



# **Charnwood Borough Council Business Plan 2014 – 2015**

## Introduction

This Business Plan is a key document for recording how service areas will work to deliver the objectives of the Council's Corporate Plan 2014-15. This plan will also be used by Directorates and Elected Members to monitor progress and achievements against the activities in the plan, ensuring targets are on track and delivered.

As this Business Plan only measures Corporate activities and indicators, each service area will produce individual Team Plans and Team Indicators. Team plans will be solely for the use of services to manage their teams on an ongoing basis.

All services across the Council contribute to the overall delivery of the Corporate Plan in a variety of ways. However, some services, such as Finance, are not directly mentioned in this Business Plan as performance against the objectives in the Corporate Plan is measured via other reporting mechanisms, for example, the Audit Committee. Similarly, there are several support services that are not mentioned directly but are integral to the overall delivery of the Business Plan and Corporate Plan objectives, these include; I.T Services, Property Services, Finance, Legal and Strategic Support Services.



# Our place to..... *feel safe and secure*

We will provide services that develop communities and neighbourhoods so that everyone feels safe, valued and secure.

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
Develop initiatives to reduce crime and disorder across the Borough	SS1: Working closely with the Police and other partner organisations to reduce levels of burglaries in hotspot locations	Cime JAG to identify hot spot locations, establish multi agency working group and deliver targeted crime prevention advice and enforcement campaigns	Neighbourhood Services	10% reduction in burglaries
		Develop 2 Neighbourhood Watch Schemes in hot spot locations	Neighbourhood Services	All Crime – 5% reduction
	SS2: Reducing re-offending by continuing to play a leading role in the rehabilitation of ex offenders	Referral via the ASB and Crime JAGs, of at least 12 young offenders to local mentoring services	Neighbourhood Services	All Crime – 5% reduction
		Development and delivery of 2 diversionary initiatives in partnership with organisations that work with ex-offenders	Neighbourhood Services	All Crime – 5% reduction 10% reduction in burglaries

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
	SS3: Reassuring community confidence by promoting the successes of the Community Safety Partnership's crime reduction initiatives	Development of a Community Safety Communications Plan, to compliment delivery of the year's planned events and initiatives	Neighbourhood Services	Communications Plan completed
		Increased use of Council's website and alternative media channels, in particular Twitter and Facebook	Neighbourhood Services	Percentage increase in website hits (comparing yr13/14 to yr14/15)  4 Twitter and Facebook campaigns
Maintain our approach to successfully dealing with antisocial behaviour	SS4: Increasing public confidence that effective action is being taken against Anti-Social Behaviour	Development and promotion of an Improvement Plan to tackle student related ASB	Neighbourhood Services	Improvement Plan completed and C&P3 (Anti-Social Behaviour Contracts leading to no further action)
		Introducing a framework for the delivery of the housing ASB service through the Institute of Housing ASB Charter for Housing	Landlord Services	KPO34a (Satisfaction with ASB Case Handling)
		Introduce the use of tenancy demotions in 2014/15	Landlord Services	Procedures in place by September 2014
		Review tenancy agreement to enhance	Landlord Services	New tenancy agreement in force from beginning

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
		clauses on ASB and use of common areas		of 2015/16
	<b>SS5:</b> Reducing Anti Social Behaviour by working with partners and giving priority to tackling drug and alcohol fuelled incidents	2 Test Purchase Operations (alcohol) carried out in hot spot locations where evidence indicates an issue with underage supply	Neighbourhood Services	
		Development and delivery of 3 drug and alcohol workshops in partnership with the University in Student Halls of Residence	Neighbourhood Services	
Facilitate an environment where people feel safe and secure	<b>SS6:</b> Encouraging the diversification of Loughborough town centre 'night time economy' to ensure it is available to a wide age group	Review the findings of the Town Hall Café pilot and establish a way forward	Leisure & Culture	Report taken to Town Hall Project Board May 14
		Develop a programme of events for the Town Hall Gallery and café spaces. i.e. jazz folk artist workshops.	Leisure & Culture	Commenced January 2014
	<b>SS7:</b> Ensuring that the Borough has appropriate and	By re-tendering the CCTV Maintenance Contract	Neighbourhood Services	CCTV Maintenance Contract in place.

