

Strategic Performance Review



**CLEVELAND
POLICE**
Putting People First

Exception Report **As at the end of March 2014**

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

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 March 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 of 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

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		End of Year		Direction of Travel	Outcome
			Mar 14	+/-	2013/14	+/-		
	Publicly Reported Crime	Reduce over 3 years from 12/13 baseline	3074	5.4% 158	35049	-0.3% -95	Stable	Achieve
Ex	Violence against the person	Monitor	493	-3.5% -18	6092	-7.8% -514	Decreasing	
	<i>Violence with injury</i>		273	-7.1% -21	3597	-8.3% -326	Decreasing	
	<i>Violence without injury</i>		220	1.9% 4	2495	-7.0% -187	Stable	
Ex	Sexual Offences	Monitor	40	-31.0% -18	580	4.3% 24	Increasing	
	<i>Rape</i>		16	-15.8% -3	204	17.2% 30	Increasing	
	<i>Other sexual offences</i>		24	-38.5% -15	376	-1.6% -6	Stable	
	All Theft	Monitor	1802	4.8% 82	20501	2.1% 417	Stable	
Ex	<i>Burglary - domestic</i>	Reduce from 12/13	142	10.1% 13	1900	-10.8% -231	Decreasing	Achieve
	<i>Burglary - Non domestic</i>	Monitor	275	43.2% 83	2647	6.8% 168	Stable	
	<i>Robbery - personal</i>	Reduce from 12/13	14	-12.5% -2	228	-6.9% -17	Stable	Achieve
	<i>Robbery - business</i>	Monitor	5	0.0% 0	40	14.3% 5	Increasing	
	<i>Vehicle crime</i>		257	-15.2% -46	3153	-3.0% -98	Decreasing	
	<i>Shoplifting</i>		501	-0.2% -1	5365	7.3% 366	Increasing	
	<i>Other theft offences</i>		608	6.1% 35	7168	3.2% 224	Stable	

Exception Report

EX: Violence against the Person

(Consistently below historical average)

- Violence against the person continues to fall. Over the last 12 months a decrease of 7.8% (514 fewer crimes) has been observed. Similar decreases have occurred in all LPA's, most significantly in Hartlepool (-13.9%) and Redcar & Cleveland (-13.0%).
- The main offence type driving the reduction is assault occasioning actual bodily harm. Analysis has shown the number of crimes committed under the influence of alcohol or drugs has reduced, as have those committed on licenced premises. This may be due to a less active night time economy.

EX: Sexual Offences

(Exceeding upper control limit: rolling 12 month trend)

- Whilst month on month figures fluctuate significantly due to small numbers, the rolling 12 month trend remains within 'exception'. During 2013-14 an increase of 4.3% (24 additional crimes) has been observed. This can be attributed to a rise in more serious offences such as rape (+17.2% or 30 additional offences).
- Throughout the year analytical work has identified historical reporting as the main factor associated with the observed increase. This trend is in part thought to be as a result of recent high profile media cases and an increase in victim confidence to report such offences to the police.
- Locally, the PCC continues to support and promote a region wide campaign which aims to encourage women and girls to report crimes of a sexual nature, both current and historical.

EX: Domestic Burglary

(Consistently below historical average)

- House burglary continues to fall and during the past 12 months a decrease of 10.8% (231 fewer crimes) has been achieved. Decreases have been observed across all LPA's, with the exception of Redcar & Cleveland (where 1 additional crime has been recorded).

Performance Data	Desired Outcome	Month Comparison		End of Year		Direction of Travel	Outcome
		Mar 14	+/-	2013/14	+/-		
Criminal damage & arson	Reduce from 12/13	739	17.9% 112	7876	-0.3% -22	Decreasing	Achieve
Police Generated Crime	Monitor	334	-14.1% -55	3915	-4.1% -166	Decreasing	
Total Crime	Monitor	3413	3.2% 106	38983	-1.4% -539	Stable	
Positive outcome rate	Monitor	36.8%	-1.5% pt	36.2%	-1.4% pt	Stable	

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		End of Year		Direction of Travel	Outcome
		Mar 14	+/-	2013/14	+/-		
Hate Crime incidents	Monitor	44	-15.4% -8	658	-5.1% -35	Decreasing	
Hate crime incidents involving a notifiable offence	Monitor	24	-27.3% -9	370	2.2% 8	Decreasing	
Ex Positive Outcome rate	Increase from 12/13	33.30%	-3% pt	41.1%	-3.4% pt	Stable	Not achieve

