

LEICESTERSHIRE POLICE AUTHORITY
3 YEAR POLICING PLAN REPORT (2009/2012)

Half Year Report. 2009/2010

	Objective/Target	Half Year	FULL YEAR REPORT
1.	Reduce serious acquisitive crime rate by 3% (PSA 23)	SAC is down by 8.8% so target is currently being exceeded.	
2.	Attain target of SAC brought to justice (Sanction detection rate 16% with 20% for rape offences)	Sanction detection rate for SAC is 19.7% - target currently being exceeded. Sanction Detection rate for rapes stands at 18.3% - target not being met.	
3.	Attain sanction detections rate for crimes flagged as 'hate crimes' (45%)	Sanction detection rate for 'hate crimes' is 41.4%. Although not meeting the target this is the highest rate for six years.	
4.	Introduce and develop the infrastructure and processes for the Streamlined Process and roll it out through the Magistrates Courts.	Streamline Process introduced across the force June 2009 for magistrate cases, some changes have been identified and will be implemented Jan 2010. National Prosecution Team reviewing process mid Jan with view to sign off.	
5.	Develop the additional pre-court disposals including conditional cautions and restorative justice.	Conditional Caution review completed identifying positive elements. Officers encouraged to consider Conditional Cautions when completing MG5 form. Number of Restorative Justice initiatives has increased	
6.	Develop community justice through liaison with LCJB	There are 3 requirements of phase one of the Community Justice Teams project which have to be delivered by 31.12.09 The requirements which involve CJU are to define our approach to tracking cases where offenders have committed an offence of community concern (within neighbourhood priorities) and the mechanisms for feeding back the case outcomes to NPTS. It is predicted that we will meet the target for defining the approach within the time allocated. The implementation date will be set locally by the CJT board once the details have been worked through.	
7.	Implement the standards of the witness charter	On receipt of the case file Witness Charter Unit initiate contact with witnesses and complete needs assessment, witness updates recorded and completed against charter principals.	

8.	Through the DIP project continue to support the Leicester City, Leicestershire and Rutland DRUG & ALCOHOL ACTION TEAM.	DIP Project is an integral part of the Sub-Regional DAAT's strategy which provides the early identification and targeted support for class 'A' dependant drug misusers, linking in with our partner DAAT agencies ensuring the appropriate management and intervention programmes are made available in the local communities.	
9.	Continue to support MAPPOM	We have recently reviewed our local MAPPOM working arrangements and have established a multi agency Operational group (Police chair) which will oversee and deliver on the key recommendations agreed by the Reducing Re-Offending Board. This work links into and supports the national review of local MAPPOM schemes and will look to improve and streamline the services provided thereby ensuring Best Value.	
10	Benchmark number of convictions recorded against prolific and other priority offenders (joint agency target)	We have for the first time agreed a joint agency Sub-Regional target to reduce the offending rate of a fixed cohort of Prolific and Priority offenders by 40% for 2009/10. Current performance for the first 6 month reporting period shows a reduction rate of 55.82%.	
11	Work with OCJR and YOS to implement a simple, lean and efficient HIGH RISK YOUNG Offender (HRYO) programme.	Work is in progress and being delivered via the multi agency Deter Young Offenders programme to put in place partnership arrangements for the identification and management of (HRYO). We are looking to go-live with the new assessment and management arrangements in January 2010 and will continue to refresh and revise our working practices accordingly.	
12	Complete custody suites upgrades in line with the national 'Safer Detention Guidelines'.	CK, SW and CU have now been upgraded. NL and CB are due to be modernised in line with Safer Detention and HMIC recommendations in 2010 subject to COG/PA approval. Revised plans are currently being drawn up by approved architects.	
13	Work with partners to build upon the implementation of CJSSS and to obtain the maximum business benefits with a focus on victims and witnesses.	The work of the LCJB, CJSSS LIT brings together partners from a range of agencies who continue to work together to ensure that CJSSS targets are met and that cases are concluded in a timely manner. Improvements in timeliness bring benefits for victims and witnesses as it enables the cases to be concluded and the process of closure to begin. Case progression and management arrangements have been revised recently and it is anticipated that this will further improve timeliness in relation to not guilty plea cases.	

