



**Lancashire
Constabulary**

police and communities together

Strategic Scrutiny Meeting

10.00 Thursday 19 September 2013

Chief Constable's Report & Performance Presentation



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Finance



Money – Current Forecast



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Summary of Shortfall (Gap) as per 7 Year Forecast

Year	Gap (£m)	Savings Identified (£m)	Cumulative Savings Identified (£m)	Savings Gap (£m)
2011/12	13.8	13.8	13.8	0
2012/13	17.5	17.5	31.3	0
2013/14	4.5	4.5	35.8	0
2014/15	9.1	3.5	39.3	5.6
2015/16	8.8	0.3	39.6	8.5
2016/17	12.3	0.3	39.9	12.0
2017/18	7.5	0.1	40.0	7.4
Total	73.5	40.0	40.0	33.5
Total plus OR3	73.5	20.6	60.6	12.9



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Sustaining Excellence Update



SE Update



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- 76 reviews complete since start of programme
- £60m savings identified
- Over 3000 actions
- Over 700 recommendations
- Decision making on current implementation plans – Oct 2013
- Change programme will currently result in changes up to March 2018
- £13m gap still to fill prior to March 2018



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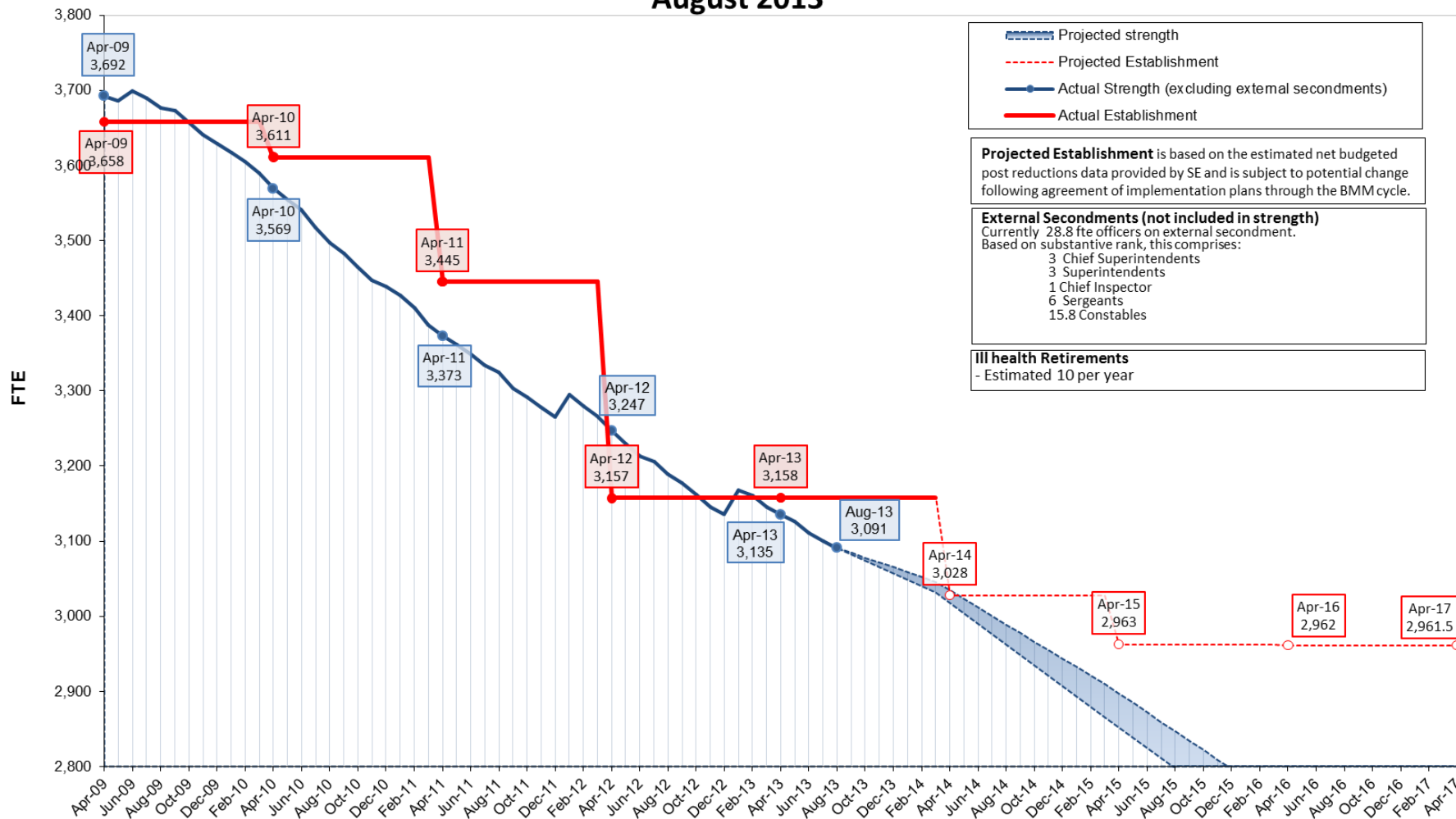
Strategic Scrutiny Meeting

Police and Crime Plan Priorities

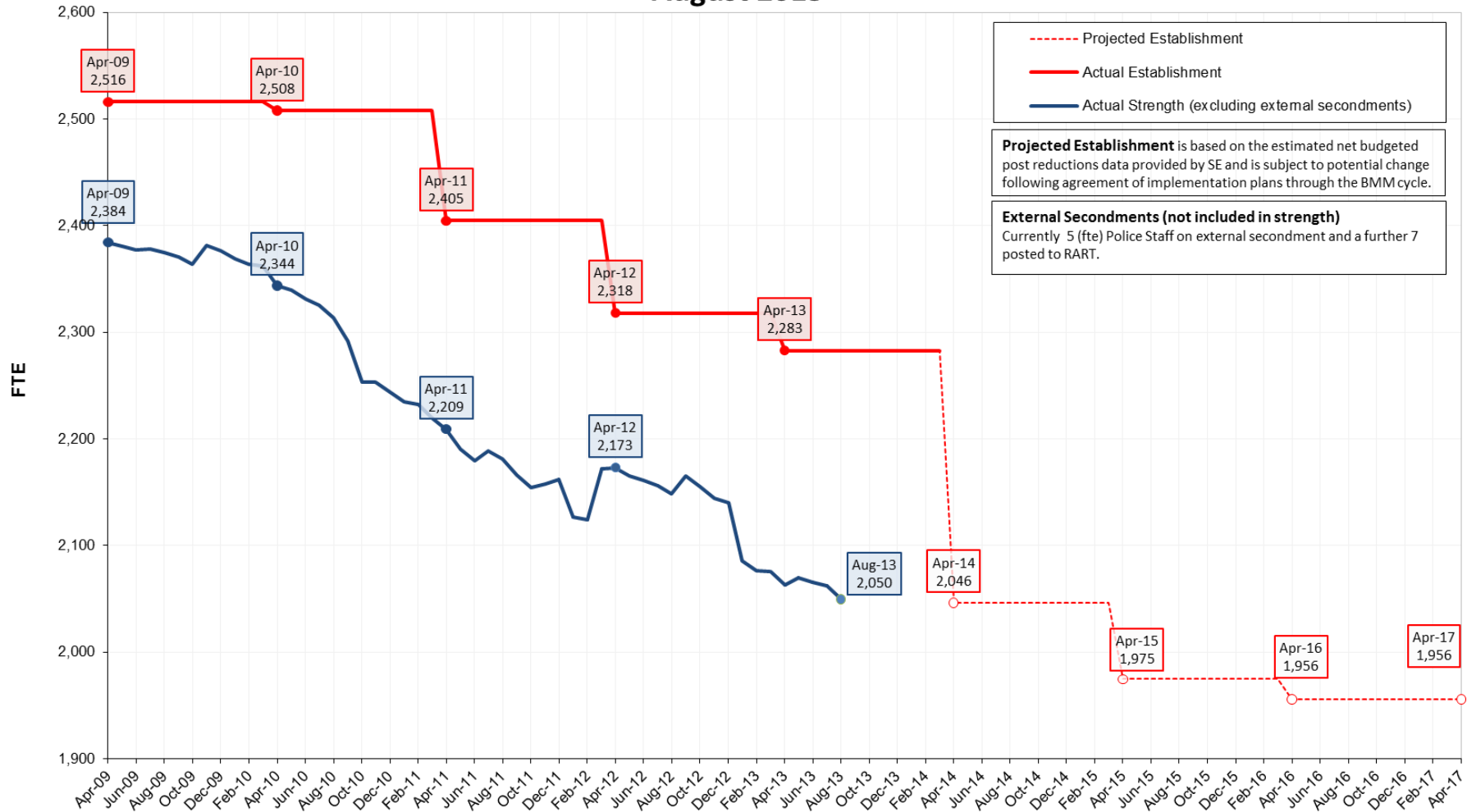
Defending Frontline Policing



Police Officer Stepdown Model - With no recruitment August 2013



Police Staff Stepdown Model August 2013



Sickness Performance

12 Month Moving Average Working Days Lost

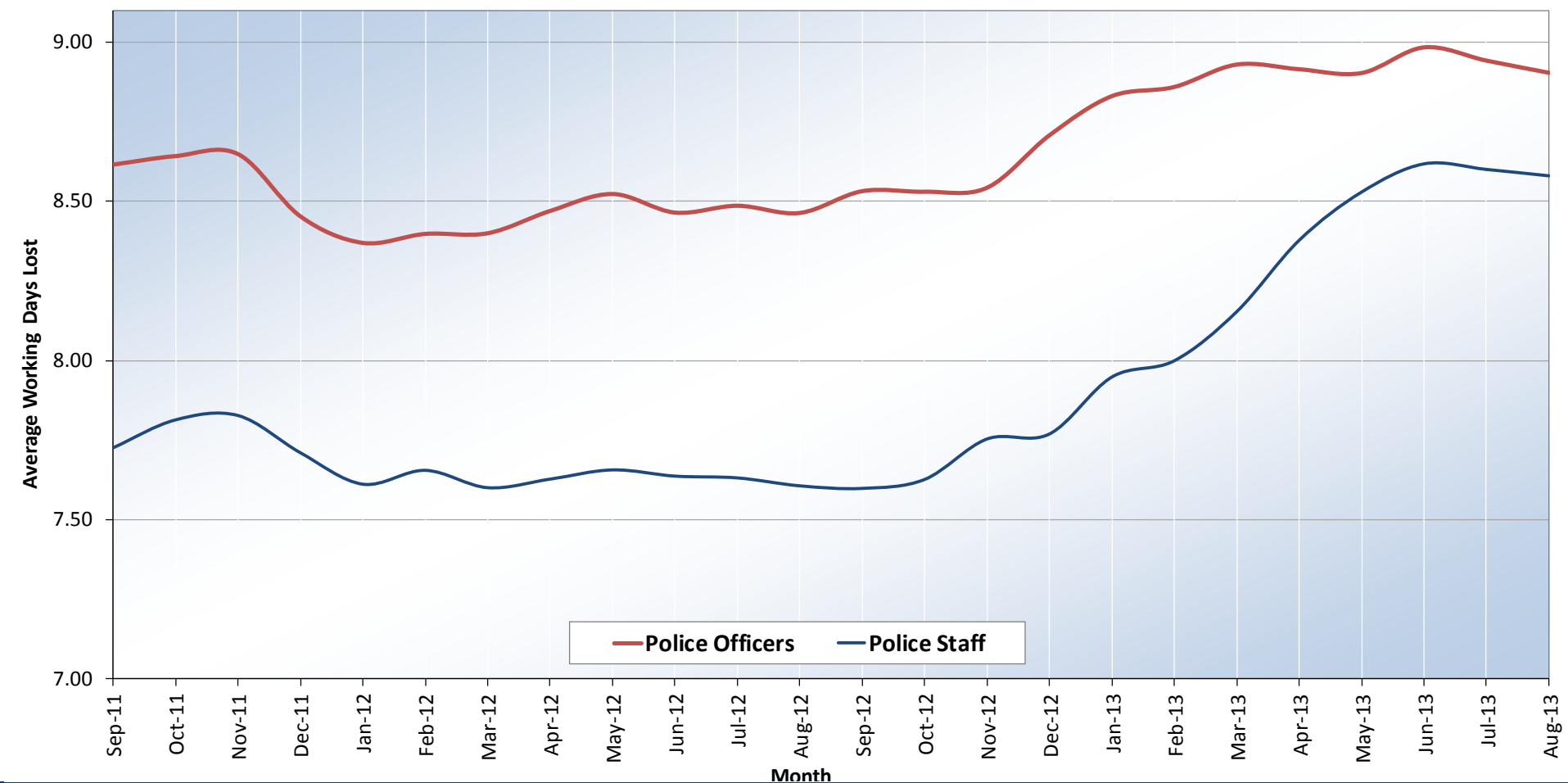
As at 31 August 2013



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Month	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13
Police Officers	8.62	8.64	8.65	8.45	8.37	8.40	8.40	8.47	8.52	8.47	8.49	8.46	8.53	8.53	8.54	8.71	8.83	8.86	8.93	8.92	8.90	8.98	8.94	8.90
Police Staff	7.73	7.81	7.83	7.71	7.61	7.66	7.60	7.63	7.66	7.64	7.63	7.61	7.60	7.63	7.75	7.77	7.95	8.00	8.15	8.38	8.53	8.62	8.60	8.58





Force 'Most Similar Group'



**'Most Similar Groups' for Forces have been revised
using data from the 2011 Census**

Old Group
Lancashire
Kent
Nottinghamshire
West Yorkshire
Essex
Hertfordshire
Leicestershire
Northamptonshire

New Group
Lancashire
Kent
Nottinghamshire
West Yorkshire
Humberside
Northumbria
South Yorkshire
South Wales



