



REPORT TO: Police Authority
AGENDA ITEM: 7
DATE: 22 March 2016
SUBJECT: 2016-17 Policing Plan Targets
SPONSOR: Chair of Policing Plan Subgroup / Deputy Chief Constable

1. PURPOSE OF PAPER

1.1 This paper sets out the recommended targets for the 2016-17 National and Local Policing Plans. It also describes how performance against these targets will be managed in the context of the Strategic Plan.

2. INTRODUCTION

2.1 The BTPA Policing Plan Subgroup has met three times to discuss and agree the proposed targets for 2016-17. At the October meeting the group agreed the high level national targets and the consultation timetable for the Sub Divisional Plans. January's meeting received feedback on the consultation process outputs and the meeting in February approved the targets that are proposed in this paper as suitable for recommendation to the Authority, subject to final adjustments to a small number of local targets as a result of on-going discussion with stakeholders. Appendix A shows the timetable that was followed during this process.

2.2 The targets have been formulated in conscience of the proposed budget and reflect detailed consultation at a national and local level. BTP's national passenger and rail staff surveys have shown that passengers and staff support BTP's overarching strategic objectives, and therefore the proposed national targets are well aligned with the Strategy. Local concerns, particularly relating to violence against staff and passengers, late night visibility as well as a problem solving approach to tackling disruption have been incorporated within the suite of local targets attached as Appendix B. A matrix showing alignment with a range of internal and external drivers is attached as Appendix C.



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- 2.3 The proposed targets have been set in the context of the operational environment described in detail to the Subgroup. Passenger and freight growth is forecast to continue and the introduction of projects such as Night Tube, together with the ongoing development of major transport hubs, will continue to increase demand for BTP in 2016-17. A more congested network also presents challenges in reducing disruption as the impact of disruption incidents leads to increased lost minutes and reactionary delay. Section 9 of this Paper outlines the performance management framework proposed for the 2016-17 performance year.
- 2.4 The current plan for Night Tube makes provision for services to run on Fridays and Saturdays for the Victoria and Jubilee Lines in August followed by the Central, Northern and Piccadilly Lines in September. BTP's analysis forecasts an additional 665 notifiable crimes will be recorded in 2016-17 (based upon the additional opening hours for the proposed lines of route and opportunity for crime to occur). This would equate to an overall increase of 0.9% Forcewide or 1.4% for B Division. When Night Tube is implemented fully for a whole year this would be expected to generate an extra 1,115 crimes – the equivalent of a 1.5% increase Forcewide or 2.5% for B Division.
- 2.5 During 2016-17, crimes generated through Night Tube will be reported on separately so that progress against the 2015-16 baseline can be accurately judged. For 2017-18, when the full impact of Night Tube will be apparent, consideration will be given to removing these crimes from the Strategic Plan baseline target so as not to present a false picture of progress against the 20% reduction target.