14	Continue to work with partners to support the specialist domestic violence court.	There are now two SDVC in the LLR area, Loughborough and Leicester City. Both have achieved accredited status. Loughborough has been running longer and is more advanced in relation to work to refine the process and reducing the number of error reports received. Leicester City is also showing some positive early results. An evaluation via the University of Leicester is planned once there are sufficient statistics recorded.	
15	Implement and embed Multi Agency Risk Assessment Conferences (MARACS) for victims at the highest risk of domestic violence.	The LLR MARAC has been successfully running for 18 months. Work to increase the capacity of cases heard has increased the numbers on last year by 42%. 2008-9 saw 213 very high risk victims and their children reviewed and 2009 to date shows 230 cases reviewed with capacity for a further 75 victims before April 2010. Repeat victimisation is 16% and well within locally set targets for year 1 of less than 30%. In 2010 the MARAC will split into separate City and County meetings.	
16	Achieve a 3% reduction in assault with less serious injury	Reduction recorded at 3.1% so just on profile.	

17	Further develop the alignment of consultation and engagement with area and CDRP strategic assessments, priority setting and targeted joint action.	Update incorporated with objective 27	
18	Devise and publish a joint strategic assessment with our partners on the Leicestershire Online Research Atlas (LSORA) website for Leicester, Leicestershire and Rutland	Leicestershire County Council currently produces the joint Partnership Strategic Assessment in conjunction with the Police and other agencies (the Assessment is available on LSR online). The City Council and Rutland County Council produce their own Partnership Assessment. Work is ongoing to scope out the feasibility of producing a single Assessment that would benefit all partners involved in community safety across the sub-region.	
19	Develop an interagency Community Safety Bureau on each BCU.	Achieved – each BCU has an ICSB in place	

20	Standardise the analytical service provided to create problem profiles	Minimum standards are defined within the National Intelligence Model and a new Problem Profile template has recently been created on Taskmaster. Analysts are trained to the same level and have access to all relevant information & data sources and I.T. software.	
21	Be responsive to changes in demographics particularly with regards to emerging communities	<p>A 'new communities' assessment has been done and this will be upgraded bi annually – Achieved.</p> <p>The Constabulary is now represented on the City/ County New Arrivals Strategy Group. This enables us to track emerging communities from partners adapt a service delivery. We have been able to assist partners with groups such as East European Roma. We are also working with training providers for people sitting the citizenship exam to provide both input and engage in consultation.</p>	
22	Develop a partnership capability to plan and respond to the counterterrorism Prevent Partnership	<p>The force has recently produced Counter Terrorism Local Profiles for each BCU. These profiles include social demographic analysis, crime & community cohesion (Muslim Communities), Al Qaeda Influenced Violent Extremism, Rich Picture and Protective Security.</p> <p>The profiles are shared with BCU commanders and chief executives within local authorities.</p>	
23	Develop soft intelligence and refine processes to identify those vulnerable to violent extremism.	Update incorporated in objective 22	
24	Draw together available data to assist the development of joint tactical and strategic assessments to aid business planning, commissioning and resource deployment.	<p>A joint partnership strategic assessment steering group has recently been established (a sub group of the Strategic Research Partnership). One of its aims is to identify appropriate datasets within partner agencies and secure their access.</p> <p>Work is currently ongoing to improve the content of JAG tactical assessments.</p>	
25	Support the development of a joint performance regime incorporating confidence and survey measurements across the sub region and LCJB.	A Confidence Programme Board has been created to develop and support the creation of survey measurement across the arena. Membership of the Board consists of the LCJB and Community Safety Bureau.	

