rail Passenger Survey**	This will be based on the NRPS survey 'satisfaction with personal secuirty' question. - The survey will run twice a year. - The current wave of data (Aug 14) will be used and then it will be checked again via the Spring data (due out Jun 15)		**12**
4	Visibility	N/A			**Trafalgar locations to achieve 80% visibility at identified hotspots as per default patrols**	The visibility target will be measured by the GPS tracking worn by officers, this technology is still to come online and is taking longer than expected. If the technology is not place by the start of 2015-16, paper returns will be collated. These patrols are subject to change based on crime trend analysis.		**80%**

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	**2,674**	**2,315**	**2,476**	**2,429**
Detections	396	552	656	568
Det. Rate (%)	15%	24%	26%	23%

TFL - B Division		2014-15 FYTD (01/02/15)			Target for 2015-2016	Offence Description	Crime Codes	Estimated Target
		Recorded	Detections	Detection Rate				
1	Notifiable Crime	7236	1058 million journeys	6.8	Reduce notifiable crime on LUL & DLR to 7.1 crimes per million passenger journeys	Total notifiable offences as a propotion of per million passenger journeys		Less than 7.1
2	Aggression and violence against staff	353	151	43%	Reduce violence & aggression towards staff from 2014/15 end of year figure	Murder	A00	419
						Attempt murder	A01	
						GBH with intent	B00	
						GBH without intent	B01	
						Actual bodily harm	B02	
						Threats to kill	B06	
						Malicious wounding	B31	
						Racially/religiously aggravated GBH with intent	X01	
						Racially/religiously aggravated GBH without intent	X02	
						Racially aggravated common assault	X03	
						Racially or Religiously Aggravated - Fear or provocation of violence - Section 4 offence	X09	
						Racially/religiously aggravated malicious wounding	X14	
						Assaulting designated/accredited person or person assisting	Z35	
						Common assault	Z70	
						Fear/provocation of violence	Z77	
						Threaten with an offensive weapon in a public place	Y56	
						Threaten with a blade or sharply pointed article in a public place	Y57	
						Where person = victim and staff ("STAFFON")		
3	Joint Operations	N/A			To carry out a minimum of 150 Joint Operations with DLR	Joint operations to be conducted at stations rated by the DLR as Red and Amber for levels of crime at these stations. These operations provide a bespoke joint working approach to resolving crime and disorder on the DLR network. The joint operations carried out will be evidenced from returns of operational activity		150
4	Sexual Offence detections	477	146	31%	Increase Sexual Sanctioned Outcomes (previously known as detections) by 20% in line with Project Guardian	Committing an act outraging public decency	E14	208
						Sexual assault on a male aged 13 and over	E20	
						Sexual assault on a male child under 13	E21	
						Rape of a female aged 16 and over	E22	
						Rape of a female child under 16	E23	
						Rape of a female child under 13	E24	
						Rape of a male aged 16 and over	E25	
						Rape of a male child under 16	E26	
						Rape of a male child under 13	E27	
						Sexual assault on a female aged 13 or over	E28	
						Sexual assault on a female child under 13	E29	
						Causing or inciting a child under 13 to engage in sexual activity	E30	
						Causing a female person to engage in sexual activity no consent penetration	E31	
						Causing or inciting a child under 16 to engage in sexual activity	E32	
						Exposure	E41	
						Breach of sex offenders order	E43	
						Fail to notify police name/address or gives false information as to name/address	E44	
						Sexual assault on a male aged 13 and over by penetration	E45	
						Sexual assault on a male child under 13 by penetration	E46	
						Assault on a female aged over 13 by penetration	E47	
						Assault on a female aged under 13 by penetration	E48	
						Causing a male person to engage in sexual activity no consent by penetration	E49	
						Causing a female person to engage in sexual activity (no consent no penetration)	E50	
						Causing a male person to engage in sexual activity no consent no penetration	E51	
						Voyeurism	E55	
5	Police Patrol	N/A			Trafalgar locations to achieve 80% visibility at identified hotspots as per patrols	The visibility target will be measured by the GPS tracking worn by officers, this technology is still to come online and is taking longer than expected. If the technology is not place by the start of 2015-16, paper returns will be collated. These patrols are subject to change based on crime trend analysis.		80%
6	Lost Customer Incidents	539 (predicted 763 2014-15)			Reduce incidents of LCH by 10% of Trespass, Assaults Altercations between Customers & Anti Social Incidents.	The LCH incidents included in this target are criminal behaviour, anti-soicial behaviour and trespass		686

