Performance Dashboard
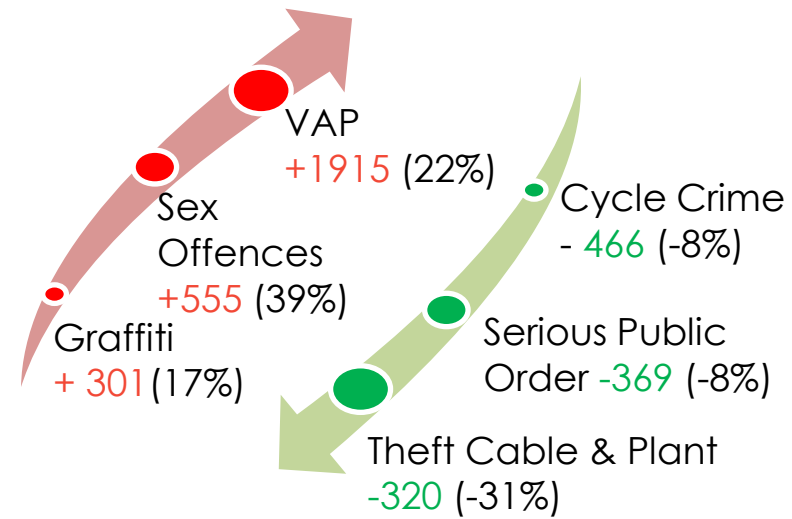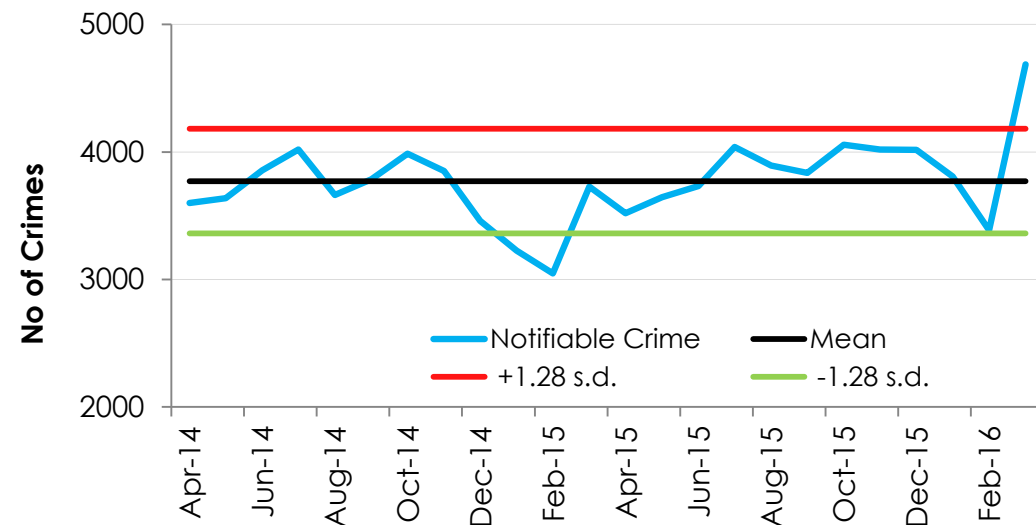
Notifiable Crime Apr 2014 - Mar 2016

Reduce Notifiable Offences by **20%**

No of Crimes (y-axis: 2000, 3000, 4000, 5000)

x-axis: Apr-14, Jun-14, Aug-14, Oct-14, Dec-14, Feb-15, Apr-15, Jun-15, Aug-15, Oct-15, Dec-15, Feb-16

Legend: Notifiable Crime, Mean, +1.28 s.d., -1.28 s.d.

VAP +1915 (22%)

Sex Offences +555 (39%)

Graffiti + 301 (17%)

Cycle Crime - 466 (-8%)

Serious Public Order -369 (-8%)
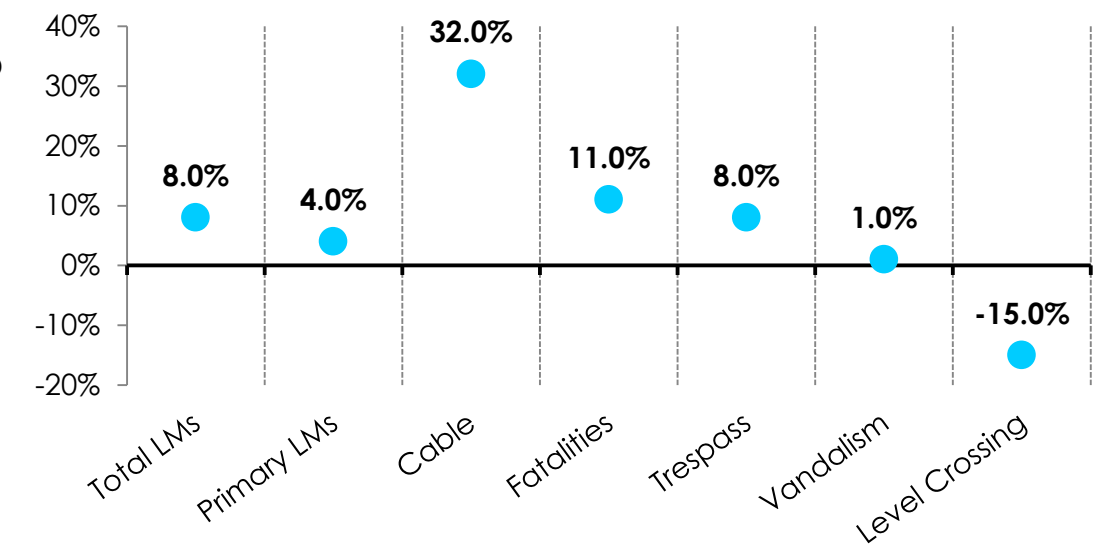
Theft Cable & Plant -320 (-31%)

VAP: YTD 10744, PYTD 8829

Notifiable Crime: YTD 46610, PYTD 44017

Legend: YTD, PYTD
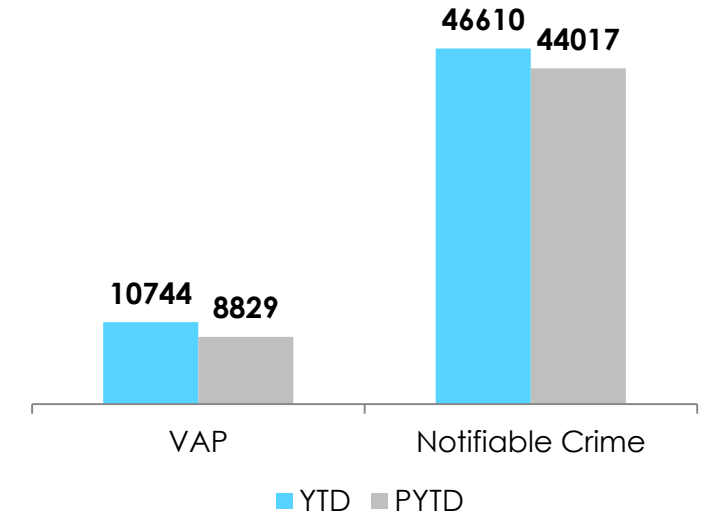
Disruption Lost Minutes Apr 2014 - Mar 2016

Reduce police related lost minutes **20%**

y-axis: 0 to 160000

x-axis: Apr-14, Jul-14, Oct-14, Jan-15, Apr-15, Jul-15, Oct-15, Jan-16

Legend: YTD, PYTD

Disruption Lost Minutes: 1338944 (YTD), 1240531 (PYTD)

BTP Lost Minutes % change

Total LMs: 8.0%
Primary LMs: 4.0%
Cable: 32.0%
Fatalities: 11.0%
Trespass: 8.0%
Vandalism: 1.0%
Level Crossing: -15.0%

Passenger Confidence

Increase confidence by **10%**
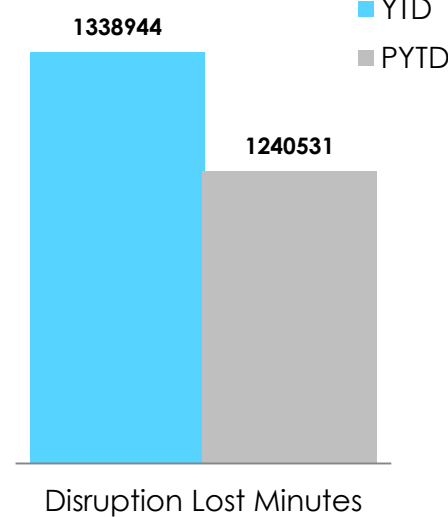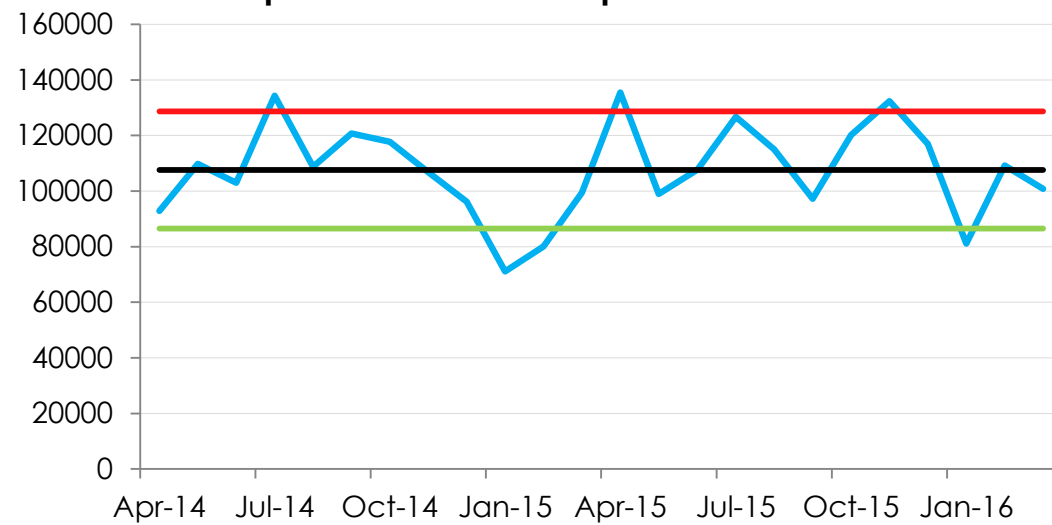
Spring 2015 - **Awaiting Data**

Rail Staff Confidence
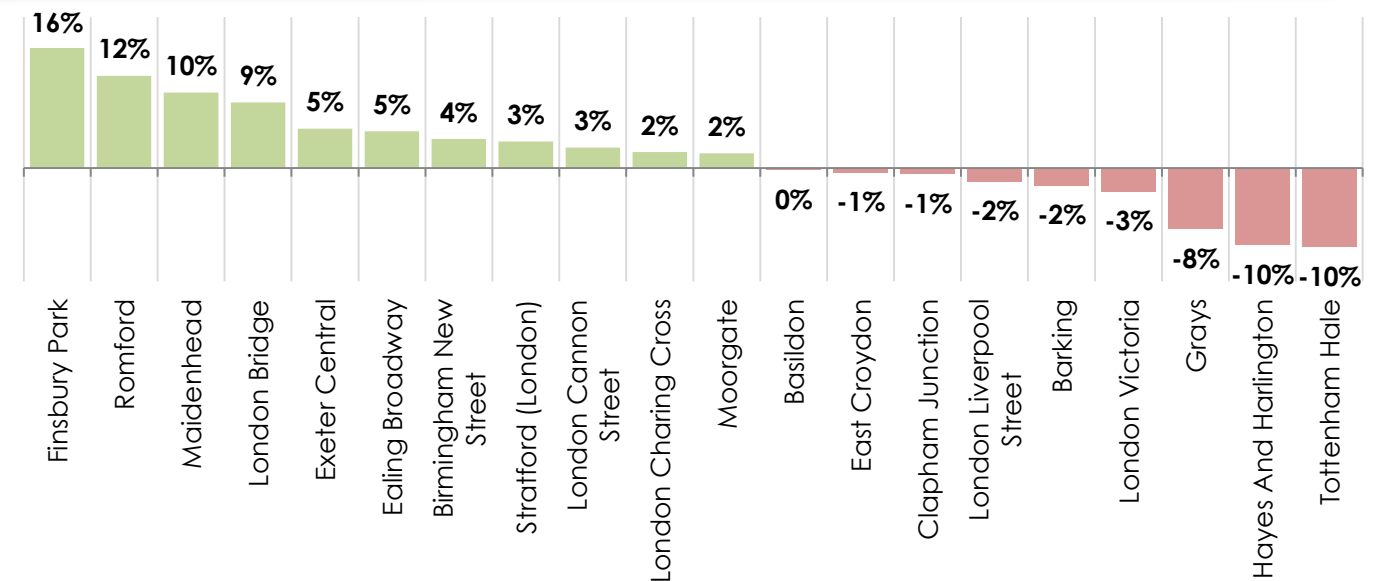Spring 2015 - **Awaiting Data**

Confidence at the Lowest Ranked Stations:
Autumn 2015 - **72.34%**

20 Lowest Confidence Stations

Autumn 2014 vs Autumn 2015 %

Finsbury Park: 16%
Romford: 12%
Maidenhead: 10%
London Bridge: 9%
Exeter Central: 5%
Ealing Broadway: 5%
Birmingham New Street: 4%
Stratford (London): 3%
London Cannon Street: 3%
London Charing Cross: 2%
Moorgate: 2%
Basildon: 0%
East Croydon: -1%
Clapham Junction: -1%
London Liverpool Street: -2%
Barking: -2%
London Victoria: -3%
Grays: -8%
Hayes And Harlington: -10%
Tottenham Hale: -10%

Service Delivery Dashboard

% Charged and Summonsed
YTD - **42%**   PYTD - **51%**

Notifiable Crime Positive Outcome Rates

14.2   **13.9**

Reduce Notifiable Offences by **20%**

YTD	PYTD

Offences Per Million Passenger Journeys

VAP	**31%**
Sex Offences	**24%**
Criminal Damage	**10%**
Serious Line Route	**17%**
ToPP	**5%**
Vehicle/Cycle crime	**14%**
Robbery	**21%**
Burglary/theft	**30%**
Serious Public Disorder	**37%**
Serious Fraud	**36%**
Serious Other	**29%**

20%   **80%**

Undetected   Detected

182,871   **174,971**

YTD	PYTD

Number of Incidents

% Attrition Rate

Crown Court
BTP - **23%**   National - **21%**

Magistrates Court
BTP - **12%**   National - **16%**

Fatalites/injuries
Reactionary   Primary   Incidents

Reduce police related lost minutes **20%**

90 Minute Clearance Time
YTD Av **91 Mins**   PYTD Av **81Mins**

45 Minute Reopening Time
YTD Av **43 Mins**   PYTD Av **40 Mins**

Trespass
Reactionary   Primary   Incidents

National Response Times

Increase confidence by **10%**

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Priority (60 min)	89%	90%	98%	99%	99%	98%
Immediate (20 min)	91%	92%	93%	93%	93%	91%

Immediate (20 min)   Priority (60 min)

First Contact Centre
Politeness **98.6%**
Accuracy of advice **95.5%**
Helpfulness **95.3%**