26	Develop a joint customer insight understanding, drawing together data, customer mapping and call back information to obtain a rounded view of customers and citizens expectation and experience linked to dissatisfaction across the partnership.	Work is progressing at this early stage of partnership working on customer surveys. Recent ASB satisfaction survey has been undertaken with partners. Results from an ASB survey is waiting approval before being published.	
27	Support the development of a joint / co-ordinated consultation and engagement regime linked with analysis and local priority setting.	In June 2009 the Force launched a standardised consultation questionnaire to survey local people about local priorities. This survey is now used by both the Police and Police Authority – to date over 6000 surveys have been completed and it is available on the force website, MDT, Black berry and in paper format. The principle that every engagement is a consultation opportunity. The results are centrally collated and mapped to provide a neighbourhood product which shows what, when and where there is a problem to inform priority setting and problem solving through joint activity driven through JAGs. Annually the results will inform strategic priority setting Through the SARCOG consultation subgroup the process of joining up police and partner consultation will be further developed.	
28	Provide an environmental scanning role at national and local level to assist in identifying best practice and commissioning research activity.	The force has recently established a horizon scanning group, which is responsible for coordinating, standardising and improving the corporate scanning function of the Force as well as risk assessing and disseminating PESTELO threats to key stake holders, including members of the Organisational Risk Board.	
29	Work with partners to establish timely access to alcohol support forums for offenders with alcohol dependency.	Work is progressing with City/County/Rutland DAAT's to ensure future alcohol commissioning arrangements are both responsive and targeted at and towards the needs of offenders with alcohol dependency. Now adopting a more intrusive and joined up performance and management framework linking into the wider Sub-Regional management of offenders.	
30	To achieve the national target of a 40% reduction of the number of people killed or seriously injured	To date 166 people have been killed or seriously injured which suggests we are currently on target to achieve this. However, there is a time lag in reporting incidents so it is likely this figure will increase.	
31	To achieve the national target of a 50% reduction of the number of children killed or seriously injured	To date 19 children have been killed or seriously injured which is above the required profile in order for us to meet the target.	

32	To achieve the national target of a 10% reduction of the number of casualties sustaining slight injuries.	To date 1097 people have been slightly injured which is less than for the equivalent period last year and also on profile to achieve the target.	
33	Fully embed the Operation Department Intelligence Unit & iR3 technology to improve direct patrol.	Ops Support Staff are deploying in conjunction with Force tasking (chaired by ACC) and as reflected on Taskmaster. Evidence of the deployments is provided by a recent assessment of Waymarker activity by Ops Support staff, with positive outcomes.	
34	To undertake at least two Crime Operations either locally or conjunction with region partners.	Operation Utah, Operation Yacht and Operations Consequence Yacht undertaken. Utah completed several times already at various locations in conjunction with other partners (i.e. Trading Standards,	
35	To ensure interoperability between Regional forces in relation to Police Pursuits and serious collision scene investigation.	Ops Support Staff are deploying in conjunction with Force tasking (chaired by ACC) and as reflected on Taskmaster. Evidence of the deployments is provided by a recent assessment of Waymarker activity by Ops Support staff, with positive outcomes. Communications enhanced by use of Internal Op Airwave channels, tested and exercised during recent Operation Consequence Yacht.	
36.	Improve the percentage of victims that are satisfied with the overall service provided by the police (PSA 24. Target of 86%)	At the end of September this stands at 85.6%	
37	Improve the percentage of satisfaction of victims of racial incidents with the overall service provided by the police (target of 82%)	This figure currently stands at 79.9%. Performance here tends to fluctuate and does not appear to have stabilised in any clear direction.	
38	To attain the target (50.3%) of people who agree that the police and local councils are dealing with ASB and crime issues that matter in their area (PSA 23) (to achieve 58.7% by 2012)	Latest available data is for June 2009 which stood at 52%. Target has been achieved however the effects of Operation Teak in public confidence may not be evident until the British Crime Survey results from September and December which will not be published until next year.	
39	Increase the percentage of victims that are satisfied with the overall service provided by the police.	Update incorporated with objective 36	