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
	effective levels of CCTV Coverage	Development of 2 additional CCTV partnerships (with Local Businesses, Residents Associations or Parish Councils etc)	Neighbourhood Services	All crime – 5% reduction
		Work with the BID to introduce a new CCTV camera for the Town	Leisure & Culture	March 2015
	<b>SS8:</b> Supporting government licensing initiatives where they benefit the local community	Introduce a Newsletter for all Private Hire and Hackney carriage owners and Operators twice a year	Regulatory Services	Newsletter to be issued by August 2014. To issue 2 publications annually.
		Implementation of the UK Food Surveillance System for food sampling programme within the borough.	Regulatory Services	New System in place and sampling data is being uploaded to the site.
		Undertake targeted enforcement checks Scrap Metal Collectors and Sites.	Regulatory Services	% sites that are complying with legal requirements.
				% of collectors stopped and checked complying with law.



# Our place to..... *grow and prosper*

We will ensure that Charnwood continues to be a prosperous and thriving Borough which embraces innovation and enterprise, whilst providing a wide range of employment opportunities across the Borough.

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
Promote physical and economic growth across the whole Borough	<b>GP1:</b> Finalising and adopting the local plan to promote suitable development across the Borough, including new homes, supporting infrastructure and opportunities for business growth, whilst protecting the unique identity of our towns and villages and vital green spaces	Preparing the Core Strategy	Planning & Regeneration	Council decision to adopt the plan before end of October 2014. New homes completed in line with housing trajectory (NI 154)
		Achieve affordable homes on new developments		Strategic Housing
		<b>GP3:</b> Promoting affordable housing development to meet people's aspirations to live in rented or privately owned homes	Review opportunities for affordable homes on our sites	Strategic Housing

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
				potential
Support economic development and regeneration within the Borough	<b>GP4:</b> Working together with the Leicester and Leicestershire Enterprise Partnership (LLEP) and other partners to support priority projects: <b>1)</b> The former Astra Zenca Site <b>2)</b> University Science and Enterprise Park <b>3)</b> The Watermead Corridor (Thurmaston/ Syston) <b>4)</b> East Loughborough's Industrial Heritage Quarter (the bell foundry, <b>5)</b> Great Central Railway and Windmill Road) Loughborough Town Centre (Devonshire Square, Baxter Gate and Inner Relief Road corridor)	Assist in the development of the LLEP 'Growth Hubs' as part of the 'City Deal', including re-shaping the BBfA partnership.	Regulatory Services	Implemented in 2014/2015
		Adopt policies in the Core strategy to provide a development framework for the regeneration of the Borough	Planning and Regeneration	Adoption of the Core Strategy October 2014
Help businesses to	<b>GP5:</b> Working with	Working with partners to	Planning and	Identification of options

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
prosper and develop vibrant towns and villages across the Borough	partners to create a super fast broadband network in rural areas	explore options for delivering the 7.3% of premises that cannot be served by fibre optic connections	Regeneration	with partners for agreement
	<b>GP8:</b> Supporting the Loughborough Town Centre Master Plan	Improve road traffic signs and signage to and on car parks.	Leisure & Culture	Signage in place for completion of relief road
		Deliver Bleach Yard Project	Leisure & Culture	Oct 2014
		Install welcome to Loughborough tourist point in Market Square	Leisure & Culture	Oct 2014
		Install finger posts in the town centre	Leisure & Culture	January 2015
		Refurbish walkway at side of Town Hall into Market Square	Leisure & Culture	March 2015
		In partnership with the Loughborough BID and Leicestershire County Council Team finalise the signage for Town Centre Car Parks	Regulatory Services	1. Car Park directional signs are in place within Loughborough. 2. Entry Signs identifying Council Owned Car Parks have been improved.
	<b>GP9:</b> Supporting the aims and	Improve street scene through enhancing shop	Leisure & Culture	March 2015

