

NOT PROTECTIVELY MARKED

# Strategic Performance Review



**CLEVELAND  
POLICE**  
*Putting People First*

## **Exception Report** **As at the end of February 2014**

Report prepared by the Tasking, Co-ordination & Performance Command

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## Policing Priorities

### Supporting the Police and Crime Commissioners Objectives

Cleveland Police are fully committed to supporting the Police and Crime Commissioner's objectives, as set out in the Police and Crime Plan 2013-2017.

#### **Police and Crime Commissioner Objectives 2013-17:**

- Retain and develop Neighbourhood Policing
- Ensure a better deal for victims and witnesses
- Divert people from offending, with a focus on rehabilitation and the prevention of reoffending
- Working for better industrial and community relations
- Develop better coordination, communication and partnership working between agencies to make the best use of resources

To this end, the Force has developed an operational policing plan which sets out the priorities and areas of focus for the first year.

#### **Operational Policing Priorities 2013-14:**

- Protecting People
- Reducing Neighbourhood Crime
- Tackling Serious and Organised Crime
- Improving Services to Victims and Witnesses
- Reducing Offending and Preventing Re-offending
- The Effective Use of Resources

Cleveland Police will continue to focus on reducing all crime and antisocial behaviour, however these priorities are the areas that will receive additional scrutiny and attention due to the impact they have on our communities and the individuals within them

## Methodology

### Content of the Report

This document provides an overview of current performance against the Operational Policing Priorities for 2013-14 and desired outcomes **(as at the end of February 2014)**.

The statistical information provided in this document focuses on an agreed suite of key performance indicators (KPI's). However, where it is deemed appropriate supplementary information has also been included in order to provide additional context.

### Exception Reporting Criteria

This document has been developed in the format of an 'exception report'. The commentary provided will therefore change on a monthly basis and will focus on those areas of performance which meet one or more of the following exception criteria.

#### **Direction**

- Any indicator where current performance exceeds the acceptable statistical tolerances and has done for 2 out of 3 consecutive months (or quarters, where applicable).
- Any indicator where current performance is above (or below) the historical average and has been for 5 out of 6 consecutive months (or 3 out of 4 consecutive quarters, where applicable).

#### **Delivery**

- Any indicator where a specific performance target is missed (or where an end of year projection suggested that it will be missed).
- Any indicator where performance is considered to be relatively good (or poor) when compared to other forces within the most similar group (subject to quarterly review only).

**Cleveland is currently considered to be 'most similar' to Northumbria, Merseyside, West Yorkshire, Humberside and Greater Manchester**

### Additional Information/Future Versions of the Report

As the structural changes are implemented across the Force, discussions regarding the inclusion of additional and/or alternative datasets continue. It is anticipated that this document will therefore evolve over time.

**Disclaimer:** The information presented in this report is correct at the time of publication. However, as performance data remains subject to audit and scrutiny subsequent changes may be made.

## Protecting People

**Performance Outcome:** Reduce the number of publicly reported crimes

### Recorded Crime Statistics

	Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
			Feb 14	+/-	2013/14	+/-		
	Publicly Reported Crime	Reduce over 3 years from 12/13 baseline	2582	-1.8% -47	31974	-0.8% -254	Decreasing	Achieve
<b>Ex</b>	<b>Violence against the person</b>	Monitor	446	5.4% 23	5596	-8.2% -499	Decreasing	
	<i>Violence with injury</i>		268	7.2% 18	3320	-8.5% -309	Decreasing	
	<i>Violence without injury</i>		178	2.9% 5	2276	-7.7% -190	Decreasing	
<b>Ex</b>	<b>Sexual Offences</b>	Monitor	51	4.1% 2	540	8.4% 42	Increasing	
	<i>Rape</i>		19	137.5% 11	188	21.3% 33	Increasing	
	<i>Other sexual offences</i>		32	-22.0% -9	352	2.6% 9	Increasing	
	<b>All Theft</b>	Monitor	1495	-4.5% -70	18700	1.8% 336	Stable	
<b>Ex</b>	<i>Burglary - domestic</i>	Reduce from 12/13	151	-3.8% -6	1758	-12.2% 244	Decreasing	Achieve
	<i>Burglary - Non domestic</i>	Monitor	203	17.3% 30	2372	3.7% 85	Stable	
	<i>Robbery - personal</i>	Reduce from 12/13	13	-18.8% -3	214	-6.6% -15	Stable	Achieve
	<i>Robbery - business</i>	Monitor	7	250.0% 5	36	20.0% 6	Increasing	
	<i>Vehicle crime</i>		248	-16.2% -48	2895	-1.8% -53	Reducing	
<b>Ex</b>	<i>Shoplifting</i>		399	-1.0% -4	4864	8.2% 367	Increasing	
	<i>Other theft offences</i>		474	-8.5% -44	6561	3.0% 190	Stable	

### Exception Report

#### EX: Violence against the Person

(Consistently below historical average)

- Violence against the person (both with and without injury) continues to fall with YTD figures showing a decrease of 8.2% (499 fewer crimes). Similar decreased have been observed across all LPA's.