Overall Victim Satisfaction

	Theft	Vehicle	Violent	Racial

2012-13   2013-14   2014-15   2015-16

PRC:
BTP Performance 2015-16
19th May 2016

Contents

BRITISH TRANSPORT POLICE

Progress towards 2012/13 – 2018/19 Strategic Objectives

- 20% reduction in Notifiable crime
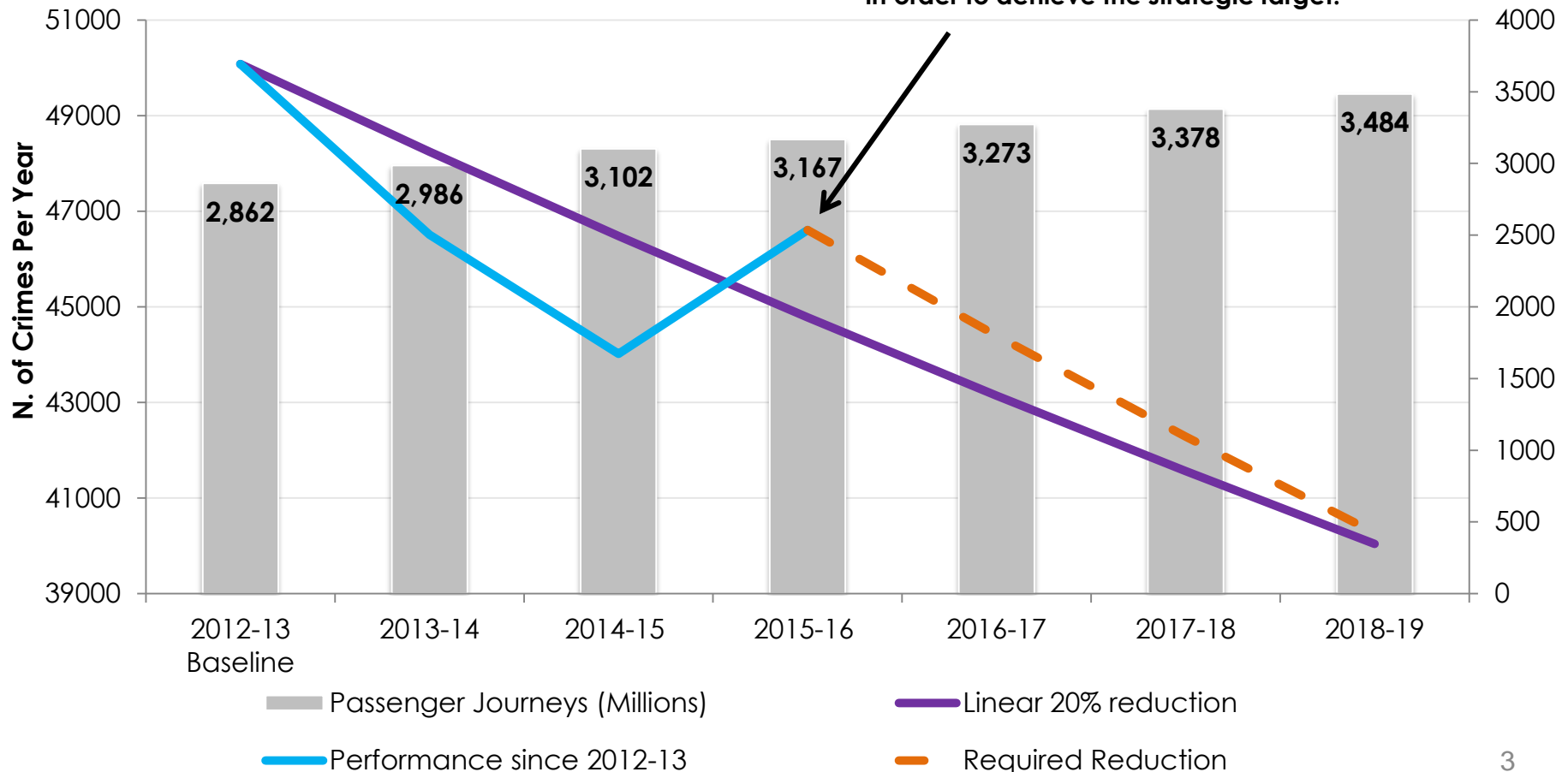- 20% reduction in Disruption
- 10% increase in Confidence

2015-16 Policing Plan Targets
- National Target N1: Notifiable Crime
- National Target N2: VAP
- National Target N3: Disruption
- National Target N4: Sickness
- National Targets N5-N7: Confidence
- Local Targets

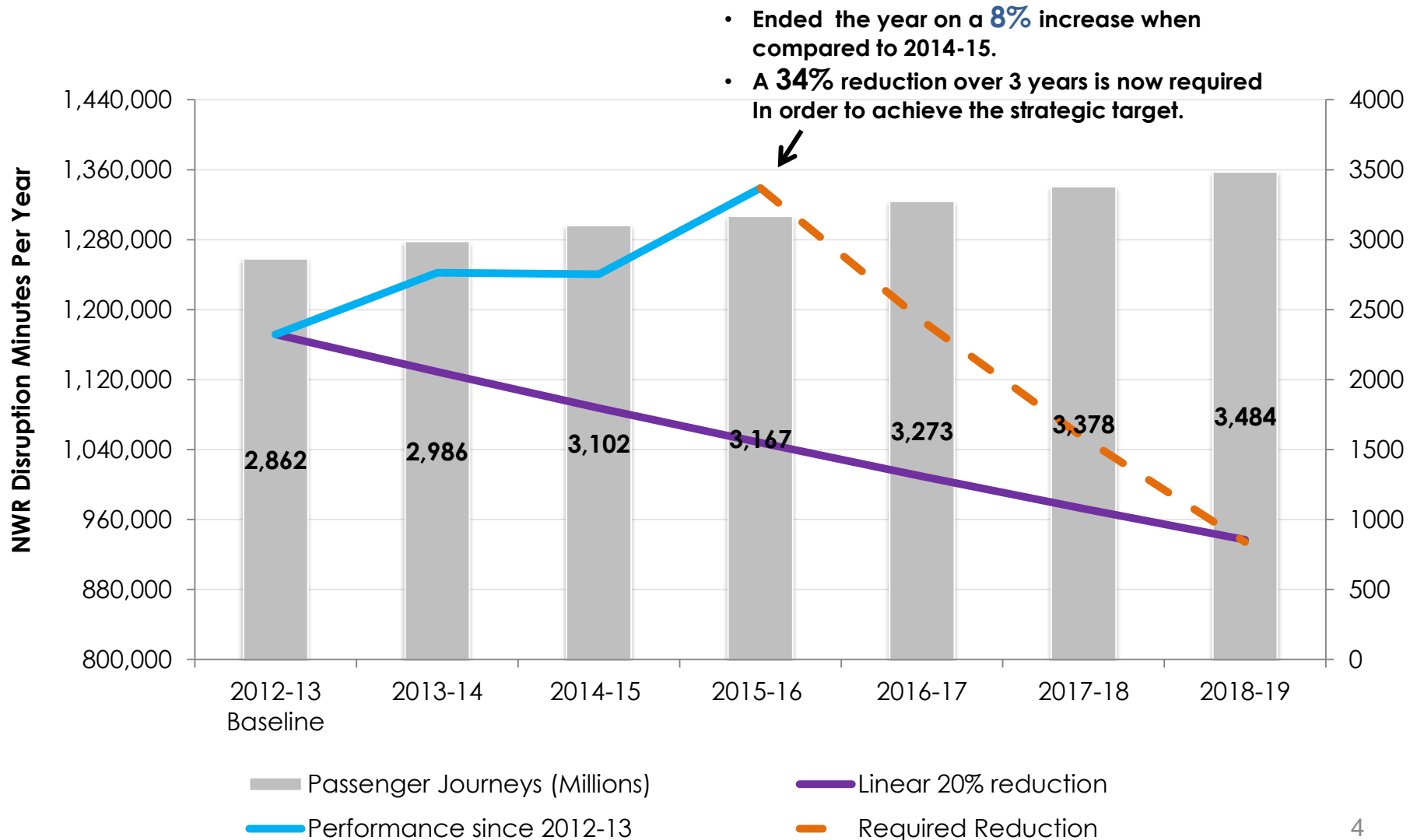# Strategic Plan Objectives: Notifiable Crime Progress

BTP 20% Notifiable Reduction Strategic Plan

- Ended the year on a **6%** increase when compared to 2014-15.
- A **14%** reduction over 3 years is now required in order to achieve the strategic target.

N. of Crimes Per Year

Bar values (Passenger Journeys Millions):
- 2012-13 Baseline: 2,862
- 2013-14: 2,986
- 2014-15: 3,102
- 2015-16: 3,167
- 2016-17: 3,273
- 2017-18: 3,378
- 2018-19: 3,484

Legend:
- ▮ Passenger Journeys (Millions)
- ▬ Linear 20% reduction
- ▬ Performance since 2012-13
- ▬ Required Reduction

Strategic Plan Objectives: Disruption Progress

BTP 20% NWR Disruption Minutes Reduction Strategic Plan

- Ended the year on a **8%** increase when compared to 2014-15.
- A **34%** reduction over 3 years is now required In order to achieve the strategic target.
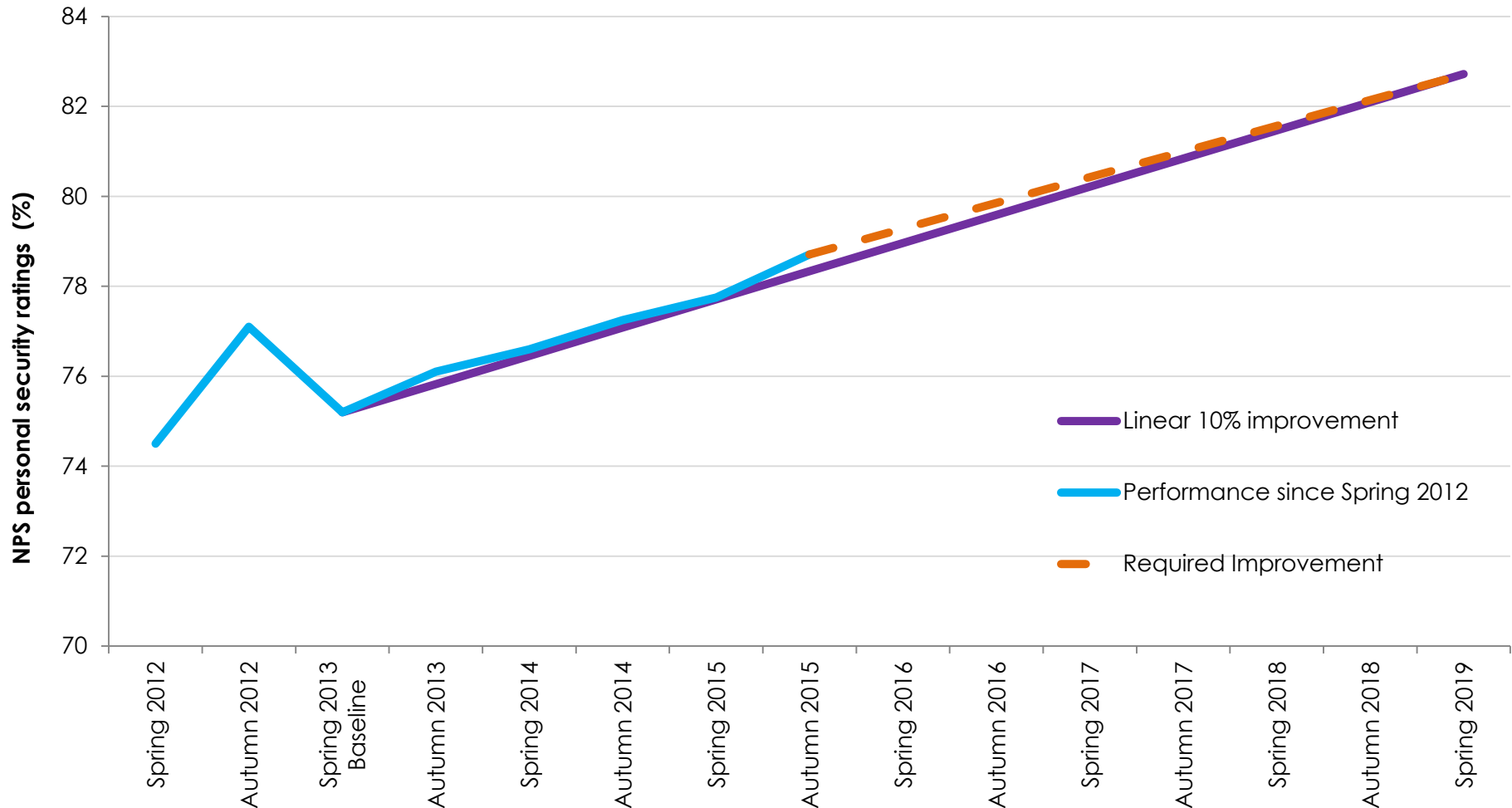

Legend:
- Passenger Journeys (Millions)
- Performance since 2012-13
- Linear 20% reduction
- Required Reduction

4

Strategic Plan Objectives: Confidence Progress

BTP 10% Personal Security Improvement Strategic Plan

2015 -16 Policing Plan National Targets

Policing plan performance 2015/16: Achievement of targets

	National Targets	East	South	TfL	Midlands	Pennine	Wales	Western	Scotland	BTP
N1	Crime Reduction	-	-	-		-	-	-	-	Not Achieved
N2	VAP Reduction	-	-	-	-	-	-	-	-	Not Achieved
N3	Disruption Reduction	-	-	-	-	-		-	-	Not Achieved
N4	Sickness	-	-		-	-	-			Not Achieved
N5	Passenger Confidence									Achieving
N6	Rail Staff Confidence									Awaiting data
N7	Station Confidence									Achieved
N8, N9 Cyber Crime and Safeguarding Policing Plan commitments have been achieved										Achieved

Local Targets	Achieved	Not Achieved
East	4/5	Cycle Reduction
South	4/5	Cycle Reduction
TfL	1/6	Agg. Vs Staff, Sex Positive Outcome, LCH, Crime Recorded by Journeys
Midlands	6/8	Staff Assault Positive Outcome Rate, TPP Reduction
Pennine	4/7	Staff Assault Positive Outcome Rate, TPP Reduction, Agg. Vs Staff
Wales	3/7	Agg. Vs Staff, Staff Assault Positive Outcome Rate, TPP Reduction, Cycle Reduction
Western	4/7	TPP Reduction, Cycle Crime Reduction, Staff Assault Positive Outcome Rate
Scotland	6/8	Glasgow Subway Satisfaction PSPs, VAP Reduction at Hotspot

32 local targets achieved out of **53**

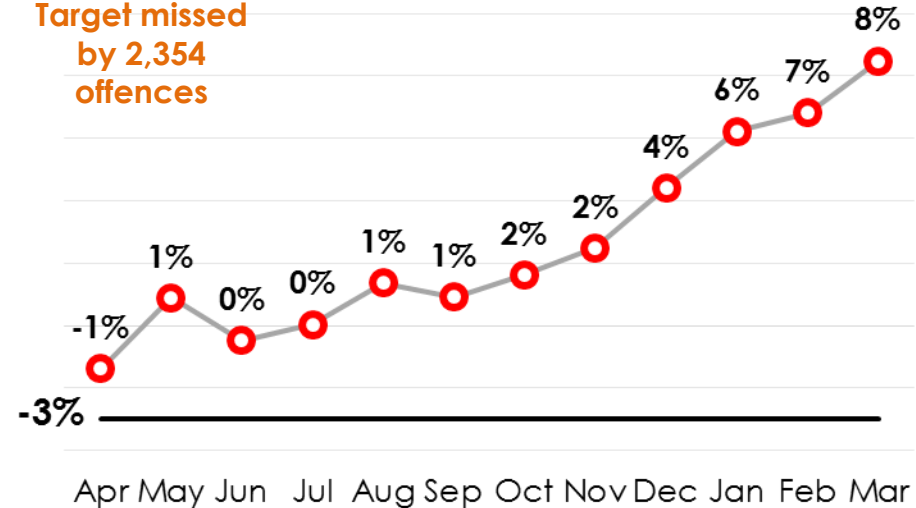# N1- Notifiable Crime 2015/16: *TARGET -3% (Target not met)*