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
	implementation of the Business Improvement District (BID) including promoting Loughborough's attractions and businesses and making it easier for people to find their way to and around Loughborough	fronts across Loughborough e.g. Devonshire Square		
		Develop Fab Friday focussing on the Night Time economy	Leisure & Culture	May 2014 Measuring footfall
		Introduce new specialised markets and Sunday events , e.g. Student Market	Leisure and Culture	BIG Summer Sunday Events planned
Invest in our Council homes and provide decent homes, making best use of local business	<b>GP10:</b> Providing £60 million to repair and improve our council homes, installing thousands of new kitchens and boilers and other improvements	Invest in council homes by continuing a programme of decent homes works for £4.6 million	Landlord Services	Key Indicator 5 (Percentage of non decent General Needs housing)
		Refurbish Riversdale Sheltered Scheme to provide high quality accommodation	Landlord Services	End March 2015



# Our place to..... *protect for future generations*

We will protect our natural resources to provide a Borough which is clean and tidy and has a variety of green, open spaces for the benefit of all our residents.

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria <i>(if current indicator being used – include ref number and description)</i>
Retain the high standards of cleanliness and tidiness across the Borough	<b>FG2:</b> Expanding successful campaigns to reduce fly tipping, littering, dog fouling and other environmental crimes	Deliver Don't Muck Around Campaign 2014	Regulatory Services	% reduction in the identified environmental crime
		Deliver Don't Muck Around Awards	Regulatory Services	Award Ceremony November 2014
		Deliver Waste Duty of Care Campaign	Regulatory Services	1. Number of Press Releases issued. 2. % Increase in the awareness of duty of care.
		Delivery of the new Dog Warden Contract for the Borough	Regulatory Services	1. Number of stray dogs picked up. 2. Number of dogs returned to owners. 3. Number of dogs re-homed. 4. Cost of service in line with contract provision.
		Raise awareness of litter and dog fouling in	Landlord Services	Autumn edition

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria <i>(if current indicator being used – include ref number and description)</i>
		the Tenants Newsletter		
Protect and enhance the green and open spaces of the Borough	<b>FG3:</b> Proactively tackling environmental crime when it occurs	Investigate all cases of fly-tipping reported to the Council and take action where evidence is found of an offence	Regulatory Services	Number of successful legal action taken.
	<b>FG4:</b> Continuing to support Loughborough in Bloom	1) Ensuring the Council provides the necessary plants, flowers and resources to fulfil its commitment to the Bloom Board	Cleansing and Open Spaces	Success in Britain in Bloom as defined by the annual award
		Seeking to secure continued sponsorship and support for Loughborough in Bloom	Cleansing and Open Spaces	Success in Britain in Bloom as defined by the annual award
	<b>FG5:</b> Working with partners to create Charnwood Forest Regional Park to conserve and enhance the Borough's landscape and townscape	Development of the Outwoods Cottage as a Visitor Centre	Cleansing and Open Spaces	The completion of a feasibility study into options for the cottage
	<b>FG7:</b> Supporting the creation of open spaces	Open Spaces Action Plan and the use of	Cleansing and Open Spaces	The number of projects actively engaged and

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria <i>(if current indicator being used – include ref number and description)</i>
	including parks, play areas and allotments within new developments	S106 monies to achieve the requirements within this Plan		the number of projects completed
Ensure the Borough maintains a leading role in local efforts to reduce the impacts of climate change	<b>FG8:</b> Actively supporting the governments Green Deal initiative	Introduce a loft insulation programme for Council tenants, attracting external funding where possible	Landlord Services	Invest £50k by end of March 2015
		Promote the local incentive scheme and demonstrate the benefits and availability of GD measures and ECO funding through training local GD Installers, offering free GD assessments and providing referrals in target areas	Private Sector Housing	Delivery of FG8 and agreement of associated measures is subject to successful outcome of current funding bid to DECC
	<b>FG9:</b> Increasing the amount of waste diverted from landfill	Conducting a feasibility study for the recycling of nappies	Cleansing and Open Spaces	Key Indicator 4 (Percentage of household waste sent for reuse, recycling and composting)
		Promoting recycling and	Cleansing and Open	Key Indicator 4