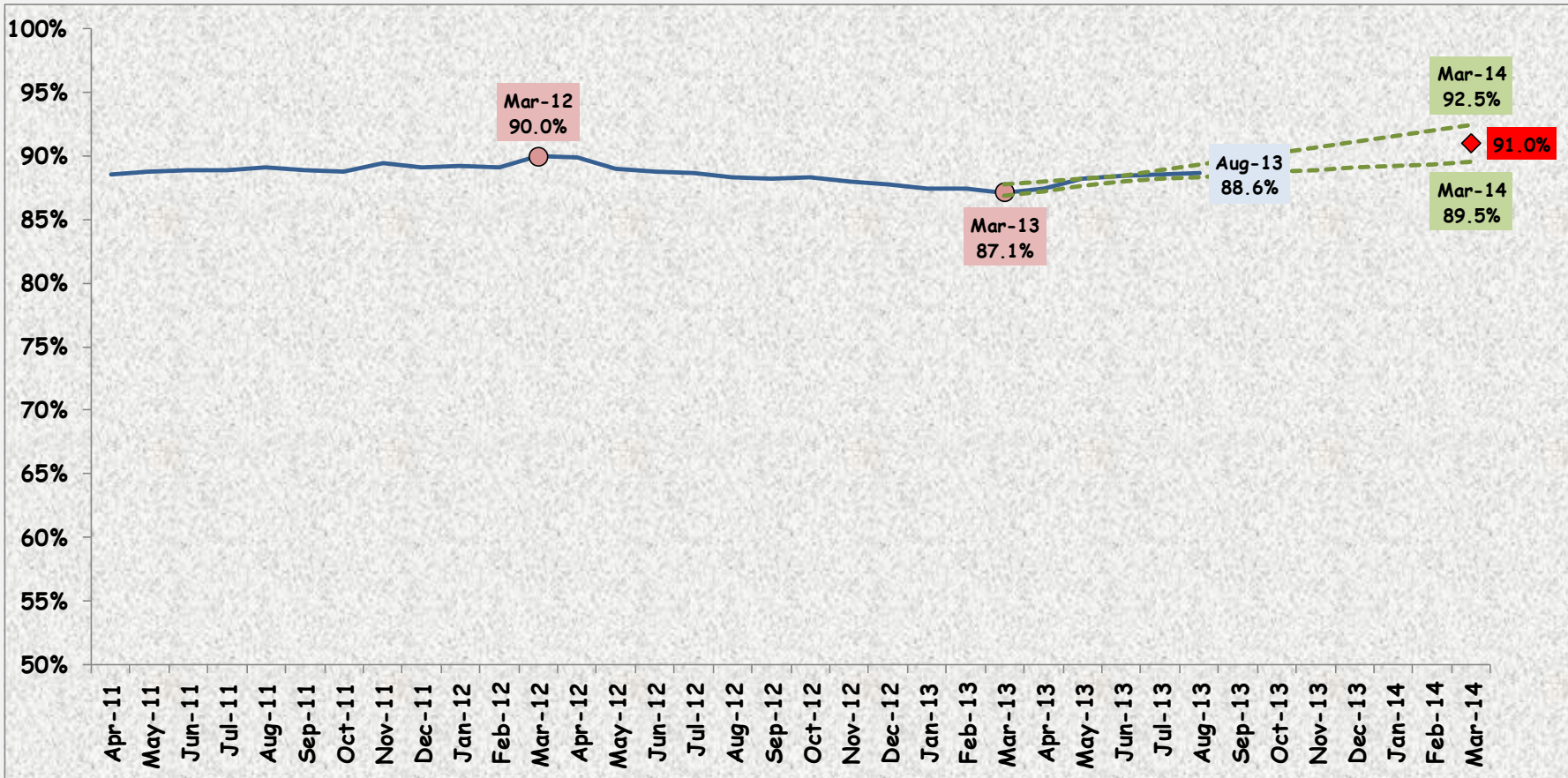
Confidence in the Constabulary



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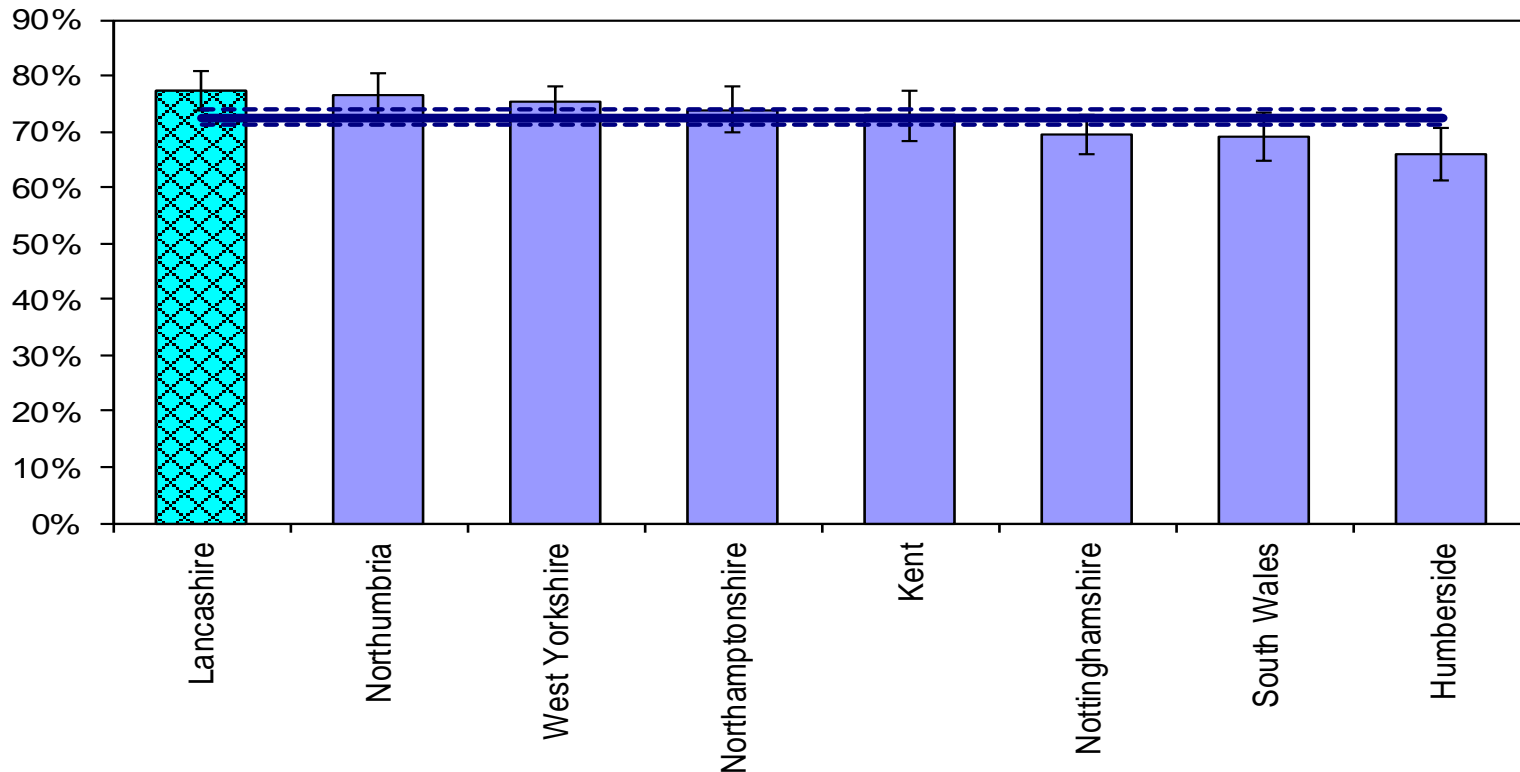
Select Area: The Constabulary Confidence In: The Constabulary Confidence Level: All Confident



The dark blue line represents the rolling twelve-month result. Pink markers show the results at each year-end, and the blue marker shows the most recent result imported into the file. The green dotted lines represent the upper and lower limits of a 95% confidence interval for future results, based on the last six values of the rolling twelve-month result (the dotted lines extend backwards from the most recent result over the period used for the calculation). The year-end values of the upper and lower limits are displayed in the green boxes. The 'best estimate' for the year-end is the point midway between the upper and lower limits, which is represented by the red marker.

iQuanta Bar Chart MSG Lancashire Confidence Year ending 31 Mar 2013

— MSG Average - - - - MSG Average Confidence Interval



Data is strictly for internal management information only



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Police and Crime Plan Priorities

***Champion the Rights
of the Victim***



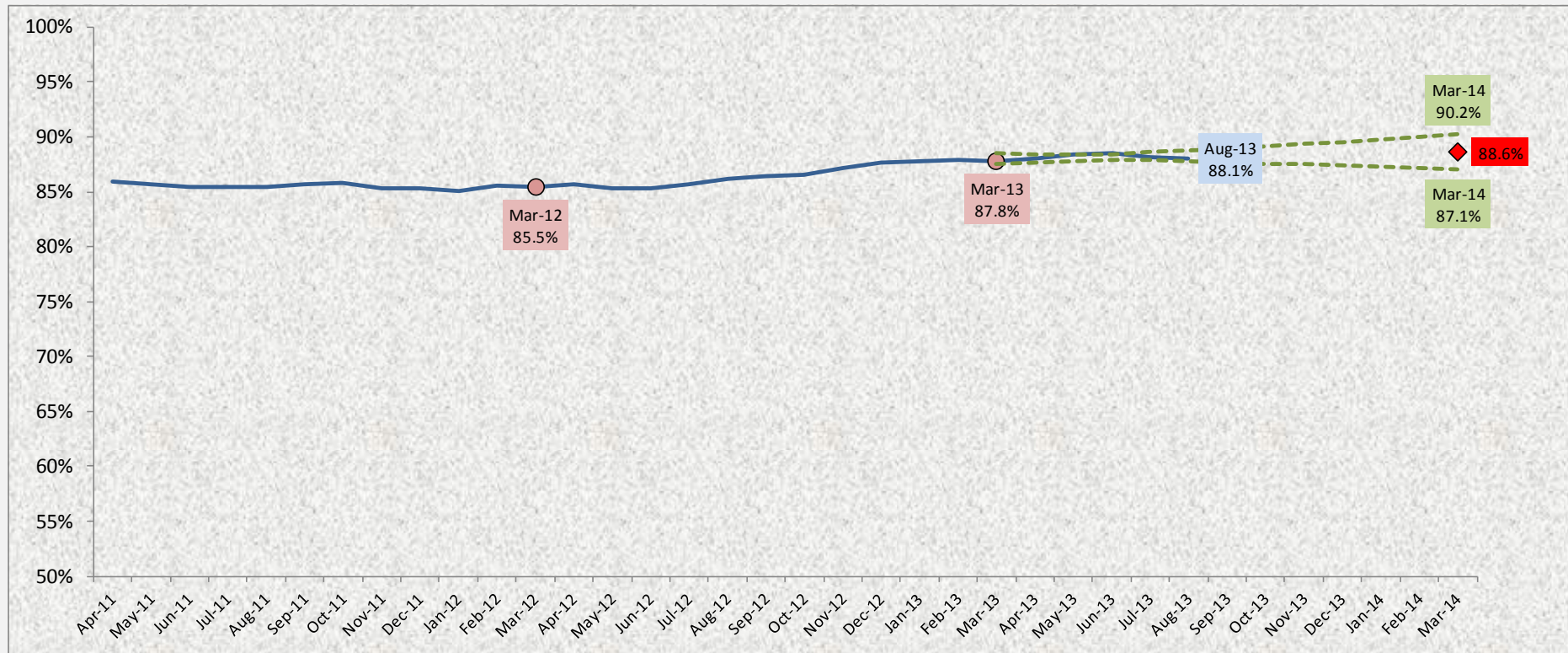
User Satisfaction – Victims of Domestic Burglary, Violence, Vehicle Crime and those involved in RTCs



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Select Area	The Constabulary	Select User Group	Four Groups	Select the desired parameters in the blue boxes (click on the box, then on the drop-down arrow, and choose from the list)
Select Aspect	Whole Experience	Satisfied - At Least	Fairly	



The dark blue line represents the rolling twelve-month result. Pink markers show the results at each year-end, and the blue marker shows the most recent result imported into the file. The green dotted lines represent the upper and lower limits of a 95% confidence interval for future results, based on the last six values of the rolling twelve-month result (the dotted lines extend backwards from the most recent result over the period used for the calculation). The year-end values of the upper and lower limits are displayed in the green boxes. The 'best estimate' for the year-end is the point midway between the upper and lower limits, which is represented by the red marker.