BTP Against Target
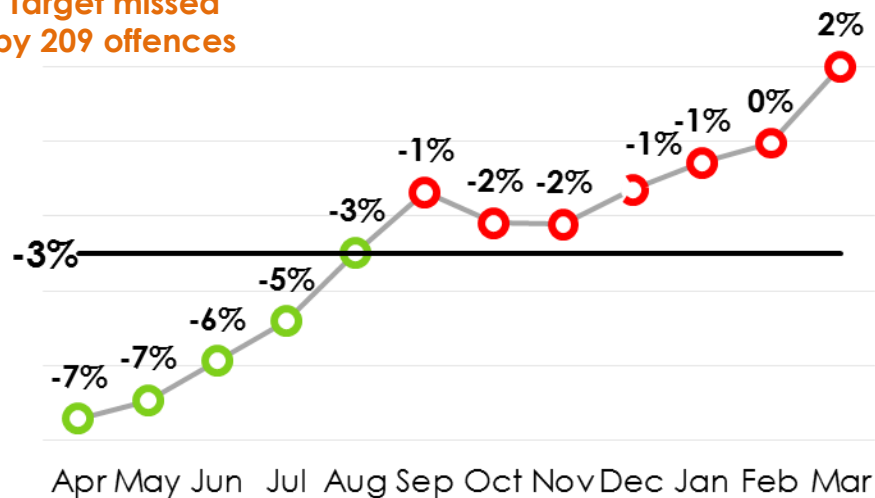
Target missed by 2,593 offences

Apr: -2%, May: -1%, Jun: -2%, Jul: -1%, Aug: 0%, Sep: 0%, Oct: 1%, Nov: 1%, Dec: 3%, Jan: 4%, Feb: 5%, Mar: 6%
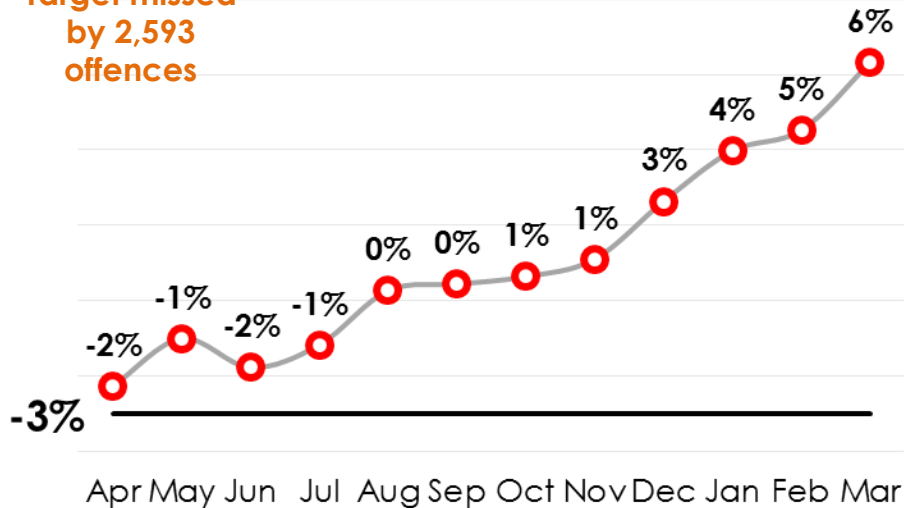
B Division Against Target

Target missed by 2,354 offences

Apr: -1%, May: 1%, Jun: 0%, Jul: 0%, Aug: 1%, Sep: 1%, Oct: 2%, Nov: 2%, Dec: 4%, Jan: 6%, Feb: 7%, Mar: 8%

C Division Against Target

Target missed by 209 offences

Apr: -7%, May: -7%, Jun: -6%, Jul: -5%, Aug: -3%, Sep: -1%, Oct: -2%, Nov: -2%, Dec: -1%, Jan: -1%, Feb: 0%, Mar: 2%

D Division Against Target

Target missed by 30 offences

Apr: 37%, May: 24%, Jun: 13%, Jul: 10%, Aug: 10%, Sep: 8%, Oct: 8%, Nov: 5%, Dec: 5%, Jan: 3%, Feb: 2%, Mar: 4%
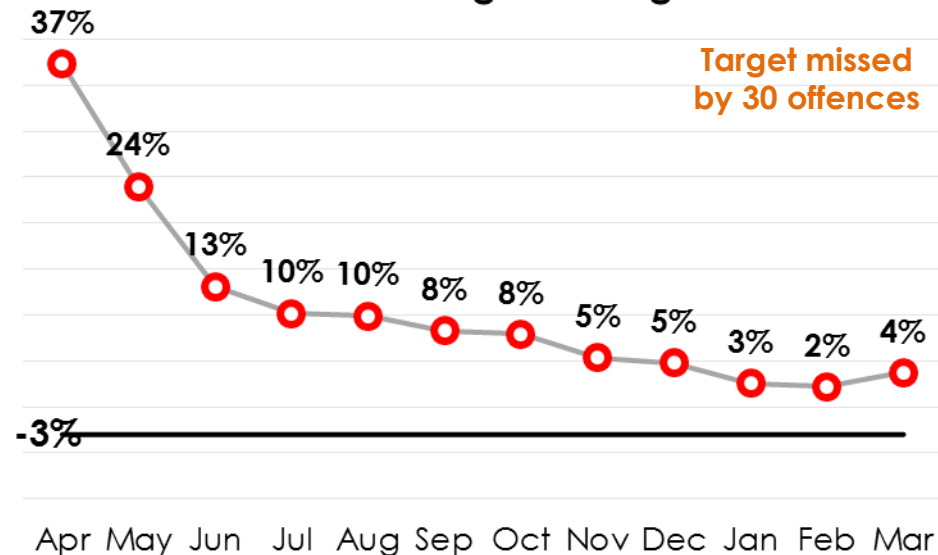
N1 - Reduce Notifiable Crime (excl. PG) by 3%

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Crime Group Changes compared to PYTD

Bar chart values: Violence 1,915; Sex 555; Graffiti 301; Burglary & Theft Railway 256; Criminal Damage 254; Line of Route (Serious) 165; Fraud (Serious) 130; Other Crime (Serious) 115; Theft of Pass. Prop. 62; Motor Vehicle -2; Robbery -3; Theft Cable & Plant -320; Public Order (Serious) -369; Pedal Cycle -466
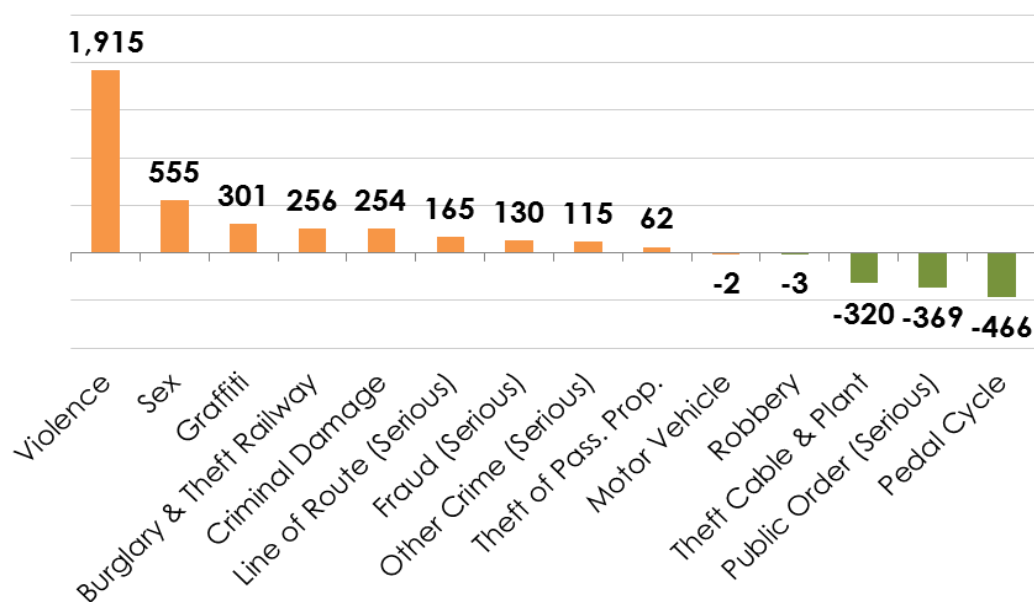
Crime make up regarding YTD increases

Theft of Pass. Prop. 2%; Other Crime (Serious) 3%; Fraud (Serious) 3%; Line of Route (Serious) 4%; Criminal Damage 7%; Burglary & Theft Railway 7%; Graffiti 8%; Sex 15%; Violence 51%
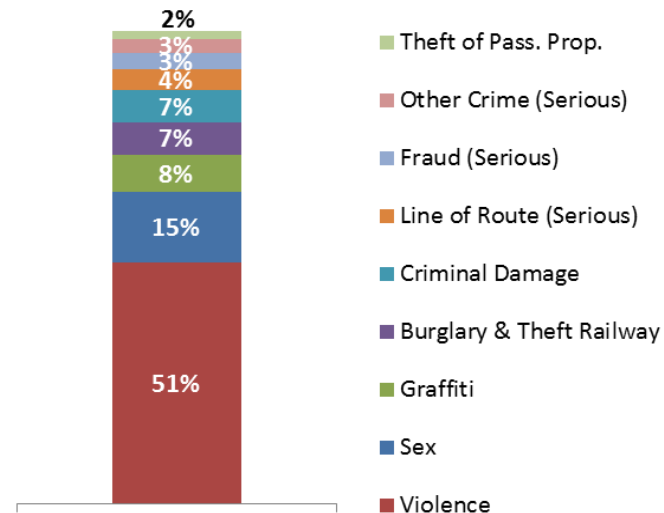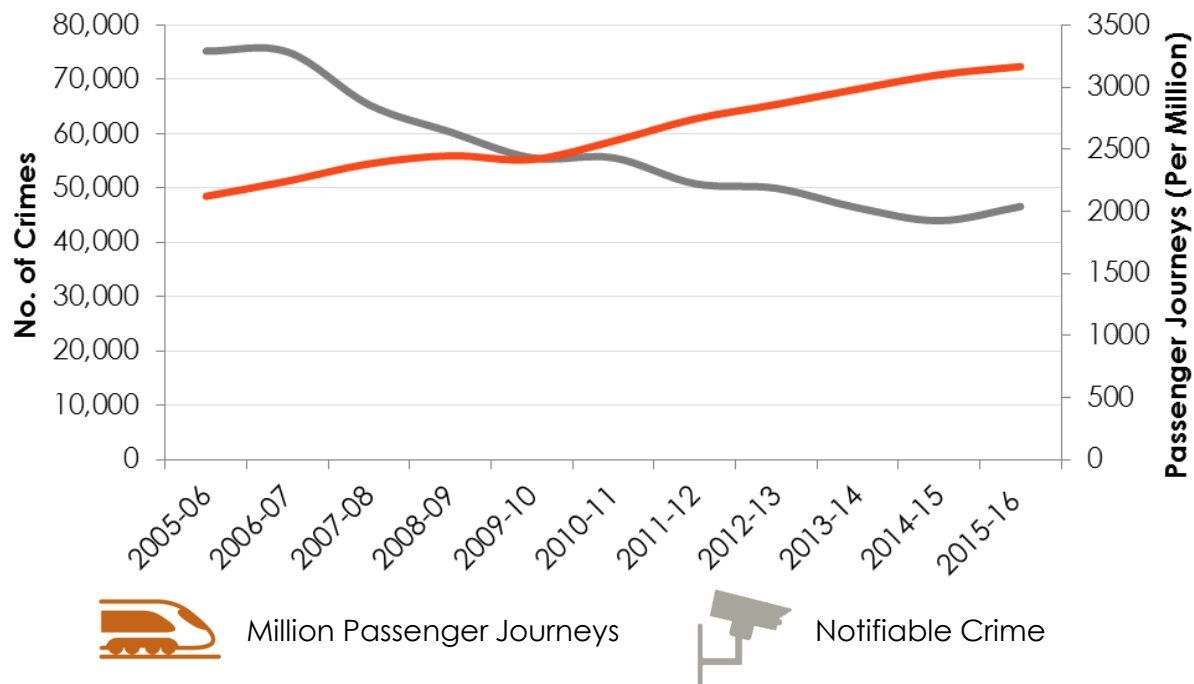
Percentage increase for total crime (Inc. Pol Gen) between Jan 2015 - Dec 2015
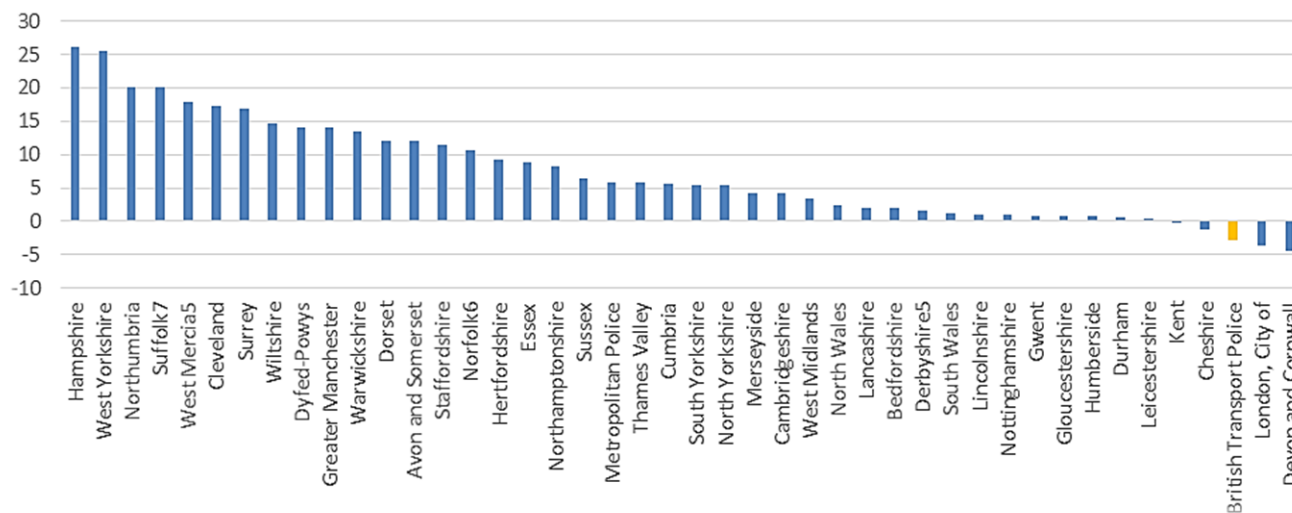
38 of the 43 Home office forces have reported an increase in crime between Jan15 - Dec15 with BTP one of six forces reporting a reduction.

