

POLICE & CRIME COMMISSIONER FOR LEICESTERSHIRE POLICE AND CRIME PANEL

PAPER MARKED

Report of	POLICE AND CRIME COMMISSIONER
Date	WEDNESDAY 17TH DECEMBER 2014
Subject	QUARTER 2 – PERFORMANCE REPORT
Author	MS SUZANNE HOULIHAN

1. Purpose of Report

1.1. The purpose of this report is to inform the Police and Crime Panel ('The Panel') on performance towards achieving the objectives in the Police and Crime Plan ('the Plan'). The report will also update the Panel on progress made in developing a performance framework to further reflect the partnership contribution to achieving the Plan.

2. Recommendation

2.1. The Panel are recommended to note the contents of the report.

3. Background

3.1. The original Police and Crime Plan performance framework continues to be developed and improved in consultation with and with support from partners.

3.2. A performance dashboard and supporting report was presented to the Panel in July 2014. The report stated there would be further improvements to the dashboard and these are reflected in the dashboard supplied in Appendix A. The dashboard now includes predicted trends and performance compared to Leicestershire's Most Similar Group of Forces (MSGF).

3.3. It has been agreed that data provided by partners is supplied to relevant management boards before going to the PCC for inclusion in the dashboard. Therefore data which has not been received at the time of the report will not appear in the dashboard.

4. Quarter 1 Performance – Please refer to Appendix A – Performance Dashboard

5. Strategic Priority 1 – Preventing and diverting young people from offending

5.1. Youth Offending Management Boards have met to discuss Quarter 2 performance. Both City and County Youth Offending Services are achieving the reductions required by Police and Crime Plan.

6. Strategic Priority 2 – Reducing re-offending amongst young people and adults

6.1. Quarter 2 reporting shows there is a 58% reduction in offending and a 74% reduction in reoffending among those aged 18-24 years old. These reductions show a continuing positive long term trend.

7. Strategic Priority 3 – Reducing alcohol and drug related offending and re-offending

7.1. The OPCC has co-ordinated several meetings to determine a local solution to show the level of re-offending by those entering a substance misuse treatment service. This data has become unavailable at a national and local level. These meetings have resulted in the production of a Terms of Reference for partners to work together on a solution.

7.2. The solution will look to gain data from a cohort of those testing positive on arrest and re-offending (or desistence of offending) recorded. It is felt by the Leicester, Leicestershire and Rutland (LLR) Contracts Assurance Officer (who manages the Substance Misuse Treatments Services for LLR) that when in place this will be the first local solution identified and implemented. It is anticipated that this solution will be in place from 1st April 2015.

8. Strategic Priority 4 – Reducing crime and anti-social behaviour caused by families in a Troubled/Supported families programme

8.1. Data has been received in respect of both re-offending and ASB committed by members of families engaged in a Troubled/Supported families programme.

8.2. Across City and County local authority areas over 2000 families are engaged in a Troubled/Supported families programme and at the end of September a quarter are showing a reduced rate of ASB and re-offending.

8.3. The definition of a reduction is 'Families where there has been a 60% reduction in ASB across the family in the last 6 months compared to the previous 6 months and/or* families where the offending rate by minors in the family has reduced by at least 33% in the last 6 months compared to the previous 6 months'. * The City and County differ in their reporting practices. The City report ASB and crime and the County record ASB or crime.

9. Strategic Priority 5 - To increase reporting of domestic abuse and ensure a positive outcome for victims and witnesses of domestic abuse

9.1. Strategic Priorities five, six and seven have a suite of performance measures that were agreed by partners in September 2014 and development of the data set continues. The focus of the measures is to enable the measurement of a victim focussed outcome, an increase in awareness and continuous improvement in services.

- 9.2. There have been recent reductions in reports of domestic related violence (both with and without injury) and the reason for this is unclear at present. Academic research in conjunction with the University of Leicester commences later this month which aims to look at the effect of early interventions.
- 9.3. In the most recent satisfaction survey of domestic violence victims, 91.4%ⁱ were satisfied with the service they received. Of particular note is the number of victims engaging with the support and assistance of independent groups of which they were informed. Only 37.5%ⁱⁱ took up this offer and therefore reasons for non-engagement should be identified to support an increase in the level of service accessed.
- 9.4. As aforementioned, Strategic Priorities five, six and seven have a performance measure which is to provide 'a victim focussed crime outcome'. Discussions have taken place as to how this can be measured. An option is to use existing satisfaction surveys and add a question relating to whether the victim is happy with the outcome. From this new dataset, it would be possible to carry out audit work on the crimes where the victim was or wasn't happy with the outcome achieved. This would then be used to identify any learning points. This is being developed within the force Corporate Services Department.