User Satisfaction – Racist Incident Victims

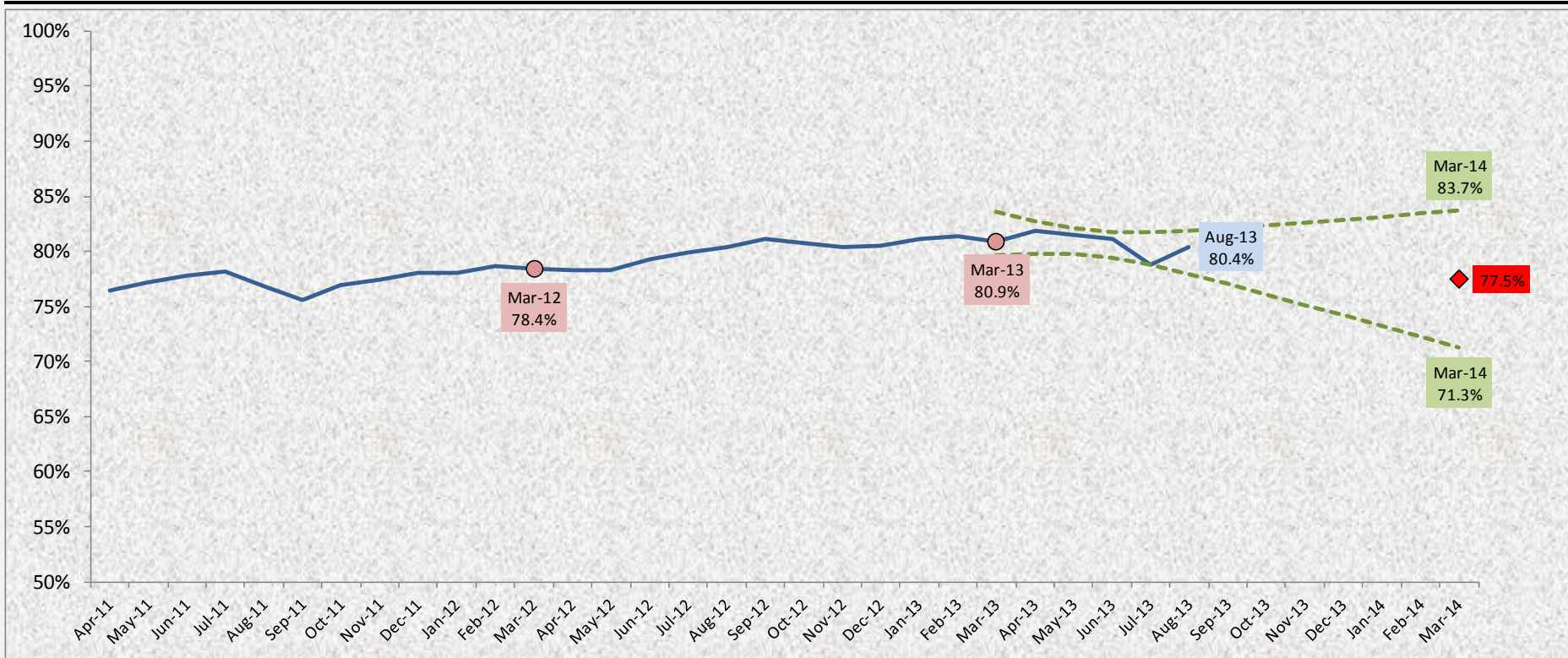


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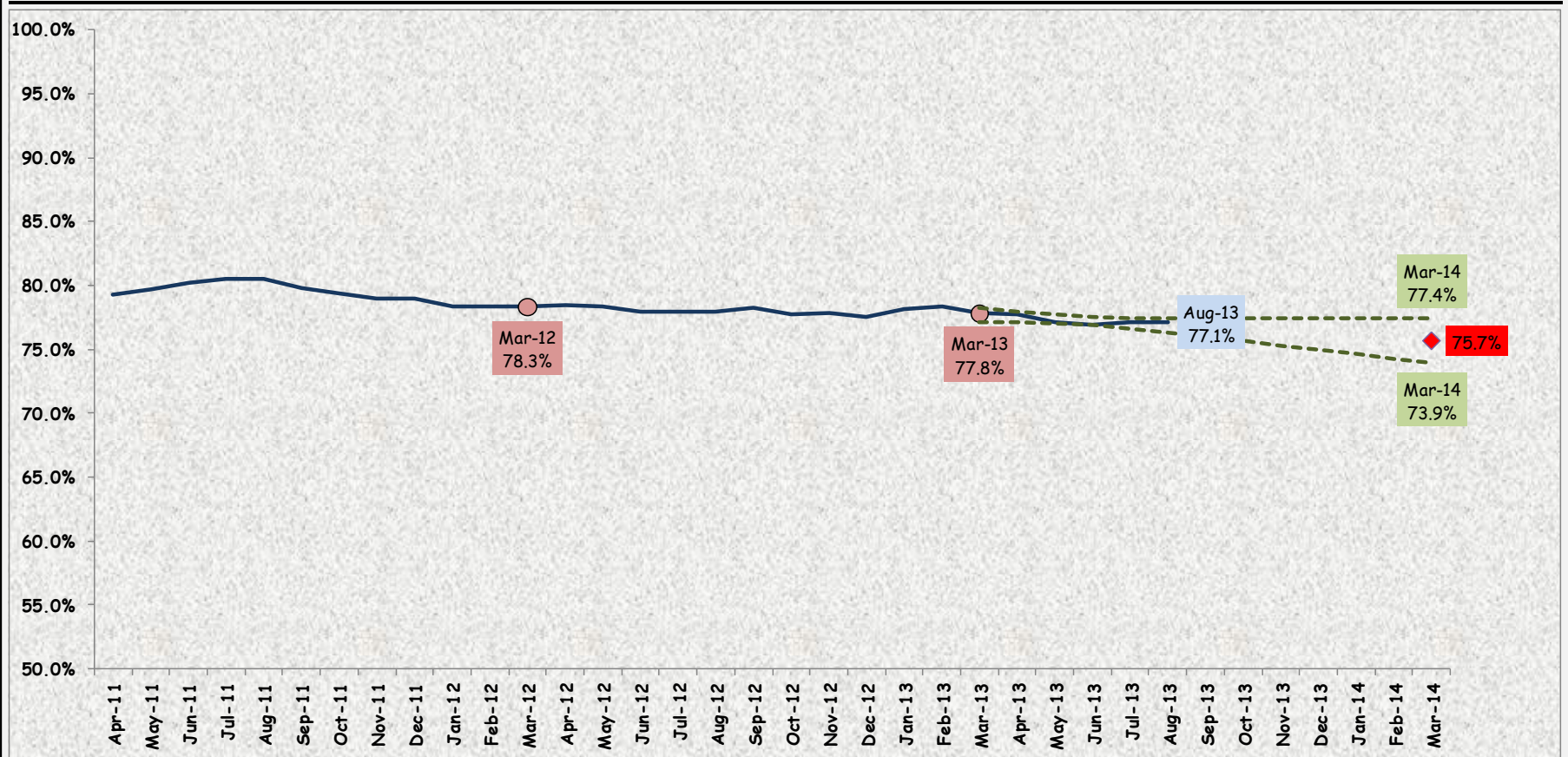
Select Area: **The Constabulary** Select User Group: **Racist Incidents**
 Select Aspect: **Whole Experience** Satisfied - At Least: **Fairly**

Select the desired parameters in the blue boxes (click on the box, then on the drop-down arrow, and choose from the list)



The dark blue line represents the rolling twelve-month result. Pink markers show the results at each year-end, and the blue marker shows the most recent result imported into the file. The green dotted lines represent the upper and lower limits of a 95% confidence interval for future results, based on the last six values of the rolling twelve-month result (the dotted lines extend backwards from the most recent result over the period used for the calculation). The year-end values of the upper and lower limits are displayed in the green boxes. The 'best estimate' for the year-end is the point midway between the upper and lower limits, which is represented by the red marker.

SELECT AREA: **The Constabulary** SERVICE ASPECT: **Whole Experience** Click on the blue boxes, then on the drop-down arrows that appear,
 VICTIM TYPE: **ALL** SATISFIED - AT LEAST: **Fairly** and select the desired items from the lists



The dark blue line represents the rolling twelve-month result. Pink markers show the results at each year-end, and the blue marker shows the most recent result imported into the file. The green dotted lines represent the upper and lower limits of a 95% confidence interval for future results, based on the last six values of the rolling twelve-month result (the dotted lines extend backwards from the most recent result over the period used for the calculation). The year-end values of the upper and lower limits are displayed in the green boxes. The 'best estimate' for the year-end is the point midway between the upper and lower limits, which is represented by the red marker.



PSD – Public Complaints Data



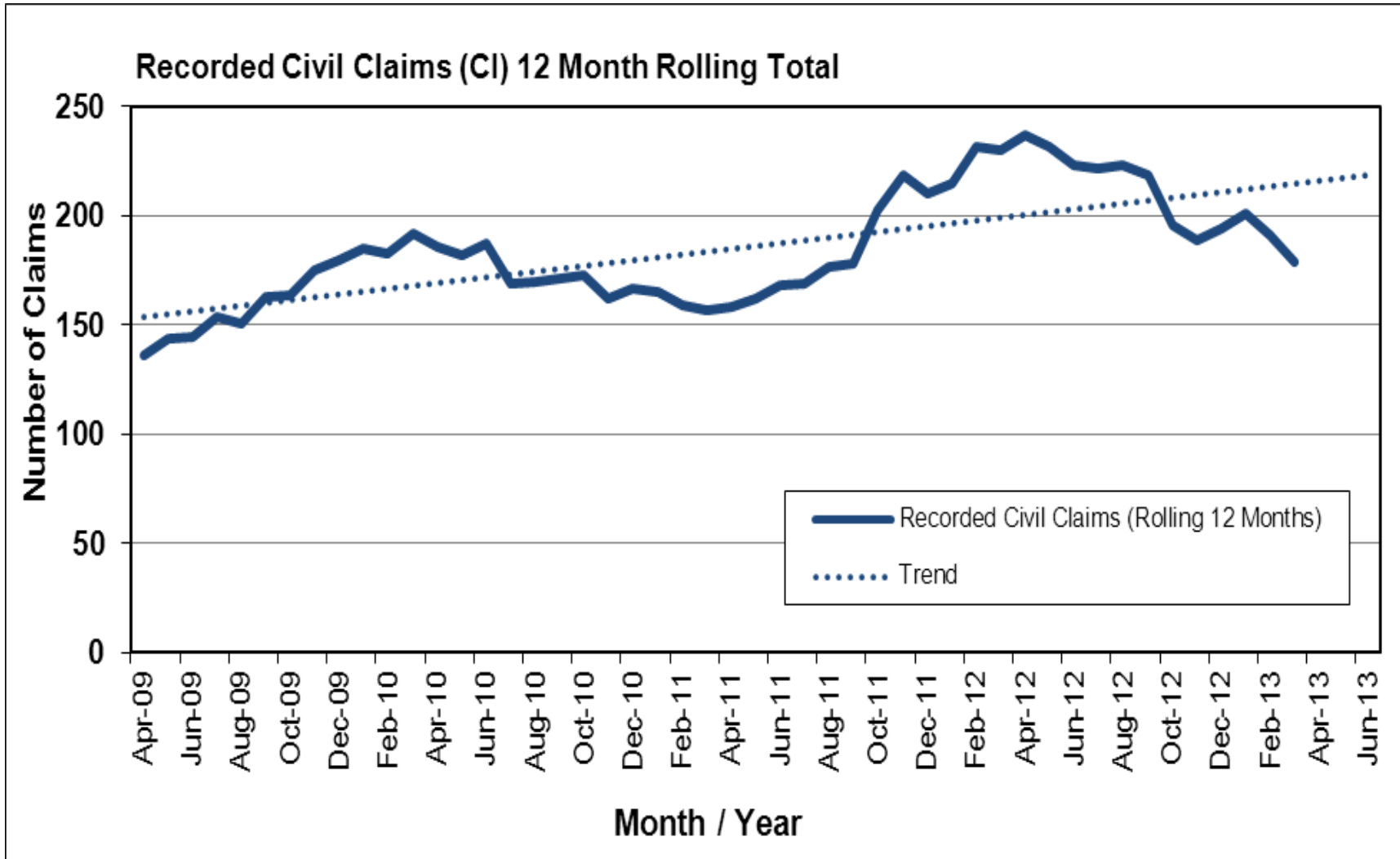
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Complaint Cases & Allegations

Public Complaint Cases / Allegations	Sep – Nov 12	Dec 12 – Feb 13	Mar – May 13	June – Aug 13
All Recorded Public Complaint Cases	210	192	195	231
All Recorded Public Complaint Allegations	357	347	352	416

Top 4 Allegation Categories *(Commonly accounting for approximately 60% of All Allegations)*

Top 4 Most Common Public Complaint Allegation Categories	Sep – Nov 12	Dec 12 – Feb 13	Mar – May 13	June – Aug 13
Other Neglect or Failure in Duty	106	101	94	109
Incivility, Impoliteness and Intolerance	52	38	51	63
Other Assault	32	31	33	44
Oppressive Conduct or Harassment	35	35	29	46
TOTAL (Top 4 Categories)	225	205	207	262
% of Allegations with Top 4 Categories	63%	59%	59%	63%



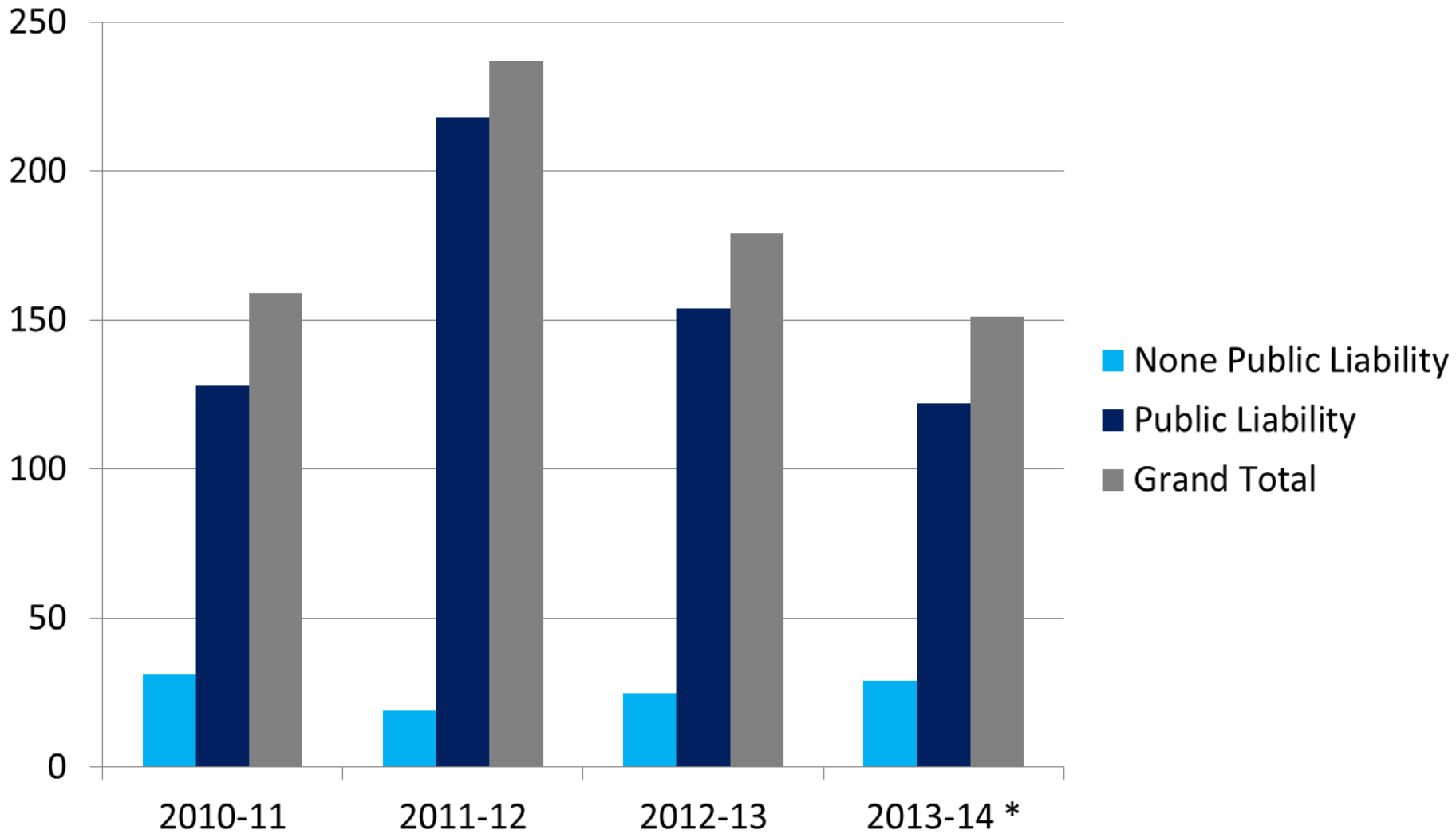


PSD – Civil Claims Data



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Police and Crime Plan Priorities