Crime Per million Passenger Journeys

BTP Notifiable Crime vs Passenger Journeys

Million Passenger Journeys   Notifiable Crime

There has been a **46%** increase in passenger journeys between 2005-06 and 2015-16

There has been a **38%** decrease in notifiable crime between 2005-06 and 2015-16

Financial Year	Crimes Per Mil Passenger Journeys
2005-06	33.5
2006-07	31.5
2007-08	26.7
2008-09	24.9
2009-10	21.7
2010-11	20.2
2011-12	17.8
2012-13	16.7
2013-14	15.0
2014-15	13.9
2015-16	14.2

Crime Per Mil Passenger Journeys by Crime Type

Financial Year	ToPP	Sex Offences	VAP	Serious VAP
2012-13	6.0	0.3	2.7	0.7
2013-14	4.8	0.4	2.7	0.7
2014-15	3.9	0.5	2.8	0.7
2015-16	3.8	0.6	3.4	0.7

BRITISH TRANSPORT POLICE

text 61016
BRITISH TRANSPORT POLICE

1) Increase in reports received via text and other media channels. **8,433** Texts in 2014/15 compared to **21,019** this year.
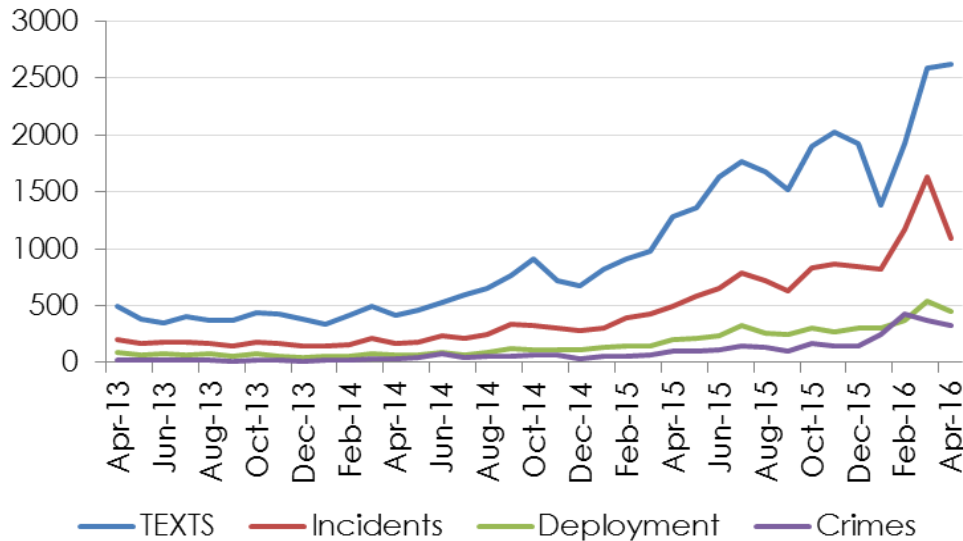
3) Improved crime recording practices and crime audits

BTP 61016 Text Activity
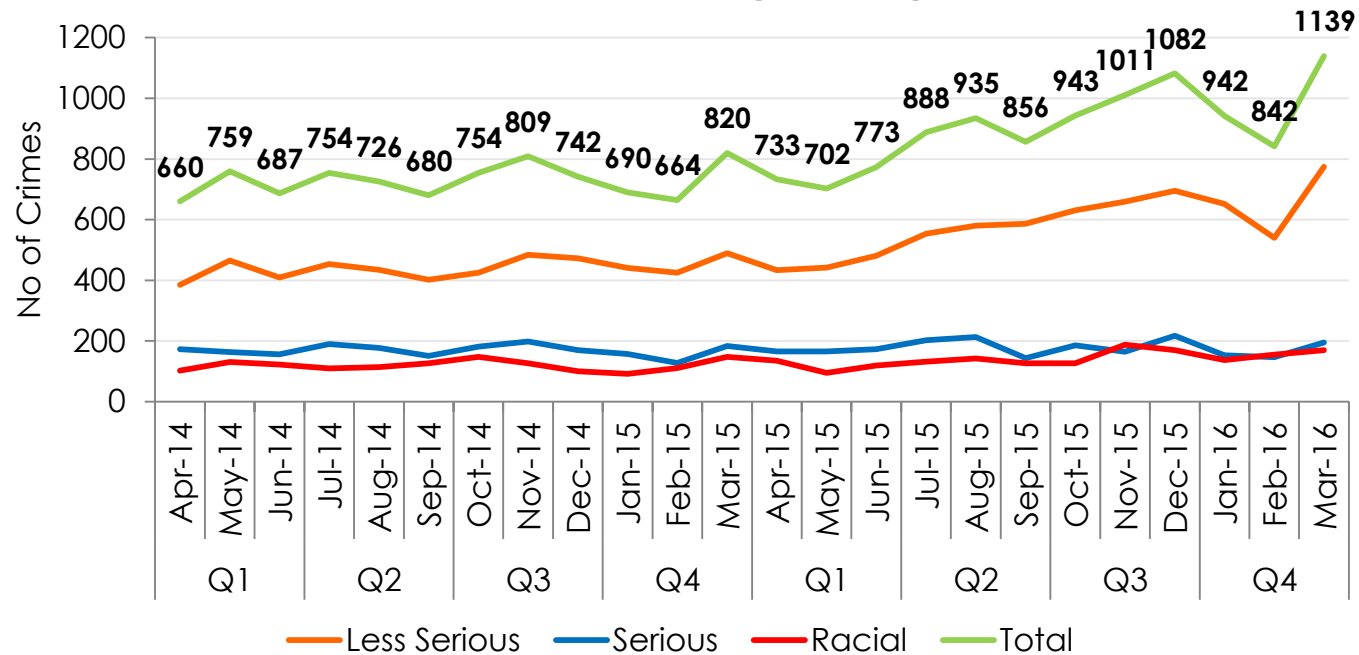

Legend: TEXTS — Incidents — Deployment — Crimes

	2015/16	
	Initial Audit	Final Audit
Hate incidents	89%	93%
Sexual offences	97%	94%
CRIs	27%	84%
Violence	91%	97%
Reclassifications	96%	98%
Cancellations	96%	99%
Outcomes	85%	-
Robbery	92%	-
Serious PO	90%	97%
Criminal damage	97%	98%
Theft	93%	99%
Domestic abuse	96%	96%
ASB - Personal	85%	91%

Report it to stop it
Tackling unwanted sexual behaviour on public transport

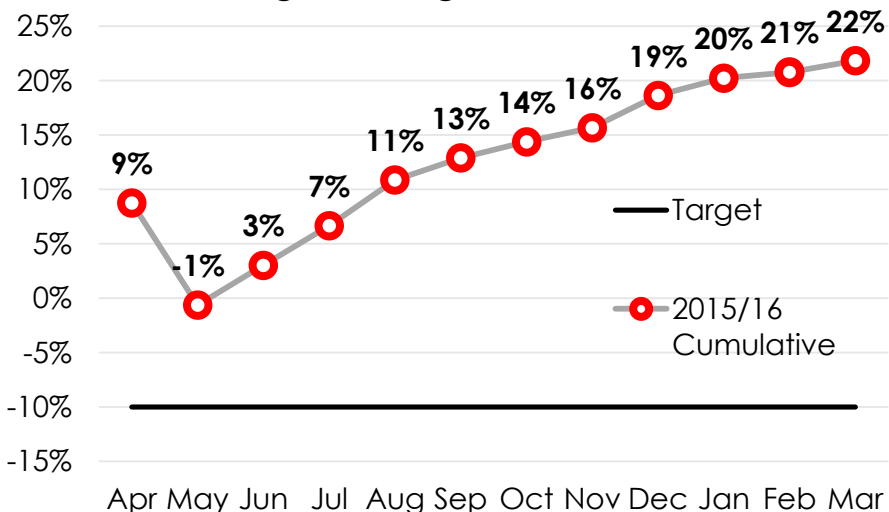**2) Report it to Stop it** – was a factor in increased sex crime reporting of **39%.** The national increase was **29%**

N2 - Reduce VAP (excl. offensive weapons) by 10% (Target not met)

VAP Breakdown By Severity

-21.7%
missed target by 1,915 offences

Legend: Less Serious — Serious — Racial — Total

BTP Against Target

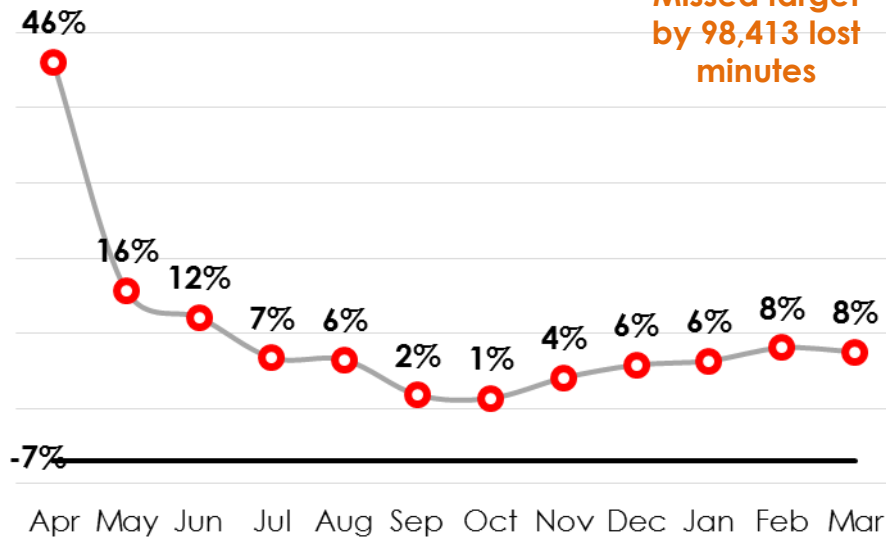Legend: Target — 2015/16 Cumulative

Z71 offences moving to Public order

01A Violence would be recording an increase of **11%** instead of **22%**
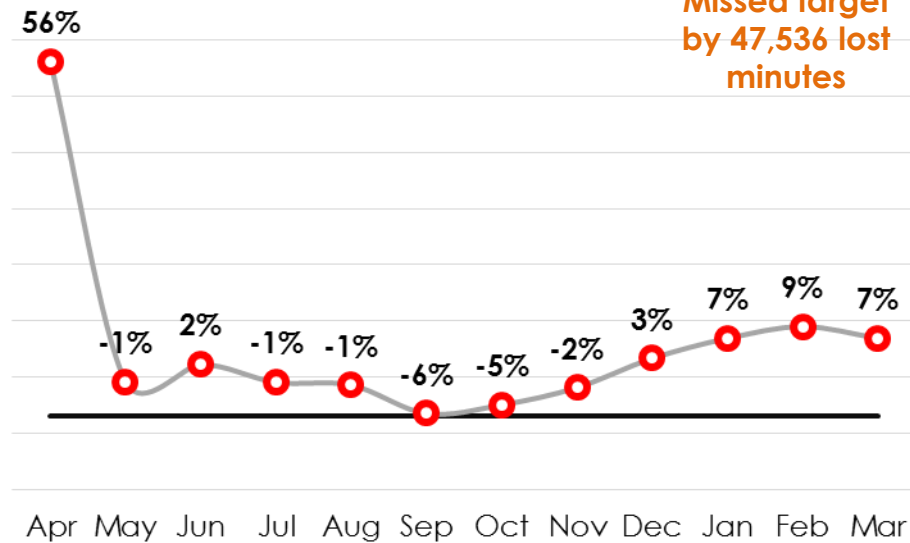
09A Public Order would be recording a **10%** increase instead of a **9%** decrease

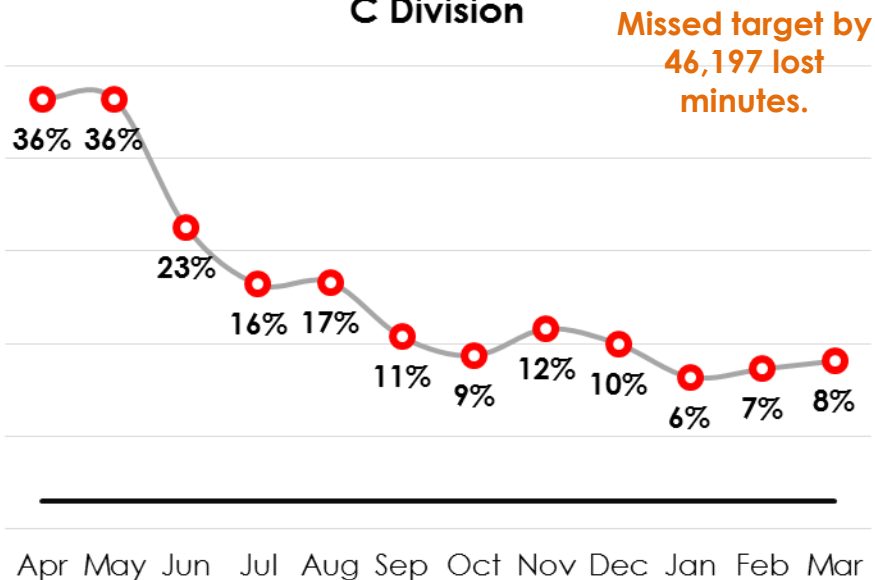# N2 – Disruption 2015/16 : *TARGET -7% (Target not met)*

BTP

Missed target by 98,413 lost minutes

Apr 46%, May 16%, Jun 12%, Jul 7%, Aug 6%, Sep 2%, Oct 1%, Nov 4%, Dec 6%, Jan 6%, Feb 8%, Mar 8%

-7%

B Division

Missed target by 47,536 lost minutes

Apr 56%, May -1%, Jun 2%, Jul -1%, Aug -1%, Sep -6%, Oct -5%, Nov -2%, Dec 3%, Jan 7%, Feb 9%, Mar 7%

C Division

Missed target by 46,197 lost minutes.