40	To embed the POLICING PLEDGE	The Policing Pledge Embedding project is well advanced. This is being overseen by the Business Improvement Unit as part of the Delivering Service Excellence Project and involves all areas and departments at all levels throughout the organisation. The HMIC inspection of the Pledge in June 2009 returned an overall 'Good' grade with Leicestershire being ranked joint top nationally with Lancashire. HMIC are due to return 17/12/09 to follow up on further progress of the resulting action plan. Work actively continues on the pledge embedding plan and we continue to have a very positive national profile in this work.	
41.	Increase overall satisfaction with the effectiveness of the criminal justice system (joint agency target)	The latest data available (rolling year ending June 2009) shows an increase of just under 3% in the percentage of people who are very or fairly confident in the CJ as a system being efficient (44%).	
42	Increase in satisfaction with the fairness of the criminal justice system (joint agency target)	There has been little change with the individual factors around fairness which remains at 62%.	
43	Enhance survey monitoring to include victims of 'local crime'	The minor crime survey commenced on the 1 st of May 2008, In terms of results so far during May08-April 09 83% of respondents were satisfied. This rose to 84% in the latest data for September 09.	
44	Work towards developing an e-services communication plan.	Implementation is ongoing. A project initiation document has been presented to Chief Officers for consideration.	
45	To review and implement further leadership training in light of Flanagan recommendations to reduce bureaucracy and maintain confidence and satisfaction.	The business leadership programme is current under review which contains further awareness training connected to this initiative.	
46	To take forward the findings of the cultural audit to influence our policies, practices and procedures.	The process for preparing Policies and Procedures has led to cross-departmental working, as authors are encouraged to consult colleagues to assist with Equality Impact Assessment, Risk Assessment etc. Strong and clear lines of accountability have been established, as all Policies and Procedures have specified owners and authors, and documents are made accessible Force-wide via the intranet. Policies and Procedures are subject to scheduled regular review, and authors are guided to consider the bureaucratic impact on front line officers.	

47	To evaluate and take forward the accrued learning of the Flanagan fieldwork as appropriate.	Part of the Learning & Development Department's business plan is to evaluate the feedback collated and implement the findings to improve the training programme package.	
48	Continuously review our policies, procedures and practices to ensure that confidence and satisfaction is maximised to its full potential.	Authors of Policies and Procedures are encouraged to consider the impact on confidence and satisfaction, and a process has been embedded that ensures regular review. Confidence and satisfaction will be a criterion for consideration within the revised legislative compliance pack which is shortly to be introduced to accompany every policy and procedure.	
49a	Maintain a minimum of one dedicated police officer and one PCSO per neighbourhood	Achieved and maintained PCSO strength has been maintained at 229 PCSOs on average throughout the year allowing the Neighbourhoods to maintain their minimum requirement in terms of PCSO staffing.	
49b	Maintain current establishment of dedicated police officer and PCSOs per neighbourhood and backfill, within 28 days, any vacancies which may occur	Establishments directly monitored through PDG and commitment given to maintain neighbourhood team numbers. HR establishment produce a monthly overview chart of current turnaround of neighbourhood officers in line with the commitments of the Pledge 'staff turnover will be minimised'	
50	Through the performance regime we will ensure the long term sustainability of neighbourhood policing continues.	As part of our commitment to the Pledge we are committed to maintaining neighbourhood officers as above. The Force maintained strict abstraction policies to ensure NPTs remain on their neighbourhood 95% of the time. This target is subject to regular review by PDG and is also monitored as part of Policing Pledge framework which reports to safer neighbourhood board. We are currently maintaining our 5% abstraction	
51	Further develop the alignment of special constabulary officers within neighbourhood teams	The annual target for recruiting officers to the Special Constabulary is 72. At the beginning of the year a new training regime was introduced for student Special Constables which includes them being allocated to a specific Neighbourhood Beat with the associated PBO acting as their mentor. During their first 24 months, whilst conducting neighbourhood and other general policing duties, they are expected to evidence their competence in specific skill areas (similar to the training undertaken by Regulars). Once satisfactorily completed, the Special is then qualified to work on their own which allows deployment of a further properly trained resource within the Neighbourhood Beat Teams.	