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria <i>(if current indicator being used – include ref number and description)</i>
		waste minimisation within the community including an active promotion of garden waste	Spaces	(Percentage of household waste sent for reuse, recycling and composting) And NI 191 The amount of waste sent to landfill per household (Kg)
	<b>FG10:</b> Actively engaging with our partners to develop effective plans to manage the risk from flooding	Being actively involved in and supporting the Flood Management Board	Cleansing and Open Spaces	The number of properties flooded annually
		Reviewing the Council's Strategic Flood Risk Assessment and using this as evidence in planning decisions	Planning and regeneration	Completion of SFRA review by May 2014
		<b>FG11:</b> Promoting more environmentally friendly housing for all new homes built within Charnwood	Secure policies in the Core Strategy for sustainable homes	Planning and regeneration
Protect our built and natural heritage to maintain the character of the Borough	<b>FG12:</b> Working with local partners to protect the character and identity of our individual	Launch Carillon Centenary fundraising Project	Leisure & Culture	Summer 2014
		Introduce Charnwood	Leisure & Culture	March 2015

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria <i>(if current indicator being used – include ref number and description)</i>
	communities	Museum Shop to help make the Museum become more sustainable		
		To prepare conservation area Character appraisal for Walton on the Wolds	Planning and regeneration	Adoption of CACA by July 2014



## Our place to..... *celebrate and enjoy*

We will create opportunities for communities to live healthy, active and fulfilling lives.

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria <i>(if current indicator being used – include ref number and description)</i>
Provide opportunities for residents to lead healthier lifestyles and improve their wellbeing	<b>CE1:</b> Investing over £2 million to improve facilities at all our Leisure Centres through our Leisure Centres partner	Develop and deliver a new website for the Leisure Centres	Leisure and Culture	Website launched by March 2015  Participation to increase by 2% year on year for first five years of management contract (October 2016)
	<b>CE2:</b> Creating an Olympic legacy, to co-ordinate a programme of sport, physical activity and cultural initiatives, aimed at increasing participation amongst a wide range of residents	Delivering 2 sport and physical activity initiatives for people with disabilities	Neighbourhood Services	NS1 (Number of 0-18 year olds and adults attendances on play, sport and physical activity programmes)
		Developing 2 additional youth related sessions aimed at diverting young people from ASB in hotspot locations	Neighbourhood Services	NS1 (Number of 0-18 year olds and adults attendances on play, sport and physical activity programmes)
		By providing a bike ride programme of at least 12 bike rides	Neighbourhood Services	NS1 (Number of 0-18 year olds and adults attendances on play,

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria <i>(if current indicator being used – include ref number and description)</i>
				sport and physical activity programmes)
		Establish a 50 week swim school programme with Fusion to increase swimming school capacity and swimming overall	Leisure and Culture	Increase swim school capacity by 500 by March 2016. Participation to increase by 2% year on year for first five years of management contract (October 2016)
	<b>CE3:</b> Providing grant aided support and adaptations to ensure people can live independently in their own homes	Review the warden housing related support service and Lifeline assistive technology service responding to the County Council review	Landlord Services	Revamp by March 2015
		Ensuring the private sector disabled facilities grant budget of £609,400 for 2014/15 is fully committed by year end	Strategic Housing	HS1 “Determine 100% of applications for Disabled Facilities Grants from qualifying people within 6 months of a completed application being received”
	<b>CE4:</b> Supporting	Seek to identify	Strategic Housing	New Extra Care