#### EX: Sexual Offences

(Exceeding upper control limit: rolling 12 month trend)

- Whilst month on month comparisons for this crime type fluctuate significantly due to small numbers, the rolling 12 month trend remains above the acceptable tolerance. Overall, a year to date increase of 8.4% (42 additional crimes) has been observed. A significant proportion of the observed increase relates to more serious offences such as rape, currently up by +21.3% or 33 additional offences.
- The PCC continues to promote a region wide campaign which aims to encourage woman and girls to report crimes of a sexual nature, both current and historical. Analytical work continues to support the previously identified link between observed increases and historical reporting. This trend is mirrored elsewhere in the country which is thought to be as a result of recent high profile media cases.

#### EX: Domestic Burglary

(Consistently below historical average)

- House burglary continues to fall with YTD figures showing a decrease of 12.2% (244 fewer crimes). Decreases have also been observed across all LPA's, albeit to a greater extent in Middlesbrough and Stockton.

#### EX: Shoplifting

(Consistently above historical average)

- Whilst overall theft has now begun to stabilise, opportunist offences such as shoplifting continues to rise. YTD figures show a rise in of 8.2% (367 additional crimes).
- The Force continues to tackle the rising trend in shoplifting through directed operational activity.
- The Force is also looking to target prolific offenders via court imposed exclusion orders (where by individuals with previous convictions are prohibited from entering town centres and other retail areas) and through developing more effective bail management processes.

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Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
		Feb 14	+/-	2013/14	+/-		
Criminal damage & arson	Reduce from 12/13	590	-0.3% -2	7138	-1.8% -133	Reducing	Achieve
Police Generated Crime	Monitor	275	-16.9% -56	3580	-3.0% -112	Reducing	
Total Crime	Monitor	2857	-3.7% -109	35568	-1.8% -647	Reducing	
Positive outcome rate	Monitor	37.1%	-2.8% pt	36.1%	-1.4% pt	Stable	

**EX: Hate Crime Positive Outcome Rate**

(Failing to meet improvement target and below average (rolling 12 months))

- YTD the Force has recorded a total of 613 hate crime incidents, 346 of which involving a notifiable offence. The YTD positive outcome rate is 41.6%. Although on a month by month basis there are early signs of improvement, this remains 3.7% pts below the rate achieved at this time last year and 2.9% pts below the outturn in March 2013.
- Whilst a significant amount of work has been undertaken in order to encourage reporting, victims of hate crime are often unwilling to progress the matter further through the criminal justice system. In order to gain a better understanding of this and other issues, all the hate crimes are now reviewed at either a hate crime case group or vulnerable victims meeting (depending on which LA area they occur in).

**Performance Outcome:** Increase the rate of positive outcome for hate crime seek long term improvements in the level of satisfaction expressed by victims of racist incidents

Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
		Feb 14	+/-	2013/14	+/-		
Hate Crime incidents	Monitor	32	-33.3% -16	613	-4.4% -28	Decreasing	
Hate crime incidents involving a notifiable offence	Monitor	19	-20.8% -5	346	5.2% 17	Stable	
<b>Ex</b> Positive Outcome rate	Increase from 12/13	63.2%	-16.0% pt	41.6%	-3.7% pt	Stable	Not achieve

**EX: Serious Sexual Offences Positive Outcome Rate**

(Failing to meet improvement target & exceeding lower control (rolling 12 months))

- YTD the Force has recorded 444 serious sexual offences and achieved a positive outcome rate of 27.5%. Although in recent months the positive outcome rate would appear to have stabilised, the current rate remains 4.0% pts below the rate achieved at this time last year and 1.7% pts below the outturn in March 2013.
- Analytical work continues to link the increase in historical allegations to the observed dip in outcome performance due the subsequent limited evidential opportunities that such cases present.

