

NOT PROTECTIVELY MARKED

Strategic Performance Review



**CLEVELAND
POLICE**
Putting People First

Exception Report **As at the end of January 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 January 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
			Jan 14	+/-	2013/14	+/-		
Ex	Publicly Reported Crime	Reduce over 3 years from 12/13 baseline	2606	-6.2% -173	29393	-0.7% -206	Reducing	Not achieve
	Violence against the person	Monitor	486	-6.7% -35	5149	-9.2% -523	Reducing	
Ex	<i>Violence with injury</i>		287	-10.0% -32	3049	-9.8% -330	Reducing	
	<i>Violence without injury</i>		199	-1.5% -3	2100	-8.4% -193	Reducing	
Ex	Sexual Offences	Monitor	39	-23.5% -12	489	8.9% 40	Increasing	
	<i>Rape</i>		17	21.4% 3	169	15.0% 22	Increasing	
	<i>Other sexual offences</i>		22	-40.5% -15	320	6.0% 18	Increasing	
	All Theft	Monitor	1511	-2.3% -36	17208	2.4% 409	Stable	
Ex	<i>Burglary - domestic</i>	Reduce from 12/13	166	3.1% 5	1607	-12.9% -238	Reducing	Achieve
	<i>Burglary - Non domestic</i>	Monitor	228	4.1% 9	2170	2.6% 56	Stable	
	<i>Robbery - personal</i>	Reduce from 12/13	19	5.6% 1	201	-5.6% -12	Stable	Achieve
	<i>Robbery - business</i>	Monitor	7	250.0% 5	29	3.6% 1	Stable	
	<i>Vehicle crime</i>		242	-9.4% -25	2647	-0.2% -5	Stable	
Ex	<i>Shoplifting</i>		423	14.6% 54	4464	9.0% 370	Increasing	
	<i>Other theft offences</i>		426	-16.6% -85	6090	4.0% 237	Stable	

Exception Report

EX: Overall Publicly Reported Crime (Failing to meet reduction target)

- With a further reduction observed in January, YTD figures now show a slight decrease of -0.7% (206 fewer crimes). However, the end of year projection remains unfavourable with a small increase of 0.4% anticipated (128 additional crimes). Redcar is now the only LPA currently experiencing a YTD increase (+4.7%), the focus of central support therefore remains predominantly on this geographic area.

EX: Violence with Injury (Consistently below historical average)

- Violence with injury continues to fall with YTD figures showing a decrease of 9.8% (330 fewer crimes). Significant decreases have been observed across all LPA's, most noticeably in Redcar (-13.3%) and Hartlepool (-16.3%).

EX: Sexual Offence (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 8.9% (40 additional crimes) has been observed. A significant proportion of the observed increase relates to more serious offences such as rape, currently up by +15.0%
- Local evidence is beginning to emerge linking this, in-part to an increase in historical reporting. This is trend mirrored elsewhere in the country which is thought to be as a result of recent high profile media cases. In addition, the PCC is actively promoting a region wide campaign which aims to encourage woman and girls to report crimes of a sexual nature, both current and historical.

EX: Shoplifting (Consistently above historical average)

- Whilst the longer term trend has now stabilised, YTD figures show a rise in overall theft of 2.4% (409 additional crimes). Opportunist theft such as shoplifting (+9.0%) and 'other' theft (+4.0%) continue to be the main contributory offence types. The Force continues to tackle the rising trend in shoplifting through directed operational activity.

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Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
		Jan 14	+/-	2013/14	+/-		
Criminal damage & arson	Reduce from 12/13	570	-13.6% -90	6547	-2.0% -132	Reducing	Achieve
Police Generated Crime	Monitor	298	-9.7% -32	3305	-1.7% -56	Stable	
Total Crime	Monitor	2906	-7.3% -229	32712	-1.6% -537	Reducing	
Positive outcome rate	Monitor	38.4%	0.0% pt	36.1%	-1.2% pt	Stable	

EX: Domestic Burglary
(Consistently below historical average)

- Despite a monthly increase in January (+3.1% or 5 additional crimes), the longer term trend continues to fall and a YTD reduction of 12.9% has been observed (238 fewer crimes). Significant decreases have been observed across all LPA's, with the exception of Hartlepool (+1.2%, an additional 3 offences).