	2011/2012	2012/2013	2013/2014	2014/2015 April - Dec	2014/2015 Predicted End
Notifiable crimes	12,083	12788	10922	7236	9585
Million Passenger Journeys	1257	1332	1366	1058	1367

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	515	475	416	420
Detections	283	251	216	180
Det. Rate (%)	55%	53%	52%	43%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	343	334	433	567
Detections	98	116	123	174
Det. Rate (%)	29%	35%	28%	31%

Midlands- C Division		2014-15 FYTD (01/02/15)			Target for 2015-2016	Offence Description	Crime Codes	Estimated Target
		Recorded	Detections	Detection Rate				
1	Aggression and violence against staff	268	151	56%	Reduce incidents of staff aggression by 3%	Murder	A00	309
						Attempt murder	A01	
						Manslaughter	A02	
						Soliciting to commit murder & conspiracy to commit murder	A06	
						GBH with intent	B00	
						GBH without intent	B01	
						Actual bodily harm	B02	
						Threats to kill	B06	
						Attempting to choke etc. in order to commit indictable offence	B07	
						Causing bodily injury by explosion	B09	
						Causing explosions, sending explosive substance or throwing corrosive fluids with intent to do grievous bodily harm	B10	
						Placing explosives in or near buildings with intent to do bodily harm	B11	
						Administering poison so as to endanger life	B12	
						Administering poison with intent to injure or annoy	B13	
						Owner or person in charge allowing dog to be dangerously out of control in a public place injuring any person	B22	
						Malicious wounding	B31	
						Harassment - Fear for provocation of violence	S07	
						Racially/religiously aggravated GBH with intent	X01	
						Racially/religiously aggravated GBH without intent	X02	
						Racially aggravated common assault	X03	
						Racially or religiously aggravated intentional harassment, alarm or distress	X08	
						Racially or Religiously Aggravated - Fear or provocation of violence	X09	
						Racially or religiously harassment	X10	
						Racially/religiously aggravated malicious wounding	X14	
						Assaulting designated/accredited person or person assisting	Z35	
						Common assault	Z70	
						Fear/provocation of violence	Z77	
						Public Order Harassment/alarm/distress (offence directed towards a member of rail staff)	Y78	
						Where person = victim and staff ("STAFFON")		
2	Staff Assaults	106	62	58%	Increase the detection rate for staff assaults to 58%	Murder	A00	58%
						Attempt murder	A01	
						Manslaughter	A02	
						Soliciting to commit murder & Conspiracy to commit murder	A06	
						Grievous bodily harm with intent	B00	
						Grievous bodily harm without intent	B01	
						Assault occasioning actual bodily harm	B02	
						Threats to kill (Must be intent to cause fear the use of the word kill only is not enough to crime)	B06	
						Attempting to choke etc. in order to commit indictable offence	B07	
						Causing bodily injury by explosion	B09	
						Causing explosions, sending explosive substance or throwing corrosive fluids with intent to do grievous bodily harm	B10	
						Placing explosives in or near buildings with intent to do bodily harm	B11	
						Administering poison so as to endanger life	B12	
						Administering poison with intent to injure or annoy	B13	
						Owner or person in charge allowing dog to be dangerously out of control in a public place injuring any person	B22	
						Malicious Wounding	B31	
						Racially or Religiously Aggravated - Grievous bodily harm without intent.	X01	
						Racially or Religiously Aggravated - Assault occasioning actual bodily harm	X02	
						Racially Aggravated - Common Assault with no injury	X03	
						Racially or Religiously aggravated Malicious wounding	X14	
						Assaulting designated/accredited person or person assisting	Z35	
						Common Assault / Battery with no injury	Z70	
						Where person = victim and staff ("STAFFON")		
3	Theft of Personal Property	660	36	5%	Reduce theft of personal property by 5%	Theft luggage	J02	745
						Theft of personal property	J03	
						Theft from person	J04	
						Removal of Arena and Nightclub offences		
4	Cycle Crime	597	109	18%	Reduce theft of pedal cycles by 2%	Theft - pedal cycle	J13	696
						Theft - from pedal cycle	J26	
						Criminal damage pedal cycle	M30	
						Take pedal cycle without consent	Z65	
5	Crime-related disruption PSPs				Successfully complete five PSPs to reduce police related disruption at identified hotspots	Working jointly with rail industry partners, successfully complete at least six PSPs with the aim of reducing police related disruption **Please see attached "C Division PSP's" document for locations and themes of PSP's**		5
6	Trespass and Vandalism related disruption PSPs				Successfully complete at least five PSPs addressing trespass, cable and vandalism related disruption.	Working jointly with rail industry partners, successfully complete at least five PSPs addressing cable, trespass and vandalism related disruption. Also consider merging objectives 5 and 6. **Please see attached "C Division PSP's" document for locations and themes of PSP's**		5
7	ASB Crime PSPs				Successfully complete at least 10 PSPs addressing ASB	PSPs will be carried out addressing ASB and confidence issues with a particular focus on alcohol- related ASB, reassurance, visibility and engagement. **Please see attached "C Division PSP's" document for locations and themes of PSP's**		10
8	Freight-related crime PSPs				Successfully complete at least five PSPs addressing freight related issues.	Increase the freight companies employees knowledge, understanding and use of BTP, our role, processes and services. We will carry out 3 x crime related PSP's and an incorporated Nuclear/demo PSP.		5