10. Strategic Priority 6 - To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses of serious sexual offences

- 10.1. Performance indicators for this priority remain in development with the City, County and Rutland performance leads and partners specialising in understanding and reporting on safeguarding performance. It was hoped that performance information would be available for this reporting period; this is not the case as this data requires development and validation. It has been agreed with partners that this area continues to be developed and reporting commences from 1st April 2015.
- 10.2. Victim satisfaction data is available and due to small numbers an amber assessment is provided. There are sensitivities around conducting surveys amongst the victims of sexual offences; however the force has made some effort to engage appropriately with a small number of victims in order to gain an understanding of the victims' perceptions of the service provided by the force. During the 12 months period to September 2014 there were 32 surveys carried out of victims of Rape and other Serious Sexual offences. The indications are very positive with satisfaction levels above 90%, although the very small number surveyed does mean that there is a large confidence interval of 17% and caution needs to be used in the significance given to the results.
- 10.3. An increase in reporting of serious sexual offences is a priority in the Plan. The level of reported Rape offences was significantly high in September 2014. This follows a particularly high level of reporting in 2013/14 and continues to be analysed and managed through Performance Delivery Group (PDG) meetings.

11. Strategic Priority 7 - To increase reporting of hate crimes and ensure a positive outcome for victims and witnesses of hate crime offences

- 11.1. The levels of both recorded crime and satisfaction are within expected levels. There has been a decrease in satisfaction which reflects a similar rate of decrease in overall satisfaction.
- 11.2. There has been a slight increase in the number of reported hate crimes since February 2014; this is seen as positive as more victims may feel confident that their crime will be dealt with effectively.

12. Strategic Priority 8 - To prevent ASB and to continuously improve the quality of service and response to victims of anti-social behaviour

- 12.1 Both the number of reported ASB incidents and satisfaction levels are currently within expected levels although the level of satisfaction with service has decreased.
- 12.2 The User Satisfaction Steering Group has plans in place to make improvements and it is recognised that the forthcoming changes to the force structure could impact on crime and ASB satisfaction with service rates. To this end a script is being developed to manage the expectations of victims of crime and ASB during this period of heightened change.

13. Strategic Priority 9 - To continually improve the quality of service and response to victims of crime

- 13.1. 'All User' satisfaction constitutes satisfaction levels reported by a sample of burglary, vehicle and violent crime victims. There has been no change in levels since the last reporting period. User satisfaction remains below expected levels and a strategy to address issues and improve performance continues led by ACC Phil Kay.

14. Strategic Priority 10 - To continuously improve the police service to the communities of Leicester, Leicestershire and Rutland

- 14.1. The latest Community Based Survey results show that confidence in Leicestershire Police has risen continuously since April 2013. This is extremely good news and is a strong indicator that the force continues to address local concerns in an effective way.

15. Strategic Priority 11 - To reduce all crime

- 15.1. In 2013-14 there was a 3% rise in overall crime compared with the previous year which brought to an end several consecutive years of falling crime. The monthly volumes of offences reported in the first six months of 2014-15 have been lower than the equivalent period last year, and monthly volumes fell progressively during the period from May to September, suggesting that this year may reverse that rise. There have been significant reductions across a number of offence types including Criminal Damage, Violence with Injury, Theft from Person and Shoplifting during the last twelve months, whilst certain other offence types have seen an increase including, Burglary Other than Dwelling and Violence without Injury. Overall Crime continues to be

monitored through the Performance Delivery Group to ensure that the all crime reduction is met.

15.2 The HMIC completed a PEEL (Police Effectiveness, Efficiency and Legitimacy) Inspection in September 2104.

15.3 The question asked by HMIC was 'How effective is the force at reducing crime and preventing offending?'
 Quotes from the HMIC PEEL Inspection website include '*Leicestershire Police is good at reducing crime and preventing offending. The force is good at investigating offending. It is good at tackling anti-social behavior*' and "*Crime in Leicestershire has reduced by 22 percent over the last four years, compared with a reduction of 16 percent across England and Wales, although the force has experienced a rise this year. The force works well with partners across Leicester, Leicestershire and Rutland in using a range of tactics to prevent crime and reduce reoffending*".