Protecting Vulnerable People



Domestic Abuse

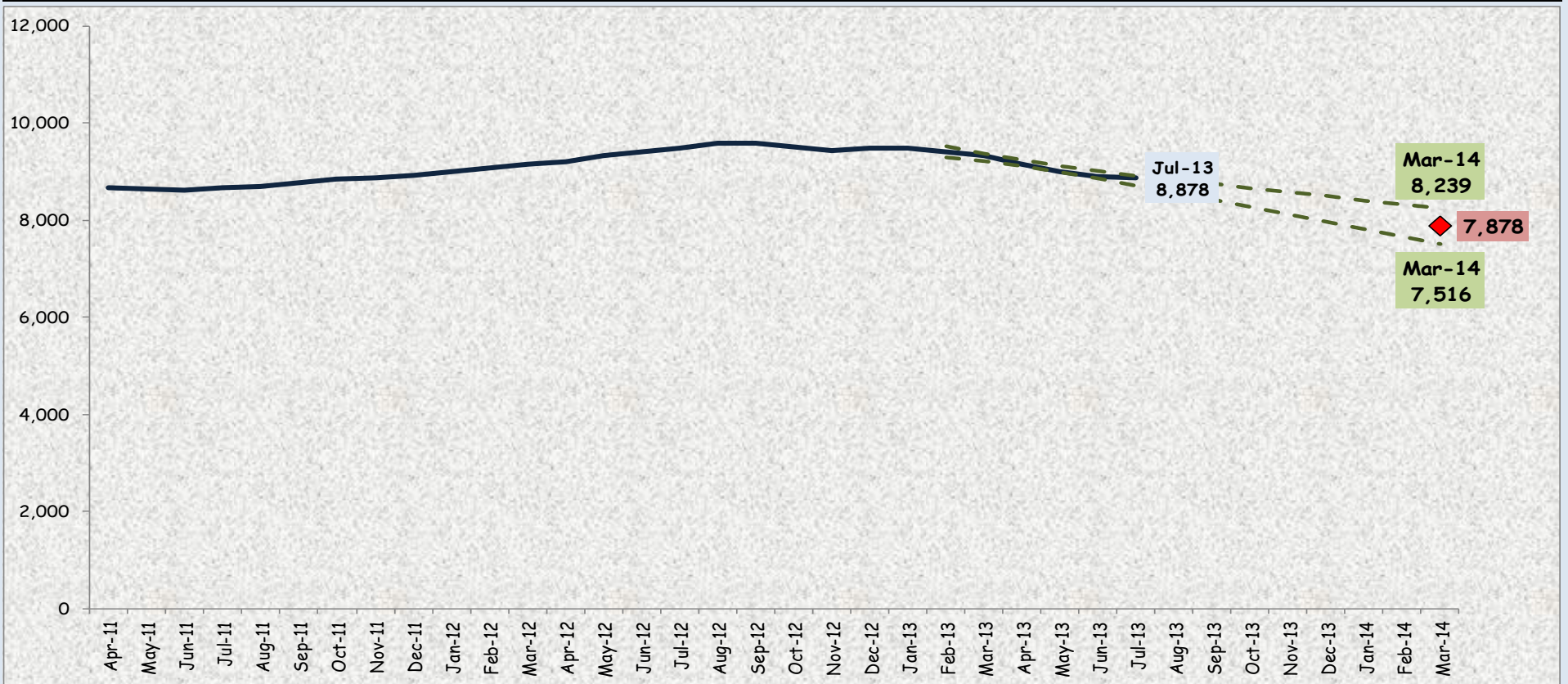


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Select Area: Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category:



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (9,330)

Upper Limit of Estimate for 2013-14	8,239 (Down by 1,091 or 11.7%)
Point Estimate for 2013-14	7,878 (Down by 1,452 or 15.6%)
Lower Limit of Estimate for 2013-14	7,516 (Down by 1,814 or 19.4%)

The point estimate for the current year (7,878) represents a reduction of 12.6% on the average out-turn for the last three years (9,018)



Domestic Assaults

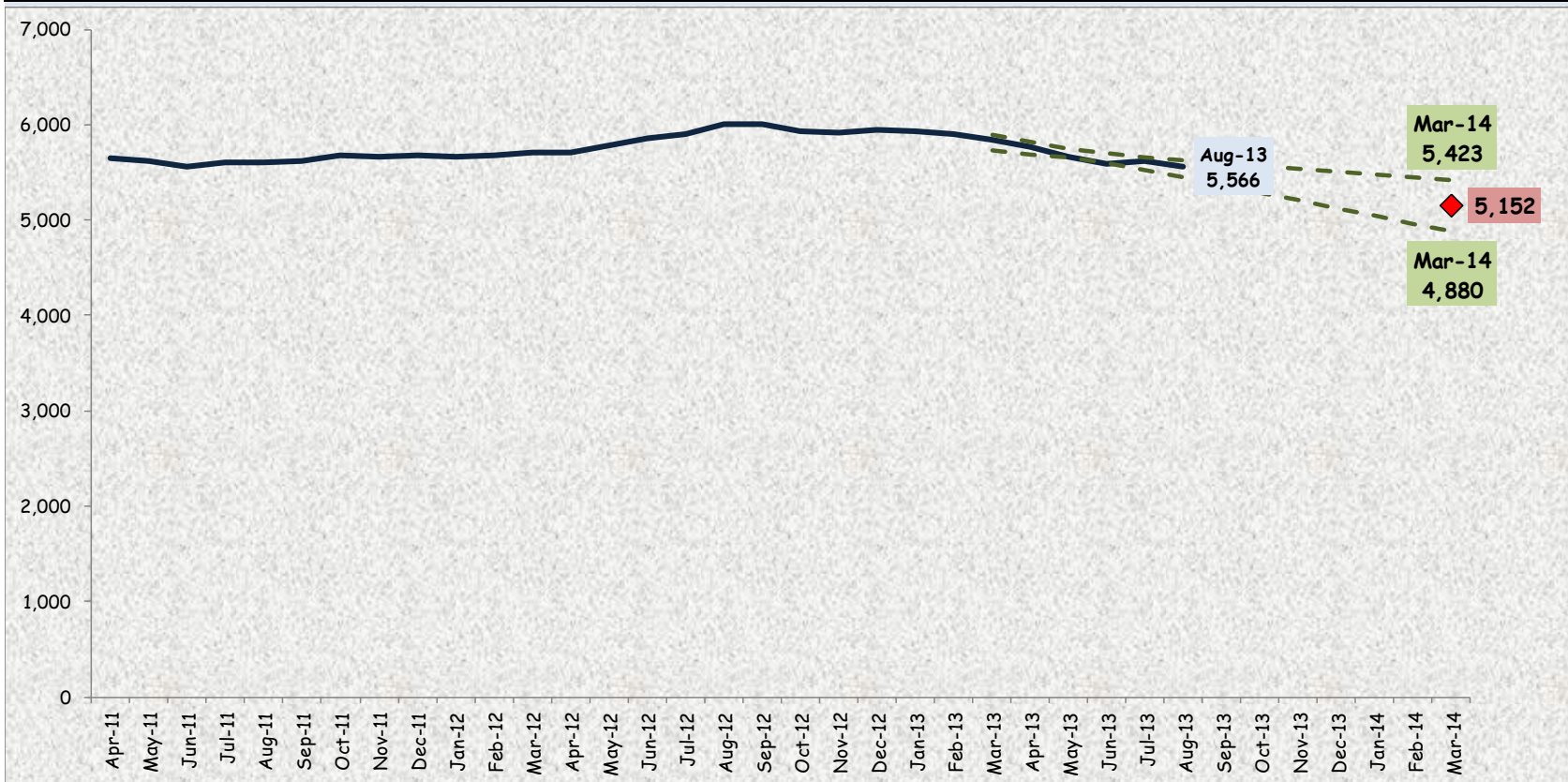


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Select Area Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (5,848)

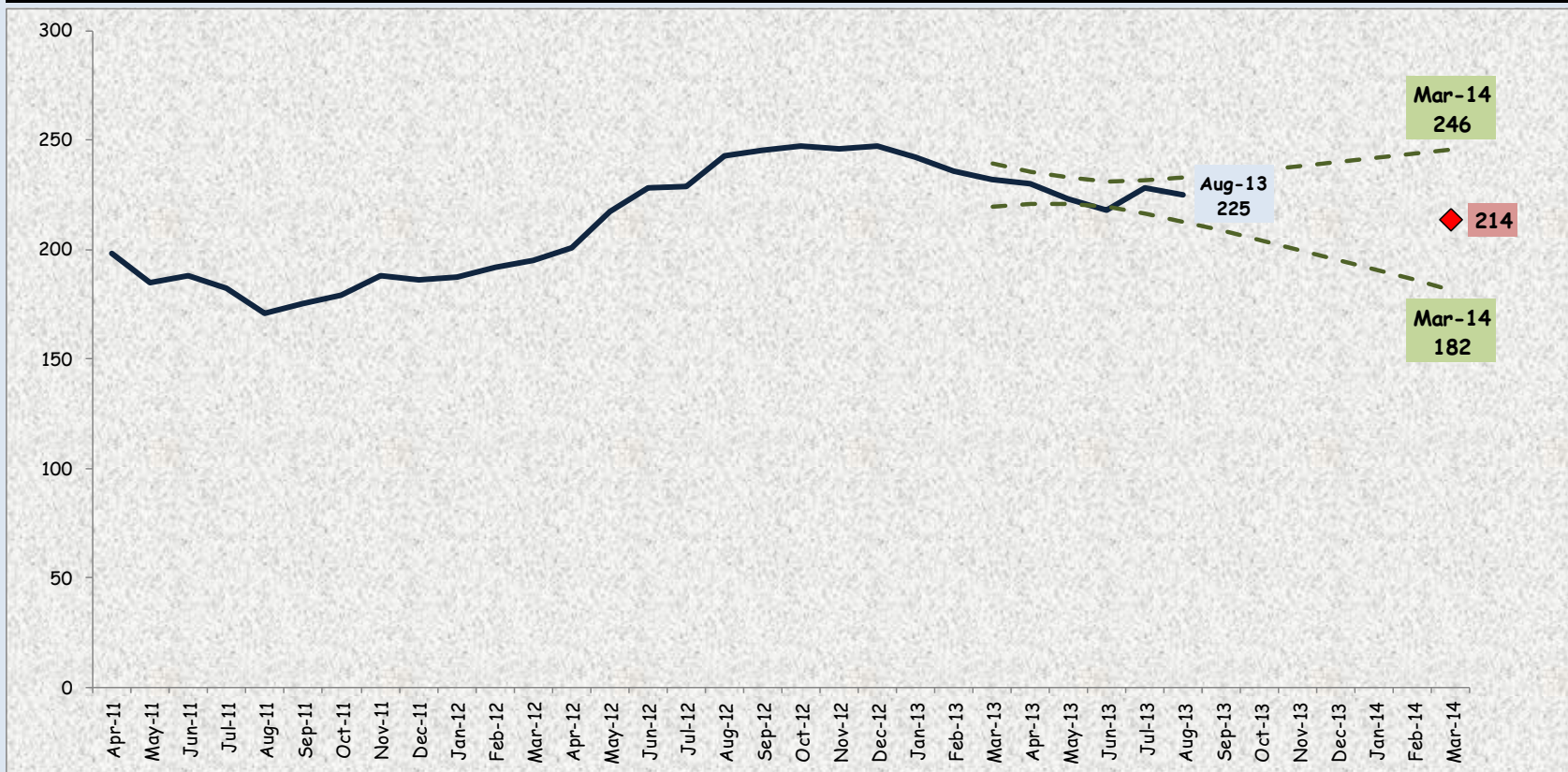
Upper Limit of Estimate for 2013-14	5,423 (Down by 425 or 7.3%)
Point Estimate for 2013-14	5,152 (Down by 696 or 11.9%)
Lower Limit of Estimate for 2013-14	4,880 (Down by 968 or 16.6%)

The point estimate for the current year (5,152) represents a reduction of 10.0% on the average out-turn for the last three years (5,723)

Domestic Assaults - Serious

Select Area: Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category:



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (232)

Upper Limit of Estimate for 2013-14	246 (Up by 14 or 5.8%)
Point Estimate for 2013-14	214 (Down by 18 or 8.0%)
Lower Limit of Estimate for 2013-14	182 (Down by 50 or 21.8%)

The point estimate for the current year (214) represents an increase of 3.0% on the average out-turn for the last three years (207)

Domestic Assaults - Serious

Select Area

The Constabulary

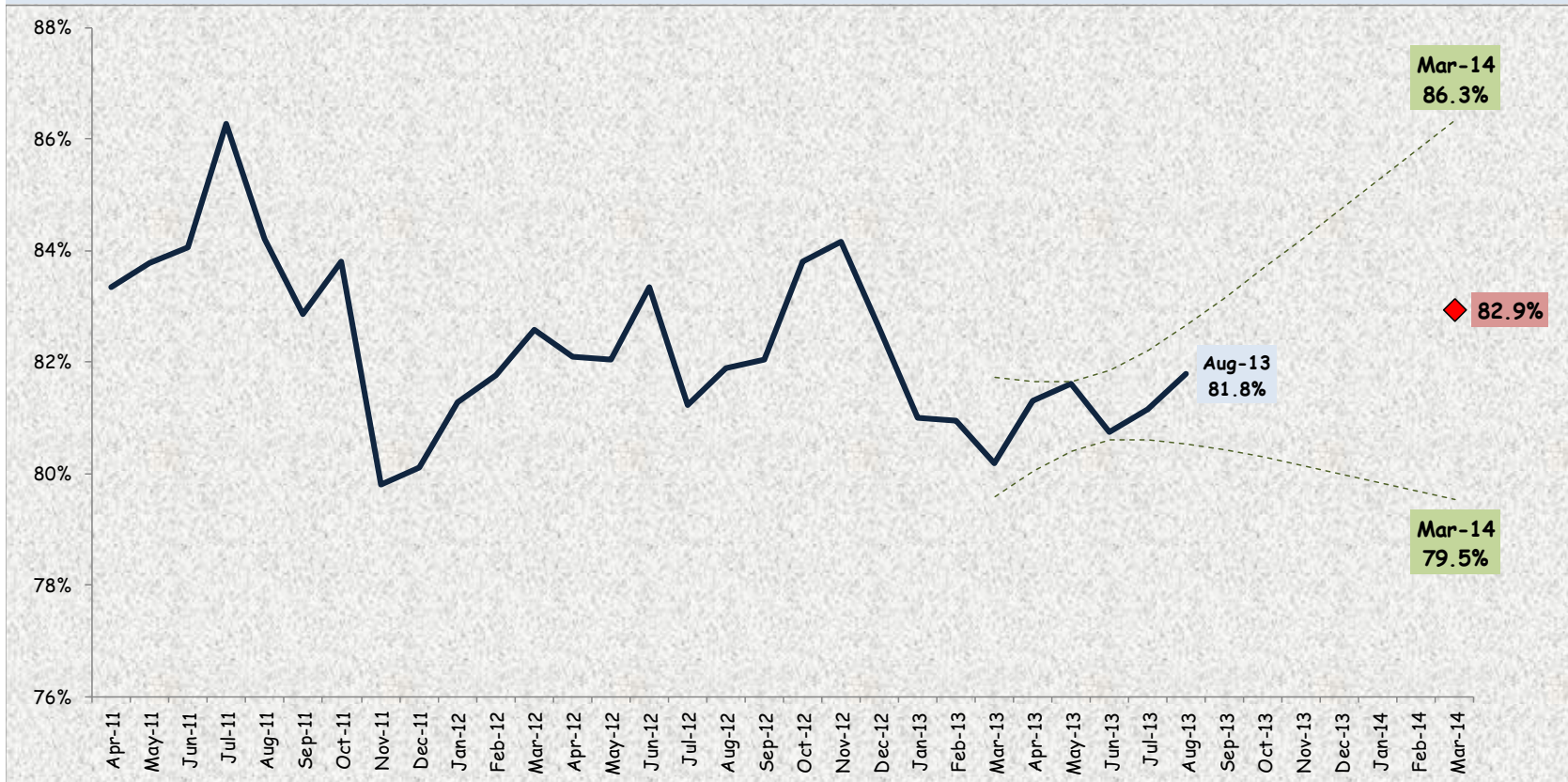
The display can be toggled between the sanction detection ratio (SDR) and the