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 580 hate crime incidents, 328 of which involving a notifiable offence. The YTD positive outcome rate is 39.9%. Although the rate achieved on a month by month basis has begun to stabilise, this remains 2.7% pts below the rate achieved at this time last year and 4.6% pts below the outturn in March 2013.

EX: Serious Sexual Offences Positive Outcome Rate
(Failing to meet improvement target & exceeding lower control (rolling 12 months))

- YTD the Force has recorded 401 serious sexual offences and achieved a positive outcome rate of 28.9%. Whilst this is 1.8% pts below the rate achieved at this time last year it is now only 0.3% pts below the outturn in March 2013.
- In order to gain a more detailed insight into the problems associated with detecting serious sexual offences, the Force Analytical Function have recently undertaken a scanning exercise looking at undetected offences, with a view to identifying any recurrent themes or issues. Once again, historical allegations would appear to be major factor in the apparent dip in performance as these cases are often more difficult to detect due to limited evidential opportunities.

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
		Jan 14	+/-	2013/14	+/-		
Hate Crime incidents	Monitor	36	-44.6% -29	580	-2.2% -13	Reducing	
Hate crime incidents involving a notifiable offence	Monitor	23	-30.3% -10	328	7.5% 23	Reducing	
Ex Positive Outcome rate	Increase from 12/13	56.5%	14.1% pt	39.9%	-2.7% pt	Stable	Not achieve

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
		Jan 14	+/-	2013/14	+/-		
Serious Sexual Offences	Monitor	31	-16.2% -6	401	11.1% 40	Increasing	
Ex Positive outcome rate	Increase from 12/13	29.0%	10.1% pt	28.9%	-1.8% pt	Stable	Not achieve

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
		Jan 14	+/-	2013/14	+/-		
Domestic abuse incidents	Monitor	1446	35.3% 377	10095	-6.5% -704	Decreasing	
Number of incidents involving a repeat victim	Establish baseline	445	11.5% 46	4264	-8.2% -380	Decreasing	
Domestic abuse incidents involving a notifiable offence	Monitor	237	-12.9% -35	2357	-21.5% -647	Decreasing	
Ex Positive outcome rate	Maintain or increase from 12/13	46.8%	-10.1% pt	48.0%	-2.8% pt	Decreasing	Not achieve

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

For Information Only

National Comparisons for Domestic Abuse Incidents

- Recently released Home Office statistics would suggest that Cleveland Police has the second highest rate of domestic abuse incidents in England and Wales. Whilst it is acknowledged that this potentially places Cleveland in an unfavourable position, these figures are somewhat historical (12 months ending March 2013) and incidents of this type are currently falling.

Exception Report

EX: Domestic Abuse Positive Outcome Rate

(Failing to meet improvement target & consistently below historical average)

- YTD the Force has recorded a total of 10095 incidents of domestic abuse, 2357 of which involving a notifiable offence. The YTD positive outcome rate is currently 48.0%. This is 2.8% pts below the rate achieved at this time last year and 3.0% below the outturn in March 2013.
- In order to gain a better understanding of these and other issues relating to domestic abuse, further work has been commissioned via the Public Protection Strategic Group by the Executive lead for this area.
- Furthermore, the Force continues to work with a number of partner agencies in order to improve the services and support offered to victims and perpetrators of domestic abuse, to prevent future offending and promote confidence in reporting and engaging with the police.

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
			Jan 14	+/-	2013/14	+/-		
Ex	Antisocial behaviour incidents	Reduce from 12/13	2838	-20.1% -714	36018	7.6% 2546	Stable	Not achieve
	Criminal damage & arson	Reduce from 12/13	570	-13.6% -90	6547	-2.0% -132	Reducing	Achieve

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
			Jan 14	+/-	2013/14	+/-		
Ex	Burglary - domestic	Reduce from 12/13	166	3.1% 5	1607	-12.9% -238	Reducing	Achieve
Ex	Positive outcome rate	Maintain or increase from 12/13	15.7%	-7.9% pt	16.9%	-3.0%pt	Reducing	Not achieve

Exception Report

EX: Antisocial Behaviour Incidents

(Failing to meet improvement target)

- During January the number of ASB incidents recorded across the force area fell by (20.1%). This can be attributed in part to the unusually mild weather conditions for this time of year (e.g. the absence of snow and associated activities). Despite this, YTD the Force has now recorded a total of 36018 incidents, a rise of 7.6% or 2546 additional incidents when compared to the same period last year.
- Whilst incidents described as 'nuisance' behaviour continue to increase, incidents categorised as 'personal' have fallen significantly (down 19.2%, 2165 fewer incidents). These are the type of incident which potentially to carry the highest risk.
- Despite the apparent increase in reported incidents of ASB, anecdotal evidence from Neighbourhood Officers would suggest 'no change' in offending behaviour patterns or volume. Rather, due to the continued reduction in Local Authority resources, communities are now more likely to use the police as a first point of contact for either reporting an incident or requesting assistance.