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

Performance Data	Desired Outcome	Month Comparison		End of Year		Direction of Travel	Outcome
		Mar 14	+/-	2013/14	+/-		
Serious Sexual Offences	Monitor	30	-41.2% -21	474	6.5% 29	Increasing	
Ex Positive outcome rate	Increase from 12/13	13.3%	1.6% pt	26.6%	-2.6% pt	Stable	Not achieve

Exception Report

EX: Hate Crime Positive Outcome Rate

(Improvement target not achieved and rate consistently below average (rolling 12 months))

- During the past 12 months the Force has recorded a total of 658 hate crime incidents, 370 of which involving a notifiable offence. The positive outcome rate for the same period is 41.1%. Although on a month by month basis there are early signs of improvement, this remains 3.4% pts below the rate achieved at this time last year.
- Throughout the year a significant amount of work has been undertaken in order to encourage reporting. Whilst positive steps have been made, once reported to the police, 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 Local Authority area they occur in).

EX: Serious Sexual Offences Positive Outcome Rate

(Improvement target not achieved and rate exceeding lower tolerance (rolling 12 months))

- During the past 12 months the Force has recorded 474 serious sexual offences and achieved a positive outcome rate of 26.6%. Although in recent months the positive outcome rate has stabilised, the current rate remains 2.6% pts below the rate achieved at this time last year
- Analytical work continues to link the increase in historical allegations to the observed dip in outcome performance due to the subsequent limited evidential opportunities that such cases present.
- The Head of Crime continues to actively engage with the CPS on this matter and has supported the introduction of a digital charging pilot scheme.

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		End of Year		Direction of Travel	Outcome
		Mar 14	+/-	2013/14	+/-		
Domestic abuse incidents	Monitor	708	-20.1% -178	11515	-9.5% -1211	Decreasing	
Number of incidents involving a repeat victim	Establish baseline	459	-1.3% -6	5096	-8.2% -455	Decreasing	
Domestic abuse incidents involving a notifiable offence	Monitor	144	-47.1% -128	2676	-23.5% -822	Decreasing	
Ex Positive outcome rate	Maintain or increase from 12/13	45.10%	-0.4% pt	48.1%	-2.9% pt	Decreasing	Not achieve

Exception Report

EX: Domestic Abuse Positive Outcome Rate
(Improvement target not achieved and rate exceeding lower tolerance (rolling 12 months))

- During the past 12 months the Force has recorded a total of 11515 incidents of domestic abuse, 2676 of which involving a notifiable offence. The positive outcome rate for the same period is 48.1%. This is 2.9% pts below the rate achieved at this time last year.
- 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.
- Research has shown that 85-90% of all discontinuances are the result of a 'cracked' trial whereby the victim refuses to attend court or withdraws the allegation. A number of activities are currently on going in an attempt to reduce the number of such trials by improving the support provided to victims and witnesses.

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		End of Year		Direction of Travel	Outcome
			Mar 14	+/-	2013/14	+/-		
Ex	Antisocial behaviour incidents	Reduce from 12/13	3895	24.7% 772	42819	8.3% 3296	Stable	Not achieve
	Criminal damage & arson	Reduce from 12/13	739	17.9% 112	7876	-0.3% -22	Decreasing	Achieve

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

	Performance Data	Desired Outcome	Month Comparison		End of Year		Direction of Travel	Outcome
			Mar 14	+/-	2013/14	+/-		
Ex	Burglary - domestic	Reduce from 12/13	142	10.1% 13	1900	-10.8% -231	Decreasing	Achieve
Ex	Positive outcome rate	Maintain or increase from 12/13	35.9%	+14.2% pt	18.6%	-1.7% pt	Decreasing	Not achieve

Exception Report

EX: Antisocial Behaviour Incidents (Improvement target not achieved)