Select Crime Category

Assaults (Domestic) - Serious

ratio of ALL outcomes to recorded crimes. Select the parameter here:

ALL



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

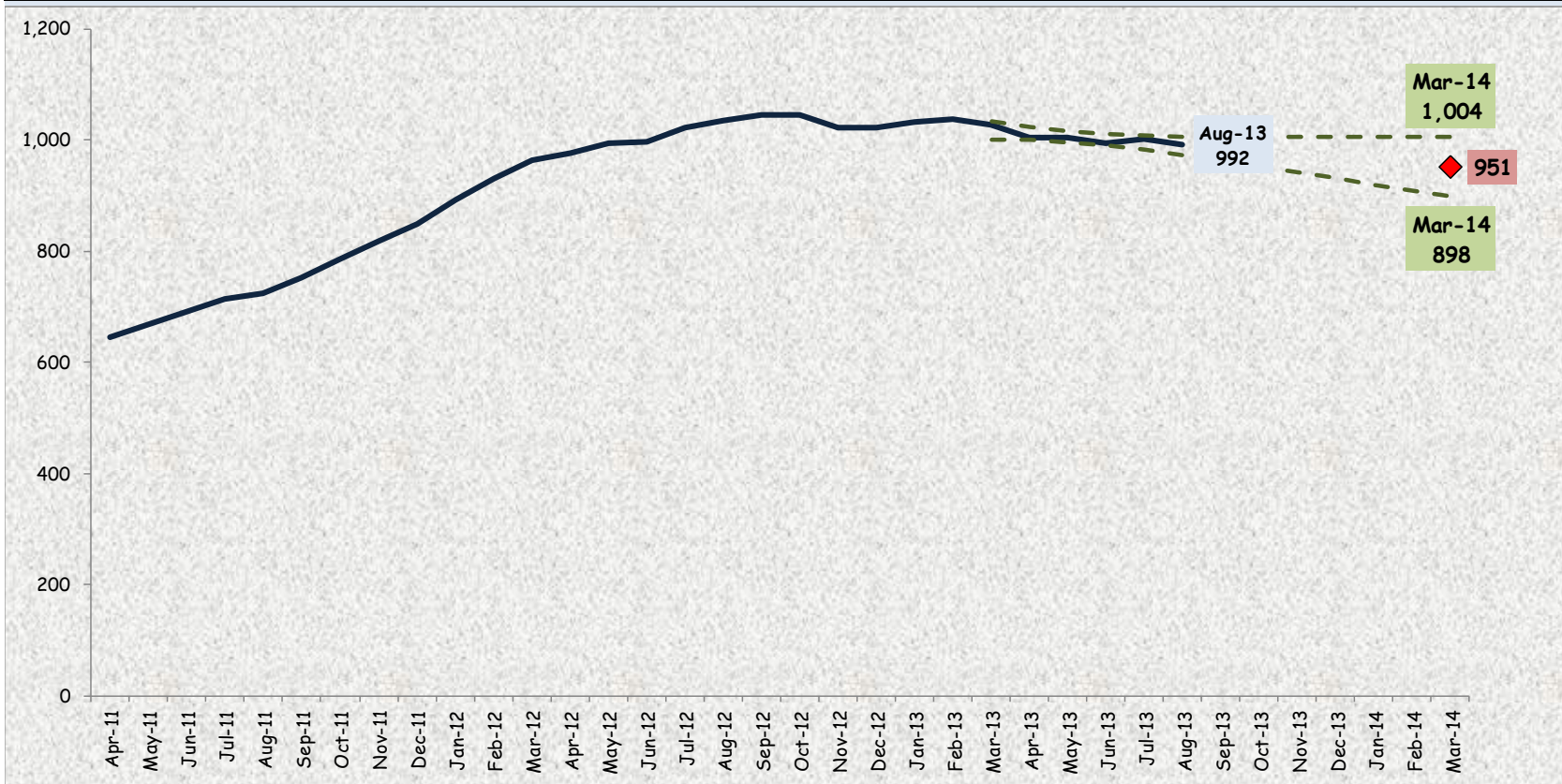
The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (80.2%)

Upper Limit of Estimate for 2013-14	86.3% (Up by 6.16 points)
Point Estimate for 2013-14	82.9% (Up by 2.76 points)
Lower Limit of Estimate for 2013-14	79.5% (Down by 0.64 points)

Domestic Harassment

Select Area: Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category:



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (1,027)

Upper Limit of Estimate for 2013-14	1,004 (Down by 23 or 2.2%)
Point Estimate for 2013-14	951 (Down by 76 or 7.4%)
Lower Limit of Estimate for 2013-14	898 (Down by 129 or 12.5%)

The point estimate for the current year (951) represents an increase of 9.7% on the average out-turn for the last three years (867)



Sexual Offences Against Children under 16



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Select Area

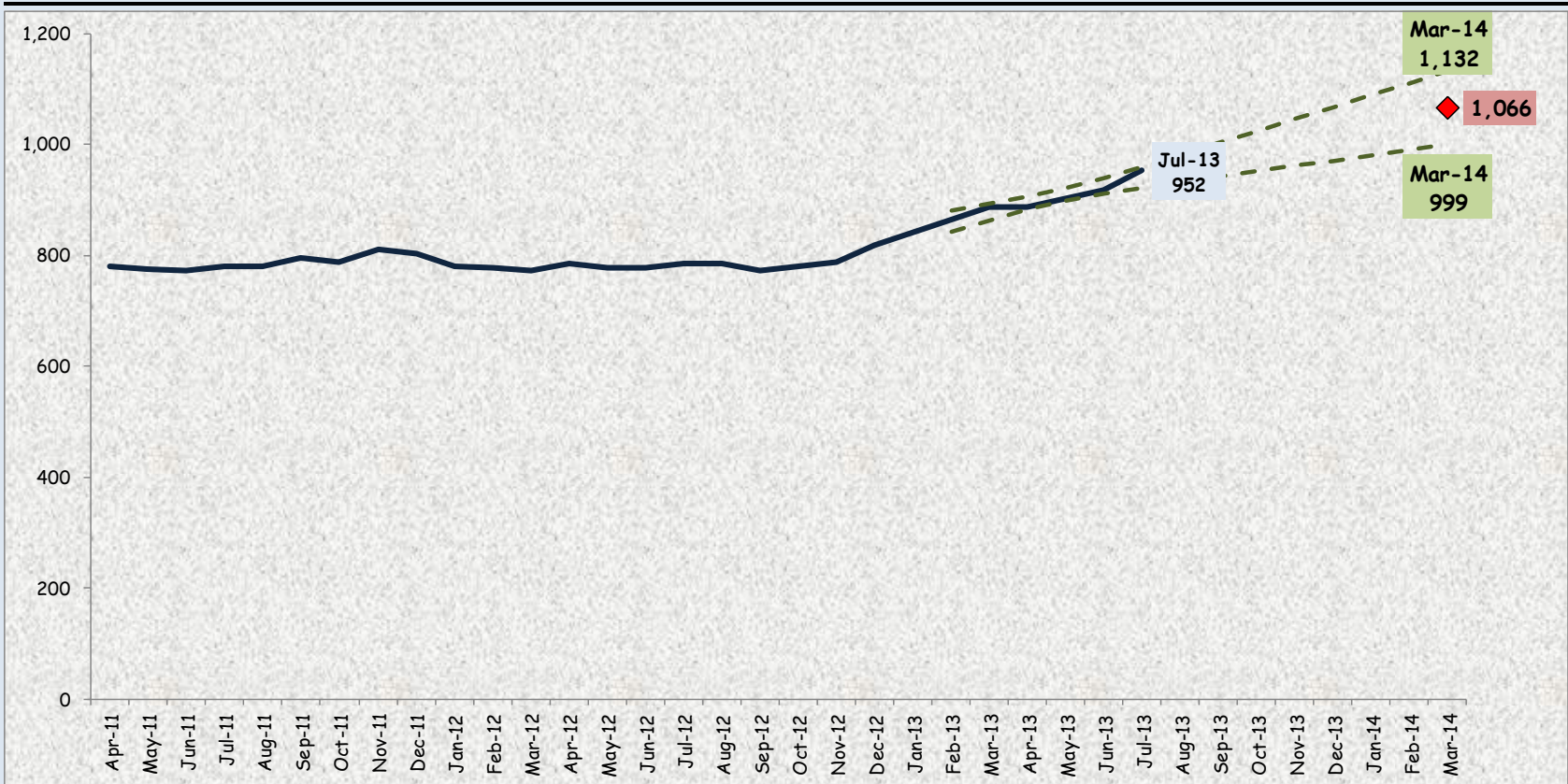
The Constabulary

Click on the drop-down arrows on the right-hand edges of the combo

Select Crime Category

Sexual Offences Against Children (u16)

boxes and choose from the lists that appear



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (886)

Upper Limit of Estimate for 2013-14	1,132 (Up by 246 or 27.8%)
Point Estimate for 2013-14	1,066 (Up by 180 or 20.3%)
Lower Limit of Estimate for 2013-14	999 (Up by 113 or 12.8%)

The point estimate for the current year (1,066) represents an increase of 30.6% on the average out-turn for the last three years (816)

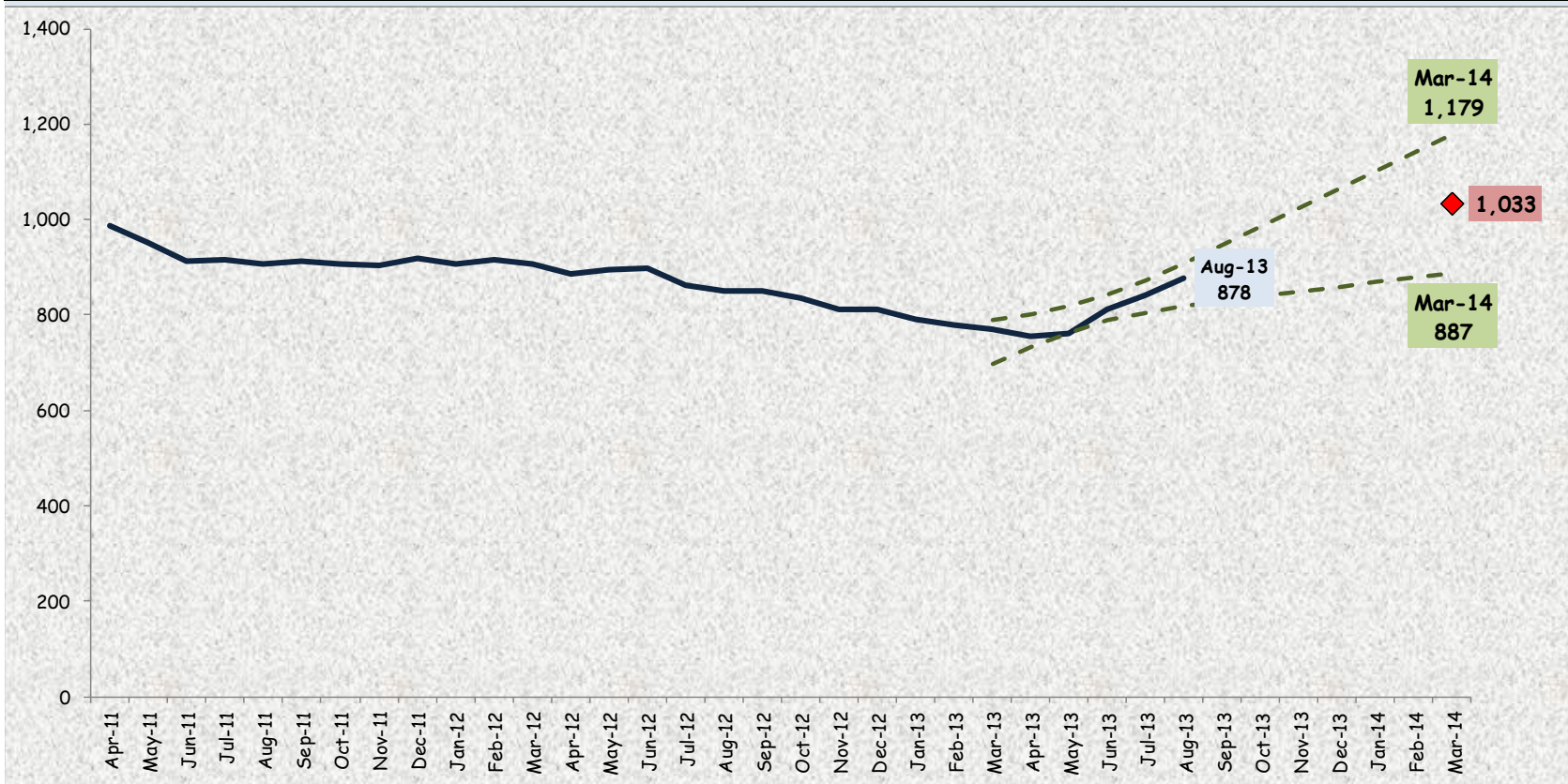


Hate Crime



Select Area: Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category:



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (771)

Upper Limit of Estimate for 2013-14	1,179 (Up by 408 or 53.0%)
Point Estimate for 2013-14	1,033 (Up by 262 or 34.0%)
Lower Limit of Estimate for 2013-14	887 (Up by 116 or 15.0%)