3. NATIONAL TARGETS

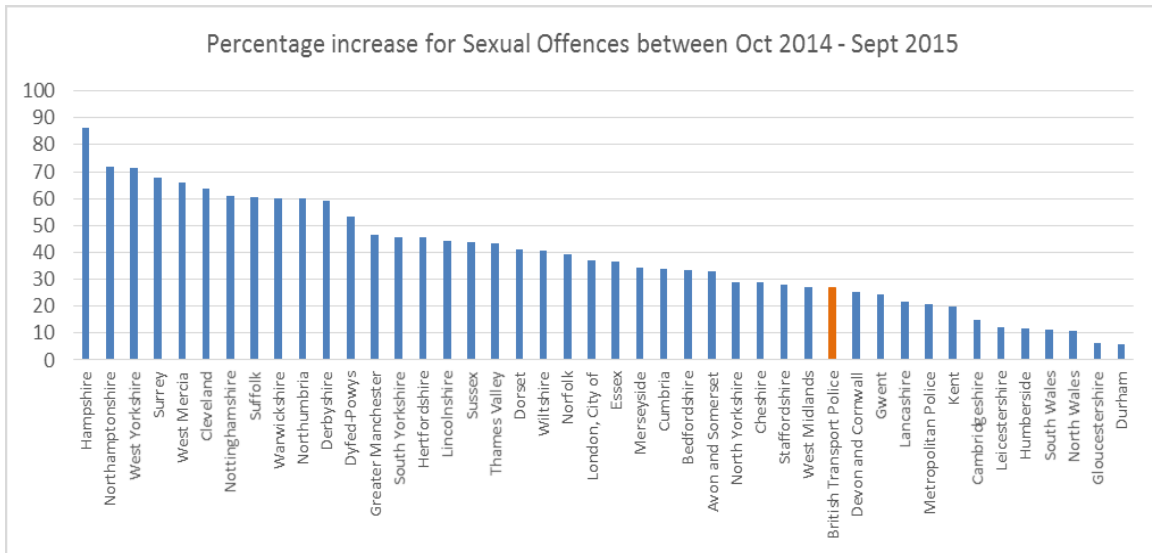
Notifiable Crime

- 3.1 Reducing crime is at the core of BTP's purpose and activities, and alongside reducing disruption, it has consistently been identified by stakeholders as a top priority for BTP. Crime on the railway has reduced year on year for 11 years and the first two years of the Strategic Plan saw a reduction in crime of 12%. The railway is now a much safer place to travel and work, with the number of crimes per million passengers having reduced by 41% over the last five years, having been on a downward trajectory since 2004-05. It is predicted that this figure will have remained steady during 2015-16, with around 15 crimes per million passengers.