**Performance Outcome:** Increase the rate of positive outcome for serious sexual offences.

Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
		Feb 14	+/-	2013/14	+/-		
Serious Sexual Offences	Monitor	43	30.3% 10	444	12.7% 50	Increasing	
<b>Ex</b> Positive outcome rate	Increase from 12/13	14.0%	-25.4% pt	27.5%	-4.0% pt	Stable	Not achieve

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**Performance Outcome:** Reduce the number of incidents of domestic abuse involving a repeat victim and increase the rate of positive outcome for crimes involving domestic abuse.

Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
		Feb 14	+/-	2013/14	+/-		
Domestic abuse incidents	Monitor	713	-31.5% -328	10807	-8.7% -1033	Reducing	
Number of incidents involving a repeat victim	Establish baseline	373	-15.6% -69	4637	-8.8% -449	Reducing	
Domestic abuse incidents involving a notifiable offence	Monitor	172	-22.5% -50	2529	-21.6% -697	Reducing	
<b>Ex</b> Positive outcome rate	Maintain or increase from 12/13	53.5%	-6.4% pt	48.3%	-3.1% pt	Reducing	Not achieve

**Exception Report** (continued)

**EX: Domestic Abuse Positive Outcome Rate**

(Failing to meet improvement target & exceeding lower control (rolling 12 months))

- YTD the Force has recorded a total of 10807 incidents of domestic abuse, 2529 of which involving a notifiable offence. The YTD positive outcome rate is currently 48.3%. This is 3.1% pts below the rate achieved at this time last year and 2.7% below the outturn in March 2013.
- The Force continues to work with a number of partner agencies in order to improve the services and support offered to victims and progress such matters to a positive outcome.

**Please note:**

Other key performance indicators relating to this priority can be found in the following locations:

1. Satisfaction rates for victims of racist incidents: This data is presented under the 'improving services to victims and witnesses' priority alongside other satisfaction data.
2. Quality of Life & Fear of Crime: This data is presented under the 'reducing neighbourhood crime priority

## Reducing Neighbourhood Crime

**Performance Outcome:** Reduce the number of antisocial behaviour incidents and offences of criminal damage

	Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
			Feb 14	+/-	2013/14	+/-		
<b>Ex</b>	Antisocial behaviour incidents	Reduce from 12/13	2953	0.9% 25	38935	7.0% 2535	Stable	Not achieve
	Criminal damage & arson	Reduce from 12/13	590	-0.3% -2	7138	-1.8% -133	Reducing	Achieve

### Exception Report

**EX: Antisocial Behaviour Incidents**  
(Failing to meet improvement target)

- During February the number of ASB incidents recorded the force area increased slightly, by 0.9% (25 additional incidents). YTD the Force has now recorded a total of 38935 incidents, a rise of 7.0% or 2535 additional incidents when compared to the same period last year. Analysis of season trends has shown that around 5% of the observed increase can be attributed to the unusually high level of incidents recorded over the summer months (previously linked to exceptional weather conditions).
- Whilst incidents described as 'nuisance' behaviour continue to increase, incidents categorised as 'personal' have fallen significantly (YTD down 19.3%, 2349 fewer incidents). These are the type of incident which potentially to carry the highest risk.
- As partner agencies continue to reduce their resources and reorganise services, there is a perception that communities are now more likely to use the police as a first point of contact for either reporting an incident or requesting assistance. This theory is supported by on-going scanning work undertaken by the Force Analytical Function.

**Performance Outcome:** Reduce the number of house burglaries and maintain or increase the positive outcome rate.

	Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
			Feb 14	+/-	2013/14	+/-		
<b>Ex</b>	Burglary - domestic	Reduce from 12/13	151	-3.8% -6	1758	-12.2% -244	Reducing	Achieve
<b>Ex</b>	Positive outcome rate	Maintain or increase from 12/13	21.9%	-2.3% pt	17.3%	-2.9% pt	Reducing	Not achieve

**EX: Domestic Burglary Positive Outcome Rate**  
(Failing to meet improvement target)

- The YTD positive outcome rate is currently 17.3%. An additional 51 outcomes would be required from the remaining 1454 undetected crimes in order to achieve a rate more in keeping with last year's outturn of 20.2%
- The rate of positive outcome remains of particular concern in Redcar & Cleveland. YTD the rate currently stands at 12.2%, significantly below the Force average and 15.2% pts below the figure achieved at this time last year.