Apr 36%, May 36%, Jun 23%, Jul 16%, Aug 17%, Sep 11%, Oct 9%, Nov 12%, Dec 10%, Jan 6%, Feb 7%, Mar 8%

D Division

Missed target by 4,681 lost minutes

Apr 29%, May 3%, Jun 24%, Jul 5%, Aug 2%, Sep 9%, Oct 0%, Nov -2%, Dec -8%, Jan 1%, Feb 6%, Mar 8%
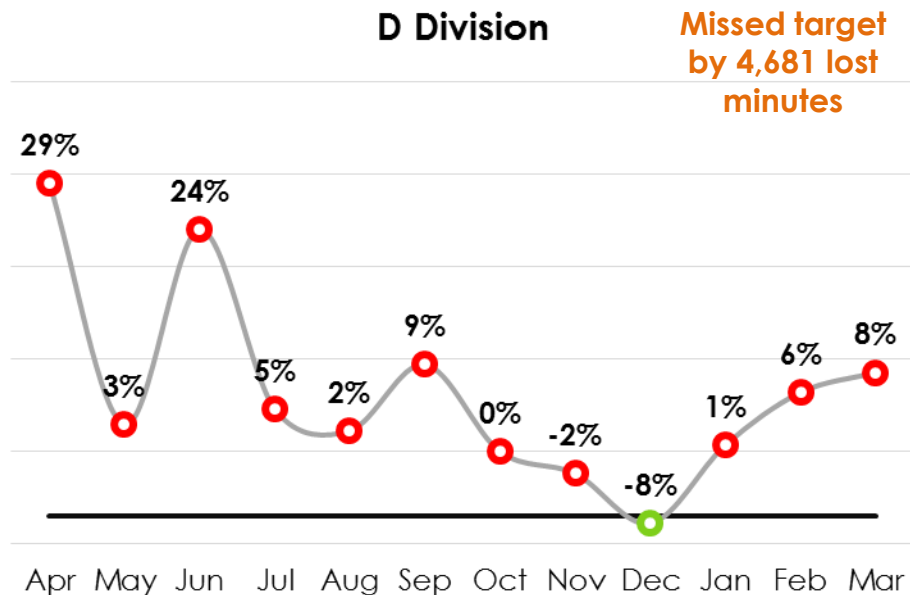
N3 - Reduce NWR police related disruption by 7%

BRITISH TRANSPORT POLICE

BTP historical Lost Minute Breakdown

Legend: Primary minutes, Reactionary Minutes, Total Minutes
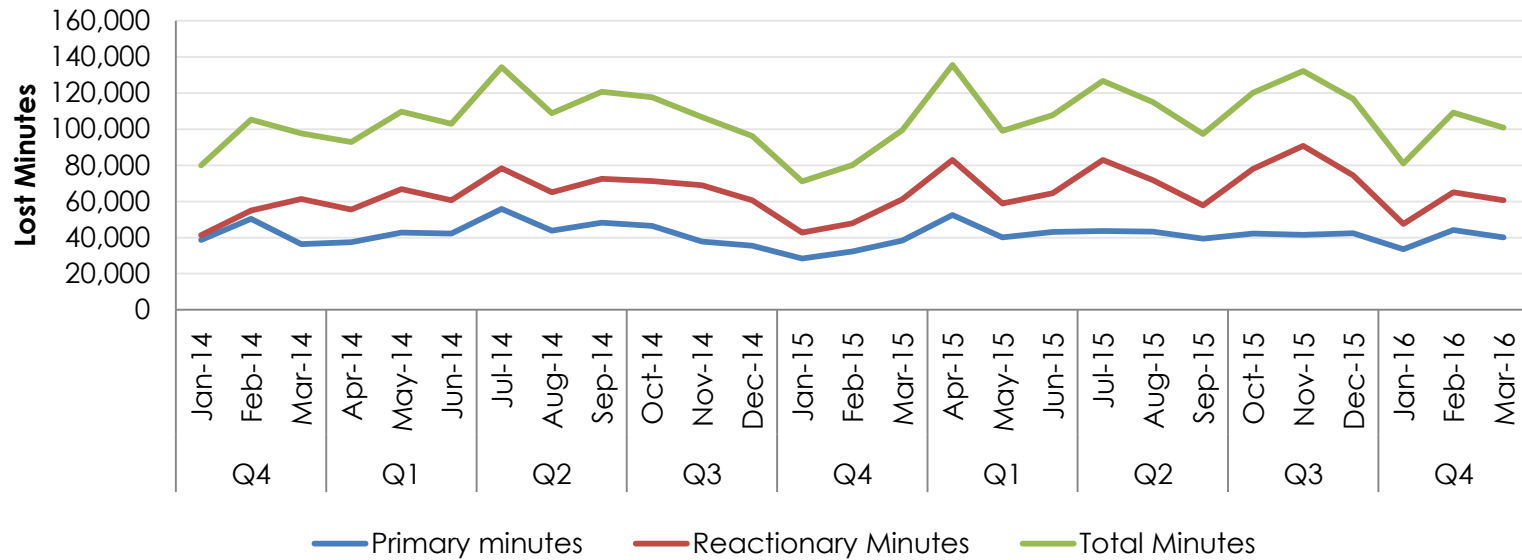
Lost Minutes	PYTD	YTD	% Chg
Total	1,240,439	1,340,426	*8%*
Reactionary	751,425	834,117	*11%*
Primary	498,014	506,309	*4%*

There were **20,731** disruption incidents in 2014/15

Vs. **22,150** incidents in 2015/16

		2014-15	2015-16	% Chg
Cable theft/vandalism	Total minutes lost	37,687	49,868	**32%**
Fatalities	Total minutes lost	425,830	473,659	**11%**
Trespass	Total minutes lost	599,972	646,223	**8%**
Vandalism/theft	Total minutes lost	113,257	116,356	**3%**
Level Crossing	Total minutes lost	63,693	54,320	**-15%**
Total	Total minutes lost	**1,240,439**	**1,340,426**	**8%**

Life-saving Interventions

Between 1st April 2015 and 31st March 2016 there have been **305 suspected suicides** and **84 attempted suicides** across the UK rail network...
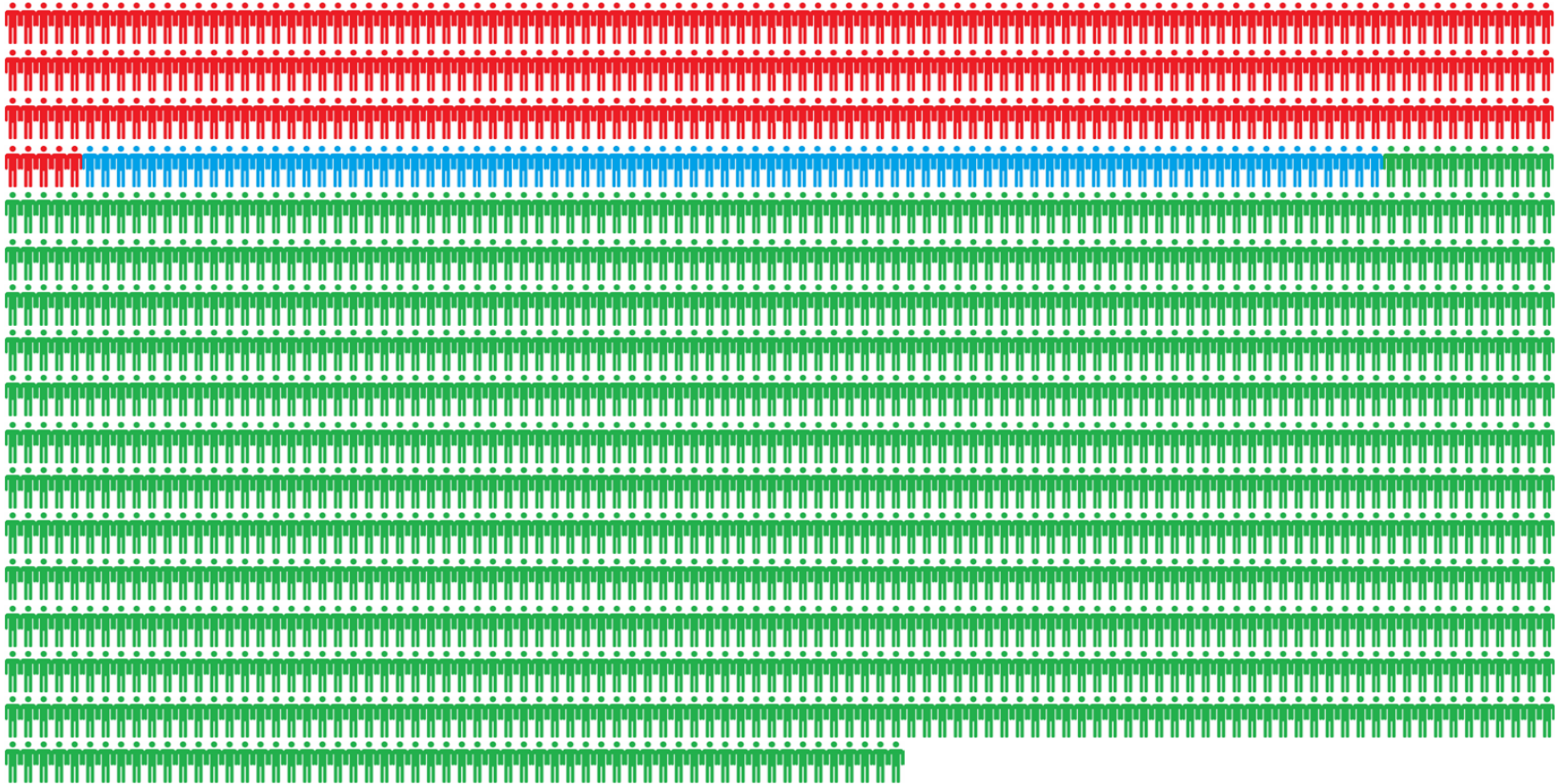
...but there have been **1,269 life- saving interventions** made by BTP and others.

SPMH – Lifesaving interventions for 2015/16

BRITISH TRANSPORT POLICE

Table 3 – Pre-suicidal & MH incidents, Life-saving Interventions and S136/S297 Detentions - (01/04/15 to 31/03/16)
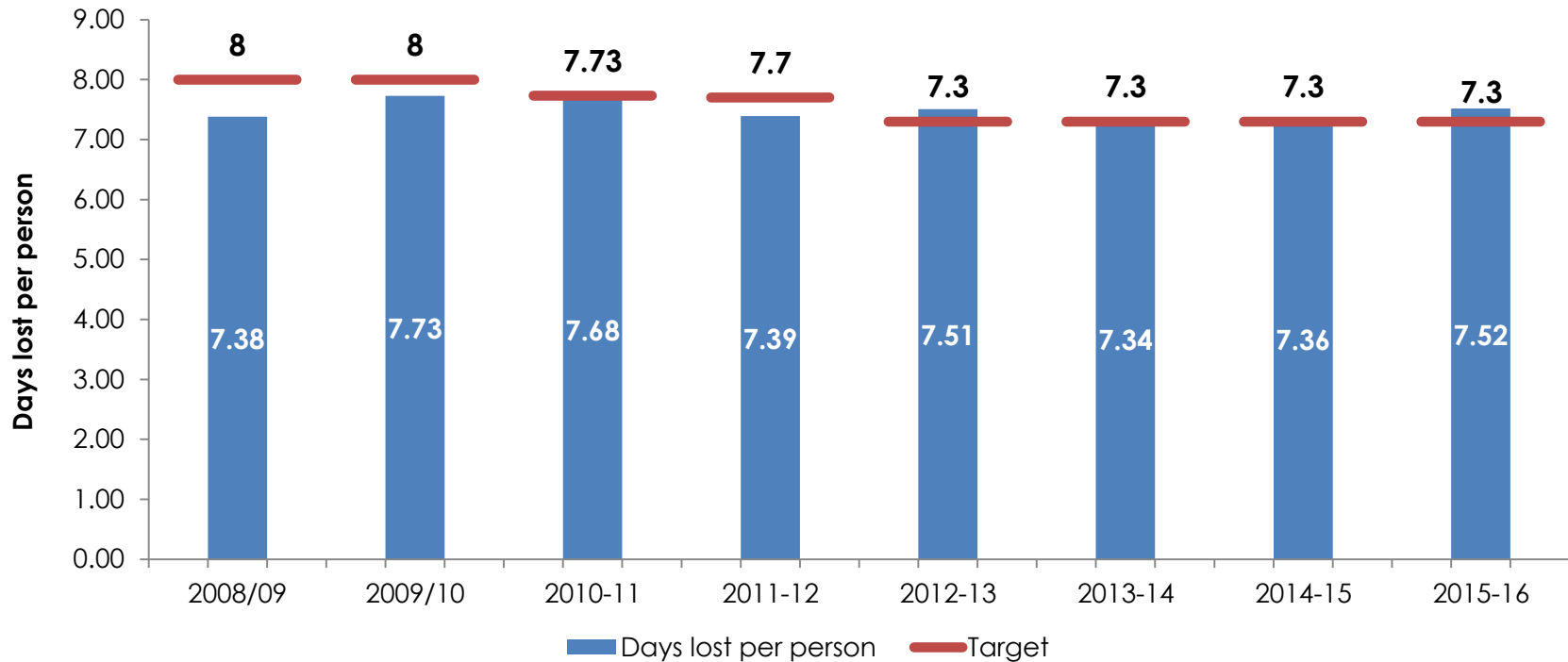
Incident Type	Pre-suicidal & MH 15/16	Pre-suicidal & MH 14/15	Interventions 15/16	Interventions 14/15	S136/S297 15/16	S136/S297 14/15
B Div East	1582	1238	162	146	431 (292)	389
B Div South	2221	1598	299	222	618 (420)	460
B Div TFL	959	717	125	81	316 (264)	275
C Div Midlands	1065	933	155	128	211 (125)	252
C Div Pennines	2036	1599	295	203	423 (249)	362
C Div Wales	400	285	61	36	97 (54)	74
C Div Western	695	624	107	77	186 (86)	193
D Div Scotland	423	393	65	42	66 (42)	66
Totals	9381	7387	1269	935	2348 (1532)	2071

There has a rise in Pre-suicidal /MH incidents and section 136/297 detentions when compared to last year

In light of this, life saving interventions have increased by 36% (+334) when compared to 2014/15

Historical Sickness

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Days lost per person vs target

| Year	Days lost per person	Target
2008/09	7.38	8
2009/10	7.73	8
2010-11	7.68	7.73
2011-12	7.39	7.7
2012-13	7.51	7.3
2013-14	7.34	7.3
2014-15	7.36	7.3
2015-16	7.52	7.3

Days lost per person ◼   Target ▬

Over the last 8 years, sickness **has not considerably changed**

The sickness target has not been achieved since 2011/12

2.65% of days are lost to Officer sickness in BTP compared to an average of 4.15% across Home Office Forces

Forcewide Sickness 2015/16 *(Target not met)*
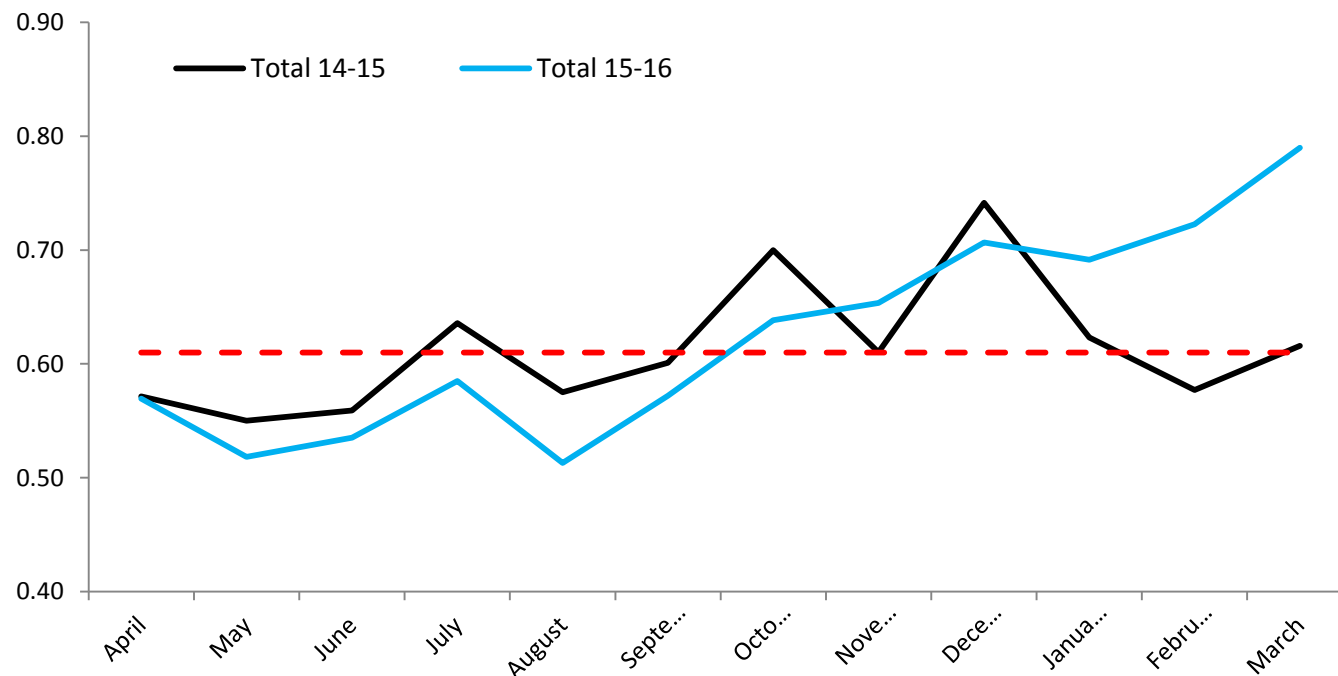
(7.51 days against Forcewide target of **7.30 days)**