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria <i>(if current indicator being used – include ref number and description)</i>
	partners in the provision of Extra Care Housing for an ageing population	opportunities for an Extra Care Scheme in conjunction with the Extra Care Programme Board		Schemes developed in the county
	<b>CE5:</b> Working with the Charnwood Together Partnership to deliver our shared aim of improved quality of life for everyone living and working in Charnwood, particularly focusing on priority neighbourhoods	To develop and / or build capacity of two community associations in priority neighbourhoods	Neighbourhood Services	
	improved quality of life for everyone living and working in Charnwood, particularly focusing on priority neighbourhoods	To expand credit union services across the borough by providing additional / expanded community information points	Neighbourhood Services	Increase in hours available at community information points
	<b>CE6:</b> Encouraging healthier lifestyles through the delivery and promotion of sporting and recreational facilities	Delivery of the Management of Open Spaces contract enhancing sporting and recreational events through the new Ranger Service and Sports Promotion	Cleansing and Open Spaces	Increasing the level of income for sports bookings by 5%
		Developing 2 schemes aimed at supporting	Neighbourhood Services	2 schemes delivered

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria <i>(if current indicator being used – include ref number and description)</i>
		clubs and schools to improve their sport and recreational facilities either through increasing community access or building school / club links		
Encourage people to be involved in cultural activities taking place across the Borough	<b>CE7:</b> Supporting community organisations and societies to deliver engaging programmes and performances for and with local people	Submit a Heritage Lottery Fund bid to support WW1 events	Leisure & Culture	Summer 2014
		Plan Ladybird exhibition and associated events with Charnwood Museum being the focal point of the Events	Leisure & Culture	Project to commence April 2014 – ongoing
	<b>CE8:</b> Working with our partners to ensure that a range of positive activities and opportunities are available to children and young people	Review and implement the PAYP criteria to include for better outcomes in relation to emotional health and well being and lifeskills	Neighbourhood Services	Criteria reviewed and implemented and CYP5 (Number of 11-19 year olds involved in Positive Activities for Young People)
		To deliver 2 projects aimed at developing young peoples to become work ready e.g. job club and work	Neighbourhood Services	

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria <i>(if current indicator being used – include ref number and description)</i>
		experience		
		Maintain partnership to secure funding to support cultural opportunities in our key venues.	Leisure & Culture	March 2015
		Test and evaluate 'try-a-trade' sessions at markets to encourage young people into entrepreneurship	Leisure & Culture	March 2015



# Our place to..... *belong*

We will support residents to influence, contribute and take part in their communities.

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
Facilitate community groups to develop and grow in their capability to take ownership of local issues and lead on finding solutions	<b>B1:</b> Working with partners to reduce the number of 'troubled families'	To work with 150 at risk and high risk families as part of the Supporting Leicestershire Families (SLF) Programme	Neighbourhood Services	
		Deliver 6 programmes aimed at reducing family risk factors e.g. poor parenting, domestic abuse	Neighbourhood Services	
		To deliver 3 Community Around the Family Activities / Events to support and integrate SLF families	Neighbourhood Services	
	<b>B2:</b> Providing funding to support our Voluntary Community Sector Partners and associated community projects	Implement Strategic Partner Review and develop SLAs with all Strategic Partners	Neighbourhood Services	Review implemented and SLAs in place
		Develop and implement marketing plan to promote the Community	Neighbourhood Services	Marketing plan in place and Community Grants promoted

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
		Grants programme		
	<b>B3:</b> Supporting residents to become more involved in decisions about their neighbourhoods	Review the Tenant Involvement Strategy to maximise involvement in decision making, particularly informal involvement, enhance Tenant Scrutiny and provide effective tenant liaison.	Landlord Services	December 2015
	<b>B4:</b> Maintaining the Marios Tinenti Centre and Altogether Place	Develop Business Plan and secure funding to support the sustainability of Marios Tinenti Centre	Neighbourhood Services	Business Plan in place
		Recruiting and training additional volunteers to support the running of the community hubs	Neighbourhood Services	Volunteers recruited and trained
Encourage communities to have a voice in the development of services	<b>B5:</b> Communicating with residents to understand their needs, monitor satisfaction levels and champion excellence in customer care	CSE for Charnwood Borough Council and the Management of Open Spaces (MOS) Contract	Cleansing and Open Spaces	Attainment of CSE for the MOS Contract
		Use of Community Champions in the Environmental Services	Cleansing and Open Spaces	Number of Community Champions involved in the schemes (target of