**Performance Outcome:** Reduce the number of personal robberies and maintain or increase the positive outcome rate.

	Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
			Feb 14	+/-	2013/14	+/-		
	Robbery - personal	Reduce from 12/13	13	-18.8% -3	214	-6.6% -15	Stable	Achieve
<b>Ex</b>	Positive outcome rate	Maintain long term upward trend	61.5%	24.0% pt	33.6%	-2.2% pt	Reducing	Not achieve

**Performance Outcome:** Reduce the percentage of people who feel that their quality of life is adversely affected by fear of crime and antisocial behaviour.

**Local Public Confidence Survey**

Performance Data	Desired Outcome	Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
			+/-		+/-		
Percentage of people who's quality of life is adversely affected by fear of crime or antisocial behaviour	Decrease when compared to the average of the last two years	Quarterly update to be provided at the end of Quarter 4					

**Please note:** The above indicator is also linked to the 'protecting people' priority. However, for contextual reasons, the data is presented here alongside other performance data relating to 'neighbourhood crime'.

**Exception Report** (continued)

**EX: Personal Robbery Positive Outcome Rate**  
(Failing to meet improvement target)

- The YTD positive outcome rate is currently 33.6%.

**For information only**

- The next update in relation to fear of crime (collected via the Local Public Confidence Survey) is scheduled for release in April 2014. Performance will be assessed and any exceptions identified once this data becomes available.

## Tackling Serious and Organised Crime

**Performance Outcome:** Decrease the aggregate threat and harm score for those Organised Crime Groups being dealt with at Tier 1

Performance Data	Desired Outcome	Baseline Score	Current Score	Direction of Travel	Projected Outcome
		April 13	+/-		
The aggregate threat and harm score of those organised crime groups being tackled at Tier 1	Decrease compared to April 2013	Quarterly update to be provided at the end of Quarter 4			

**For information only**

- The next update in relation organised crime groups will be made available in April 2014. Performance will be assessed and any exceptions identified once this data becomes available.

**Performance Outcome:** Increase the value of confiscation and forfeiture orders.

Performance Data	Desired Outcome	Baseline Value	Current Value	Direction of Travel	Projected Outcome
		March 2012	February 2014		
The value of confiscation and forfeiture orders	Increase over next 3yrs against 2011/12	£476,174	£1,087,596	Increasing	Achieve

**Exception Report**

- No exceptions to report

# Reducing Offending and Reoffending

**Performance Outcome:** Reduce the number of young first time entrants to the criminal justice system.

Performance Data	Desired Outcome	Baseline Data	Current Data	Direction of Travel	Projected Outcome
The number of first time entrants into the Criminal Justice System	Downward trend compared to 2008 baseline	2008	+/-		
		Quarterly Update. Next data release expected by the end of March 2014			

**For information only**

- The next update in relation to first time entrants is scheduled for March 2014. Performance will be assessed and any exceptions identified once this data becomes available.

**Arrests and Voluntary Attenders**

	Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
			Feb 14	+/-	2013/14	+/-		
<b>Ex</b>	All Arrests	Monitor	1751	-3.6% -66	21583	-9.3% -2222	Decreasing	
<b>Ex</b>	Notifiable Only	Monitor	1260	-6.2% -83	15673	-10.3% -1793	Decreasing	
<b>Ex</b>	Voluntary Attenders	Monitor	269	58.2% 99	2583	10.5% 246	Increasing	

**Exception Report**

**EX: All Arrests & Notifiable Arrests**  
(Consistently below historical average and exceeding lower threshold)

- In February 2014 there were 66 fewer people arrested than in the same month last year. Whilst arrest numbers over the current few months have begun to stabilise (currently averaging 1962 per month) this month's comparative decrease is typical of the longer term trend.
- Over the last 11 months notifiable arrests have fallen by 10.3%. Whilst the number of crimes recorded during the same period has also fallen (down 1.8%), the rate of change is not comparable.
- In terms of volume, the most significant reductions continue to be observed in relation to assault, burglary, other theft, criminal damage and other non notifiable offences such as breach of bail conditions.
- Research conducted to date has identified a number of potential factors which may be influential and should therefore be the subject of further investigation.

**EX: Voluntary Attenders**  
(Consistently above historical average)

- So far this year the Force has dealt with 2583 people by means of voluntary attendance. This is an increase of 246 when compared to the same period in the previous year. However, whilst the number of 'voluntary attenders' continue to rise, the observed increase is significantly lower than the corresponding decrease in arrests.

# Improving Services to Victims and Witnesses

## Local Victim Satisfaction Survey Results

**Performance Outcome:** Maintain long term improvements in the level of satisfaction expressed by victims of crime

**For information only**

- The next update in relation to victim satisfaction (collected via the Victim Satisfaction Survey) is scheduled for release in April 2014. Performance will be assessed and any exceptions identified once this data becomes available.