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	427	353	335	319
Detections	282	221	209	180
Det. Rate (%)	66%	63%	62%	56%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	158	129	134	126
Detections	97	74	69	74
Det. Rate (%)	61%	57%	51%	58%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	783	873	854	785
Detections	41	42	47	43
Det. Rate (%)	5%	5%	6%	5%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	774	609	707	710
Detections	59	56	116	130
Det. Rate (%)	8%	9%	16%	18%

Pennine- C Division		2014-15 FYTD (01/02/15)			Target for 2015-2016	Offence Description	Crime Codes	Estimated Target
		Recorded	Detections	Detection Rate				
1	Aggression and violence against staff	476	279	59%	Reduce incidents of staff aggression by 3%	Murder	A00	549
						Attempt murder	A01	
						Manslaughter	A02	
						Soliciting to commit murder & conspiracy to commit murder	A06	
						GBH with intent	B00	
						GBH without intent	B01	
						Actual bodily harm	B02	
						Threats to kill	B06	
						Attempting to choke etc. in order to commit indictable offence	B07	
						Causing bodily injury by explosion	B09	
						Causing explosions, sending explosive substance or throwing corrosive fluids with intent to do grievous bodily harm	B10	
						Placing explosives in or near buildings with intent to do bodily harm	B11	
						Administering poison so as to endanger life	B12	
						Administering poison with intent to injure or annoy	B13	
						Owner or person in charge allowing dog to be dangerously out of control in a public place injuring any person	B22	
						Malicious wounding	B31	
						Harassment - Fear or provocation of violence	S07	
						Racially/religiously aggravated GBH with intent	X01	
						Racially/religiously aggravated GBH without intent	X02	
						Racially aggravated common assault	X03	
						Racially or religiously aggravated intentional harassment, alarm or distress	X08	
						Racially or Religiously Aggravated - Fear or provocation of violence	X09	
						Racially or religiously harassment	X10	
						Racially/religiously aggravated malicious wounding	X14	
						Assaulting designated/accredited person or person assisting	Z35	
						Common assault	Z70	
						Fear/provocation of violence	Z77	
						Public Order Harassment/alarm/distress (offence directed towards a member of rail staff)	Y78	
						Where person = victim and staff ("STAFFON")		
2	Staff Assaults	190	107	56%	Increase the detection rate for staff assaults to 58%	Murder	A00	59%
						Attempt murder	A01	
						Manslaughter	A02	
						Soliciting to commit murder & Conspiracy to commit murder	A06	
						Grievous bodily harm with intent	B00	
						Grievous bodily harm without intent	B01	
						Assault occasioning actual bodily harm	B02	
						Threats to kill (Must be intent to cause fear the use of the word kill only is not enough to crime)	B06	
						Attempting to choke etc. in order to commit indictable offence	B07	
						Causing bodily injury by explosion	B09	
						Causing explosions, sending explosive substance or throwing corrosive fluids with intent to do grievous bodily harm	B10	
						Placing explosives in or near buildings with intent to do bodily harm	B11	
						Administering poison so as to endanger life	B12	
						Administering poison with intent to injure or annoy	B13	
						Owner or person in charge allowing dog to be dangerously out of control in a public place injuring any person	B22	
						Malicious Wounding	B31	
						Racially or Religiously Aggravated - Grievous bodily harm without intent.	X01	
						Racially or Religiously Aggravated - Assault occasioning actual bodily harm	X02	
						Racially Aggravated - Common Assault with no injury	X03	
						Racially or Religiously aggravated Malicious wounding	X14	
						Assaulting designated/accredited person or person assisting	Z35	
						Common Assault / Battery with no injury	Z70	
						Where person = victim and staff ("STAFFON")		
3	Theft of Personal Property	1168	106	9%	Reduce theft of personal property by 5%	Theft luggage	J02	1319
						Theft of personal property	J03	
						Theft from person	J04	
						Removal of Arena and Nightclub offences		
4	Cycle Crime	414	59	14%	Reduce theft of pedal cycles by 2%	Theft - pedal cycle	J13	482
						Theft - from pedal cycle	J26	
						Criminal damage pedal cycle	M30	
						Take pedal cycle without consent	Z65	
5	Crime-related disruption PSPs				Successfully complete six PSPs to reduce police related disruption at identified hotspots	Working jointly with rail industry partners, successfully complete at least six PSPs with the aim of reducing police related disruption Please see attached "C Division PSP's" document for locations and themes of PSP's		6
6	Trespass and Vandalism related disruption PSPs				Successfully complete at least five PSPs addressing trespass, cable and vandalism related disruption	Working jointly with rail industry partners, successfully complete at least five PSPs addressing cable, trespass and vandalism related disruption. Also consider merging objectives 5 and 6. Please see attached "C Division PSP's" document for locations and themes of PSP's		5
7	ASB Crime PSPs				Successfully complete at least 15 PSPs addressing ASB	PSPs will be carried out addressing ASB and confidence issues with a particular focus on alcohol- related ASB, reassurance, visibility and engagement. Please see attached "C Division PSP's" document for locations and themes of PSP's		15
8	Freight-related crime PSPs				Successfully complete at least five PSPs addressing freight related issues.	Increase the freight companies employees knowledge, understanding and use of BTP, our role, processes and services. We will carry out 3 x crime related PSP's and an incorporated Nuclear/demo PSP.		5