15.4 The force received a '**GOOD**' grading for this Inspection.

16. Strategic Priority 12 - To reduce domestic burglary and ensure a positive outcome for victims of burglary offences

16.1. Domestic Burglary is an area of good news. Although the dashboard shows a binary comparison increase on 2012/13, the force has successfully reduced crime from a period of a high level of offending between October 2013 and February 2014. During these five months there were significantly greater volumes of offences than during the previous twelve months. During the period since March 2014 there have been seven consecutive months with below average levels of recorded offences. The force is targeting priority areas of higher offending through ongoing initiatives, including Operation Tiger and this will continue. This area of criminality remains a priority for the force and additional resources will continue to be made available where appropriate in order to maintain control over this key indicator.

16.2. The dashboard suggests that there has been a small reduction in overall satisfaction however this does not show the rise in satisfaction prior to January 2014. The period since then has seen overall satisfaction fall to the lowest ever levels by August 2014, although it should be noted that this fall is only 3 percentage points to 88% satisfaction. Analysis of the survey results confirms that a main contributory factor is the quality of 'follow up' received by the victims of Burglary. The perceptions of the victim can clearly be seen to be adversely affected if they do not receive the follow up contact that they expect, or indeed if the content of this follow up leads them to perceive that the investigation has not been as thorough as they would have expected.

16.3. This is being addressed through the User Satisfaction Delivery Group, and performance is monitored through both Safe and Confident Communities Board (SCCB) and Performance Delivery Group (PDG).

17. Strategic Priority 13 - To reduce violence against the person – with injury and ensure a positive outcome for victims of violent crime – with injury offences

- 17.1. There is currently a low level of reported violence with injury offences which may reflect the extensive work carried out in this area, particularly around the Night Time Economy. Recent scrutiny of recording practices has assured the force that the correct crime classifications are being used.

18. Strategic Priority 14 - To reduce vehicle crime and ensure a positive outcome for victims

- 18.1. There remains a tight level of control regarding theft of motor vehicle offences. The force continues to monitor this area closely.
- 18.2. The number of theft from motor vehicle offences remains under tight control, with no significant change in 2014.
- 18.3. The satisfaction level for vehicle crime victims has been falling over recent months, but remains in line with the MSGF. This is managed through the PDG meeting and additional measures are being implemented by the strategic lead for this area.

19. Strategic Priority 15 – To prevent child abuse and sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses

- 19.1. A performance management framework for the Leicester, Leicestershire and Rutland Safeguarding Children Board's (LSCB) Joint CSE, Trafficking and Missing Sub Group is now in place. Quarter 1 and 2 data from partner agencies has been received by the Sub Group. Performance monitored includes CSE referrals received by City County and Rutland Local Authority Departments and by the Police and Return Interviews conducted on children reported missing.
- 19.2. This framework is still in development and Quarter 2 data shows a significant improvement in the engagement and data returned by partner agencies.
- 19.3. Work will continue to develop the framework, enable comparative reporting and demonstrate how the work of the LSCB Sub Group is making a difference. Progress in relation to this will be reported to the LSCBs and the PCC.

20. Strategic Priority 16 – Improving the response, service and outcomes for those with mental health needs

- 20.1. The Mental Health Partnership has provided an update on progress on the following strategic priority areas:
- 20.1.1. Resolving conveyancing issues
 - 20.1.2. Providing mental health training for front line staff
 - 20.1.3. Oversight and review of partners joint policies and protocols
- 20.2. There has been progress made in all areas. A draft conveyancing policy which includes partner's comments will be sent for consultation in the next

quarter. Local authority training has been organised and a review of policies and protocols is underway. Full details are provided and discussed at the Mental Health Partnership Group meeting.

- 20.3 The Mental Health Crisis Concordat Declaration is in place. A draft action plan which includes the priority areas outlined above has also been developed. Delivery of the action plan will be overseen by the Mental Health Partnership.
- 20.4 A Mental Health Partnership Manager is now in post, working from the OPCC. This post is joint-funded by the PCC and the Police and will support the Mental Health Partnership to ensure that the agreed priorities are planned and managed effectively.