52	Further develop the recruitment of community volunteers to assist our neighbourhood teams.	The Volunteer Programme manager now has the temporary support of a member of staff to progress this initiative. Specifically, a new internal website has been launched to better promote the volunteer programme, along with a dedicated newsletter and presentations have been made to LPU Commanders. In addition, the role is being promoted on a rolling programme at each LPU by use of free-standing display boards and supporting promotional leaflets.	
53	Further develop the effective use of KINs and the use of Voice Connect (VC Relay).	There are circa 7000 members listed on VC Relay. The NIU and Corp Comms ran a one day work shop for CICs in autumn 2009 to develop their skills in relation to media awareness to include recognising the impact of negative messages and the power of communication to aid confidence building in addition to legal inputs on what can and can't be said. A further KIN survey conducted in Oct 2009 demonstrated significant improvements in terms of the frequency and quality of contact and proved that communication results in improved confidence. The NIU are seeking to enhance the current system to allow self registration of users with a view to expanding the number of contacts and increasing communication flow with a wider audience. It is proposed that members of the public will be able to register via the web or phone to a central database – still being progressed having had agreement in principle in Nov Safer Neighbourhood Board.	
54	Extend the street pastor scheme	There are now 7 schemes fully up and running in the regions of Loughborough, Market Harborough, Westcotes, Blaby, Melton, Hinckley, and the City Centre. A further two schemes are due to launch soon in Lutterworth and Ashby. There have now been 3 bi monthly meetings of a St Pastor coordination group and economies of scale have been achieved through joint procurement. The group are currently working on joint publicity and joint data collection with a view to increasing membership.	

55	<p>With our partners we will develop joint consultation and engagement processes to better understand the issues which matter most to our communities.</p>	<p>In June 2009 the Force launched a standardised consultation questionnaire to survey local people about local priorities. This survey is now used by both the Police and Police Authority – to date over 6000 surveys have been completed and it is available on the force website, MDT, Black berry and in paper format. The principle that every engagement is a consultation opportunity. The results are centrally collated and mapped to provide a neighbourhood product which shows what, when and where there is a problem to inform priority setting and problem solving through joint activity driven through JAGs. Annually the results will inform strategic priority setting Through the SARCOG consultation subgroup the process of joining up police and partner consultation will be further developed.</p>	
56	<p>Enhance local feedback to communities on progress on tackling identified neighbourhood priorities.</p>	<ul style="list-style-type: none"> • The Force NHP web pages were redesigned and re launched on 1st March 2009 and they comply clearly with the national requirements to provide 6 points of information re NHP and we have a postcode search facility which takes visitors directly to local NH information. • Our LPU Commanders now write a monthly 'blog' for each LPU • Crime Mapping is now available to visitors of the Force website • Many of our NHP Officers write for numerous local publications to include parish magazines, village websites and other local 'chronicles' and 'village matter' type publications. • LPUs use our VC Relay system which has over 7000 members to disseminate local information and seek the views of our communities on local issues. It also provides a mechanism to seek feedback against agreed priorities. • A number of Officer are using Face book as a means to engage with hard to reach groups and the use of Twitter is also developing. • NH Newsletters are now quarterly • Minutes from local JAG meetings are now added to the Force website. • In Dec we are due to pilot monthly updates to local priorities on the Force website • The Force performed well in the "Pledge" Inspection 	