- BTP ended **1,055 days over** target
  - Officers & PCSOs were above ;
    7.81 & 8.20 days, respectively
  - A & D Division achieved target
- B & C Division did not meet target

Chest Infection, Surgery, Stress, Cancer, Operation, Miscellaneous, Knee Injury, Broken/Fractured Bones, Influenza, Muscular/Skeletal, Back Complaint, Depression
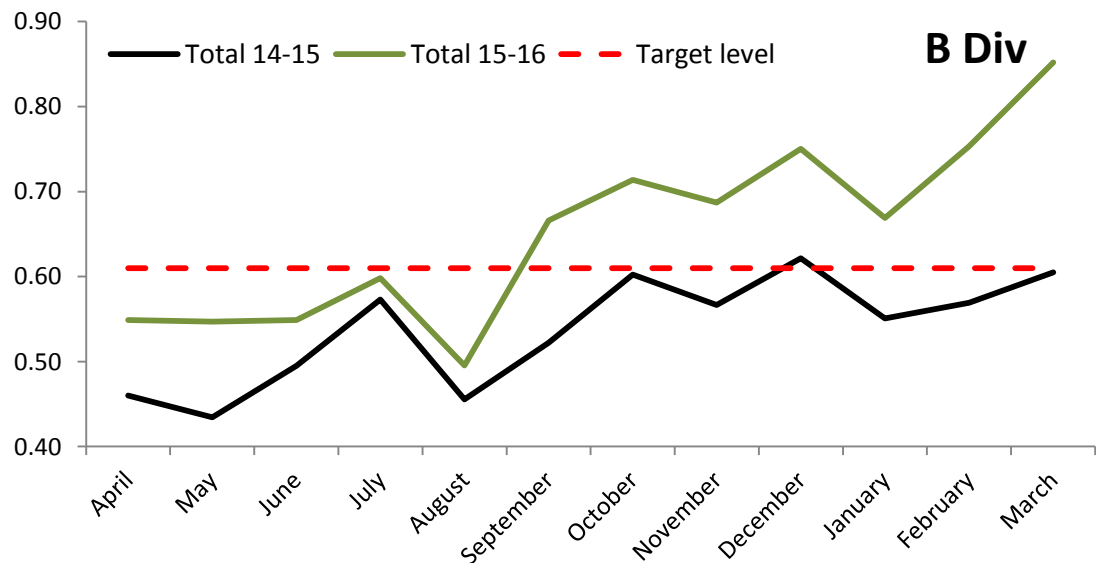

18

Divisional Sickness 2015/16

A Div

Legend: Total 14-15, Total 15-16, Target level
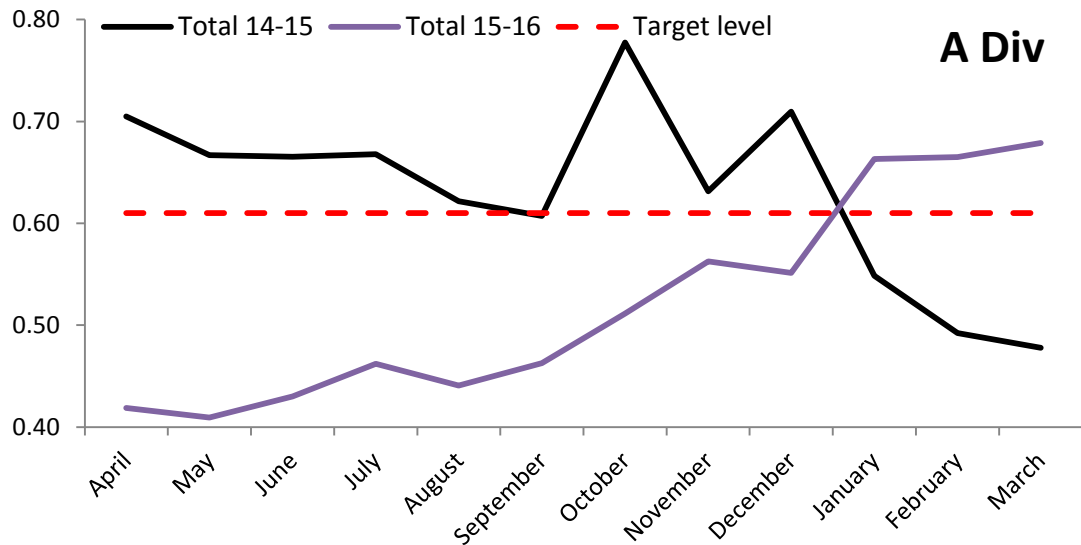
A Division
Achieved
All employee types achieved target with Contact Management the only department above 7.30 days.

B Division
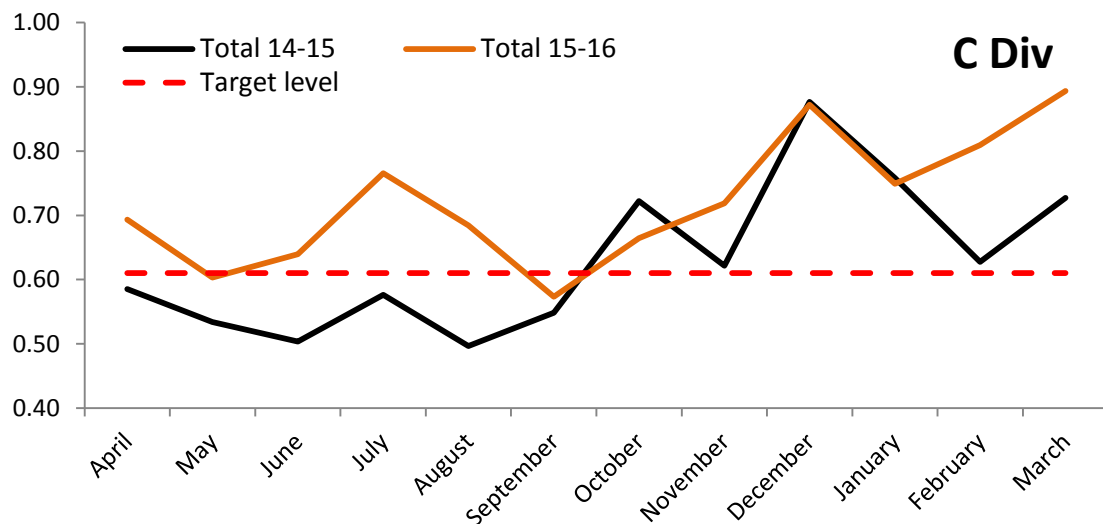**Not Met**
Over target by 1,064 days with both Staff & PCSOs. LTS was the main contributing factor.

B Div

Legend: Total 14-15, Total 15-16, Target level

Divisional Sickness 2015/16

C Div

Legend: Total 14-15, Total 15-16, Target level
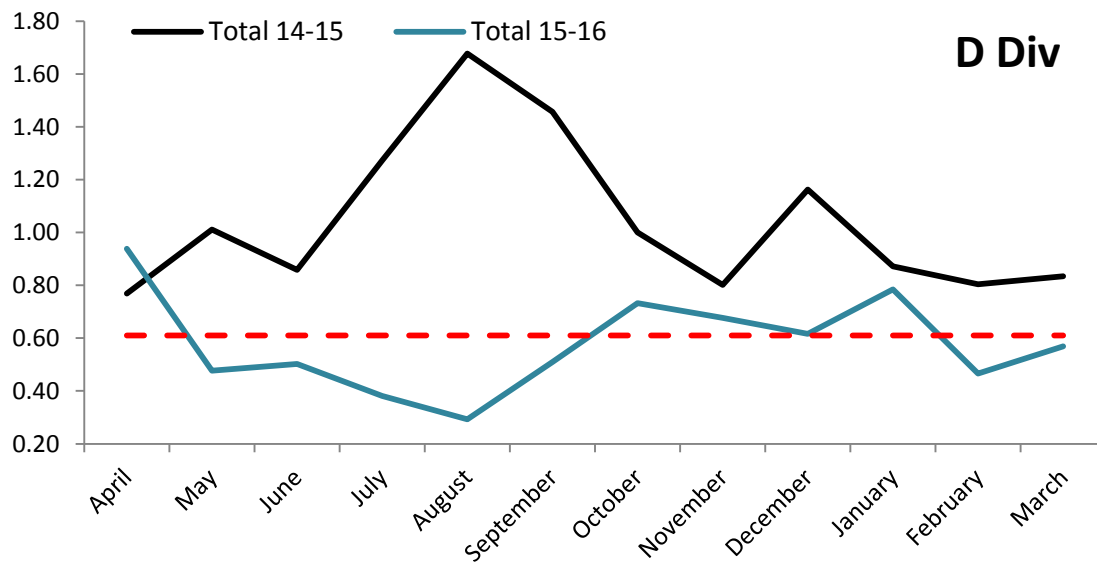
C Division

Not Met

Finished over target by 1,623 days mainly due to Officer LTS across all Sub-Divisions.

D Division

Achieved

All employees types achieved target with a 62% reduction on total days lost compared to last year.

D Div

Legend: Total 14-15, Total 15-16

N5:N7 - Confidence Targets

Passenger Confidence

YTD Target **77.5%** → Spring 2016 **Awaiting Results**

Rail Staff Confidence

YTD Target **67.7%** → Spring 2016 **Awaiting Results**

Confidence at the Lowest Ranked Stations:

Spring 2015 **71.5%** → Autumn 2015 **72.34%**

BRITISH TRANSPORT POLICE

Safeguarding Commitment

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Introducing a safeguarding strategy, incorporating various strands to ensure discrete issues are dealt with as part of a holistic framework. To create a new 'Safeguarding' command, to lead and co-ordinate the safeguarding portfolio.	• A n overarching safeguarding strategy 2015-2019 has been introduced. The overarching safeguarding strategy has been revised in April 2016 to include this years policing plan key objectives and milestones.
Implementing a BTP Safeguarding Strategic Management Board and BTP Safeguarding Governance and Scrutiny Board to be chaired by ACC Crime	• The BTP Safeguarding Strategic Management Board has been implemented chaired by ACC Newton to oversee all aspects of BTP's response to Safeguarding concerns.
Introducing standard operating procedures for dealing with the identification, recording and processing of vulnerable adults, hate crime, repeat victims, and modern slavery	• Guidance documents for frontline staff dealing with the various strands of Safeguarding have been reviewed and amended to reflect changes in legislation and policy. These are all now available via the force Intranet safeguarding sub site. In addition new vulnerable adult procedures and vulnerable adult reporting forms have been incorporated onto NICHE and new hate crime risk assessment procedures have been introduced
Introducing a new policy, protocols and internal audit procedure in relation to Care Act and dealing with Safeguarding Adults Boards.	A new Adult at Risk form has been created and rolled out to staff to ensure that reporting mechanisms for such concerns are clearly identified and BTP meets it's responsibilities under the Care Act
Ensuring central oversight of all Child Serious Case Reviews and Safeguarding Adult Reviews involving BTP and that lessons learned are disseminated and implemented.	The central safeguarding hub at Leeds is now involved in all serious case reviews involving BTP and in addition actively monitors to check if any CYP fatality lessons learned impact upon BTP.

Safeguarding Commitment

BRITISH TRANSPORT POLICE

Introducing Corporate Working Groups to address safeguarding strands	• Necessary working groups and streams were initiated and the Domestic Abuse working group re: DASH risk assessments, referrals, MARAC's, IDVA's, stalking and harassment, female genital mutilation (FGM), honour based violence (HBV) and forced marriage (FM) is still live and active dealing with recommendations from a recent HMIC national thematic review • The sexual offence working Group has now evolved into a formal project management Board chaired by DCS Bunyard Head of Crime. • The central safeguarding hub under the overarching strategy now maintain a hate crime action plan and a CYP action plan, all the individual action leads and progress are co-ordinated by the central safeguarding hub. • Suicide prevention have a national co-ordination group, a detailed program of work and SPMH are preparing a specific strategy for supporting people in mental health crisis and suicide prevention – from crisis to care- a strategy for 2016-2019 to sit under the overarching safeguarding strategy.
Further develop and streamline processes to ensure that referrals to partner agencies regarding safeguarding concerns are timely and relevant	With the implementation of NICHE, officers are now able to input intelligence safeguarding templates direct following an interaction with a child at risk, vulnerable adult and for Domestic Abuse risk assessments. A management information scorecard has been developed which is sent to all Superintendents in the Force. This scorecard provides an overview of timeliness of referrals by Sub division. These are scrutinised at the Safeguarding Strategic Management Board quarterly meetings chaired by ACC Newton.
Develop a process of formal risk assessment of Hate Incidents/Crimes to meet our responsibilities to identify and safeguard repeat victims of Hate incidents.	A Hate risk assessment form has introduced and the procedures are working effectively. The Safeguarding unit monitor all hate crimes and ensure a victim risk assessment and if necessary a risk management plan is introduced. The central safeguarding hub staff link in with the Industry if a railway staff member has been identified as a repeat victim of hate crime. Conflict Resolution intervention is provided if required.
To improve the understanding of officers of the DASH form process and improve the quality of those submitted.	A new DASH form has been devised and introduced. The central safeguarding hub ensure that a DASH form is completed and forwarded in all Domestic Abuse related crimes.
Continue to develop the roll out of the "Safeguarding Children on Transport" programme developed by Railway Children to raise awareness across the transport community of Child Protection concerns and to reinforce partnership working across the network.	Working with the Railway Children charity BTP is actively involved in rolling out the "Safeguarding Children on Transport" (SCT)awareness training campaign to staff working within the Train Operating Companies and Network Rail as well as BTP officers/staff aimed at empowering them to recognise children at risk and to know appropriate responses to such concerns. SCT champions have now been trained are in place for all top frequency stations and this successful programme continues to be rolled out across the country.

Safeguarding Commitment

BRITISH TRANSPORT POLICE

Continue to forge links with Home Office Police forces, local Child & Adult Safeguarding Boards and NPCC national meetings of regional leads for specific strands to ensure that joined up processes for addressing safeguarding issues are in place

The central safeguarding hub staff now ensure BTP is represented on all relevant NPCC national working groups. In addition a new policy has been introduced to manage expectations and respond to all Regional safeguarding Board events and meetings. Information is shared regularly with all Police forces and LSCB's. The central safeguarding hub attend LSCB meetings as required in accordance with the agreed memorandum of understanding.