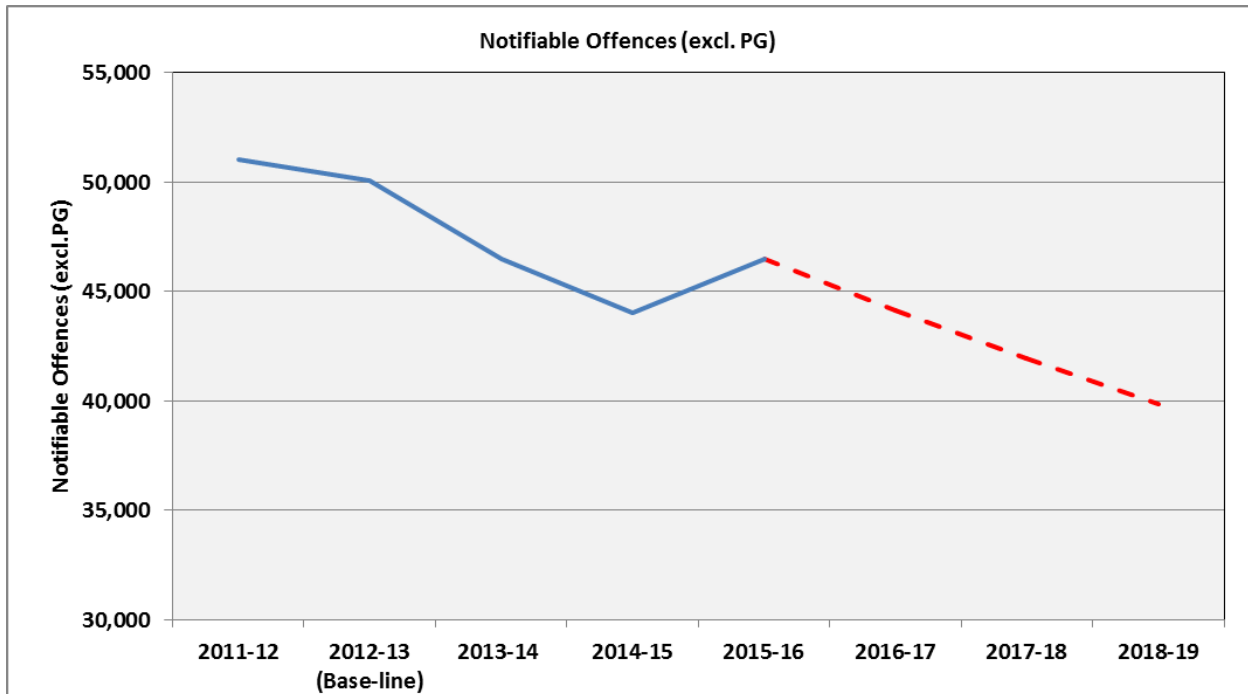


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- 3.2 Currently, overall crime has increased 5% this performance year. In real terms this is an increase of 2,406 crimes or 6.6 crimes a day, in the context of a railway network expanding at a rate of at least 3% year on year and with over 3 billion passenger journeys made each year¹. Since 2004 crime has reduced to a level that means the daily crime tolerance for Sub Divisions is now between 29.2 crimes a day for TfL Sub Division, to 3.3 crimes a day for Wales.
- 3.3 If a 5% increase is recorded at the end of the performance year, then a reduction of 14% will be required in the remaining three years of the strategy to achieve this strategic target. The increases in crime have occurred predominately in the violence and sexual offences category. Although there has been an increase in overall violence against the person offences, the risk relating to the more serious violent offences has remained stable at a very low level (0.7 crimes per million passenger journeys). The majority of the increase has been in common assault and public order related offences, which are sporadic, hard to predict and largely involve passenger on passenger incidents. It should also be noted that the most recent crime statistics published by Office for National Statistics (covering from October 2014 to September 2015) reported a 27% increase in VAP offences nationally in comparison to a 6% increase recorded by BTP.
- 3.4 The increase in sexual offences can be linked to a general increase in the confidence amongst victims to report crimes. BTP has proactively encouraged this, with the 'Report It to Stop It' campaign being implemented nationally to increase the reporting of sexual offences. This rise in reporting has been also seen on a national scale with offences up 41% within Home Office forces. BTP has seen a smaller increase of 27% (which places the force in the second quartile and ranking the force 32nd out of 44 forces).

¹ Data obtained from Office of Rail & Road website and TfL



3.5 As well as encouraging the reporting of specific crime types, over the last three years BTP has also been enhancing its general accessibility and the ability of victims to report crimes. There has been significant emphasis on the use of the 61016 text service which allows a victim or witness to quickly and discreetly report a crime or incident to the BTP. In the current year to date 2015-16, 8,900 texts were received using the 61016 number and 1,808 crimes were raised as a result. The chart below shows the overall notifiable offences (excluding police generated offences) since 2011-12 and shows the trajectory required to achieve the strategic target.



- 3.7 The force will target notifiable crime categories that are high volume and therefore account for the majority of notifiable crime for BTP. These categories include violence, theft of passenger property and cycle crime as well as locations that have proportionately higher crime rates. A focus on these two areas will assist in the challenge to reduce crime by utilising Op Trafalgar deployments and proactive operations such as Stronghold. An activity plan detailing the focus to reduce crime across the force will be presented to the Q1 Performance Review Committee.
- 3.8 Achieving a 5% reduction in crime in each of the next three years would deliver the overall strategic objective of a 20% reduction. **It is therefore recommended that a 5% reduction in overall notifiable offences target is set for 2016-17.**