57	With our partners we will explore opportunities to develop joint feedback to our communities.	Through the SARCOG consultation subgroup the process of joining up police and partner consultation will be further developed along with exploring joint feedback. Corp Comms has a partnership communication group who are exploring opportunities to produce joint publications	
58	We will roll out a new neighbourhood policing section on the Force website to provide visitors with enhanced information about policing in their local area and how to get in touch and involved with their neighbourhood teams.	The Force NHP web pages were redesigned and re launched on 1 st March 2009 and they comply clearly with the national requirements to provide 6 points of information re NHP and we have a postcode search facility which takes visitors directly to local NH information. The website has been subject to numerous independent reviews commissioned by NPIA and has been rated as one of the best in the country. Where there where areas for improvement these are being addressed or have been already.	
59	WE will work with our neighbourhood teams to ensure they contribute to the success of the POLICING PLEDGE.	The Policing Pledge Embedding Plan recognises and reflects the vital contribution that Neighbourhood Teams can make to the success of the Policing Pledge. Neighbourhood Teams are therefore fully engaged in the embedding process and will continue to be so as the embedding plan moves forward.	
60	We will review our existing neighbourhood boundaries and where possible better align them to partnership working. wards to enhance	A paper was submitted to COG in Nov proposing the new revised neighbourhood structure – awaiting COG decision for North and South but City proposals already being implemented with ward alignment due for completion in Jan 2010	
61	Increase the overall satisfaction with the contact had with CCJS by victims and witnesses of crime whose cases reach the point of an offender being charged (PSA 24) Benchmark 79%	The percentage of those satisfied with the overall contact with the CJS has increased as 2008/09 has progressed to 80%, this is slightly higher than the 2007/08 baseline of 79%	
62	Embed into the performance the new national misconduct and unsatisfactory performance procedures for police officers.	The new regime is embedded into the force through its procedures & practices and this is supported by a comprehensive training programme. All new intakes, Custody Sergeants and Supervisor courses receive a PSD input which includes reference to the new regime. At a local level a PSD SPOC provides support and guidance to Supervisors and Managers.	

63	Develop Basic Command Unit (BCU) based POCA operational capability and capacity	Majority of posts now filled and training courses delivered. Post holders now in the mentoring phase prior to deployment in roles. Accreditation being finalised.	
64	Recover £1.75 million of criminals' assets	At half year stage £1,659,514 recovered. With other operations due to conclude this year this target should be comfortably met and exceeded.	
65	Through collaboration develop high level witness protection procedures at Force and regional level	A witness protection policy and procedure document is in place to deal with high level witness protection issues. Two officers have now been trained under the new national training programme, in order to effectively manage high level protection issues. There has been liaison with the Regional collaboration team and contributions made to develop and improve the service provided to those witnesses meeting the high level criteria, in addition to ensuring the procedures are in line with the revised Force threat to life policy.	
66	Implement new procedures for the national ballistic intelligence system	NABIS is now fully introduced within the Force and has been adopted by Crime Support and the BCUs. The recruitment of the NABIS Coordinator is progressing well with a number of applicants applying for the post and the interview selection process is being planned for the near future. Accommodation for the NABIS Coordinator has been earmarked and we are awaiting for staff to vacate that location.	
67	Achieve 5% reduction in most serious violent crime	Violent crime down by 35% - target being exceeded.	
68	Attain a 5% reduction in last year's benchmark for serious knife crime levels.	Knife crime now down by 2% which is a reverse of what has previously reported. This is because Home Office have changed the definition of crime selection.	
69	Achieve 55% detection rate for offences brought to justice for serious violent crime (joint target with LCJB)	60.4% sanction detection rate for serious violent crimes so target is currently being exceeded.	
70	To ensure no increase on 08/09 on gun crime rate.	At end of September, there was a 21.6% decrease on the gun crime rate, compared with last year.	