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	727	675	601	566
Detections	495	457	376	332
Det. Rate (%)	68%	68%	63%	59%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	266	249	222	226
Detections	157	168	129	127
Det. Rate (%)	59%	67%	58%	56%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	1,384	1,562	1,515	1,389
Detections	96	126	149	126
Det. Rate (%)	7%	8%	10%	9%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	505	399	481	492
Detections	59	82	79	70
Det. Rate (%)	12%	21%	16%	14%

Wales- C Division		2014-15 FYTD (01/02/15)			Target for 2015-2016	Offence Description	Crime Codes	Estimated Target
		Recorded	Detections	Detection Rate				
1	Aggression and violence against staff	90	48	53%	Reduce incidents of staff aggression by 4%	Murder	A00	103
						Attempt murder	A01	
						Manslaughter	A02	
						Soliciting to commit murder & conspiracy to commit murder	A06	
						GBH with intent	B00	
						GBH without intent	B01	
						Actual bodily harm	B02	
						Threats to kill	B06	
						Attempting to choke etc. in order to commit indictable offence	B07	
						Causing bodily injury by explosion	B09	
						Causing explosions, sending explosive substance or throwing corrosive fluids with intent to do grievous bodily harm	B10	
						Placing explosives in or near buildings with intent to do bodily harm	B11	
						Administering poison so as to endanger life	B12	
						Administering poison with intent to injure or annoy	B13	
						Owner or person in charge allowing dog to be dangerously out of control in a public place injuring any person	B22	
						Malicious wounding	B31	
						Harassment - Fear or provocation of violence	S07	
						Racially/religiously aggravated GBH with intent	X01	
						Racially/religiously aggravated GBH without intent	X02	
						Racially aggravated common assault	X03	
						Racially or religiously aggravated intentional harassment, alarm or distress	X08	
						Racially or Religiously Aggravated - Fear or provocation of violence	X09	
						Racially or religiously harassment	X10	
						Racially/religiously aggravated malicious wounding	X14	
						Assaulting designated/accredited person or person assisting	Z35	
						Common assault	Z70	
						Fear/provocation of violence	Z77	
						Public Order Harassment/alarm/distress (offence directed towards a member of rail staff)	Y78	
						Where person = victim and staff ("STAFFON")		
2	Staff Assaults	40	22	55%	Increase the detection rate for staff assaults to 55%	Murder	A00	55%
						Attempt murder	A01	
						Manslaughter	A02	
						Soliciting to commit murder & Conspiracy to commit murder	A06	
						Grievous bodily harm with intent	B00	
						Grievous bodily harm without intent	B01	
						Assault occasioning actual bodily harm	B02	
						Threats to kill (Must be intent to cause fear the use of the word kill only is not enough to crime)	B06	
						Attempting to choke etc. in order to commit indictable offence	B07	
						Causing bodily injury by explosion	B09	
						Causing explosions, sending explosive substance or throwing corrosive fluids with intent to do grievous bodily harm	B10	