21. Strategic Priority 17 - To reduce the number of repeat missing person reports

- 21.1. There has been a reduction in missing and absent person reports. There has also been a reduction in the number of reports in respect of those residing in the nine key locations as highlighted in the Leicestershire Police Strategic Assessment.

22. Strategic Priority 18 – With staff and partners, transform the way we protect our communities and deliver over £20m in revenue savings by 2016/2017

- 22.1 The MTFP originally highlighted a shortfall of £23M which needed to be reduced from the baseline budget permanently by 2016/17. The MTFP identified these year on year reductions between the years 2013/14 to 2016/17 (£34m over the full period of the spending review).
- 22.2 As at the end of September 2014, against the original estimate of savings required between the years 2013/14 to 2016/17, savings of £17.3M have been realised, planned or are nearing completion, including from the new operational policing model. At this time, only £5.7m of savings remained to be identified and realised from the original savings estimate.
- 22.3 Work is already underway to update the MTFP in light of the potential funding settlement for 2015/16 and it is likely this will affect the level of savings required.
- 22.4 In line with the original estimate, the Force is currently preparing proposals to achieve the balance of the savings required above and has advised the PCC that these proposals (which are being scoped for feasibility and impact on the delivery of the Police and Crime Plan) will be considered by the force by the end of 2014.

23. 'Rate your Local Police'

- 23.1. As part of the drive towards improving performance based on transparency, customer need and consultation, the Chief Constable and PCC launched an innovative online feedback service on November 4th called 'Rate Your Local Police'.
- 23.2. Based on the principles of Trip Advisor, and hosted on the Force's website, the mechanism allows members of the public who have received a service from the police in Leicestershire to comment on their experience.

- 23.3. The system, developed as part of the on-going programme of enhancing public accessibility and engagement, is providing the force with real time feedback from the public, and so enabling the force to understand better the areas where it needs to improve.
- 23.4. All comments received are posted on the site, except those which may compromise on-going criminal proceedings and investigations and / or which contain defamatory comment. The system is managed by the new Directorate of Communications and Engagement, whose staff monitor the comments coming in, and prepare (often in liaison with operational colleagues) responses which are also posted on the site.
- 23.5. Respondents are able to “rate” the service they received using a five star system, with one star representing “dissatisfaction”, and five stars equating to “excellent”. As comments come in, an average rating star appears on the Home Page of the site
- 23.6. In the days after its launch, Home Secretary Theresa May publicly praised the initiative, commenting: *“This tool is a real step forward in terms of making police forces more transparent and accountable. Feedback tools support public engagement and help drive improvements in many walks of life. Rate your Local Police gives members of the public the opportunity to do the same with their local police. Leicestershire have done outstanding work. I hope other forces will take inspiration from them and implement similar tools to engage the public.”*
- 23.7. Since its launch, numerous Police forces around the UK have contacted Leicestershire Police wanting more information about the system and plan to launch similar schemes in the New Year.
- 23.8. Analysis of the first three weeks of operation indicated the following:
- The majority of comments related to the service the public received in relation to reporting an incident, crime or anti-social behaviour
 - The majority of the one-star ratings related to ‘follow up’ with those seeking a service, response times and the general response to low-level crime
 - The majority of the five star ratings relate to the professionalism of officers and their overall helpfulness
- 23.9. At the time of writing, nearly 200 comments had been posted on the site, generating an average star rating of two and a half out of five.

24. Assessing and reporting on the CSP’s contribution to achieving the Police and Crime Plan

- 24.1. The OPCC’s Planning and Performance Co-ordinator has arranged a series of meetings with performance leads from Leicester City Council, Leicestershire County Council (also representing District councils) and Rutland County Council

- 24.2. In a meeting on the 2nd December a Terms of Reference for a contribution that will be provided by the CSPs for inclusion in the Police and Crime Panel and SPB performance reports was agreed.
- 24.3. From April 2015 a section of the PLF (Partnership Localities Fund) contract agreement will provide a template for a performance return with contextual information that will be supplied on a quarterly basis and can be collated in to an Appendix in the Police and Crime Panel report.

Implications

Financial:	None
Legal:	None
Equality Impact Assessment:	Completed for the Police and Crime Plan
Risks and Impact:	None identified
Link to Police and Crime Plan:	Performance frameworks support the delivery of the Police and Crime Plan

List of Appendices

Appendix A - Police and Crime Plan – Partnership Dashboard – Due to document size the dashboard is provided in a separate file.