- During March the number of ASB incidents recorded the force area increased significantly, by 24.7% (772 additional incidents). In the last 12 months the Force recorded a total of 42819 incidents, a rise of 8.3% or 3296 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 (YTD down 17.4%, 2259 fewer incidents). These are the type of incident which potentially to carry the highest risk.
- Analysis of season trends has shown that almost half of the observed increase can be attributed to the unusually high level of incidents recorded over the summer months. 2013 was confirmed by the MET Office as the warmest summer in the UK since 2006 and the driest in England since 1996. During this time there was a noticeable increase in the amount of time spent outdoors, specifically in relation to activities such as drinking in public places.
- Despite the recorded increase, scanning work undertaken by the Force Analytical Function together with anecdotal evidence from Neighbourhood Officers which would suggest 'no change' in offending behaviour patterns or volume. However, throughout the past year budget cuts have forced partner agencies to reduce their resources and reorganise services. As a result 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 (Improvement target not achieved)

- During 2013-14 the Force achieved a positive outcome rate of 18.6%.
- Moving forward the Force aims to maximise the benefits offered by the creation of the integrated neighbourhood teams.

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

	Performance Data	Desired Outcome	Month Comparison		End of Year		Direction of Travel	Outcome
			Mar 14	+/-	2013/14	+/-		
	Robbery - personal	Reduce from 12/13	14	-12.5% -2	228	-6.9% -17	Stable	Achieve
Ex	Positive outcome rate	Maintain long term upward trend	35.7%	+17.0% pt	33.8%	-0.9% pt	Decreasing	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	Outcome
			Mar 14	+/-	Dec 13	+/-		
Ex	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 (15.1%)	17.3%	+3.5% pt	16.9%	0.4% pt	Increasing	Not achieve

Exception Report

EX: Personal Robbery Positive Outcome Rate (Maintenance target not achieved)

- During 213-14 the Force achieved a positive outcome rate of 33.8%.

EX: Quality of Life and Fear of Crime and Antisocial behaviour. (Improvement target not achieved and exceeding the upper tolerance)

- Quality of life has been monitored via the Local Public Confidence Survey since March 2012, at which time the percentage of people providing a negative response was 16.4%. Over the next 12 months this figure decreased steadily and by March 2013 it had fallen to 13.8%. During the same period recorded crime (PRC) fell by 9.4% and incidents of antisocial behaviour reduced significantly by 19.7%.
- Since then a steady increase in negative responses has occurred. In the 12 months ending March 2014, 17.3% of the 2400 people surveyed felt that their quality of life is adversely affected by fear of crime or antisocial behaviour. This figure represents a 3.5% increase when compared to the same time last year and is 2.2% points above the target position*. During the same period recorded crime has fallen by 0.3% whilst incidents of antisocial behaviour have increased by 8.3%.
- Based on these figures there is some evidence to suggest a potential correlation between quality of life, as measured by this survey and the changing trends in crime and ASB, as reported to and recorded by the police. This is however based on a high level observation and remains an area for further investigation.

*Decrease when compared to the average of the last two years (i.e. 15.1%)

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	Outcome
		April 13	Mar 14	+	-		
The aggregate threat and harm score of those organised crime groups being tackled at Tier 1	Decrease compared to April 2013	385	53	-	332	Decreasing	Achieve

Exception Report

- No exceptions to report

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

Performance Data	Desired Outcome	Baseline Value		Current Value		Direction of Travel	Outcome
		March 2012	March 2014	£	%		
The value of confiscation and forfeiture orders	Increase over next 3yrs against 2011/12	£476,174	£1,174,983	146.8%		Increasing	Achieve

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	Outcome
		2008	Sept 13	+	-		
Ex The number of first time entrants into the Criminal Justice System	Downward trend compared to 2008 baseline	1601	430	-	1171	Decreasing	Achieve

*For the purposes of this indicator an entrant into the criminal justice system will include any person dealt with by means of a reprimand, warning, caution or conviction for a 'recordable' offence. Penalty notices for disorder, other types of penalty notice, cannabis warnings and other sanctions given by the police are not counted.

Exception Report

Juvenile First Time Entrants

(Consistently below historical average and exceeding lower limit)

- In the 12 months ending September 2013 there were 430 young people (between the ages of 10 and 17) entering the criminal justice system for the first time. This figure represents a steep decline when compared to the baseline figure of 1601 in the 12 months ending March 2008.
- Moving forward the Force aims to reduce this figure even further though the use of alternative disposals such as restorative justice. Since its implementation in April 2013 there have been 579 crimes cleared up by means of a restorative intervention. Whilst RI's are currently being used to deal with a range of different offences, shoplifting, lower level assaults and criminal damage remain the most common.