						Placing explosives in or near buildings with intent to do bodily harm	B11	
						Administering poison so as to endanger life	B12	
						Administering poison with intent to injure or annoy	B13	
						Owner or person in charge allowing dog to be dangerously out of control in a public place injuring any person	B22	
						Malicious Wounding	B31	
						Racially or Religiously Aggravated - Grievous bodily harm without intent.	X01	
						Racially or Religiously Aggravated - Assault occasioning actual bodily harm	X02	
						Racially Aggravated - Common Assault with no injury	X03	
						Racially or Religiously aggravated Malicious wounding	X14	
						Assaulting designated/accredited person or person assisting	Z35	
						Common Assault / Battery with no injury	Z70	
						Where person = victim and staff ("STAFFON")		
3	Theft of Personal Property	190	14	7%	Reduce theft of personal property by 5%	Theft luggage	J02	215
						Theft of personal property	J03	
						Theft from person	J04	
						Removal of Arena and Nightclub offences		
4	Cycle Crime	71	12	17%	Reduce theft of pedal cycles by 5%	Theft - pedal cycle	J13	67
						Theft - from pedal cycle	J26	
						Criminal damage pedal cycle	M30	
						Take pedal cycle without consent	Z65	
5	Crime-related disruption PSPs				Successfully complete four PSPs to reduce police related disruption at identified hotspots	Working jointly with rail industry partners, successfully complete at least four PSPs with the aim of reducing police related disruption. Please see attached "C Division PSP's" document for locations and themes of PSP's		4
6	Trespass and Vandalism related disruption PSPs				Successfully complete at least four PSPs addressing trespass, cable and vandalism related disruption.	Working jointly with rail industry partners, successfully complete at least four PSPs addressing cable, trespass and vandalism related disruption. Also consider merging objectives 5 and 6. Please see attached "C Division PSP's" document for locations and themes of PSP's		4
7	ASB Crime PSPs				Successfully complete at least six PSPs addressing ASB	PSPs will be carried out addressing ASB and confidence issues with a particular focus on alcohol- related ASB, reassurance, visibility and engagement. Please see attached "C Division PSP's" document for locations and themes of PSPs		6
8	Freight-related crime PSPs				Successfully complete at least five PSPs addressing freight related issues.	Increase the freight companies employees knowledge, understanding and use of BTP, our role, processes and services. We will carry out 3 x crime related PSP's and an incorporated Nuclear/demo PSP.		5

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	123	129	108	107
Detections	87	90	65	57
Det. Rate (%)	71%	70%	60%	53%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	43	44	46	48
Detections	27	29	23	26
Det. Rate (%)	63%	66%	50%	55%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	237	244	235	226
Detections	14	19	27	17
Det. Rate (%)	6%	8%	11%	7%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	50	73	73	71
Detections	8	4	9	12
Det. Rate (%)	16%	5%	12%	17%