Background Papers

None.

Persons to Contact

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ii (n=65)

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OLD VERSION

12		To reduce all crime	
	Actual	Total	
Change in level of offences	15.8%	930	
A victim focused crime outcome	NA		
Satisfaction with service	91.2%		

PROPOSED NEW VERSION

11		Widget	Baseline	Latest	Projection	Notes
		Theft	2012/13	12 months	2016/17	
Number of offences			1000	1000		①
		Position v MSG				②
		SPC variance				③
A victim focused crime outcome		NA				④
Satisfaction with service		80.0%		80.0%		⑤
		Position v MSG				⑥

Notes

NUMBER OF OFFENCES

Changes assessed against the baseline of 2012/13 Financial Year

RED = No statistically significant improvement at this current point in time and none of the statistical (iQuanta methodology) trend projects achievement by March 2017.

①

AMBER = No statistically significant improvement at this current point in time but at least one statistical (iQuanta methodology) trend projects achievement by March 2017.

GREEN = Statistical improvement at this current point in time and at least one statistical (iQuanta methodology) trend projects that this will be maintained.

NUMBER OF OFFENCES - POSITION v MOST SIMILAR GROUPING

Source : iQuanta

②

RED = Above upper control line

AMBER = Between control lines

GREEN = Below lower control line

STATISTICAL PROCESS CONTROL (SPC)

Based on iQuanta methodology. Compares average of most recent 6 months against average of previous 12 months data points.

③

RED = Above upper control line

AMBER = Between control lines

GREEN = Below control line

A VICTIM FOCUSED CRIME OUTCOME

④

Awaiting report from Jonathan White in respect of performance management via auditing.

SATISFACTION WITH SERVICE / LEVEL OF CONFIDENCE

Change since March 2013.

5

RED = 95% confidence that levels are currently worse than March 2013

AMBER = No statistical evidence of change at 95% confidence levels

GREEN = 95% confidence that levels are currently better than March 2013

SATISFACTION / CONFIDENCE - POSITION v MOST SIMILAR GROUP

Source : *iQuanta*

GREEN = Above upper control line

AMBER = Between control lines

6

RED = Below lower control line

N.B. Not all categories have a direct linkage to MSG data, in these instances a proxy will be used where possible (e.g. iQuanta's "Violent Crime" as a proxy for VAP with Injury)

Statistical Note

All control lines to be based on 1.96 Standard Deviations. This ensures consistency with the level of confidence required with the Satisfaction / Confidence measures.

Police & Crime Plan Dashboard

Period ended September 2014

Strategic Priorities

1 Preventing and diverting young people from offending

	Baseline 2012/13	Latest 12 months	% Var.
Reduction in the number of 10-17 year olds entering the criminal justice system for the first time and receiving community resolutions, youth cautions and youth conditional cautions	667	370	-45%

SP1 Comments:
Data to be presented to Youth Offending Management Board in December presents only 6 monthly data (this has been doubled for comparative purposes).

2 Reducing reoffending amongst young people and adults

	Baseline 2012/13	Latest 12 months	% Var.
Reduction in offending by 18-24 year olds 1	407	171	-58%
Reduction in re-offending by 18-24 year olds 2	372	97	-74%

SP2 Comments:
1 Offending data is based on a cohort of those deemed at risk of offending. It is understood that some of these were in prison for some of Q1-2 2014/15.
2 Presented to Reducing Re-offending Board.
Work continues to develop this measure.

3 Reducing alcohol and drug related offending and reoffending

	YTD	L.YTD	% Var
Increase in the number of successful drug and alcohol treatment completions 1	NA	NA	NA
Decrease in all re-presentations to drug and alcohol treatment 1	NA	NA	NA
Reduction in reoffending rates amongst those offenders entering a criminal justice drugs treatment programme 1	NA	NA	NA
Reduction in the number of incidents recorded in or near licensed premises during the night-time economy hours of 7pm to 7am 2	1633	-	NA

SP3 Comments:
1 Treatment and CJ data not currently available from national external sources..
2 Recording of "night time economy" incidents only started in April 2013.