Monitor the implementation of the Adult at Risk form and it's utilisation by officers to ensure it is being used appropriately and in the correct circumstances.

Details are included in the management information scorecard and D/Supt. Mann recently provided an input at the Service Excellence Board. There has been a steady rise in the number of referrals being made and it is being used as intended.

Further develop training and awareness packages for frontline officers and staff around safeguarding issues ensuring that training is relevant to the BTP environment.

Training provided to new recruits has already been amended to provide greater focus on safeguarding and is now being reviewed and assessed to confirm that it provides the new staff with the required knowledge and skills to identify and take action when dealing with safeguarding concerns. Additionally awareness training regarding Child Sexual Exploitation is being formulated for roll out to frontline staff and CID officers, presentations covering actions required in Domestic Abuse incidents have been arranged with CID officers and the central safeguarding hub have provided a safeguarding input on all Sergeant development courses This has been well received and is now being extended to future Inspector development courses.

Cyber Crime Commitment

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Cyber Crime Investigation Team centralised and operational as a single unit	• The TfL, high tech crime and cyber crime unit are all based at the same location at Camden. The team will be relocated to Ebury Bridge in June 2016
Develop and publish BTP Cyber Crime Strategy	• Strategy and Action plan now complete. RSSB Cyber Strategy held meetings two weekly to assist in the development of an industry encompassing plan for cyber security in the rail industry.
Develop and implement Cyber Crime information sharing protocol with NWR/TfL	• April 2016 met with DfT surrounding Cyber strategy and partnership working to gauge current and future threats around Cyber criminality.
Meeting with CERT UK to develop partnership working	Bi-monthly meeting started with NWR IT and operational teams to discuss intelligence sharing, reporting of cyber incidents and update on current investigations. Planning for table top exercises
BTP sign up to Get Safe Online programme	Table top exercise completed with TfL in March 2016 and third exercise planned for June 2016. In addition bi-monthly meetings with CSIRT team surrounding intelligence sharing, reporting of cyber incidents and update on current investigations

British Transport Police

Performance Review Committee (PRC)
Supporting Document

2015-16 Performance Report, End of Year

Stavros Charidemou & Lara Adamson
31/03/2016

1. INTRODUCTION

1.1 This paper informs the PRC's review of British Transport Police's (BTP's) performance against its strategic objectives and 2015-16 Policing Plan targets.

2. KEY POINT SUMMARIES

2.1 Reducing Crime

- BTP recorded 2,593 (6%) more notifiable offences (excluding police generated) in 2015-16 than in 2014-15. Much of this increase is linked to sexual offences through 'report it to stop it', increased reporting of graffiti and criminal damage offences as well as increases in low level violence.

- Midlands's Sub-Division recorded a decrease and achieved the 3% reduction target.

- Cycle crime recorded the largest decrease in terms of number of crimes with 447 fewer offences in 2015-16. This is an 8% reduction on the same period last year. Other notable reductions include Theft of cable/plant (-320) and serious public order offences (-369).

- During January-December 2015 BTP recorded crime is following the national trend in that all crime categories that have seen an increase or reduction nationally are mirrored with BTP. However nationally, total crime has seen an 8% increase in comparison to a 3% reduction in BTP making us one of four forces to be reporting a reduction in crime

2.2 Reducing Disruption

- BTP ended the year on an 8% (98,413 lost minutes) increase when compared to the 2014/15 performance year with all Divisions experiencing increases.

- Primary lost minutes were 4% (17,295 lost minutes) higher than last year and reactionary 11% (82,692 LMs) higher.

- Delay minutes associated to cable theft/vandalism increased by 12,181 minutes in this year. This increase was mainly due to an arson incident that took place in

Coventry at Canley Rail Station on November 2015. Level crossing disruption has seen a 15% reduction when compared to last year.

- Fatalities were the second largest contributor of lost minutes in 2015-16, although BTP has recorded less fatalities this year which could be due to more lifesaving interventions. The geographical landscape and location of where these fatalities occurred this year means BTP are currently 47,829 LMs (11%) higher than the same time last year.

- Trespass related disruption has been a challenge this performance year with 46,251 LMs (11%) more than last year.

2.3   Reduce Violence Against the Person

- The VAP target was not achieved this year as violent offences recorded a 22% (1,915 offences) increase when compared to last year with every Sub-Division recording an increase. The increase in VAP has predominantly been violence without injury which includes low level common assaults and harassment/alarm or distress offences.

- The increase in violence against the person is visible across all Home Office forces during the calendar year 2015. Increases range from 77% in West Yorkshire to 5% increase in BTP meaning BTP has recorded the lowest increase during this period.

- An increase in violence with injury is echoed across many Home Office forces with 41 forces reporting an increase. However BTP is one of three forces reporting a reduction for this period – violence with injury is down 3%.

2.4   Value For Money

- BTP's overall sickness rate in 2015/16 was 7.52 days per employee, missing the target by 1,055 days. Divisions A & D achieved target but the target was narrowly missed on B & C Division due to high long term sickness.

2.5 **Confidence**

- BTP is currently achieving the passenger confidence target at 78.8% with final results for 2015/16 being published in June 2016. Likewise BTP is still awaiting the rail staff confidence results which should be published in July 2016.

- The autumn 2015 results regarding confidence at the 20 lowest ranked stations have been released with BTP currently recording 72.34% which is an improvement on the spring 2015 results of 71.5%.

3.   CRIME

3.1 **Although BTP has seen a 6% increase in crime this year, it is still on track to achieve the Strategic Plan objective of a 20% reduction by 2019.** In 2014-15, BTP reduced recorded notifiable offences to 44,017, 5% fewer than in 2013-14. Due to increase in crime this year, BTP now requires a 14%% reduction in notifiable crime over the next three years in order to achieve its strategic objective.

3.2 Whilst crime has seen an increase this year when compared to last year, the 2015-16 performance year should be seen in the longer term context. Crime across BTP jurisdiction has significantly reduced over the last 12 years and during the current Strategic Plan period.

3.3 Notifiable crime has reduced by 40% between 2004/05-2015/16 and by 7% since the strategic plan commenced in 2012/13. In priority crime areas, robbery has reduced by 83% (1,754 offences) since 2004/05; theft of passenger property has reduced by 58% (16,408 offences) criminal damage by 55% (4,814 offences) and motor vehicle and cycle crime is down 38% (4,144 offences) over the same period.

3.4 **These reductions in crime have been achieved in the context of a busier and more congested network.** Passenger journeys are expected to increase by 22% over the time of the Strategic Plan. Freight use is also increasing with freight kilometres up by 13% between 2012/13-2015/16 and are expected to increase by 28% during the life of the Strategic Plan.

3.5 When normalising crime data to crimes per million passenger journeys, it is evident that the risk of becoming a victim of crime on the railway is very low and continues to decrease. The railway is now a safer place to travel and to work.

3.6 Since the Strategic Plan, crimes per million passengers have fallen by 19% with 2015/16 bucking the trend and showing a slight increase from 14.2 last year to 14.7. This figure is likely to reduce when the official passenger journey figures are released for 2015/16 later in the year. When looking at specific crime types by crimes per million passenger journeys, it is evident that the likelihood of becoming a victim of serious crime remains low. Although there is a small increase in overall VAP offences, the risk relating to the more serious violent offences has remained unchanged since the start of the strategic plan.

Violence against the person

3.7 The rise seen this year is at the lower end of the VAP spectrum with common assaults (803), offences causing harassment/ alarm or distress (810 increase) along with Racially Or Religiously Aggravated - Intentional Harassment, Alarm Or Distress (Section 4A) (308) recording the largest increases when compared to PYTD.

3.8 Common assaults account for 44% of all violent offences across BTP and have continued to be the key driver of the increase in violent offences this performance year. The majority of Common assaults involve staff confronting customers, revenue related and generally escalating rapidly with minimal input/stimulation.

3.9 Harassment/alarm distress (Z71) offences are also recording an increase this year. Most of these offences involve station staff/guards being subject to aggressive, abusive and threatening behaviour, revenue related and dealing with volatile passengers. This rise seen this year can partially be attributed to the recoding of Section 5 (Y78/Z78) offences, and accounts for the largest increase in the number of actual crimes committed (810 offences).

BRITISH TRANSPORT POLICE

3.10 BTP has experienced increased levels of racially / religiously aggravated harassment crime this year. Offences have more than doubled from 43 in October 2015 to 93 in November 2015. One typical example; *"Three Rowdy Males On The Train Were Overhead By Public Repeatedly Using The Word Paki And When Challenged By The Public Became Abusive And Told Them To F*** Off".* Due to the higher profile of ISIS, the recent terrorist events such as the Paris attacks in November 2015 and the Brussels attacks in March 2016, it is expected that general anxiety and tensions will increase. Moreover other dynamics such as migration, threats of terrorism and political change could contribute to the violent behaviour of some passengers towards each other and rail staff.

3.11 Many of these incidents are occurring in peak passenger period with passenger on passenger violence adding to the figures. Platforms (2458 offences on platforms, up 478 offences from previous YTD) and trains (3404 offences on trains 2015/2016, up 786 offences from previous YTD) are identified as key areas where violent offences are occurring. Op Stronghold is on-going at key hub locations where passenger footfall is at its highest. The rise in VAP across B Division is due to verbal and physical altercations during peak hours of travel (Rush Hour) where passenger numbers increase. Op Stronghold is also on-going in C Division with the key hotspot locations across all Sub-Divisions being targeted in order to reduce VAP. C and D Division have had a more significant issue with alcohol related VAP.

Sex Offences

3.12 'Sexual assault on female/male over the age of 13' account for the majority of offences and are the main cause of the increase experienced over the last year. The typical crime will involve an offender touching, groping and kissing the victim. Outraging public decency is the second most frequent crime type accounting for 24% of all sexual offences. The increase in the number of recorded sexual offences this year is reflected in the national crime data which shows a 29% increase.

3.13 The 'Report it to Stop it' campaign has been very successful in achieving its goal of instilling confidence in victims of sexual crimes to come forward and report it to the BTP. Since the campaign began in April 2015, surveys have shown that public confidence in reporting unwanted sexual behaviour on the transport network has increased by 36%. Additionally the campaign's interactive film, which highlights the varying degrees of unwanted sexual behaviour, has now been viewed by more than 3.7 million people.

3.14 'Report it to Stop it' encourages passengers to report any unwanted sexual behaviour they experience while traveling on the network by texting 61016. Examining text activity there has been an increase of 12,586 texts (up 149%) received by passenger and victims compared to last year.

4.   DISRUPTION

4.1 Network disruption continues to be one of the more challenging areas of work set out by the 20/20/10 strategic objectives. Trespass has increased year on year since the strategic plans were set in 2012/13 rising from 308,518 LMs to 646,223 LMs in 2015/16. Cable theft has reduced from 160,296 LMs to 49,868LMs.

4.2 **BTP set the 20/20/10 disruption reduction target in a year that was exceptional** due to adverse weather conditions artificially restricting the number of Police-related disruption minutes recorded by NR.

4.3 The top disruption categories for 2012/13 included flooding, infrastructure failure, ice, earth slips, subsidence, points failure caused by severe snow and severe weather. It is probable that the network closures and cancelled trains led to this reduction.

4.4 Primary disruption has remained stable throughout 2015-16 with an average of 42,176 minutes per month. Reactionary minutes on the other hand have shown greater disparity month on month with an average of 69,628 minutes. Primary minutes are the only category in which BTP can have a direct impact upon and these minutes have remained static over the year. The primary/reactionary split for this performance year is 39% of the total delay minutes are recorded as primary with 61% recorded as reactionary.

4.5 Where major delay incidents occur BTP's response is general very good. Most of the delay occurs due to residual delays which BTP cannot directly impact. Some of these include train operating companies not being able to find replacement drivers, the time and day in which the incident takes place and whether it is possible to open other track lines to ease congestion and let trains through.

4.6 **There have been several high impact disruption incidents recorded in 2015/16.** An example that highlights the impact of reactionary minutes is the Earlsfield fatality that occurred in February 2016. BTP handed back the line after only 32 minutes. However due to the time of day and location of the incident a total of 19,204 lost minutes were recorded of which 11,048 were reactionary minutes.

4.7 **The rate of life saving interventions BTP carries out has increased significantly.** In the 2015/16 performance year there have been 9,381 pre-suicidal and mental health incidents which is 1,994 higher than last year. In light of this increase, 1,269 life-saving interventions have been carried out this year a 36% rise from the previous year.

4.8 This activity is resource intensive and illustrates the volume of demand in this area which continues to increase exponentially. Undoubtedly these actions have saved the lives of many individuals as well as significantly reducing unnecessary cost and disruption on the railway network.

5. DEMAND

5.1 BTP's efforts to make it easier for victims to report crime has led to increases in recorded crime and incident levels. Over the last three years BTP has been enhancing its accessibility and ability to report crimes. There has been a great emphasis on the use of the 61016 text service which allows a victim or witness to report a crime or incident to the BTP. The uptake of this service has increased over the last three years and the number of crimes being raised as a result of this contact has also increased. The table below shows the number of texts received in 2015/16 as well as the number of crimes raised. This year there have been a total of 21,019 texts received using the 61016 number of which 2,197 crimes were raised as a result.

Table 1 – 61016 text activity

	2013/14	*2014/15*	*2015/16*
Texts	4,866	8,433	21,019
Incidents	2,048	3,425	10,028
Deployment	797	1,261	3,603
Crimes	257	665	2,197

5.2 The 'Report it to Stop it' campaign which was launched within London in April 2015 and has now become a national campaign for BTP, has encouraged victims of sexual assaults to report crimes. This along with greater national awareness of the importance to report such crime has led to a 39% increase (555 offences) in sexual offences This rise in reporting has been seen on a national scale with offences up 29% within Home Office forces for the 2015 calendar year.

5.3 **A busier network has led to more demand for BTP through increased calls for service although BTP has continued to respond very quickly.** Since 2012-13 BTP has seen a year on year growth in all incidents recorded. Forcewide there has been a 7% (11,759 incidents) increase since 2012-13. The main incident type increases reflect

current crime levels; Sexual, ASB, VAP and Hate Crime along with a rise in Suicidal Persons and Public Safety/Welfare. Decreases year to date compared to 2012-13 have been in robbery, cable theft and fraud.

5.4 In terms of immediate and priority incidents an increase in both has been recorded since 2012-13; 26% and 15% respectively. However BTP's response times have been maintained throughout, as seen in the graph below.