4. Crime-related disruption

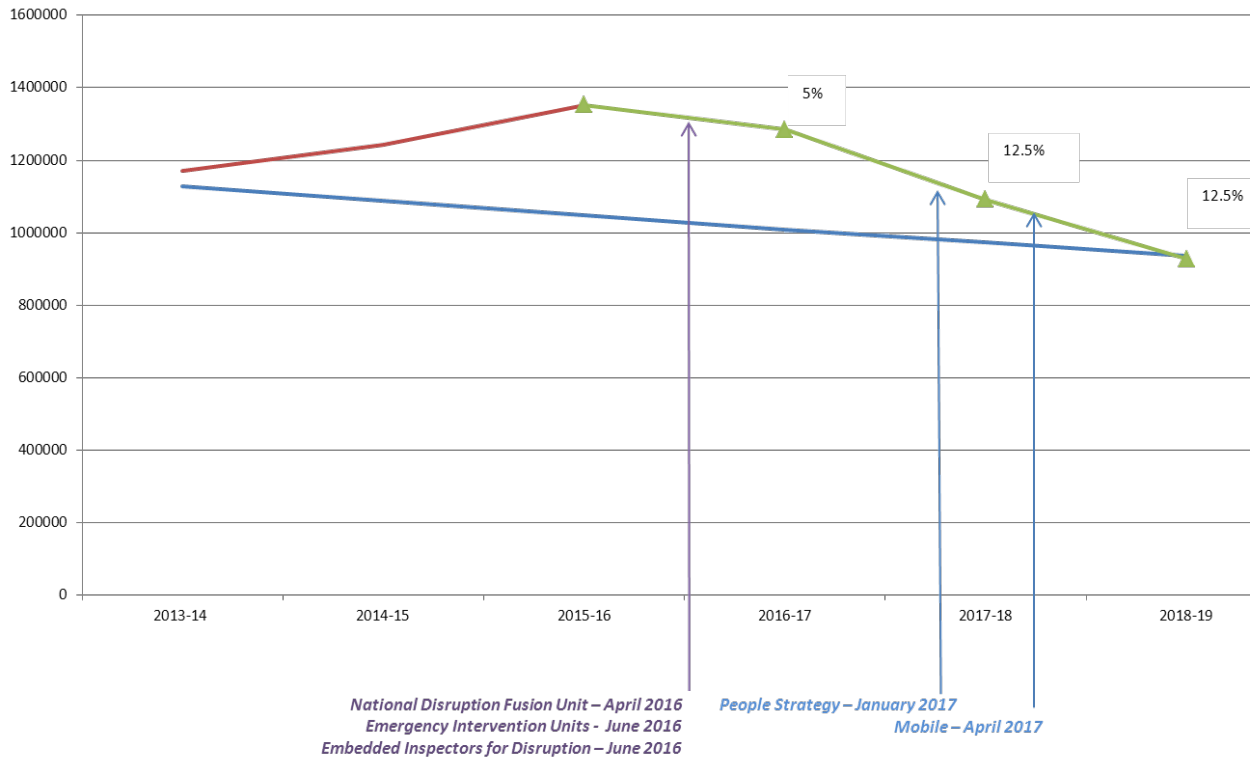
- 4.1 When the Strategic Plan target for disruption was set, it was acknowledged that it was aspirational and that many factors outside of BTP's control impact on the number of lost minutes attributable to the agreed 'police-related' categories. Although reducing disruption is not itself a core function of policing, this measure was accepted given the public good that could potentially be achieved and the opportunity it provided to become a more strategic partner to the rail industry. The adoption of this measure also underpinned the move to a different culture, which promoted problem solving, and partnership working and that would be supported by the force's transformation programme and the introduction of new ways of working.
- 4.2 The impact of those factors that BTP cannot directly control has been significant and total delay minutes are forecast to increase by 5.8% by the end of this performance year. Primary lost minutes, which BTP can directly impact upon, is forecast to increase by 1.7% , and reactionary delay (secondary minutes) are forecast to increase by 8.5% .
- 4.3 Increasing passenger numbers and network traffic, together with the impact of disruption at locations that are not necessarily known hotspots, present a challenge to achieving this objective in the long term. It is very challenging for BTP to directly reduce the impact of reactionary delay. There have been some major incidents recorded this year where, although BTP's initial response has been excellent, there has been a very significant amount of reactionary delay recorded. For example, the BTP recently attended a fatality at Earlsfield and handed the line back after just 32 minutes but a total of 19,204 lost minutes were recorded against this incident, of which 11,048 were reactionary. This single incident caused a 2% adverse variance to the year to date trend, which has since been recovered. This example illustrates the volatility a single incident can have on the target.
- 4.4 Although instances such as this can be attributable to the expanding and busier network they may also be attributable to the availability of trains and train crews to facilitate a speedy post-incident recovery, which BTP can have no direct control over.

The definition of the categories against which BTP performance is measured is also very broad and includes a number of incidents, which have no relevance to policing, or issues BTP could influence. Though these are challenged by the Force they are very often left to remain in that category as they fit within the wide definitions used by the industry.

- 4.5 The Chief Constable and Chair of the Policing Plan Subgroup propose that, given the impact of external factors on this measure, BTP's in-year performance against disruption will be determined by the successful implementation of those actions and initiatives that BTP believe will achieve the results required during 2016-17. These elements will be detailed within a Performance Action Plan to be agreed by the Q1 Performance Review Committee.
- 4.6 In the case of the disruption target this is likely to comprise of local problem solving plan activity as well as the national joint workstreams being led by Chief Superintendent Brogden in conjunction with Network Rail. This will allow a clearer picture of BTP activity and achievement to be presented rather than a focus on delay minutes, which are often outside of BTP's control.
- 4.7 Divisions will continue to focus on high impact and high frequency locations as well as low frequency, high impact areas through focussed problem solving plans and joint working with the industry. There has been notable success through this approach with an overall decrease in disruption of 26% in identified hotspot locations during 2015-16. In D Division a 56% reduction has been achieved and B Division has recorded a 52% reduction. Although there has been an increase of 9% across C Division, discussion with stakeholders concluded that this should not detract from the success of the activity which has taken place on that Division and that the overall figure was impacted detrimentally by a small number of incidents that could not reasonably have been predicted nor prevented.
- 4.5 Considerable work has taken place on a network-wide basis through the national disruption programme led by Chief Superintendent Brogden working predominantly with Network Rail. This program commenced in July 2015 and a number of strands are being addressed in order to reduce delay on the railway.