71	Senior SIO's to achieve professional accreditation (NPIA) supported by PDR system.	Overall 6 SIOs have attained accreditation and 6 are working towards PIP 3. The low number of murder offences throughout the force area last year led to delays in accrediting some SIOs All SIOs need to demonstrate ongoing competence within the coming PDR year.	
72	Continue to explore appropriate workforce modernisation within the investigation of major crime arena under a defined management structure.	The Senior Managers of the department have an on-going remit to constantly review the demands and resources required by the department. Early intervention is the required strategy to avoid unnecessary pressure on individuals and the Force.	
73	To keep under review our capability and capacity to deal with radical extremism and terrorism.	The Force adopts and supports the UK's counter terrorism strategy (CONTEST) on a local level review our capability and capacity.	
74	Continue to achieve 30% detection rate for offences brought to justice for serious sexual offences (joint target with LCJB)	26.5% of serious sexual offences brought to justice.	
75	Further develop working practices and partnership of the PVP teams.	BCU PVP teams established since 31 st March 2008, and working effectively with multi-agency partners in the management of low and medium risk registered sex offenders	
76	Increase capacity of the Child Abuse Investigation Unit to reduce individual caseloads to national standards.	Plans are ongoing to increase the capacity of the child abuse investigation unit. The unit acts as a central reference point for all child protection matters.	
77	With the knowledge obtained from the benchmarking year 08/09 to identify ways of improving accessibility for victims of serious sexual offences aged 16 and above to receive support from a specialist support service.	The data gathered by the service providers has formed a basis to improve accessibility for victims and increase service provision.	
78.	Achieve £300k cashable savings through procurement	To-date Savings of £150,000 have been made. It will be a challenge obtaining £300,000 savings for 2009/2010. However, for 2010/2011 savings of £500,000 have already been made.	
79	Conduct a full review of our estates exploring opportunities to meet operational requirements over the next five years.	A full review of the Estates has been completed and submitted to the Financial Director mid December 2009.	

80.	Deliver enhanced call management grading and response to scheduled calls for service.	New grading policy introduced in June allowing negotiated response to be considered in discussion with the caller. Since this time scheduled service has increased to over 2000 appointments per month compared to less than 500 a year ago. The new Crime and Incident Unit was set up in September to manage the increase in work load for grade 3 incidents releasing £116K in savings to the force budget equalisation fund. Evaluation of the modernisation of CMC is due in December.	
81	Through our local objectives improve our call responsiveness for Police Assistance.	Modernisation of CMC as mentioned above also included the release of 8 PCs and 2 PS. Part of this has been reinvested in 6 Call Takers to manage increased time spent negotiating with the caller and in a new call handling supervisory team to drive standards around the pledge and National Standards for Incident Recording. Early improvements include the identification of “vulnerable” and “upset” with several hundred per month now identified in incident logs. Also, call handling targets are all being met and improving with abandonment rates very low. Satisfaction levels are now at 95.5% (highest ever for first contact) and ASB first contact satisfaction now above 93% from a starting point in July 2008 of 83%. Grade 1 incidents currently running at 84% in 15 mins but reality is much higher and fixes through IR3 will demonstrate this in the coming months (effectively up date arrivals are not given by officers on occasion due to the nature of the incident – text shows they are there but data is taken from UA code on OIS). Grade 2 at 86% in 60 mins – vast improvement on last year when only 84% in 90 mins and 98% of scheduled service being kept.	
82	To examine opportunities to broaden the discretion that officers have to deal with local issues.	<p>Officers have made increasing use of the Community Resolution disposal and to date a total of 2482 (27.11.08). This is a time saving of 17,374 hours.</p> <p>This means that the Authority target of doubling the 2008/9 usage will be exceeded by 1000 resolutions</p> <p>The benefits for public confidence are shown in the latest survey which recorded satisfaction levels of 90%.</p> <p>There has also been a significant impact on reducing offending with re-offending rates for those who have experienced a resolution i.e. last year 19.8%, this year 12.5%</p>	