	Western- C Division	2014-15 FYTD (01/02/15)			Target for 2015-2016	Offence Description	Crime Codes	Estimated Target
		Recorded	Detections	Detection Rate				
1	Aggression and violence against staff	181	123	68%	Reduce incidents of staff aggression by 3%	Murder	A00	209
						Attempt murder	A01	
						Manslaughter	A02	
						Soliciting to commit murder & conspiracy to commit murder	A06	
						GBH with intent	B00	
						GBH without intent	B01	
						Actual bodily harm	B02	
						Threats to kill	B06	
						Attempting to choke etc. in order to commit indictable offence	B07	
						Causing bodily injury by explosion	B09	
						Causing explosions, sending explosive substance or throwing corrosive fluids with intent to do grievous bodily harm	B10	
						Placing explosives in or near buildings with intent to do bodily harm	B11	
						Administering poison so as to endanger life	B12	
						Administering poison with intent to injure or annoy	B13	
						Owner or person in charge allowing dog to be dangerously out of control in a public place injuring any person	B22	
						Malicious wounding	B31	
						Harassment - Fear or provocation of violence	S07	
						Racially/religiously aggravated GBH with intent	X01	
						Racially/religiously aggravated GBH without intent	X02	
						Racially aggravated common assault	X03	
						Racially or religiously aggravated intentional harassment, alarm or distress	X08	
						Racially or Religiously Aggravated - Fear or provocation of violence	X09	
						Racially or religiously harassment	X10	
						Racially/religiously aggravated malicious wounding	X14	
						Assaulting designated/accredited person or person assisting	Z35	
						Common assault	Z70	
						Fear/provocation of violence	Z77	
						Public Order Harassment/alarm/distress (offence directed towards a member of rail staff)	Y78	
						Where person = victim and staff ("STAFFON")		
2	Staff Assaults	61	40	66%	Increase the detection rate for staff assaults to 64%	Murder	A00	64%
						Attempt murder	A01	
						Manslaughter	A02	
						Soliciting to commit murder & Conspiracy to commit murder	A06	
						Grievous bodily harm with intent	B00	
						Grievous bodily harm without intent	B01	
						Assault occasioning actual bodily harm	B02	
						Threats to kill (Must be intent to cause fear the use of the word kill only is not enough to crime)	B06	
						Attempting to choke etc. in order to commit indictable offence	B07	
						Causing bodily injury by explosion	B09	
						Causing explosions, sending explosive substance or throwing corrosive fluids with intent to do grievous bodily harm	B10	
						Placing explosives in or near buildings with intent to do bodily harm	B11	
						Administering poison so as to endanger life	B12	
						Administering poison with intent to injure or annoy	B13	
						Owner or person in charge allowing dog to be dangerously out of control in a public place injuring any person	B22	
						Malicious Wounding	B31	
						Racially or Religiously Aggravated - Grievous bodily harm without intent.	X01	
						Racially or Religiously Aggravated - Assault occasioning actual bodily harm	X02	
						Racially Aggravated - Common Assault with no injury	X03	
						Racially or Religiously aggravated Malicious wounding	X14	
						Assaulting designated/accredited person or person assisting	Z35	
						Common Assault / Battery with no injury	Z70	
						Where person = victim and staff ("STAFFON")		
3	Theft of Personal Property	468	31	7%	Reduce theft of personal property by 5%	Theft luggage	J02	529
						Theft of personal property	J03	
						Theft from person	J04	
						Removal of Arena and Nightclub offences		
4	Cycle Crime	341	24	7%	Reduce theft of pedal cycles by 5%	Theft - pedal cycle	J13	385
						Theft - from pedal cycle	J26	
						Criminal damage pedal cycle	M30	
						Take pedal cycle without consent	Z65	
5	Crime-related disruption PSPs				Successfully complete four PSPs to reduce police related disruption at identified hotspots	These operations will involve joint working with at least one industry partner and is in response to industry concerns around safety and public order issues.Suitable taskings will be identified by industry partners in conjunction with BTP via the Area tasking process, and the anticipated outcomes will contribute to the national objectives of reducing notifiable crime, increasing the detection rate for public order offences and increasing late night visibility. Success will be measured by the appropriate industry partner signing off the operation via the tasking process once it has been satisfactorily concluded.		4
6	Trespass and Vandalism related disruption PSPs				Successfully complete at least four PSPs addressing trespass, cable and vandalism related disruption	Working jointly with rail industry partners, successfully complete at least four PSPs with the aim of reducing police related disruption. Please see attached "C Division PSPs" document for locations and themes of PSPs		4
7	ASB Crime PSPs				Successfully complete at least six PSPs addressing ASB	PSPs will be carried out addressing ASB and confidence issues with a particular focus on alcohol- related ASB, reassurance, visibility and engagement. Please see attached "C Division PSPs" document for locations and themes of PSP's		6
8	Freight-related crime PSPs				Successfully complete at least five PSPs addressing freight related issues.	Increase the freight companies employees knowledge, understanding and use of BTP, our role, processes and services. We will carry out three crime related PSPs and an incorporated Nuclear/demo PSP.		5

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	287	250	251	215
Detections	189	186	185	146
Det. Rate (%)	66%	74%	74%	68%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	115	79	71	73
Detections	63	56	45	48
Det. Rate (%)	55%	71%	63%	66%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	749	784	705	556
Detections	55	43	65	37
Det. Rate (%)	7%	5%	9%	7%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	563	425	371	405
Detections	29	63	35	29
Det. Rate (%)	5%	15%	9%	7%