EX: Domestic Burglary Positive Outcome Rate

(Failing to meet improvement target)

- The YTD positive outcome rate is currently 16.9%.
- In Redcar the positive outcome rate remains a concern as it continues to fall. The YTD rate currently stands at 11.2%, 16.9% pts below the rate 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
		Jan 14	+/-	2013/14	+/-		
Robbery - personal	Reduce from 12/13	19	5.6% 1	201	-5.6% -12	Stable	Achieve
Ex Positive outcome rate	Maintain long term upward trend	21.1%	-28.9% pt	31.8%	-3.8% pt	Reducing	Not achieve

Exception Report

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

- The YTD positive outcome rate is currently 31.8%, this is a reduction of 3.8% points when compared to the previous year.

For information only

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

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'.

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
The aggregate threat and harm score of those organised crime groups being tackled at Tier 1	Decrease compared to April 2013	April 13	+/-		
		Quarterly update to be provided at the end of Quarter 4			

For information only

- The next update in relation organised crime groups is scheduled for March 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
The value of confiscation and forfeiture orders	Increase over next 3yrs against 2011/12	March 2012	January 2014	Increasing	Achieve
		£476,174	£982,407		

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
			Jan 14	+/-	2013/14	+/-		
Ex	All Arrests	Monitor	1816	-10.8% -221	19832	-9.8% -2156	Reducing	
Ex	Notifiable Only	Monitor	1280	-13.7% -204	14413	-10.6% -1710	Reducing	
	Voluntary Attenders	Monitor	261	-5.1% -14	2167	6.8% 147	Stable	

Exception Report

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

- In January 2014 there were 221 fewer people arrested than in the same month last year. Whilst arrest numbers over the current few months have begun to stabilise (currently averaging 1983 per month) this month's comparative decrease is typical of the longer term trend.
- Over the last 10 months notifiable arrests have fallen by 10.6%. Whilst the number of crimes recorded during the same period has also fallen (down 1.6%), 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 been unable to identify a single specific reason for the observed fall in arrest numbers, this work would suggest a number of potential factors which may be influential and should therefore be the subject of further investigation.
- With an establishment of around 300 fewer officers, efforts need to focus on productivity and efficiency (i.e. quality rather than quantity).

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

	Performance Data	Desired Outcome	Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
			Dec 13	+/-	Sept 13	+/-		
Ex	Percentage of victims of crime who are satisfied with the service received from Cleveland Police	Improve against a 2008/09 baseline	84.5%	1.4	84.2%	0.4	Stable	Achieve
Service Aspects								
	Ease of contact	Monitor	97.2%	1.4% pt	97.0%	0.2% pt	Stable	
	Actions taken	Monitor	82.8%	1.2% pt	82.7%	0.1%pt	Stable	
Ex	Follow up and feedback	Monitor	74.0%	3.0% pt	72.6%	1.3% pt	Stable	
Ex	Treatment by staff	Monitor	92.9%	1.4% pt	92.3%	0.6% pt	Stable	

Exception report

Victim Satisfaction Rates

- Research has been undertaken by the TCP performance team with a view to identifying the key factors associated with improving performance in this area. The findings of this research has been presented at a previous SPG and subsequently used to inform the work of the Satisfaction Working Group with terms of reference, as outlined below.
 - Undertake further analysis of local and comparative satisfaction with a view to informing an intelligence led approach to improvement
 - Analyse and map the customer journey with a view to better understanding when and where opportunities to enhance satisfaction exist
 - Identify practice that can support improvements in satisfaction performance, having reference to previous research and experience both locally and in other forces.

	Performance Data	Desired Outcome	Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
			Dec 13	+/-	Sept 13	+/-		
	Percentage of victims of racist incidents who are satisfied with the service received from Cleveland Police	Maintain long term upward trend	76.4%	-1.2%pt	73.1%	3.3%pt	Stable	Achieve

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

Exception Report

- No exceptions to report.