The point estimate for the current year (1,033) represents an increase of 16.4% on the average out-turn for the last three years (888)



Stop & Search



Primary Parameters	Ethnic Group	Start At	End At
	White	Jul-12	Jun-13

Area	Searches	Population (K)	Searches per K Pop
The Constabulary	15,278	1,180.572	12.94
Western Division	3,806	189.617	20.07
Northern Division	2,620	215.345	12.17
Southern Division	2,968	283.629	10.46
Central Division	1,694	100.436	16.87
Eastern Division	1,691	203.174	8.32
Pennine Division	2,416	188.371	12.83

Comparison Parameters	Ethnic Group	Start At	End At
	All VME	Jul-12	Jun-13

Area	Searches	Population (K)	Searches per K Pop
The Constabulary	1,581	110.790	14.27
Western Division	92	5.397	17.05
Northern Division	50	6.870	7.28
Southern Division	92	6.955	13.23
Central Division	273	22.505	12.13
Eastern Division	491	44.012	11.16
Pennine Division	558	25.051	22.27

INDEX
Comparison Parameters result divided by Primary Parameters result (both per 1,000 Population)

The Constabulary	1.10
Western Division	0.85
Northern Division	0.60
Southern Division	1.26
Central Division	0.72
Eastern Division	1.34
Pennine Division	1.74

PROPORTION TESTS
Whether Comparison result is Higher Than, Lower Than or Not Different From Primary result

The Constabulary	Higher
Western Division	Not Diff
Northern Division	Lower
Southern Division	Higher
Central Division	Lower
Eastern Division	Higher
Pennine Division	Higher



Arrests from Stop & Search



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Primary Parameters				INDEX	
Ethnic Group	Start At	End At	Comparison Parameters result divided by Primary Parameters result		
White	Jul-12	Jun-13			
Area	Searches	Arrests	Proportion Arrested		
The Constabulary	15,278	1,630	10.7%	The Constabulary	0.94
Western Division	3,806	398	10.5%	Western Division	0.73
Northern Division	2,620	253	9.7%	Northern Division	1.66
Southern Division	2,968	337	11.4%	Southern Division	1.34
Central Division	1,694	159	9.4%	Central Division	1.17
Eastern Division	1,691	189	11.2%	Eastern Division	0.89
Pennine Division	2,416	279	11.5%	Pennine Division	0.78
Comparison Parameters				PROPORTION TESTS	
Ethnic Group	Start At	End At	Whether Comparison result is Higher Than, Lower Than or Not Different From Primary result		
All VME	Jul-12	Jun-13			
Area	Searches	Arrests	Proportion Arrested		
The Constabulary	1,581	159	10.1%	The Constabulary	Not Diff
Western Division	92	7	7.6%	Western Division	Not Diff
Northern Division	50	8	16.0%	Northern Division	Not Diff
Southern Division	92	14	15.2%	Southern Division	Not Diff
Central Division	273	30	11.0%	Central Division	Not Diff
Eastern Division	491	49	10.0%	Eastern Division	Not Diff
Pennine Division	558	50	9.0%	Pennine Division	Not Diff



User Satisfaction – White Vs VME



Comparison of White and VME Satisfaction - 12MRT Time Series

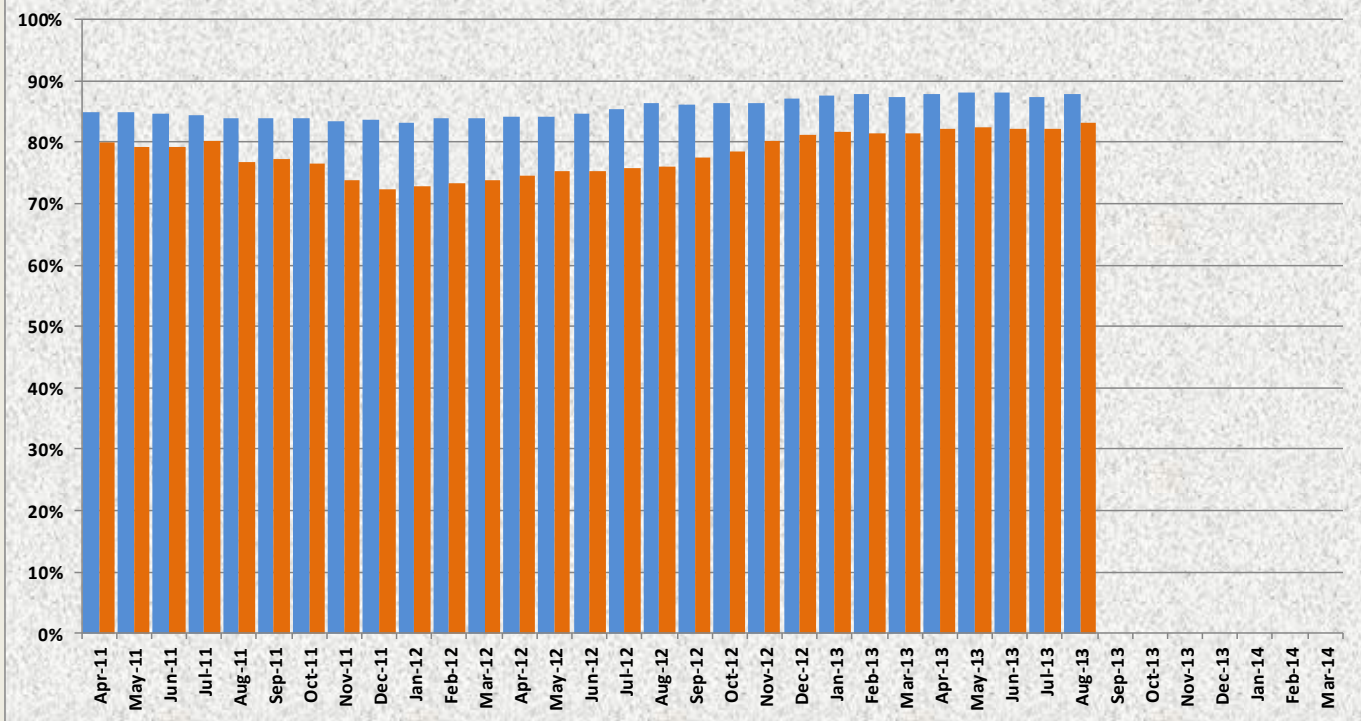
SELECT AREA
The Constabulary

SELECT ASPECT
Whole Experience

AT LEAST
Fairly Satisfied

USER GROUPS TO INCLUDE **ALL**

Burglary	Include
Vehicle Crime	Include
Violent Crime	Include
Racist Incidents	Include
Road Collisions	Include



In the chart the blue columns represent satisfaction among white respondents and the orange columns satisfaction among VME respondents. All results are for the twelve months ending with the month specified. The values represented by the columns are shown in the tables below the chart. If the difference between the white and VME results is statistically significant the cells in question are highlighted in pink.

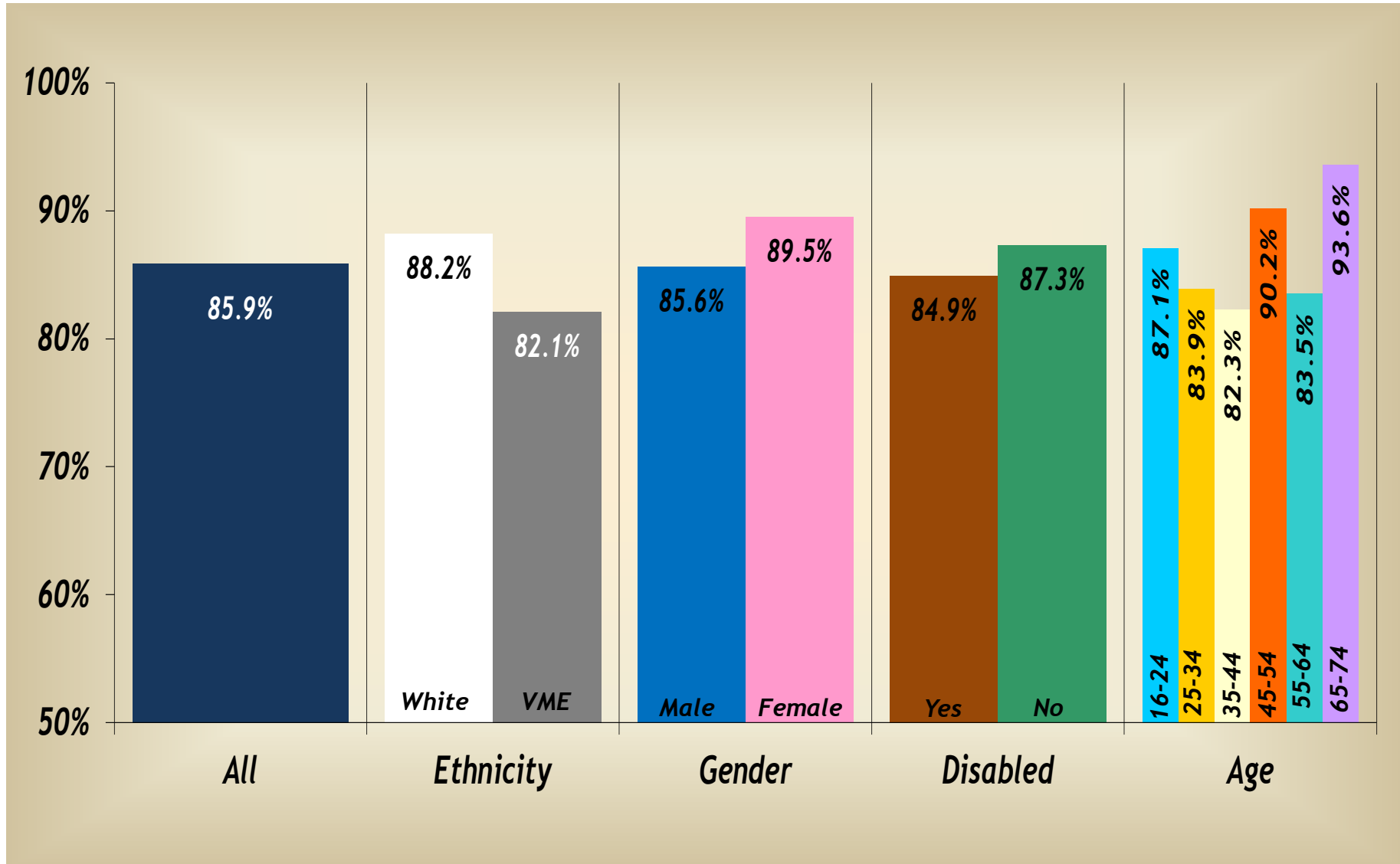
12 Month Rolling Total	Apr-11	May-11	Jun-11	Jul-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12
White Result	84.8%	84.9%	84.8%	84.5%	83.9%	83.9%	83.8%	83.5%	83.7%	83.3%	84.0%	84.0%
VME Result	80.1%	79.1%	79.4%	80.2%	76.8%	77.4%	76.6%	73.8%	72.4%	72.7%	73.5%	73.9%
12 Month Rolling Total	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12	Jan-13	Feb-13	Mar-13
White Result	84.3%	84.2%	84.7%	85.5%	86.3%	86.2%	86.4%	86.5%	87.2%	87.6%	87.9%	87.5%
VME Result	74.7%	75.3%	75.3%	75.9%	76.2%	77.6%	78.4%	80.2%	81.1%	81.8%	81.6%	81.6%
12 Month Rolling Total	Apr-13	May-13	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14
White Result	87.8%	88.0%	88.2%	87.5%	87.9%							
VME Result	82.1%	82.5%	82.1%	82.2%	83.2%							



User Satisfaction – by Diversity Strand



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**Police and Crime Plan Priorities
*Promote Targeted Initiatives to
Contribute to Tackling Crime
and Re-Offending***



All Crime



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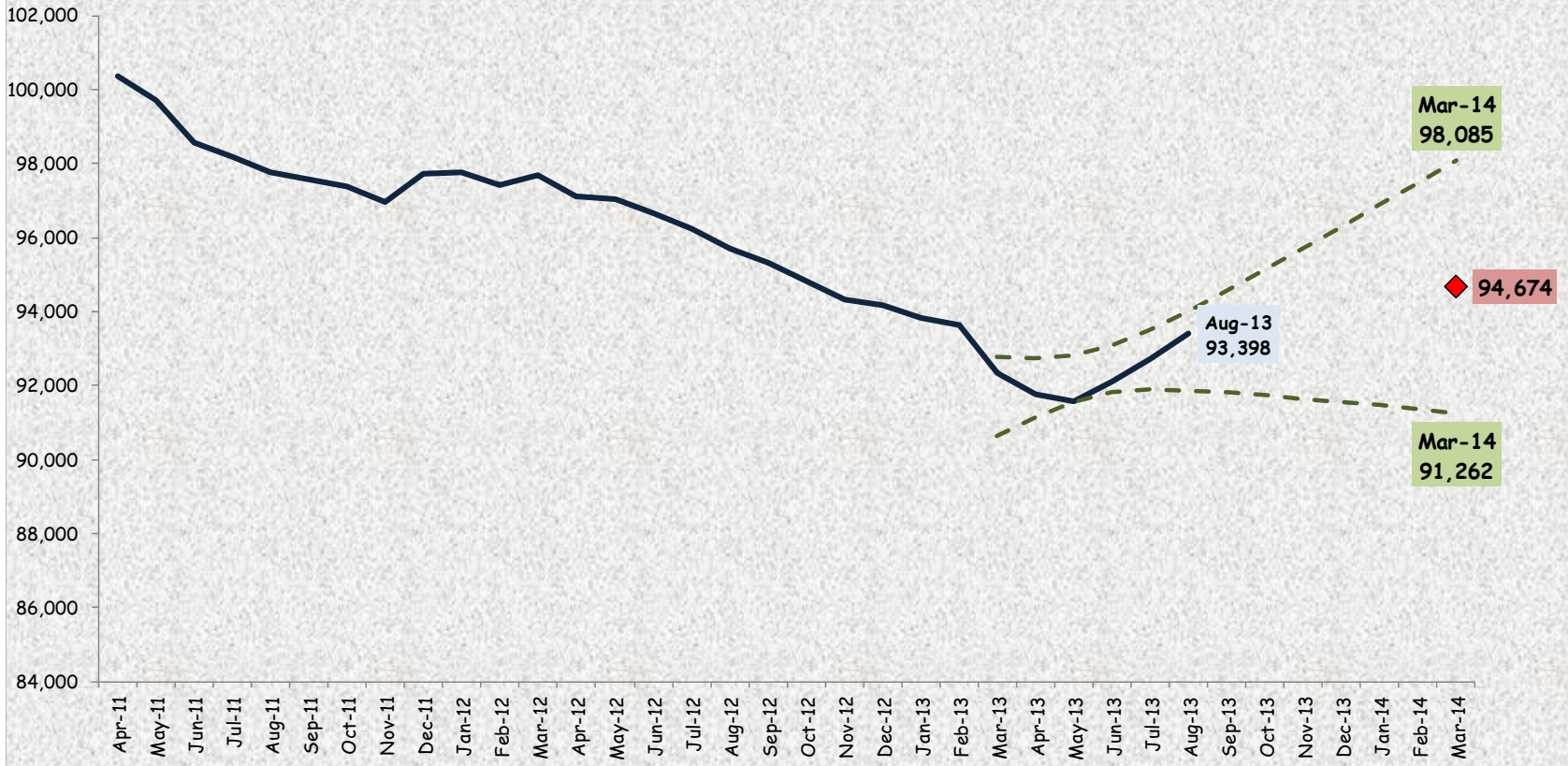
Select Area