D Division		2014-15 FYTD (01/02/15)			Target for 2015-2016	Offence Description	Crime Codes	Estimated Target
		Recorded	Detections	Detection Rate				
1	Theft of Passenger Property	270	45	17%	Reduce Theft of Passenger Property by 5%	Theft luggage	J02	305
						Theft of personal property	J03	
						Theft from person	J04	
2	Violence Against the Person	110	95	86%	Reduce the number of violent offences at our top 3 locations combined	This objective will focus on VAP offences at Edinburgh Waverley, Glasgow Central and Glasgow Queen Street (excluding on-train offences). The 2015/16 objective will be the total number of offences at these 3 locations for 2014/15, reduced as follows: Edinburgh Waverley -20%, Glasgow Central -10% Glasgow Queen Street -10%	Force Crime Group 01A	111
3	Trespass/ Customer Satisfaction PSPs	N/A			To achieve a total satisfaction rate of at least 75%	Work with partners at the top 10 trespass spots (according to NWR data). PSPs assessed quarterly via survey **Survey details for all ePSPs will be on the ePSP system for Research & Development to access**		75%
4	Key location/ Customer Satisfaction PSPs	77%			To achieve a total satisfaction rate of at least 75%	PSPs targeting disruption at six key pinch points (Hyndland, Glasgow Central, Glasgow – Shields, Glasgow – Newton, Haymarket, Edinburgh Waverley). PSPs assessed quarterly via survey. **Survey details for all ePSPs will be on the ePSP system for Research & Development to access**		75%
5	Train Services/ Customer Satisfaction PSPs	N/A			To achieve a total satisfaction rate of at least 75%	Run 8 PSPs solving Plans targeting disruptive train services (incl late & last). PSPs assessed quarterly via survey. **Survey details for all ePSPs will be on the ePSP system for Research & Development to access**		75%
6	SPT (Glasgow Subway) Satisfaction PSPs	N/A			(a) To achieve a total satisfaction rate of at least 75% for a PSP tackling disorder related to "Sub-Crawls" and other organised events (b) Achieve at least a 75% satisfaction rate for a PSP tackling disorder related to Rangers FC home fixtures at Ibrox Stadium **ACoRP**	The details of the specific PSP to be agreed between D Division and stakeholder. There will be dedicated patrols when sub-crawls and other events are on. For Rangers home games, initial agreement will be to resource specfic number of home games, based on assessment of risk		75%
7	Public Confidence	N/A			Work actively with Association of Community Rail Partnerships (ACoRP) at a minimum of six locations where action plans are developing to improve confidence	The details of the agreement will be made nearer the time and agreed between plan owner and ACoRP		75%
8	Victim Support	88%			To achieve a Victim of Crime Satisfaction rate of at least 92%	This is measured through the monthly Victims of Crime satisfaction survey.		92%

	2011-12	2012-13	2013-14	2014-15 Predicted
Recorded	333	330	336	321
Detections	41	38	44	54

	Recorded	Detection	Det Rate (%)
2011/2012	112	98	88%
2012/2013	134	115	86%
2013/2014	81	71	88%
2014/2015 Predicted	131	113	86%

	2011-12	2012-13	2013-14	2014-15
Respondents	206	170	94	139
Satisfaction	90%	95%	91%	123

Colour Key
- Volume Crime related target
- Disruption related target
- Confidence related target
- Staff assaults related target
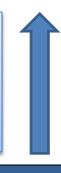
Strategic Targets
- Reduce Crime by 20%
- Reduce Disruption by 20%
- Increase Confidence by 10%
- Achieve Value for Money

Link to the Strategic Target:
- Reduce Crime / Violence
- Trespass / Primary Lost minutes
- Fatalities clearance / Partial hand back
- Confidence – Key locations
- Sickness – impact on visibility
- Safeguarding / Offender management

National Targets
- Reduce notifiable Crime by 3% (excluding Police generated)
- Reduce violence against the person offences by at least 10%
- Reduce the TPP crime rate (TPP offences per million passenger journeys) from the 2014/15 outturn figure
- Reduce overall police related lost minutes by 7%
- Reduce trespass related lost minutes by 10%
- Reduce primary lost minutes by 5%
- Non-suspicious and explained fatalities to be cleared within an average of less than 90 minutes
- Achieve at least a 45 minutes partial reopening on all four track lines
- At least a 78.8% confidence rating for passengers measured by the national passenger survey
- At least a 67.7% confidence rating for rail staff measured by the BTP rail staff survey
- Increase in confidence at the 20 stations with the lowest confidence ratings as measured by the National Passenger Survey
- TBC% reduction in the offending rate of BTP's top 200 prolific offenders (detail to be agreed and re-presented to Subgroup)
- To review and monitor the progress of the significant milestones within the Safeguarding project plan
- Average days lost per employee to be less than 7.3 days (or 2014-15 end of year performance if lower)