4 Reducing crime and Anti-social behaviour (ASB) caused by families in a Troubled/Supported families programme

Assessment

Reduction in re-offending within families engaged in a Troubled/Supported family programme	No change
Reduction in recorded ASB committed by families engaged in a Troubled/Supported families programme	No change

SP5/6/7/12/14A/14B/15 Comments:
"Victim focused crime outcomes" metrics being developed by Leicestershire Police (OCC and OPCC)
The service awareness measures require further consultation with partners and specialists and a meeting took place on the 3rd September with performance leads and subject specialists to take this work forward.

5 To increase reporting of Domestic Violence with Injury and ensure a positive outcomes for victims and witnesses

	Baseline 2012/13	Latest 12 months
A victim focused crime outcome	NA	NA
Satisfaction with service	NA	91.4%
Awareness of services available	NA	NA

6 To increase reporting of serious sexual offences and ensure a positive outcome for victims and witnesses

	Baseline 2012/13	Latest 12 months
A victim focused crime outcome	NA	NA
Satisfaction with service	NA	90.6%
Awareness of services available	NA	NA

7 To improve outcomes for victims of Hate crimes

	Baseline 2012/13	Latest 12 months
A victim focused crime outcome	NA	NA
Satisfaction with service	84.2%	83.4%
Position v MSG		3rd
Awareness of services available		NA

8 To improve outcomes for victims of ASB

	Baseline 2012/13	Latest 12 months
Satisfaction with service	82.9%	80.6%

9 To continually improve the quality of service and response to victims of crime

	Baseline 2012/13	Latest 12 months
Satisfaction with service	84.5%	84.0%
Position v MSG		5th

10 To continually improve outcomes the police services to the communities of Leicester, Leicestershire and Rutland.

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Confidence that Police are doing a good job.	75.3%	82.7%	
Position v MSG		3rd	June '14

11 To reduce all crime

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	58805	60260	
Position v MSG		5th	
SPC variance			

12 To reduce Domestic Burglary

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	3935	4253	
Position v MSG		7th	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	89.7%	88.3%	
Position v MSG		8th	

13 To reduce Violence Against the Person - with Injury

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	4365	4912	
Position v MSG		2nd	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	78.1%	76.0%	
Position v MSG		5th	

14A To reduce Theft from Motor Vehicles

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	5236	5466	
Position v MSG		7th	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	85.9%	84.5%	
Position v MSG		4th	

14B To reduce Theft of Motor Vehicles

	Baseline 2012/13	Latest 12 months	Projection 2016/17
Number of offences	1051	1198	
Position v MSG		5th	
SPC variance			
A victim focused crime outcome	NA		
Satisfaction with service	75.5%	81.0%	
Position v MSG		4th	

15 To prevent child abuse and child sexual exploitation (CSE) and provide a safe and supportive environment for victims and witnesses.

Partners have agreed to work together to agree together to agree a victim focused performance framework. The performance framework will be published when complete.

16 Improving the response, service and outcomes for those with mental health need

Review and streamline conveyancing of patients across partner agencies leading to better use of resources.

Deliver mental health training to front line operation staff including police officers, probation and housing officers.

Review key policies and procedures relating to mental health issues across the agencies ensuring they are consistent, efficient and effective.

A written update will be provided to SPB Executive Group.

17 To reduce the number of repeat missing person reports

	Baseline 2012/13	Latest 12 months	% Var.
Reduction in no. of missing reports (Missing)	5929	3804	-36%
Reduction in no. of missing reports (Absent)	5417	2288	-58%
Reduction in reports received from the nine key locations	1207	298	-75%

18 With staff and partners, transform the way we protect our communities and deliver over £20m in revenue saving by 2016/17.

	£ millions
Latest estimate of savings required	£23.0
Savings realised to date	£7.8
Savings identified but not yet realised (est)	£9.5
Further savings required to be identified and realised by end of 2016/17	£5.7

KEY :
 Statistically Significant Improvements as compared to end of 2012/13
 No Statistically Significant change as compared to end of 2012/13 *
 Statistically Significant deterioration as compared to end of 2012/13
 * In many cases the lack of statistical evidence is attributable to the short time period under consideration (i.e. 2 quarters only).

Note :
Continuous Improvement in service is measured by monitored by surveys of levels of confidence and satisfaction.

SP18 Comments:
Covers period 1st April 2013 to 31st March 2017 (i.e. period covered by Police and Crime Plan). Indicates the latest estimate as at 30th September 2014 (this is currently being reviewed).