Arrests and Voluntary Attenders

	Performance Data	Desired Outcome	Month Comparison		Rolling 12 months		Direction of Travel	Outcome
			Mar 14	+/-	2013/14	+/-		
Ex	All Arrests	Monitor	1940	-5.8% -120	23523	-9.1% -2342	Decreasing	
	Notifiable Arrests	Monitor	1441	-5.2% -79	17114	-9.9% -1872	Decreasing	
Ex	Voluntary Attenders	Monitor	271	-5.9% -17	2854	8.7% 229	Stable	

Exception Report

EX: All Arrests & Notifiable Arrests

(Consistently below historical average and exceeding lower tolerance)

- In March 2014 there were 120 fewer people arrested than in the same month last year. Whilst arrest numbers over recent months have begun to stabilise (currently averaging 1960 per month) this month's comparative decrease is typical of the longer term trend.
- Over the last 12 months notifiable arrests have fallen by 9.9%. Whilst the number of crimes recorded during the same period has also fallen (down 1.4%), 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 throughout the past 12 months would suggest that there is no single specific reason for the observed fall in arrest numbers. Alternatively, there are a number of influential factors associated with the apparent longer term decreasing trend. These include:
 - CPS statutory charging scheme
 - Centralised custody and prisoner handling facilities
 - Integrated custody records management (Niche)
 - PACE code G
 - The Voluntary Attender Scheme (see below)
 - Restorative Justice
- Despite a reduction in volume, officer productivity remain relatively high. During 2012/13 Cleveland achieved an arrest rate of 21.4 arrests per visible. With an establishment of around 300 fewer officers, efforts need to focus on productivity and efficiency (i.e. quality rather than quantity).

EX: Voluntary Attenders

(Consistently above historical average)

- During the past 12 months the Force has dealt with 2854 people by means of voluntary attendance. This is an increase of 229 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

Ex	Performance Data	Desired Outcome	Previous Year		Previous Quarter		Direction of Travel	Outcome
			Mar 14	+/-	Dec 13	+/-		
	Percentage of victims of crime who are satisfied with the service received from Cleveland Police	Improve against a 2008/09 baseline	85.0%	+2.1% pt	84.5%	0.5% pt	Improving	Achieve
Service Aspects								
	Ease of contact	Monitor	97.0%	+0.5% pt	97.2%	-0.2% pt	Improving	
	Actions taken	Monitor	83.7%	+2.3% pt	82.8%	+0.9% pt	Improving	
	Follow up and feedback	Monitor	74.8%	+3.4% pt	74.0%	+0.8% pt	Improving	
	Treatment by staff	Monitor	93.1%	+2.2% pt	92.9%	+0.2% pt	Improving	

Exception report

EX: Victim Satisfaction Rates
(Consistently above historical average)

- Over the past 12 months victim satisfaction rates have begun to move in a positive direction. Although statistically these changes are small, there is evidence of a sustained upward trend in most areas, Over recent years overall satisfaction has risen steadily from a low of 82.5% in September 2012 to the current figure of 85.0% in March 2014.
- The Victim Satisfaction Working Group is currently working to the following terms of reference:
 - 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	Outcome
			Mar 14	+/-	Dec 13	+/-		
	Percentage of victims of racist incidents who are satisfied with the service received from Cleveland Police	Maintain long term upward trend	76.5%	+1.2% pt	76.4%	+0.1% 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

For information only

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	Outcome
		Mar 14	+/-	Dec 13	+/-		
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					

- The next CSEW update will be released by the Official for National Statistics on 24th April 2014. Performance will be assessed and any exceptions identified once this data becomes available.