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
		Sept 13	+/-	June 13	+/-		
Percentage of people who, taking everything into account, have confidence in their local police	Maintain long term upward trend	71.3%	-0.5% pt	70.5%	+0.8% pt	Stable	Achieve

Other Confidence Indicators		Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
Performance Data	Desired Outcome	Sept 13	+/-	June 13	+/-		
Percentage of people who think the police are dealing with the things that matter locally.	Monitor	64.6%	+1.8% pt	64.2%	+0.4% pt	Stable	
Percentage of people who think the police do a good or excellent job.	Monitor	62.0%	+2.9% pt	60.6%	+1.4% pt	Stable	

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
		Sept 13	+/-	June 13	+/-		
Percentage of people who think the police and local council are dealing with crime and antisocial behaviour in their local area	Maintain long term upward trend	62.5%	-0.1% pt	60.6%	+1.9% pt	Stable	Achieve

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.

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				

For information Only

- Information provided on this page (Leadership Development Programme and National Decision Model Training) 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 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
		Jan 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%)	95%	-4% pt	96%	-2% pt	Achieve
Emergency Response: Urban incidents attended within 10 mins	90%	91%	+2%pt	90%	+1%pt	Achieve
Emergency Response: Rural incidents attended within 20 mins	90%	99%	+2%pt	97%	+1%pt	Achieve
Ex Outstanding events: percentage of time spent in 'green'	Monitor	99.6%	+3.0% pt	93.6%	+12.8% pt	

Exception Report

EX: Demand Management
(Consistently above historical average)

- In January 2013 the outstanding event queue achieved a 'green' status on 99.6% of occasions. This represents a significant increase of 3.0% points when compared to the same month last year. The figure for January 2013 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 (due to be rolled out across the Force at the beginning of March) and the introduction of the IMT.

Attendance Management

Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
		Jan 14	+/-	2013/14	+/-		
Police officer number of working days lost	Monitor	1450	17.9% 220	11409	-1.2% -144	Increasing	
Average working days lost per police officer	Monitor	1.04	23.8% 0.20	7.98	3.4% 0.26	Increasing	
% days lost long term	Monitor	63.2%	10.6%pt	65.7%	-1.3% pt	Decreasing	
Police staff member number of working days lost	Monitor	342	-10.7% -41	2772	-9.1% -279	Increasing	
Average working days lost per police staff member	Monitor	0.95	-5.9% -0.06	7.57	-5.0% -0.40	Increasing	
% days lost long term	Monitor	61.4%	7.4%pt	58.3%	-2.5% pt	Decreasing	

Exception Report

- Whilst some short term increases have been observed, current performance remains within the 'acceptable tolerances', as determined by historical trends.

Outstanding TOIL and RIDL*

	Performance Data	Desired Outcome	Previous month		Previous year		Direction of Travel	Projected Outcome
			Jan 14	+/-	Jan 13	+/-		
	Total outstanding TOIL (Hours)	Monitor	10659	144	16250	-5591	Reducing	
Ex	Average TOIL per officer	Monitor	7.69	0.15	11.14	-3.45	Reducing	
	Total officers exceeding 30hrs	Monitor	102	-8	176	-74	Reducing	
	Total outstanding RDIL (days)	Monitor	5888	746	7834	-1946	Reducing	
Ex	Average RDIL per officer	Monitor	4.24	0.56	5.37	-1.13	Reducing	
	Total officers exceeding 5 days	Monitor	377	71	564	-187	Reducing	

* The data shown in the table above represents a 'snapshot' in time as taken on the 15th 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 January 2013 the total number of outstanding TOIL hours was 10,659 Whilst this is increase of 144 when compared to the previous month, it continues to represent significant reduction of 5591 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 7.69, 102 officers still hold a balance in excess of the acceptable limit.

EX: Outstanding RDIL Balance
(Exceeding lower control threshold)

- The outstanding RDIL balance also rose in January, by 746 days when compared to the previous month. This is possibly linked to an increase in the level of abstractions due to annual leave and the number of Bank Holidays occurring over the Christmas and New Year period. Despite this increase, the outstanding balance remains significantly lower than it was at this time last year (1946 fewer days).
- 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 4.24, 377 officers still hold a balance in excess of the acceptable limit
- 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.