The Constabulary

Select Crime Category

All Crime

Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (92,329)

Upper Limit of Estimate for 2013-14	98,085 (Up by 5,756 or 6.2%)
Point Estimate for 2013-14	94,674 (Up by 2,345 or 2.5%)
Lower Limit of Estimate for 2013-14	91,262 (Down by 1,067 or 1.2%)

The point estimate for the current year (94,674) represents a reduction of 2.3% on the average out-turn for the last three years (96,951)



Lancashire Constabulary – Delivery

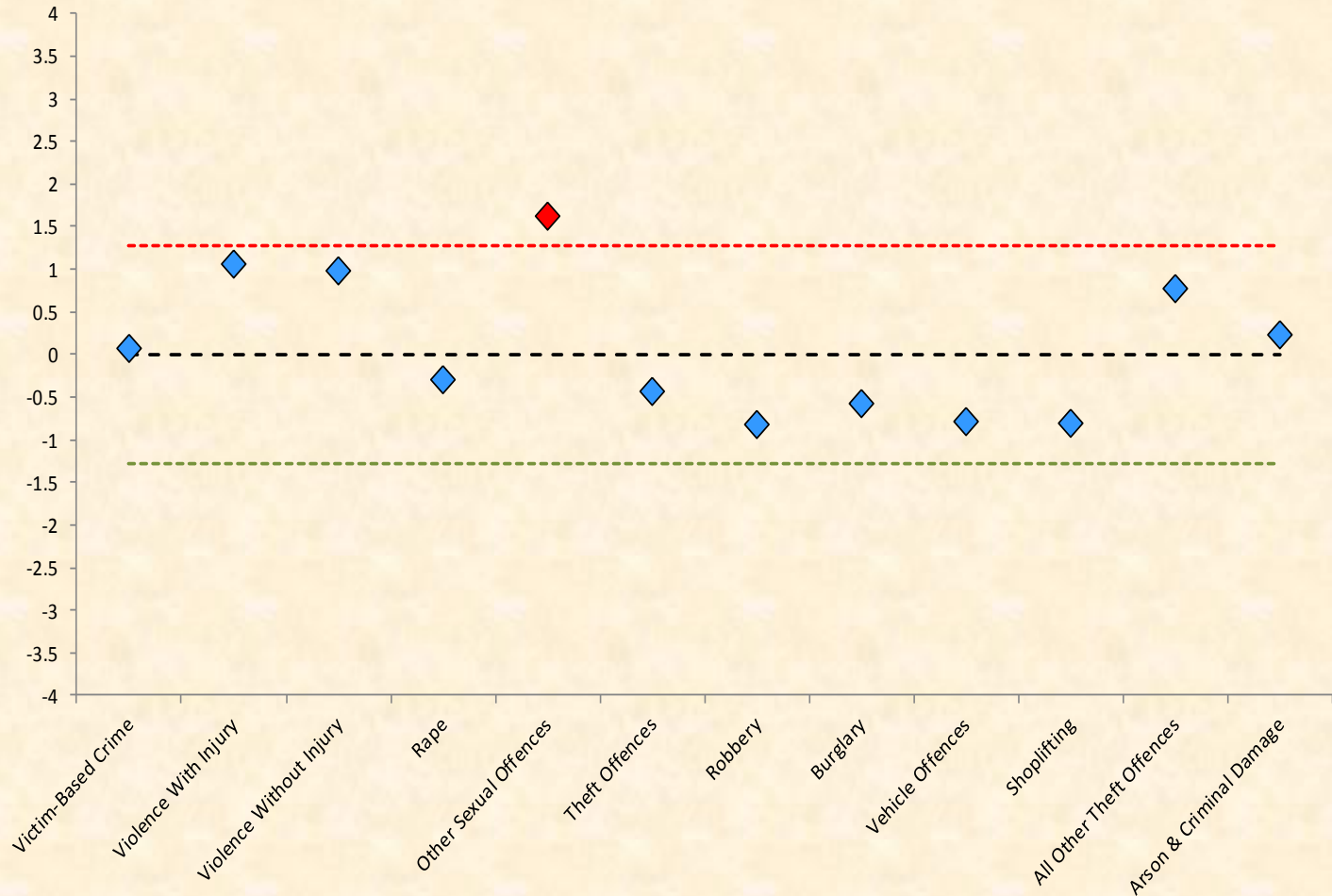
National Position June 2013



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SINGLE FORCE - Z SCORES - MULTIPLE SELECTABLE CRIME CATEGORIES - DELIVERY

Select Force	
Lancashire	▼
Select Crime Categories	
Victim-Based Crime	▼
Violence With Injury	▼
Violence Without Injury	▼
Rape	▼
Other Sexual Offences	▼
Theft Offences	▼
Robbery	▼
Burglary	▼
Vehicle Offences	▼
Shoplifting	▼
All Other Theft Offences	▼
Arson & Criminal Damage	▼
Select Period	
Period Starts	Jul-12 ▼
Period Ends	Jun-13 ▼





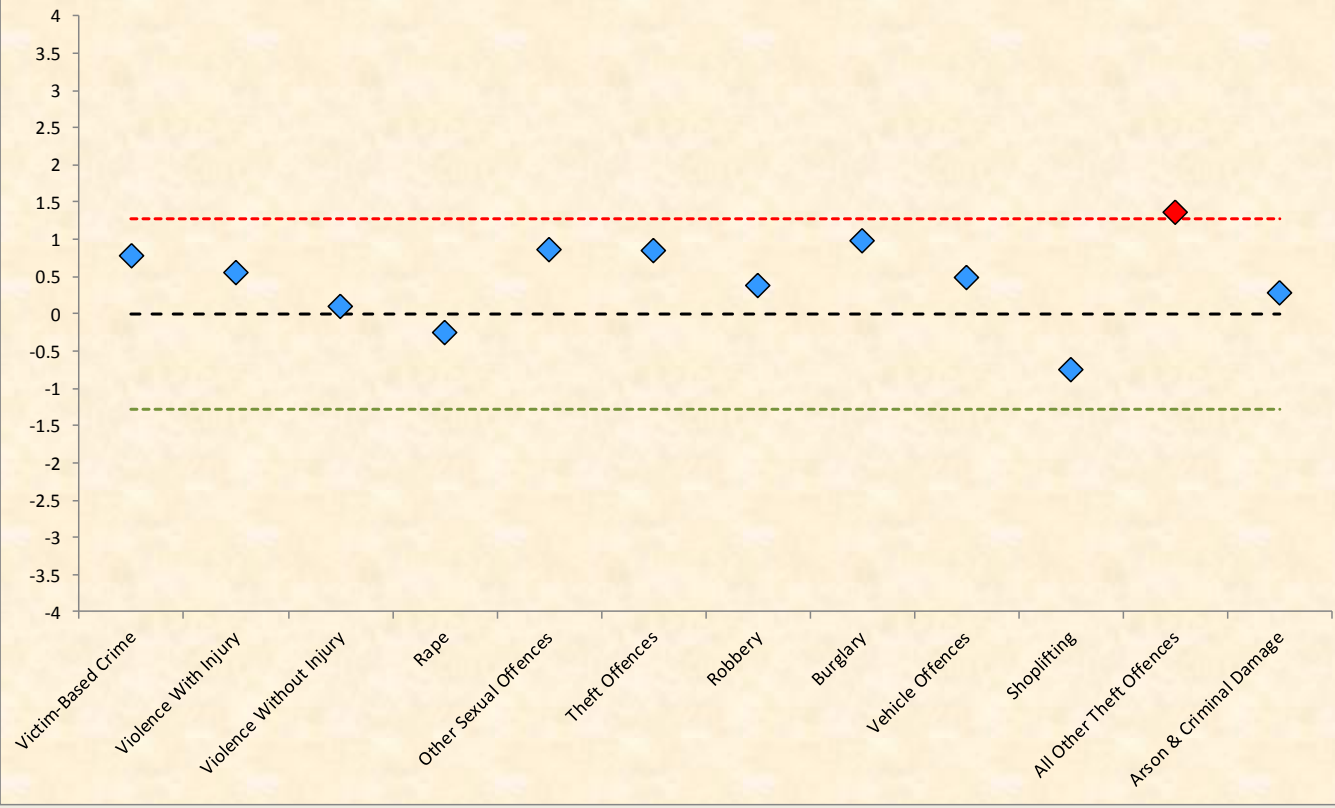
Lancashire Constabulary – Direction National Position June 2013



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SINGLE FORCE - Z SCORES - MULTIPLE SELECTABLE CRIME CATEGORIES - DIRECTION

Select Force	
Lancashire	▼
Select Crime Categories	
Victim-Based Crime	▼
Violence With Injury	▼
Violence Without Injury	▼
Rape	▼
Other Sexual Offences	▼
Theft Offences	▼
Robbery	▼
Burglary	▼
Vehicle Offences	▼
Shoplifting	▼
All Other Theft Offences	▼
Arson & Criminal Damage	▼
Select Periods (12M ending)	
Earlier 12M Ends	Jul-12 ▼
Later 12M Ends	Jun-13 ▼

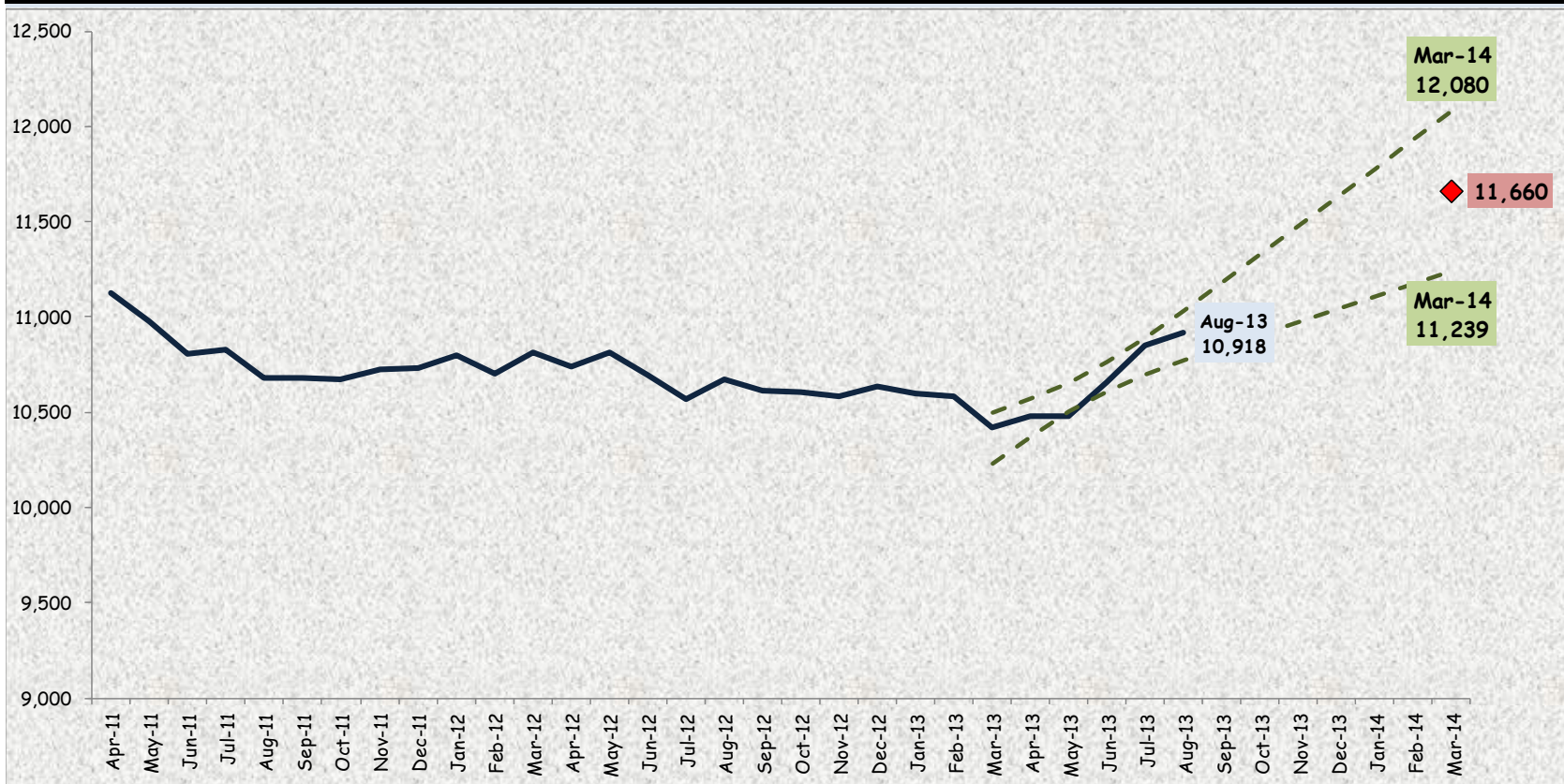


In the boxes down the left-hand side select a force, the desired crime categories, and the months on which the two desired twelve-month periods end. The chart displays the selected force's results in a standardised format. For each crime category the file calculates risk indexes for all forces except City of London. In each case the risk index is the number of crimes per 1,000 population (or, in the case of Burglary in a Dwelling, per 1,000 households) in the later period divided by the corresponding rate in the earlier period. The file then uses the mean and standard deviation of the logarithms of the 42 risk indexes for each crime category to express the selected force's result in terms of standard deviations above or below the mean. This converts all results into the same units, so several crime categories can be viewed simultaneously on the same scale.