83.	To maximise the benefits of the current contact management modernisation programme of work.	See 80 and 81 above for performance improvement. Realisation of £116K from modernisation and further £120K promised from overtime budget in 2010 due to improved efficiency. This will add to £288K already banked with savings team to help force equalisation. Expected return on year end will be a turn around from projected £200k overspend in July 2008 to a total saving of £506K in March. Sickness down to 1 day per person per month – compared to 2.2 in July 2008.	
84	Develop working practices and standard operating procedures capitalising on the additional performances data provided by iR3.	Work currently underway in the development of a Standard Operating Procedure is nearing completion. This has been undertaken in conjunction with Users, CSB and PSD. Additionally three iR3 KPI's measuring time out of station, waymarker activity and return trips to police stations developed between the suppliers of iR3 and Performance Review will be available to managers and supervisors. This data will now be reported to PDG.	
85	Develop mobile data technology and capitalise on opportunities for beating bureaucracy and provide front line service	The development of mobile data technology continues. Individual usage figures are published monthly and supplied to areas and departments in order to promote developing usage. OIS VANTAGE the force command and control system is currently being rolled out onto the Blackberry mobile data terminals, which will support our service to callers by enhancing our diarised system for graded response.	
86	Roll out incident response model.	The incident response model has been rolled out across all three areas to implement. Local variations have been adopted and this work is ongoing. The first phase has been completed. The revision of beat boundaries has held up further development work.	
87	To continue to develop a leadership programme to support our 'second to none' aspirations.	The Leadership Development section continue to support and help leaders and managers to develop their knowledge, skills and confidence not only in their current roles but also to develop their potential. A wide range of programmes, courses and online services to build upon skills in a challenging and supportive way.	
88	To maintain police officer sickness at or below 7.4 days per officer per year.	Currently exceeding the target at 2.9 days per officer per year.	

89	To reduce police staff sickness to 7.4 days over 3 years.	Currently exceeding target at 4 days. If this rate is maintained the 3 year target of 7.4 days could be achieved within 2 years.	
90	Achieve 15% of police officer recruits from ethnic minority backgrounds.	After 2 intakes this year 19.4% of recruits were from ethnic minorities. Achieving this target will depend on decisions made about future intakes in line with Force strategies	
91	Increase the proportion of female officers to 26% of overall numbers.	Performance has remained static this year at 24.6%.	
92	Corporate Communications to develop and commence implementation of an internal communications strategy	Implementation of a Corporate Communication Strategy is ongoing and in phase one	
93	Promotion of healthy workforce through proactive well being and lifestyle initiatives.	Occupational Health have promoted 'Working well for Leicestershire Constabulary' initiative by instigating a website promoting various 'life style' activities. The website has 14 pages of articles offering advice and recommendations relating to weight, fitness, BMI calculating etc. Members of staff are always available for 'one to one' consultations.	
94	Work closely with the other East Midlands forces to identify further collaborative procurement and other operational opportunities.	<p>Work is continuing through EAST MIDLANDS POLICE COLLABORATION to identify further project areas. These include scoping for Drugs Analysis around current/regional spends and Finance Directors have met to set objectives for looking at support functions and the standardisation of policies.</p> <p>A statement of intent regarding sub regional collaboration has been jointly prepared between Leicestershire and Northamptonshire collaboration leads. This is now under consideration by relevant Chief Officers.</p>	

95.	To achieve 95% compliance against published front enquiry office opening hours.	99.8% compliance as at the end of September so target currently being achieved.	
96	To locally resolve at least 55% of eligible complaints against police.	At the end of September target being achieved at 55.2%.	
97	To maintain or improve on pre planned abstractions on beat officer and neighbourhood PCSO abstractions. (Target 5%)	This target is continually monitored through Force performance meetings and is published on the MIG. The latest update to October 2009 showed compliance at 4%.	
98.	To resolve at least 30% of incidents by scheduled response. (With a stretch target of 35%)	At the end of September to date figure is 37% - currently exceeding target.	
99.	Benchmarking of current business crime with target to reduce business crime to be set after three months.	Update incorporated at 100	
100	Consultation with business communalities and benchmarking of current use of reparation to resolve business crime, with target set after three months.	Target is 5% reduction on last year. At half yearly stage, 270 recorded crimes – so currently on profile to achieve 5% reduction.	
101	An increase in the use of community resolution to at least 4000 per year, whilst maintaining or increasing satisfaction amongst service users.	To date 2032 so currently on target to achieve 4000 at the end of the year.	