Cross cutting key themes from all Sub Divisions:
- Violence – staff and passengers
- Trespass
- Cycle Crime
- Confidence
- Visibility – late night
- Anti-Social Behaviour
- Joint working and Problem Solving Plan approach
- Fatalities

Sub Divisional Targets

B Division – East Key Themes	B Division – South Key Themes	B Division – TfL Key Themes	C Division – All Sub Divisions Key Themes	D Division - Key Themes
- Volume Crime – Cycle theft, shoplifting and violence - Disruption – Trespass and Fatalities - Confidence – visibility on late night trains and staff assaults	- Volume Crime – cycle theft and violence - Disruption – trespass, level crossing and fatalities - Confidence – Staff assaults and visibility on late trains and joint media strategies	- Violence – against staff - Overall reduction in crime in line with TfL targets - DLR – joint operations to continue - Disruption – continue joint working to reduce lost customer hours further targeting hotspots for trespass and fatalities	- Violence – staff aggression and detections - Theft of passenger property - Cycle crime - Problem Solving Plan approach to tackle disruption in particular trespass and vandalism - Alcohol related ASB and Visibility - Freight related issues	- Theft passenger property - Violence - Trespass and Disruption - Alcohol related crime - Confidence

Appendix A – Proposed Sub Divisional Targets

B Division – East	B Division – South	B Division – TfL	C Division – All Sub Divisions	D Division
Reduce Cycle crime by 10%	Reduce Cycle crime by 10%	Reduce notifiable crime on LUL & DLR to 7.1 crimes per million passenger journeys	Working jointly with rail industry partners, reduce incidents of staff aggression by x% (this objective seeks to reduce both physical assaults and verbal abuse incidents directed at staff)	To reduce TPP by 5%
PSPs to reduce incidents at hot spot/high impact locations for Trespass and Fatalities	PSPs to reduce incidents at hot spot/high impact locations for Trespass and Fatalities	Reduce Violence & Aggression towards staff on LUL and LOROL.	Working jointly with rail industry partners, increase the detection rate for staff assaults by x% (this relates to incidents of physical assault)	To reduce VAP by 5% this may be restricted to an element within VAP or exclude police assaults
Set volume of PSPs at the lowest 8 confidence stations to improve passenger confidence	Set volume of PSPs at the lowest 12 confidence stations to improve passenger confidence	To conduct 150 DLR Joint Ops		Reduce lost minutes at top 10 trespass spots (according to NWR data) by x%
Trafalgar locations to achieve 80% visibility at identified hot spots as per default patrols		Increase Sexual Detections by 20% in line with Project Guardian	Working jointly with rail industry partners, reduce the theft of personal property from rail users by x% (this relates to rail users as opposed to victims from entertainment venues that are situated within BTP jurisdiction)	Achieve a total satisfaction rate of at least 75% for six successfully run partnership PSP targeting disruption at six key pinch points
Officers to patrol every Friday evening on-board the three most problematic services between 23:00-03:00 leaving Paddington, Euston, Kings Cross, St Pancras, Liverpool Street and Fenchurch Street. Contributing to a total of 1560 train patrols in the year	Trafalgar locations to achieve 80% visibility at identified hot spots as per default patrols	Trafalgar locations to achieve 80% visibility at identified hot spots as per default patrols	Working jointly with rail industry partners, reduce the theft of pedal cycles by x%	Work with SPT to reduce unruly behaviour caused by Sub-crawl
	Officers to patrol every Friday evening on-board the three most problematic services between 23:00-03:00 leaving Charing Cross, Waterloo, London Bridge and Victoria. Contributing to a total of 1560 train patrols in the year	Reduce incidents of LCH by 10% of Trespass, Assaults Altercations between Customers & Anti-Social incidents.	Working jointly with rail industry partners using a problem-solving approach, reduce police-related disruption at identified hotspots by x% (this will relate to identified locations or routes and address all forms of police-related disruption, specific targets/inputs/outcomes will be specified for each PSP)	Working with AcORP at identified location to improve confidence
			Working jointly with rail industry partners, successfully complete x PSPs addressing T and V-related disruption (this is to complement the proposed national objective of reducing T and V-related disruption)	
			Working jointly with rail industry partners, successfully complete x PSPs, addressing ASB with a particular focus on alcohol-related ASB, reassurance, visibility and engagement (as with all PSPs, specific targets/inputs/outcomes will be agreed with partners beforehand)	
			Working jointly with rail industry partners, successfully complete x PSPs addressing freight-related issues (these will be identified from the Divisional Freight Stakeholder meetings)	