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
		and Management of Open Space Contracts		20)
		Satisfaction Surveys conducted under both the Environmental Services and Management of Open Spaces Contracts	Cleansing and Open Spaces	% of satisfied customers (overall target of 90% on refuse & recycling and 80% on open space management)
		Create a Virtual Citizens' Panel to give residents a stronger and more consistent voice in helping shape Council services through consultation and regular feedback.	Improvement and Organisational Development	Virtual Citizens Panel established and in use for feedback and consultations.
		Restructure the Customer Service and Contact Centre Team	Revenues, Benefits and Customer Services	Summer 2014
		Complete the revamp of the Council's external website	Revenues, Benefits and Customer Services	Satisfaction measured through GovMetric and number of complaints on the website
		Upgrade Chip and Pin system in Customer service area	Revenues, Benefits and Customer Services	Summer 2014
	<b>B6: Developing</b>	Introduction of the new	Cleansing and Open	The number of

What we intend to do....	By.....	How.....	Lead Service	Measure / Success Criteria
	supported volunteering opportunities across the Borough with a particular focus on priority neighbourhoods	Ranger Service	Spaces	volunteering hours engaged in via the Ranger Service (target of 5000 hours)
		Work with VAL to proactively support individuals from priority neighbourhoods and SLF families into volunteering opportunities	Neighbourhood Services	Number of individuals supported from priority neighbourhoods and SLF families into volunteering opportunities
	<b>B7:</b> Actively involve young people in our services and decision making by supporting groups like Charnwood Youth Council	Providing an opportunity for children and young people to have a voice and be involved in service design through delivery of a Youth Conference in partnership with the Youth Council	Neighbourhood Services	Youth Conference delivered
		Update children and young people web pages to implement the feedback from the 11-19 communications consultation	Neighbourhood Services	Web pages updated

## 2014 – 2015 Key Indicators

Ref	Indicator	Quarterly / Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 1	Net additional homes provided (NI154)	Quarterly	Head of Planning and Regeneration	160	330	500	700	700
KI 2	Number of affordable homes delivered (gross) (NI155)	Quarterly	Head of Planning and Regeneration	35	55	80	150	150
KI 3	Percentage of food establishments that achieve level 3 (broadly compliant) within the Charnwood Food Hygiene Rating System (NI184)	Quarterly	Head of Regulatory Services	91%	91%	91%	91%	91%
KI 4	Percentage of household waste sent for reuse, recycling and composting (NI192)	Quarterly	Head of Cleansing and Open Spaces	Annually projected	Annually projected	Annually projected	Annually projected	52%
KI 5	Percentage non-decent council homes (NI158)	Quarterly	Head of Landlord Services	5%	4.5%	4%	3.5%	3.5%
KI 6	Percentage rent collected (including arrears brought forward)	Quarterly	Head of Landlord Services	91.93%	95.02%	96.93%	97.25%	97.25%

Ref	Indicator	Quarterly / Annual	Owner	Q1 Target	Q2 Target	Q3 Target	Q4 Target	Annual Target
KI 7	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events	Quarterly	Head of Revenues, Benefits and Customer Services	17	17	17	17	17
KI 8	Percentage of Council Tax Collected	Quarterly	Head of Revenues, Benefits and Customer Services	28.44%	56.88%	85.32%	97%	97%
KI 9	Percentage of non-domestic rates collected	Quarterly	Head of Revenues, Benefits and Customer Services	27.42%	54.84%	82.28%	98.70%	98.70%
KI 10	The number of working days / shifts lost to the local authority due to sickness absence (BV12)	Quarterly	Head of Strategic Support	1.8	1.6	1.9	2.2	7.5 Days
KI 11	Percentage rent loss from void properties	Quarterly	Head of Strategic Housing	2.20%	2.20%	2.20%	2.20%	2.20%
KI 12	5% reduction in All Crime	Quarterly	Head of Neighbourhood Services	To be determined using end of 2013/14 data				