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- 4.6 The implementation of Emergency Intervention Units, the placement of BTP officers in specific Regional and National Operations Centres to respond quickly to disruption incidents, as well as the setting up of Suicide Prevention and Mental Health teams has already seen encouraging results. The programme seeks to develop a joint industry communications strategy as well as reviewing and updating all station and contingency planning processes.
- 4.7 The implementation of the full National Disruption Fusion Unit by May 2016-17 will combine Network Rail and BTP staff to produce a range of products specifically relating to disruption, utilising both BTP and Network Rail data and systems. This will allow BTP to integrate further with Network Rail to focus action and resources on high impact locations, which contribute most to disruption issues as well as enhancing joint understanding of performance measures and data generally.
- 4.8 Through these projects BTP will continue to work with Network Rail's HQ and Route Managing Directors to effectively prevent and mitigate disruption incidents by taking preventative action and being in the right place at the right time to deal with incidents as they happen. This activity is complex and will require time to embed within both organisations.
- 4.9 It is likely that by the end of this year at least a 30% reduction will be required by 2019. The diagram below shows when the impact of the activity outlined above will come on line as well as some of the key transformational projects that will assist in the achievement of this objective.



4.10 Given that these projects will take some time to fully embed it is recommended that the numerical annual targets set to achieve the overall strategic objective are back-weighted. The achievement of the following annual reductions would ensure that the overall objective is met:



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- Year 4 (2016/17) 5% reduction in overall lost minutes
 - Year 5 (2017/18) 12.5% reduction in overall lost minutes
 - Year 6 (2018/19) 12.5% reduction in overall lost minutes

4.9 **It is therefore recommended that a 5% reduction in lost minutes target is set for 2016-17.**

5. Confidence

5.1 Passenger confidence in the British Transport Police (BTP) is measured by the National Rail Passenger Survey (NRPS). The NRPS is a bi-annual survey run by Transport Focus, which consults more than 50,000 passengers a year to provide a network-wide picture of passenger satisfaction with different aspects of rail travel.

5.2 BTP uses the combined ratings to two questions in the NRPS as a measure of passenger confidence. The confidence ratings for the autumn 2015 survey have recently been received and show an improvement from the previous wave with an overall rating of 78.71%. This indicates that BTP is on track to achieve the June 2016 target of 78.82%.

5.3 The Rail Staff Survey (RSS) 2015 was run for twelve weeks between March and June 2015. The survey received 3,742 responses from rail staff members and recorded a rail staff confidence level of 64.8%. This year rail staff confidence is broadly in line with previous year – the RSS 2014 recorded a rail staff confidence of 65.1% with only half the sample size (1,577).

5.5 As with disruption, analysis has shown that several factors outside of BTP's direct control affect passenger confidence. In particular, results have shown that environmental factors have a strong influence on how passengers' rate their level of personal security on train and at their station.

5.6 Analysis on the NRPS Wave 31 evidenced that the overall station environment, bicycle parking facilities and the provision of shelter facilities had shown a particularly strong influence on passengers' level of confidence at the station.

Poor lighting is also often cited as a concern at stations. Passengers' ratings of train facilities are also associated with their confidence level on the train: the ease to get on and off the train, the helpfulness and attitude of train staff, the comfort of the seating area and the toilet facilities have all shown significant correlations with passenger confidence levels.

5.7 The performance action plan presented to be agreed by the Q1 Performance Review Committee will also, therefore, contain detail of the actions and initiatives that BTP believe will contribute to increased passenger confidence during 2016-17 so that the success of BTP's in-year performance can be better judged. These actions will build on the currently successful approach to of focussing activity at the lower confidence stations as well as maintaining confidence levels at the higher confidence stations. Refreshed analysis of the autumn 2015 wave is being completed and a review of the free text data will allow for enhanced activity at identified locations.

5.8 The table below shows the incremental improvements in confidence ratings necessary to achieve the strategic objective by 2018-19.