Performance Data	Desired Outcome	Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
		+/-		+/-			
Percentage of victims of crime who are satisfied with the service received from Cleveland Police	Improve against a 2008/09 baseline	Quarterly update to be provided at the end of Quarter 4					

Service Aspects		Previous Year	Previous Quarter	Direction of Travel	Projected Outcome
Ease of contact	Monitor	Quarterly update to be provided at the end of Quarter 4			
Actions taken	Monitor				
Follow up and feedback	Monitor				
Treatment by staff	Monitor				

Performance Data	Desired Outcome	Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
		+/-		+/-			
Percentage of victims of racist incidents who are satisfied with the service received from Cleveland Police	Maintain long term upward trend	Quarterly update to be provided at the end of Quarter 4					

**Please note:** The above indicator (satisfaction with racist incidents) is linked to the 'protecting people' priority. However, for reasons of consistency and context, the data is presented here alongside other measures of victim satisfaction.

**Public Confidence and the Crime Survey for England and Wales**

**Performance Outcome:** Maintain long term improvements in the level of overall confidence expressed by the public in relation to the local police.

Performance Data	Desired Outcome	Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
			+/-		+/-		
Percentage of people who, taking everything into account, have confidence in their local police	Maintain long term upward trend	Quarterly CSEW update scheduled for release mid April 2014					

Other Confidence Indicators		Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
			+/-		+/-		
Percentage of people who think the police are dealing with the things that matter locally.	Monitor	Quarterly CSEW update scheduled for release mid April 2014					
Percentage of people who think the police do a good or excellent job.	Monitor	Quarterly CSEW update scheduled for release mid April 2014					

**Performance Outcome:** Maintain long term improvements in relation to the police and local council working together to deal with crime and antisocial behaviour.

Performance Data	Desired Outcome	Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
			+/-		+/-		
Percentage of people who, taking everything into account, have confidence in their local police	Maintain long term upward trend	Quarterly CSEW update scheduled for release mid April 2014					

**For information only**

- The next update in relation to public confidence (as measured via the Crime Survey for England & Wales) is scheduled for release in April 2014. Performance will be assessed and any exceptions identified once this data becomes available.

**Please note:** The above indicator for overall confidence is linked to the 'making effective use of resources' priority. However, for reasons of consistency and context, the data is presented here alongside other measures of public confidence.

## Making Effective Use of Resources

### Leadership Development

**Performance Outcome:** Increase the percentage of eligible supervisors completing the Leadership Development Programme.

**For information only**

- Information provided on this page (Leadership Development Programme and National Decision Model) is updated on a quarterly basis only. The next update will be provided at the end of the current financial year. Performance will be assessed and any exceptions identified once this data becomes available.

Performance Data	Desired Outcome	Baseline Rate	Current Rate		Direction of Travel	Projected Outcome
				+/-		
The percentage of eligible supervisors completing the internal Leadership Development Programme	Increase from March 2013 baseline	Quarterly update to be provided at the end of Quarter 4				

**Performance Outcome:** Ensure that at least 95% of the workforce has completed the National Decision Making Model training.

Performance Data	Desired Outcome	Target Rate	Current Rate		Direction of Travel	Projected Outcome
				+/-		
The completion rate for National Decision Model Training	Achieve 95% by March 2014	Quarterly update to be provided at the end of Quarter 4				

**Additional Corporate Health Indicators**

**Demand Management**

Performance Data	Desired Outcome	Month Comparison		Year to Date		Projected Outcome
		Feb 14	+/-	2013/14	+/-	
999 calls: Percentage answered on target of 10 seconds	95% (min 90%)	95%	-3% pt	96%	-2% pt	Achieve
Non 999 calls: Percentage answered on target of 30 second	90% (min 85%)	94%	-4% pt	96%	-2% pt	Achieve
Emergency Response: Urban incidents attended within 10 mins	90%	90%	no change	90%	+1% pt	Achieve
Emergency Response: Rural incidents attended within 20 mins	90%	99%	-1% pt	98%	+1% pt	Achieve
<b>Ex</b> Outstanding events: percentage of time spent in 'green'	Monitor	96.9%	+6.3% pt	93.8%	+12.3% pt	

**Exception Report**

**EX: Demand Management**  
(Consistently above historical average)

- In February 2014 the outstanding event queue achieved a 'green' status on 96.9% of occasions. This represents a significant increase of 6.3% points when compared to the same month last year. The figure for February 2014 is in keeping with the higher levels of performance observed since the end of 2012.
- Whilst call volume continues to fall, successful demand management can be attributed to other factors such as; a more focused approach to demand management utilising the despatch team leader, targeted resource management for anticipated periods of high demand, increased use of the appointment system and the introduction of the IMT.