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	Outcome
		Mar 14	+/-	Dec 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	Quarterly CSEW update scheduled for release mid April 2014					
Other Confidence Indicators							
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					

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	Outcome
			Mar 14	+/-		
The percentage of eligible supervisors completing the internal Leadership Development Programme	Increase from March 2013 baseline	23%	37%	+14% pt	Increasing	Achieve

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	Outcome
			Mar 14	+/*		
Ex The completion rate for National Decision Model Training	Achieve 95% by March 2014	95%	70%	-25% pt	Increasing	Not achieve

* Difference from target

Additional Corporate Health Indicators

Demand Management

Performance Data	Desired Outcome	Month Comparison		Year to Date		Outcome
		Mar 14	+/-	2013/14	+/-	
999 calls: Percentage answered on target of 10 seconds	95% (min 90%)	94%	-4% pt	96%	-2% pt	Achieve
Non 999 calls: Percentage answered on target of 30 second	90% (min 85%)	93%	-4% pt	96%	-2% pt	Achieve
Emergency Response: Urban incidents attended within 10 mins	90%	89%	-1% pt	90%	+1% pt	Achieve
Emergency Response: Rural incidents attended within 20 mins	90%	97%	-1% pt	98%	+1% pt	Achieve
Ex Outstanding events: percentage of time spent in 'green'	Monitor	96%	+2% pt	94%	+11% pt	

Exception Report

EX: Demand Management (Consistently above historical average)

- In March 2014 the outstanding event queue achieved a 'green' status on 96% of occasions. This represents an increase of 2 percentage points when compared to the same month last year. The figure for March 2014 is in keeping with the higher levels of performance observed since the end of 2012.
- During 2013-14 call volume has fallen. Whilst this is acknowledged, successful demand management can also 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 utilisation and fulfilment of the appointment system
 - The introduction of the Incident Management Team.

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. During the last 12 months an average of 9.84 days have been lost per officer, this represents an increase of 6.3% when compared to the previous year.
- Whilst the number of days lost due to long term sickness (28 days or more) has increased, the associated percentage remains relatively static. Approximately two thirds of all police officer sickness is currently due to a long term absence. These figures would suggest that both long term and short term sickness are contributing to the overall rise.
- Throughout the year a number of 'Attendance Management' events have been held with a view to raising general awareness. These include:
 - Themed Senior Leadership Forums facilitated by the Hear of HR, providing attendees with the opportunity to discuss and identify the issues they currently face, the tools available to manage attendance and any potential blockages which may be preventing their full application.
 - Attendance Management Workshops for managers and supervisors. These sessions have been designed to provide practical guidance relating to the role and responsibilities of a supervisor and the application of Force policy.

Attendance Management

Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Outcome
		Mar 13	+/-	2013/14	+/-		
Ex Police officer total number of working days lost	Monitor	1353	15.2% 179	13985	1.3% 176	Increasing	
Average working days lost per police officer	Monitor	0.98	22.5% 0.18	9.84	6.3% 0.58	Increasing	
% days lost long term	Monitor	66.8%	-3.4% pt	65.9%	-0.3% pt	Stable	
Police staff total number of working days lost	Monitor	273	-22.0% -77	3308	-11.6% -435	Stable	
Average working days lost per police staff member	Monitor	0.78	-16.1% -0.15	9.09	-7.3% -0.72	Stable	
% days lost long term	Monitor	76.2%	+18.2% pt	61.6%	+2.5% pt	Increasing	

Outstanding TOIL and RIDL*

	Performance Data	Desired Outcome	Previous month		Previous year		Direction of Travel	Outcome
			Mar 14	+/-	Mar 13	+/-		
Ex	Total outstanding TOIL (Hours)	Monitor	11563	925	14836	-3273	Stable	
	Average TOIL per officer	Monitor	8.45	0.72	10.22	-1.77	Reducing	
	Total officers exceeding 30hrs	Monitor	108	8	156	-48	Reducing	
Ex	Total outstanding RDIL (days)	Monitor	5074	-414	6544	-1470	Reducing	
	Average RDIL per officer	Monitor	3.7	-0.29	5.41	-1.71	Reducing	
	Total officers exceeding 5 days	Monitor	290	-45	426	-136	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

(Consistently below historical average and exceeding lower limit)

- In March 2014 the total number of outstanding TOIL hours was 11563. Whilst this is a sizable increase of 925 hours, when compared to the previous month, it continues to represent a longer term downward trend and a significant reduction of 3273 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 8.45, 108 officers still hold a balance in excess of the acceptable limit.

EX: Outstanding RDIL Balance

(Consistently below historical average and exceeding lower limit)

- In March 2014 the total number of outstanding RDIL was 5074. This is a reduction of 414 days when compared to the previous month and it continues to represent a significant reduction of 1470 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 3.7, 290 officers still hold a balance in excess of the acceptable limit.
- As previously reported, this area of performance has historically 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.