	Passenger confidence targets	Rail staff confidence targets
2016-17	80.2%	69.1%
2017-18	81.5%	70.5%
2018-19	82.7%	71.6%

5.5 **It is therefore recommended that an 80.2% target for passenger confidence and a 69.1% target for rail staff confidence is set for 2016-17.**

6. Value for Money

- 6.1 At the January meeting of the Policing Plan Subgroup, BTP were tasked with developing proposals for a value for money target based on cost per passenger kilometre. Cost per passenger kilometre was the key metric used in Sir Roy McNulty's study of the value for money of Britain's railway. This measure was the comparator through which the recommendation was made that the UK rail industry increases its efficiency by 30% so that it can compare to the most efficient European operator. Cost per kilometre rather than mile was used for this measure as it is the measure used within the McNulty report and currently by the Office of the Rail Regulator. However, as cost per mile is also often used by the industry it was requested that in the Policing Plan that the target is described using both metrics.
- 6.2 BTP has performed well against this measure and is on track to deliver at least 30% reduction by 2019. The measure is a good indicator of efficiency as it is illustrative not only of the below-RPI budget settlements that have occurred since 2010, but also of the significant and sustained increases in patronage that the railway has experienced. It also underlines BTP's enabling role in this growth through securing a safe secure and reliable network.
- 6.3 This source data for this metric is BTP's gross budget and Office of Rail Regulator Rail Trends quarterly publications. The most current data shows BTP's cost per passenger kilometre as 29p pence and it is proposed that this forms the baseline for the 2016/17 target.
- 6.4 BTP has also tracked its performance against its cost per freight kilometre. The rail freight sector has been very successful during the last ten years and freight use is expected to grow by 28% during the Strategic Plan period. BTP is on track to reduce its cost per freight kilometre by at least 30% by 2019 with the current cost per freight kilometre at around 24 pence. However, cost per passenger kilometre is the key metric used by McNulty and is the most recognised by the industry.

It is therefore recommended that a target is set to reduce BTP's current cost per passenger kilometre (and mile) from 29p against the 2016-17 budget.

7. Safeguarding

7.1 At the October Subgroup meeting, Members supported an objective linked to the successful implementation of the second year of the safeguarding strategy. The information below outlines each of the key objectives contained in the second year of this strategy and the dates that they will be implemented by. Much of this work however will commence at the start of the performance year and be developed simultaneously.

Quarter 1 2016-17

- Develop and streamline the processes relating to safeguarding referrals to partner agencies in order to ensure they are completed with added context and in a timely manner. This will be achieved through maximising the use of Niche and the integrated approach to data collection. The implementation of Niche with the data integrity work that continues will ensure that BTP is able to provide the fullest possible picture of its involvement, both current and historic, with individuals and provide the context of such involvement. Reallocation of resource will also improve the consistency of provision and referral decision making.
- Review the timeliness and completeness of referrals to partner agencies and local forces on a week by week basis. The Safeguarding Hub will monitor how the new processes for submission of safeguarding forms is being implemented effectively and also review whether this new process is causing delays and suggest amendments as necessary.
- Ensure Officers complete the Risk Assessments are completed correctly by Officers. Ensure that Officers are aware of the process for formal risk assessment of hate incidents and crimes that meet BTP's responsibilities to identify and safeguard repeat victims of hate incidents. Monitor the quality and timeliness of the forms for compliance and accuracy of completion and remedial action taken by the Safeguarding Unit to address poor performance.
- By working closely with Councils and transport hubs in London, review the follow up of urgent safeguarding cases and how BTP have reassurance that the referrals have been acted upon.

Quarter 2 2016-17

- Review training and awareness packages for frontline officers and staff around DASH forms (Domestic Abuse Stalking and Harassment) and wider safeguarding issues, ensuring that training is relevant to the BTP environment. The intention is that the inputs are equivalent to those given to officers and staff in Home Office forces and provide sufficient information and guidance to enable all strands of safeguarding to be addressed correctly.
- Review and audit the quality and timeliness of DASH forms. Where poor performance is identified take remedial action.

Quarter 3 2016-17

- Continue 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.
- Ensure that Hub stations have a Safeguarding Children Champion who will work with TOC’s and staff to develop understanding of issues associated with vulnerable children.
- Review the implementation of the Adult at Risk form and it’s use by officers to ensure it is being used appropriately and in the correct circumstances.