National Response Times

	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Priority (60 min)	89%	90%	98%	99%	99%	98%
Immediate (20 min)	91%	92%	93%	93%	93%	91%

■ Immediate (20 min) ■ Priority (60 min)
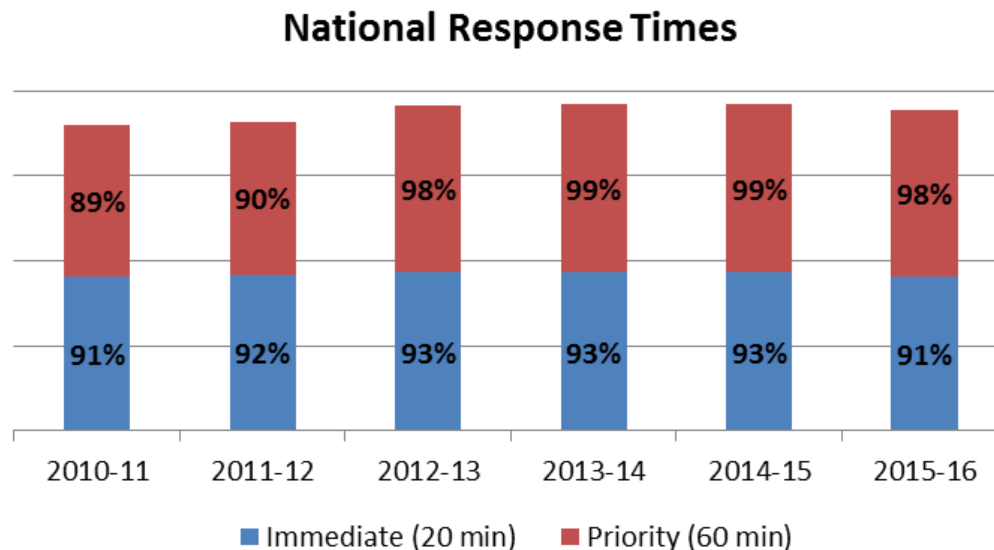
6.   CONFIDENCE

6.1   Progress against this objective is managed by the Confidence Board, chaired by the DCC. Divisions have formulated targeted problem solving plans to increase confidence or maintain high levels of confidence at certain stations. The main delivery method has been the 'You said we did' campaign. Other techniques that BTP have used in order to increase confidence have been to hold regular BTP Station Surgeries where the local Neighbourhood Policing Teams and Inspectors are present to engage with passengers.

6.2 The autumn 2015 results regarding confidence at the 20 lowest ranked stations have been released with BTP improving on the spring 2015 results of 71.5%. The stations with significant increase in confidence include Finsbury Park which has increased from 60.71% to 76.6% and Romford which has increased form 59.09% to 71.3%

6.3 **BTP has listened to passengers and staff and has focussed on what is important to them.** Engagement with passengers and staff has consistently found that anti-social behaviour and a more visible police presence are what matters to them the most. Violent crime and sexual offending are also priorities. BTP's national and divisional policing plans have been the main method for delivery against these priorities and the current Demand and Rostering Review is also focused on ensuring that officers and PCSOs are deployed at the right places and at the right times. This will be further strengthened by the delivery of the mobile policing project, Body Worn Video and the Integrated Systems Programme.

7. SICKNESS

2015-16 sickness to be less than 7.30 days per employee

7.1 Forcewide BTP ended the year over target; 7.52 sickness days per person against the target of 7.30 days, equating to 1,055 days above target. Officers and PCSOs both finished the year over target along with B and C Division mainly due to long term sickness. A and D Division achieved target across all employee types due to enhanced working relationships with Occupational Health and a robust ill-health dismissals procedure.

7.2 Long-term sickness accounts for 73% of our sickness days lost and 17% of all instances. Whereas instances of short-term sickness recorded in 2015-16 account for 83% of all instances and 27% of sickness days. Top reason given for short term sickness are influenza, stomach and back complaints while long term reasons are stress, operation and depression/anxiety.

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Table 3: Sickness Breakdown by Division

	2014-15				2015-16			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
A Division	2.04	1.9	2.12	1.52	1.26	1.37	1.63	2.00
B Division	1.39	1.55	1.79	1.72	1.64	1.76	2.15	2.28
C Division	1.62	1.62	2.22	2.11	1.94	2.02	2.29	2.47
D Division	2.64	4.41	2.96	2.51	1.92	1.18	2.03	1.82
Force	1.68	1.81	2.05	1.82	1.62	1.67	2.01	2.21

8. SERVICE DELIVERY

8.1 Organisational KPIs – Achieved 45 out of 86 targets (52%) across 17 different A Division departments. For further information please see Appendix 3 (2015-16 FHQ KPIs).

Justice

8.2 As part of BTP's integrated systems programme Case and custody was launched in April 2016 and marks a huge step forward in case file management and how BTP deals with criminal justice data. Due to the implementation of the new system the Justice department are still assessing the data they are able to extract and how they can use this to measure performance in the new performance year. The KPI's are therefore still being finalised and once complete will be ready for publication.

9. LOCAL TARGETS

EAST	2015-16	Target	Achieved
E1. Cycle Reduction	1,339	1302	No
E2. Disruption PSPs	20	20	Yes
E3. Confidence PSPs	23	23	Yes
E4. Op Trafalgar Visibility	96%	80%	Yes
E5. On Train Patrols	594	588	Yes

SOUTH	2015-16	Target	Achieved
S1. Cycle Reduction	2,106	2094	No
S2. Disruption PSPs	15	15	Yes
S3. Confidence PSPs	16	16	Yes
S4. Op Trafalgar Visibility	90%	80%	Yes
S5. On Train Patrols	503	490	Yes

TfL	2015-16	Target	Achieved
T1. Crime Reduction by Journeys	7.31	6.8	No
T2. Agg Vs Staff	539	416	No
T3. Joint Ops with DLR	163	150	Yes
T4.Sex Positive Outcome	166	199	No
T5. Op. Trafalgar Visibility	92%	80%	Yes
T6. LCH	841	715	No

MIDLANDS	2015-16	Target	Achieved
M1. Agg Vs Staff	290	306	Yes
M2. Staff Assault Positive Outcome Rate	51%	60%	No
M3. TPP Reduction	741	735	No
M4. Cycle Crime reduction	553	663	Yes
M5. Crime Related PSPs	8	5	Yes
M6. Trespass and vandalism PSPs	5	5	Yes
M7. ASB PSPs	11	10	Yes

PENNINE	2015-16	Target	Achieved
P1. Agg Vs Staff	605	537	No
P2. Staff Assault Positive Outcome Rate	53%	61%	No
P3. TPP Reduction	1454	1264	No
P4. Cycle Crime reduction	431	469	Yes
P5. Crime Related PSPs	10	6	Yes

P6. Trespass and vandalism PSPs	6	5	Yes
P7. ASB PSPs	18	12	Yes

WESTERN	2015-16	Target	Achieved
G1. Agg Vs Staff	168	203	Yes
G2. Staff Assault Positive Outcome Rate	65%	66%	No
G3. TPP Reduction	519	503	No
G4. Cycle Crime reduction	431	379	No
G5. Crime Related PSPs	4	4	Yes
G6. Trespass and vandalism PSPs	5	4	Yes
G7. ASB PSPs	6	6	Yes

WALES	2015-16	Target	Achieved
W1. Agg Vs Staff	99	94	No
W2. Staff Assault Positive Outcome Rate	49%	62%	No
W3. TPP Reduction	244	210	No
W4. Cycle Crime reduction	86	76	No
W5. Crime Related PSPs	4	4	Yes
W6. Trespass and vandalism PSPs	4	4	Yes
W7. ASB PSPs	6	6	Yes

SCOTLAND	2015-16	Target	Achieved
D1. TPP Reduction	252	284	Yes
D2. VAP Reduction at hotspot	132	105	No
D3. Trespass/Customer Satisfaction PSPs	96%	75%	Yes
D4. Key Location/Customer Satisfaction PSPs	90%	75%	Yes
D5. Train Services/Customer Satisfaction PSPs	88%	75%	Yes
D6. Glasgow Subway Satisfaction PSPs	72%	75%	No
D7 Public Confidence	83%	75%	Yes
D8. Victim Support	92%	92%	Yes

Appendix C – 2015/16 FHQ KPIs

Department	Objective	Target	YTD Performance
Analysis & Performance	A&P products supporting a policing plan priority of emerging threat	≥90%	90%
Analysis & Performance	A&P products having a positive outcome	≥80%	90%
Contact	Emergency calls answered within 10 seconds	90%	87%
Contact	Abandoned emergency calls	<5%	1%
Contact	Immediate incidents with assigned/deployed resources within 3 mins	85%	80%
Contact	Priority incidents with assigned/deployed resources within 6 minutes	85%	81%
Contact	Achieve Anti-Social Behaviour Incidents coding compliance	90%	N/A
Contact	Achieve repeat & vulnerable questioning compliance on calls for service	80%	N/A
Contact	Answer Non-Emergency calls to FCC 'One Stop Shop' within 40 secs.	90%	69%
Corporate Services	Resolve maintenance incidents within SLA	90%	90%
Corporate Services	Uniform order are delivered within 2 working days of order being placed	95%	98%
Corporate Services	Reduction in CO2 tonnes produced (in comparison to 2014-2015)	5%	1.29%
Corporate Services	MFD (printers etc.) reliability - up-time per quarter	98%	99.84%
Corporate Services	Reduce days vehicles are off road (VOR)	<4.5%	4.33 days
Corporate Services	Undertake security penetration tests at major establishment sites		6
Crime	MIU deployed hours against Policing Plan targets	90%	97%
Crime	CIU deployed hours against Policing Plan targets	90%	88%

Department	Objective	Target	YTD Performance
Crime - Hi-Tech	Priority 1 electronic exhibits to be processed in 20 days	90%	78%
Crime - Hi-Tech	Priority 2 electronic exhibits to be processed in 6 weeks	90%	67%
Crime - Hi-Tech	Priority 3 electronic exhibits to be processed in 8 weeks	90%	73%
Crime - Hi-Tech	Electronic mobile telephone exhibits to be examined within 4 days	90%	68%
Crime - CCTV	Priority 1 evidence - download CCTV within 24 hours (B Division only)	100%	100%
Crime - CCTV	Priority 2 evidence - download CCTV within 72 hours (B Division only)	75%	75%
Crime - CCTV	Priority 3 evidence - download CCTV within 14 days (B Division only)	75%	85%
Crime - CCTV	Assist with requests for AV support for pre-planned operations	100%	100%
Crime - CCTV	C Division CCTV Staff - complete Post Production work within 7 days	80%	75%
Crime - CCTV	D Division CCTV Staff - complete Post Production work within 7 days	80%	99%
Crime - SSU	Priority 1 exhibits - process submissions within 4 days	90%	94%
Crime - SSU	Priority 2 exhibits - process submissions within 10 days	90%	89%
Crime - SSU	Priority 3 exhibits - process submissions within 20 days	90%	81%
Finance	Finance report pack to be available 2 days prior to Finance Review	12	11
Finance	Variances outside the tolerance level on each individual income and expenditure account (+/- 5%)	0.5%	0.3%
Finance	Reduce number of credit notes received	<=60	460
Finance	Reduce number of duplicate payments made	<=10%	2.9%
Finance	Number of invoices paid within 30 days of invoice receipt	95%	80%
Finance	Number of invoices paid within 60 days of invoice receipt	95%	90%
Finance	Undisputed POs authorised within 2 working days	98%	92%
Finance	Contracts to be in place prior to work commencing	99%	100%

Department	Objective	Target	Year to date Performance
HR - Recruitment	Incidents and tasks to be resolved within 4 days	95%	84%
HR - Recruitment	Recruitment process for police staff to be no longer than 8 weeks	90%	87%
HR - Recruitment	Recruitment process for PCs, PCSOs and Special Constables to be no longer than 15 weeks	90%	98%
HR - Recruitment	Recruitment process for transferees to be no longer than 18 weeks	N/A	N/A
HR - Payroll	Incidents and tasks to be resolved within 4 days	90%	88%
HR - Payroll	Payroll errors not to exceed 0.1%	<0.1%	0.0018%
HR - Payroll	Disputed establishment records on ORIGIN (Payroll and Establishment) should not exceed 0.1%	<0.1%	0.0002%
HR - Service Desk	Incidents and tasks to be resolved within 4 days	90%	88%
Information Management	DBS Requests - Escalation applications completed within 1 day	80%	97%
	DPA Requests - Insurance requests to be completed within 20 days	90%	78%
	FOI Requests - acknowledged and transferred within 1 working day	80%	78%
IM - Record Management	Issue 'barcodes' within 5 working days of request being received	95%	100%
IM - Record Management	Carry out audit of previously issued 'barcodes' within 5 working days of receipt of further 'barcode'	95%	100%
Justice	Custody Directorate to complete 4 HMIC style internal inspections of Custody Suites at 3 month intervals	4	4
Justice	ERG to achieve no higher than a 25% action plan rate from CPS	<25%	20%
Justice	PNC records are to updated/resulted within 72 hours of being received	90%	92%
Learning & Development	Delivery of all planned (internally facilitated) training courses	95%	97%
Learning & Development	Delivery of all planned PST training courses	95%	99%
Learning & Development	Delivery of all planned training courses for Special Police Officers	95%	83%

Department	Objective	Target	YTD Performance
Media & Marketing	Produce 15 proactive press releases/initiatives each month	180	533
Media & Marketing	Respond to enquiries with an initial response or holding line within 2 hours of being received	95%	92%
Media & Marketing	Provide full response to enquiries with deadline sit by enquirers or within 24 hours of being received	96%	95%
Professional Standards	Complaint and conduct cases finalised (to write off date) by PSD within 120 working days from date received in Force	85%	87%
Professional Standards	Complainant and subject updates which have been sent every 28 days during the course of the investigation	85%	99%
Professional Standards	Complaint appeals which haven't upheld (by the IPCC/PIRC and in Force)	75%	65%
Professional Standards	RV vetting dip samples carried out of BTP employees (throughout year)	266	287
Safety & Wellbeing	Acknowledge H&S queries that are sent via email to the central inbox within 2 working days	100%	100%
Safety & Wellbeing	Responding to H&S queries within 5 working days	95%	99%
Safety & Wellbeing	Conduct H&S site visits (including meetings) within 14 days	95%	100%
Safety & Wellbeing	Provide advice for accident investigation and assessments within 5 working days	90%	91%
Occupational Health	First contact attempt within 24 hours of receipt of referral	95%	87%
Occupational Health	Reports written and delivered within 48 hours	95%	81%
Occupational Health	Reports delivered to line manager, HRBP/Adviser and Employee within 48 hours	95%	81%
SDD - Audit & Compliance	Undertake risk based audits and outcomes reported on within agreed timescales	95%	100%
SDD - PMO	To monitor PMO assurance scores for:		
	Business Cases	95%	92%
	Planning	95%	82%
	Risk and Issues	95%	87%

Department	Objective	Target	Year to date Performance
	Resources	95%	79%
	Benefits	95%	91%
	Finance	95%	89%
	Scope	95%	89%
	Governance	95%	98%
	Communications	95%	83%
SDD - DfT	Ensure each forthcoming franchise and direct award has a bespoke BTP information document available to the bid teams as part of the bidding process to provide recommendations on crime, crime reduction and		
Specialist Ops	Plan and conduct Force-wide multi-layered CT operations at key locations	24	29
Specialist Ops	Conduct Force-wide Op. Griffin training days with external stakeholders	24	143
Specialist Ops	Clear calls for unattended items within the M25 within 20 minutes of arrival on scene (CT)	95%	81%
Technology	Unscheduled Downtime -Incidents should not exceed 8 p/yr. on P1 systems	<=8	N/A
Technology	IT Service Desk - Incidents to be closed by IT service Desk - 1st time fix	70%	73%
Territorial Policing	To lead on the implementation of the Volunteer Police Cadet scheme and establish fully functional initiatives by 31st March 2016	25 London 25 Birmingham	18 – London 40 – Birmingham
Territorial Policing	To deliver fatality management workshops (4 per Sub-division)	32	42
Territorial Policing	Lead on the co-ordination and implementation of joint operations (industry, BTP & Home Office Forces) to mitigate railway disruption and improve level crossing safety	6	6