Non-Domestic Assaults

Select Area Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (10,421)

Upper Limit of Estimate for 2013-14	12,080 (Up by 1,659 or 15.9%)
Point Estimate for 2013-14	11,660 (Up by 1,239 or 11.9%)
Lower Limit of Estimate for 2013-14	11,239 (Up by 818 or 7.9%)

The point estimate for the current year (11,660) represents an increase of 7.7% on the average out-turn for the last three years (10,828)



Serious Non-Domestic Assaults



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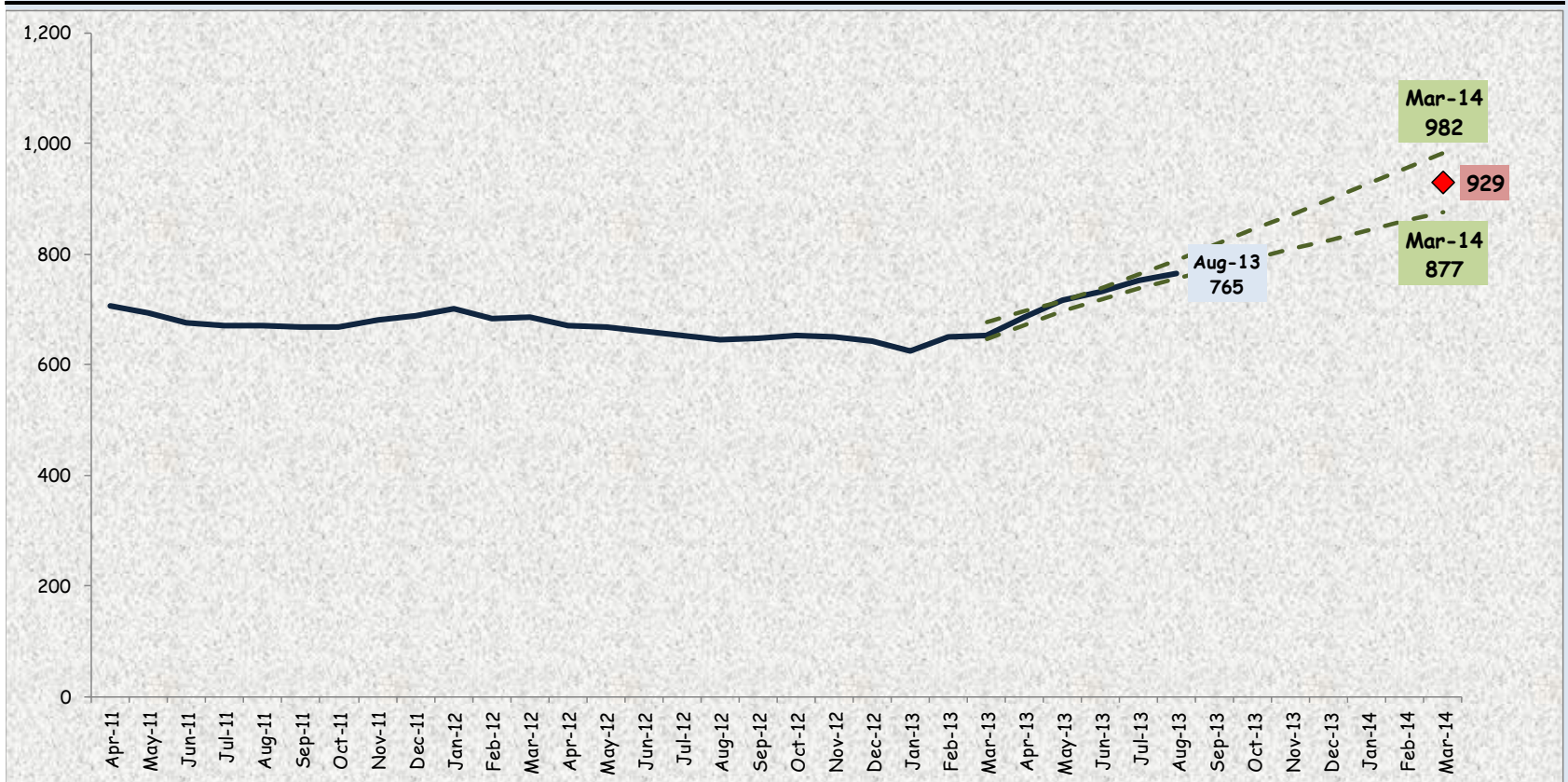
Select Area

The Constabulary

Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category

Assaults (Non-Domestic) - Serious



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (652)

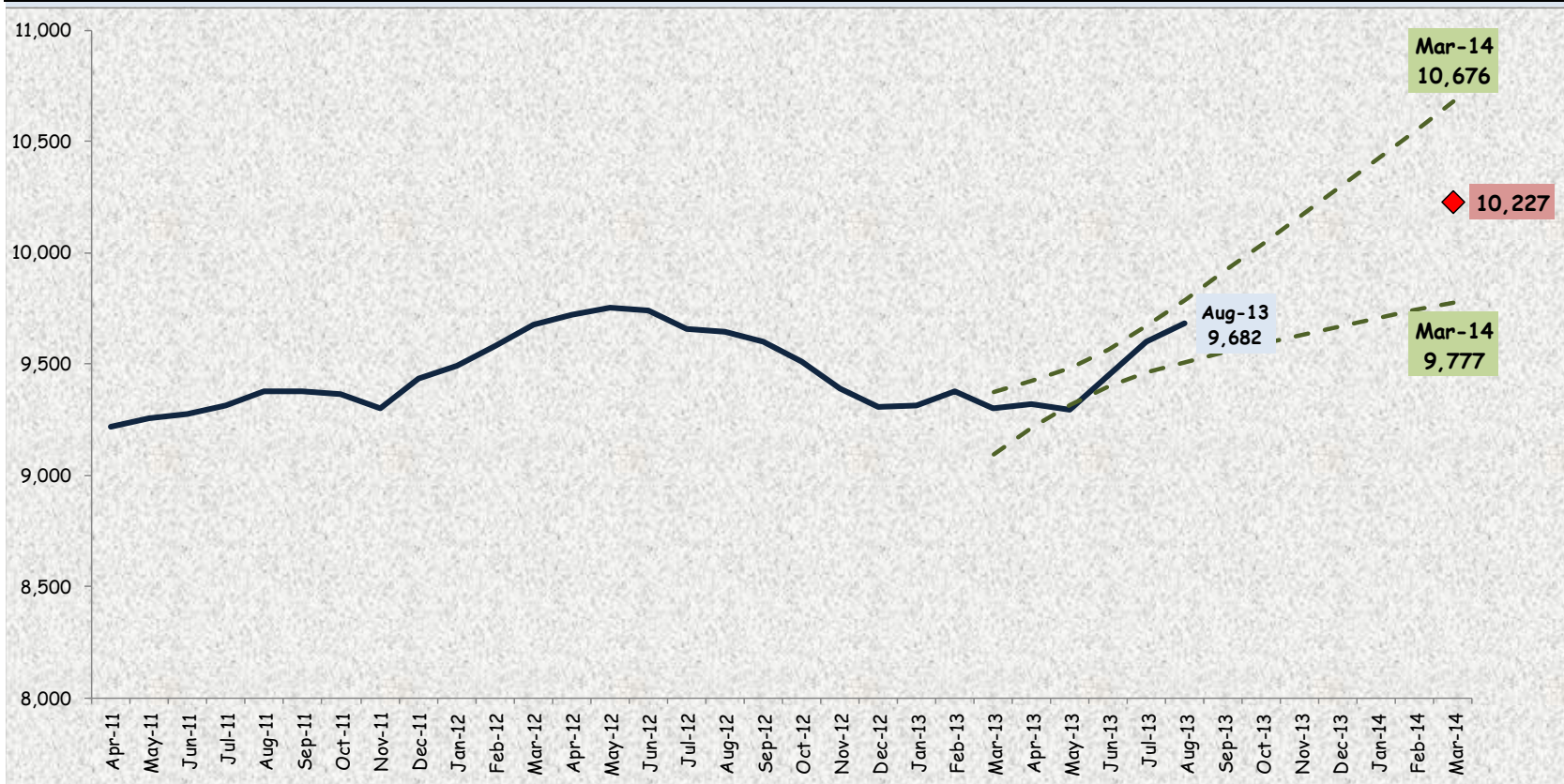
Upper Limit of Estimate for 2013-14	982 (Up by 330 or 50.6%)
Point Estimate for 2013-14	929 (Up by 277 or 42.5%)
Lower Limit of Estimate for 2013-14	877 (Up by 225 or 34.5%)

The point estimate for the current year (929) represents an increase of 35.5% on the average out-turn for the last three years (686)

Business Crime

Select Area Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear

Select Crime Category



12-Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results.

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (9,302)

Upper Limit of Estimate for 2013-14	10,676 (Up by 1,374 or 14.8%)
Point Estimate for 2013-14	10,227 (Up by 925 or 9.9%)
Lower Limit of Estimate for 2013-14	9,777 (Up by 475 or 5.1%)

The point estimate for the current year (10,227) represents an increase of 8.7% on the average out-turn for the last three years (9,410)

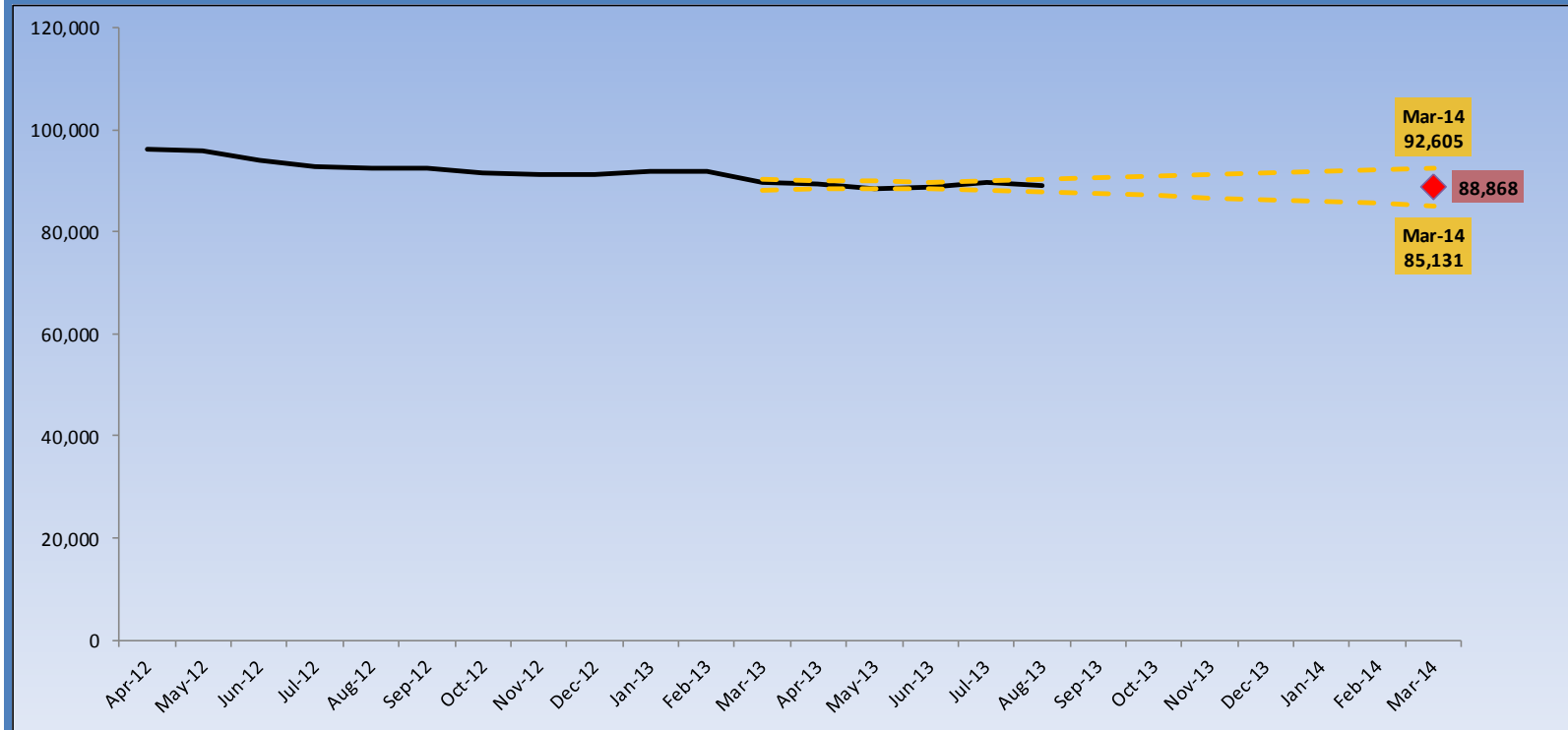


Anti-Social Behaviour



SELECT AREA	The Constabulary	▼
SELECT CLASS	Anti Social Behaviour	▼
SELECT GRADE	All Grades	▼

Click on the drop-down arrows on the right-hand edges of the combo boxes and choose from the lists that appear



12 Month Rolling Totals - the green dotted lines represent the limits of the 95% confidence interval for future results, based on the last six results

The table to the right shows how the point estimate and limits of the 95% confidence interval for 2013-14 compares in numeric and percentage terms with the out turn for 2012-13 (89,748)	Upper Limit of Estimate for 2013-14	92,605 (Up by 2,857 or 3.2%)
	Point Estimate for 2013-14	88,868 (Down by 880 or 1.0%)
	Lower Limit of Estimate for 2013-14	85,131 (Down by 4,617 or 5.1%)

The point estimate for the current year (88,868) represents a reduction of 6.2% on the average out-turn for the last two years (94,772)



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POLICE USE OF TASER
LANCASHIRE POSITION



Use of Taser – MSG comparison



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	Jan09 - Jun09	Jul09 - Dec09	Jan10 - Jun10	Jul10 - Dec10	Jan11 - Jun11	Jul11 - Dec11	% change Jul09-Dec09 to Jul10-Dec10	% change Jul10-Dec10 to Jul11-Dec11
Force								
Total England and Wales	1,267	1,861	3,113	3,536	3,836	4,041	90%	14%
South Wales	24	26	31	37	51	67	42%	81%
West Yorkshire	91	81	174	169	338	234	109%	38%
Humberside	53	73	244	242	297	298	232%	23%
Nottinghamshire	22	31	43	44	34	53	42%	20%
Lancashire	43	42	112	116	129	124	176%	7%
Kent	11	20	82	114	111	109	470%	-4%
South Yorkshire	13	20	71	56	54	39	180%	-30%
Northumbria	198	207	174	132	56	53	-36%	-60%
MSG Total	455	500	931	910	1070	977	82%	7%



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Strategic Scrutiny Meeting

10.00 Thursday 19 September 2013