Quarter 4 2016-17

- Evaluate BTP’s links with Home Office Police forces, local Child & Adult Safeguarding Boards and NPCC national meetings to ensure that joined up processes for addressing safeguarding issues are in place.
- Ensure the Niche processes for safeguarding and BTP’s ability to refer in a timely manner are effective and efficient.

7.2 **It is recommended that the Authority endorses implementing the second phase (year 2) of the safeguarding strategy to increase the safety of young people, vulnerable adult and railway staff.**



8. LOCAL TARGETS

8.1 Each Sub Divisions has carried out a local consultation where stakeholders were invited to discuss themes that should be included in the local policing plan targets. This process highlighted a strong commitment to joint problem solving and highlighted evidence of good local partnership working. Some of common themes identified during the consultation are listed below:

Disruption – Stakeholders raised concerns around disruption relating to trespass and fatalities. All Stakeholders valued the problem solving plan approach and felt this was a good tool to enhance joint working and promote a holistic approach to disruption management. Stakeholders valued the work of the BTP which focused upon the hotspot locations at the right time of day.

Staff Assaults – enhanced communication in relation to outcomes and disposals of staff assault cases between BTP and staff should be considered. This would have a positive impact upon staff confidence.

Confidence – The confidence target should be clearly distinguished between that of the public and staff. Train Operating Companies conduct their own customer satisfaction surveys which could be used to enhance BTP's understanding of other low / high confidence stations and lead to targeted activity at these locations next year.

Freight – Freight companies highlighted concerns around theft on route and the importance of the continued positive dialogue with BTP. They supported a focus on the freight industry which could be achieved through the Local C Division and National Freight Meetings.

Anti-Social Behaviour – Late night ASB was raised as concern by the Stakeholders. They highlighted the importance of late night train patrols, but extended to cover stations outside of London. Locally planned operations targeting specific trains and times were seen as the best solution to this issue.



9. PERFORMANCE REPORTING

- 9.1 These targets support the ambitious outcome objectives set out in the BTPA Strategic Plan, which for the first time included specific objectives to increase passenger confidence and to reduce delays on the network. As outlined above, both these objectives were recognised as very challenging at the time, given the number of factors outside of BTP's direct control and influence that affect both of these measures. However, although both objectives were acknowledged as highly aspirational, they were agreed with the intention that they would engender a culture where operational officers were more aware of the impact to the passengers and the industry of police activity and where problem solving and partnership working were imperative. The ongoing transformation programme will further condition the force to a prevention and problem solving approach through the full implementation of the new ways of working enabled by a comprehensive People Strategy and supporting IT and Estates Strategies.
- 9.2 In order to ensure that BTP and BTPA continue to pursue the original ambitions and vision of the Strategic Plan it is essential to avoid a binary performance management model, which is based solely on the RAG status of annual targets. To this end it is proposed that a performance action plan will be agreed by the Q1 Performance Review Committee which will include the actions and initiatives that BTP believe will achieve the results required during 2016-17.
- 9.3 Performance against the 20-20-10 objectives will continue to be measured, monitored and reported on. However it is proposed by the Chief Constable and the Chair of the Policing Plan Subgroup that the above method will ensure that the original thinking behind the Strategic Plan objectives can be maintained, whilst the risk of engendering a different and counterproductive set of behaviours will be mitigated.



10. RECOMMENDATIONS

- 10.1 It is recommended that members approve the National and Local Policing Plan targets as set out in this paper.

- 10.2 That the Authority endorses the proposed approach to performance review as set out in section 9 above, to be led by the Authority's Performance Review Committee.



Appendix A Key Milestones

The table below summarises the main steps taken in developing the Policing Plan proposals recommended to the Authority for approval.