**Attendance Management**

Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
		Feb 14	+/-	2013/14	+/-		
<b>Ex</b> Police officer number of working days lost	Monitor	1223	13.0% 141	12632	0.0% -3	Increasing	
Average working days lost per police officer	Monitor	0.88	18.9% 0.14	8.86	4.7% 0.40	Increasing	
% days lost long term	Monitor	66.5%	13.6% pt	65.8%	0.0% pt	Stable	
Police staff member number of working days lost	Monitor	263	-23.1% -79	3035	-10.6% -358	Stable	
Average working days lost per police staff member	Monitor	0.74	-18.7% -0.17	8.31	-6.5% -0.57	Stable	
% days lost long term	Monitor	81.7%	37.0% pt	60.3%	+1.1% pt	Stable	

**Exception Report**

**EX: Police Officer sickness**  
(Consistently above historical average)

- Since June 2013 there has been a steady month on month increase in the number of working days lost due to sickness. As at the end of February 2014 an average of 8.86 days have been lost per officer so far this year, this represents an increase of 4.7% when compared to the previous year.
- Approximately two thirds of all police officer sickness is currently due to a long term absence (28 days or more). The percentage of working days lost due to long term sickness remains relatively static.
- In order to increase general awareness in relation to attendance management, the Head of HR recently facilitated a number of Senior Leadership Forums. These events provided attendees with the opportunity to discuss and identify the issues they currently face, the tools currently available to manage attendance and any potential blockages which may be preventing their full application. In addition, attendance management workshops are currently being delivered to all managers and supervisors. These sessions are designed to provide practical guidance relating to the role and responsibilities of a supervisor and the application of Force policy.

**Outstanding TOIL and RIDL\***

	Performance Data	Desired Outcome	Previous month		Previous year		Direction of Travel	Projected Outcome
			Feb 14	+/-	Feb 13	+/-		
Ex	Total outstanding TOIL (Hours)	Monitor	10638	-21	15543	-4905	Stable	
	Average TOIL per officer	Monitor	7.70	0.05	10.7	-3	Stable	
	Total officers exceeding 30hrs	Monitor	100	-2	169	-69	Reducing	
Ex	Total outstanding RDIL (days)	Monitor	5488	-400	7189	-1701	Reducing	
	Average RDIL per officer	Monitor	4.0	-0.3	4.9	-0.9	Reducing	
	Total officers exceeding 5 days	Monitor	335	-42	501	-166	Reducing	

\* The data shown in the table above represents a 'snapshot' in time as taken on the 15<sup>th</sup> of each month and includes officers up to and including the rank of Inspector.

**Please note: Additional corporate health indicators are currently being developed and will be included in future reports. This is likely to include information relating to functional process and operational activity such as crimes with outstanding suspects, intelligence logs, stop and search outcomes, outstanding property etc**

**Exception Report**

**EX: Outstanding TOIL Balance**  
(Exceeding lower control threshold)

- In February 2014 the total number of outstanding TOIL hours was 10638. This is a reduction of 21 hours when compared to the previous month and it continues to represent a significant reduction of 4905 hours when compared to the same month last year.
- The current acceptable limit for outstanding TOIL hours is a maximum of 30 hours per officer. Whilst the average number of outstanding TOIL hours per officer is currently 7.70, 100 officers still hold a balance in excess of the acceptable limit.

**EX: Outstanding RDIL Balance**  
(Exceeding lower control threshold)

- In February 2014 the total number of outstanding RDIL was 5488. This is a reduction of 400 days when compared to the previous month and it continues to represent a significant reduction of 1701 days when compared to the same month last year.
- The current acceptable limit for outstanding RDIL is a maximum of 5 days per officer. Whilst the average number of outstanding RDIL per officer is currently 4.00, 335 officers still hold a balance in excess of the acceptable limit
- As previously reported, this area of performance has previously been identified as an area of concern not only by the Force Executive but also by the PCC and the Police and Crime Panel. Due to the significant improvements outlined above, the PCC has agreed to accept future updates on an exception basis only. The Force will continue to monitor and actively progress performance in this area via the MPR process.