Date	Activity	Outputs
24.09.15	High level proposals shared with industry stakeholders at the BTPA annual consultation workshop	Broad direction of travel endorsed
16.10.15	Policing Plan Group meeting 1	Bottom-up 2 tier plan, and shape of proposed plan, agreed as basis for further work Work plan agreed, Sub-divisional meetings commissioned
November 2015	Sub-Divisional policing plan meetings (attended by TOCs, FOCs, Network Rail, Passenger Focus, Passenger Transport Executives)	Attendees shared and discussed priorities BTP highlighted its own emerging priorities Key issues summarised
3.12.15	Policing Plan Group meeting 2	Themes emerging around National and Local plans
19.01.16	RDG Implementation Group – BTPA provided a short brief on the topics emerging, tested whether products of local discussions had been seen and were supported	Themes emerging were broadly endorsed
4 – 29 January 2016	Stakeholders consulted on draft National and Sub-Divisional plan targets	Stakeholder views on draft National and Sub-Divisional targets
3.02.16	Policing Plan Group meeting 3	Final options for proposed National and Local plans reviewed and approved
4.03.16	Update provided to Rail Delivery Group Policing & Security Sub-Group on proposed Policing Plans	Stakeholders updated on progress

Appendix B Drivers vs. proposed national targets

Driver	Crime reduction	Disruption reduction	Increase confidence	Value for money	Other matters
	Target 1 5% reduction in overall notifiable offences	Target 2 5% reduction in lost minutes	Target 3 80.2% target for passenger confidence and 69.1% target for rail staff confidence	Target 4 Further reduce BTP's cost per passenger kilometre (and mile)	Target 5 Increase the safety of young people, vulnerable adults and railway staff through the implementation of year two of the Safeguarding Strategy
Strategic Objectives and Commitments (20:20:10)	✓	✓	✓	✓	✓
BTP National Threat Assessment	✓	✓	✓		✓
Industry	✓	✓	✓	✓	✓
Passengers	✓	✓	✓		✓
Staff	✓	✓	✓		✓

Strategic Target 20:20:10

- Reduce Crime by 20%
- Reduce Disruption by 20%
- Increase Confidence by 10%

National Targets

- Reduce Crime by least 5%
- Reduce Disruption by at least 5%
- Increase Confidence
 - Passenger confidence level to be at least 80.2%
 - Rail staff confidence to be at least 69.1%
- Value for Money – Reduce cost Per Passenger KM
- Safeguarding Commitment

B Division Local Targets

East

- Reduce physical violence against all staff, passengers and those using the Railways by at least 10%
- Conduct at least 765 late night on-train patrols out of London termini hubs on Thursdays, Fridays & Saturdays
- To complete three, year-long Disruption action plans linked to NWR Routes

South

- Reduce physical violence against all staff, passengers and those using the Railways by at least 10%
- Conduct at least 612 late night on-train patrols out of London termini hubs on Thursdays, Fridays & Saturdays
- To complete three, year-long Disruption action plans linked to NWR Routes

TfL

- A commitment to identifying sexual offenders and of those, increase arrests by at least 10%
- Reduce physical violence per million passenger journeys
- Reduce notifiable crime per million passenger journeys
- To complete at least 150 DLR partnership patrols agreed through joint tasking that aim to reduce crime and disorder

C Division Local Targets

*Division wide
Achieve at least
75% satisfaction rate
for freight related
PSPs*

Wales

- Reduce violence against staff and passengers
- To improve the positive outcome rates for assaults and aggression against staff by at least 3% points
- To achieve at least a 75% satisfaction rate for ASB PSPs
- To achieve at least a 75% satisfaction rate against Disruption PSPs

Midlands

- Reduce violence against staff and passengers
- To achieve a Quality of Service victim satisfaction rate of at least 80% % for assaults and aggression against staff
- To achieve at least a 75% satisfaction rate for ASB PSPs
- To achieve at least a 75% satisfaction rate against Disruption PSPs

Pennine

- Reduce violence against staff and passengers
- To achieve a Quality of Service victim satisfaction rate of at least 80% for % for assaults and aggression against staff
- To achieve at least a 75% satisfaction rate for ASB PSPs
- To achieve at least a 75% satisfaction rate against Disruption PSPs

Western

- Reduce violence against staff and passengers
- To achieve a Quality of Service victim satisfaction rate of at least 80% for % for assaults and aggression against staff
- To achieve at least a 75% satisfaction rate for ASB PSPs
- To achieve at least a 75% satisfaction rate against Disruption PSPs

D Division Local Targets

- At least 95% of Safeguarding referrals made within three working days
- Reduce the number of Assaults against staff and passengers by at least 10%
- To achieve a Quality of Service victim satisfaction rate of at least 90% for assaults and aggression against staff
- Increase the detection rate for football related offences by 3% points to at least 60%
- Achieve at least a 75% satisfaction rate for the single D Division wide disruption PSP