

Not Protectively Marked

# Strategic Performance Review



**CLEVELAND  
POLICE**  
*Putting People First*

## **Exception Report** **As at the end of October 2013**

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 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 received 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 October 2013**). 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 6 consecutive months (or 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

The data presented in this report is not exhaustive and more detailed information can be found on the Force **Performance Information Portal** which can be accessed via the 'performance' link on the sharepoint home page. As the ORBIS 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
			Oct 13	+/-	2013/14	+/-		
<b>EX</b>	Publicly Reported Crime	Reduce over 3 years from 12/13 baseline	2995	-9.8% -327	21049	1.0% 213	Stable	<b>Not achieve</b>
	<b>Violence against the person</b>	Monitor	534	-10.1% -60	3682	-8.7% -352	Decreasing	
<b>EX</b>	<i>Violence with injury</i>		321	-9.6% -34	2146	-11.8% -288	Decreasing	
	<i>Violence without injury</i>		213	-10.9% -26	1536	-4.0% -64	Stable	
	<b>Sexual Offences</b>	Monitor	42	-6.7% -3	350	7.4% 24	Stable	
	<i>Rape</i>		15	50.0% 5	122	15.1% 16	Increasing	
	<i>Other sexual offences</i>		27	-22.9% -8	228	3.6% 8	Stable	
<b>EX</b>	<b>All Theft</b>	Monitor	1698	-8.4% -155	12397	4.1% 487	Stable	
<b>EX</b>	<i>Burglary - domestic</i>	Reduce from 12/13	167	-7.7% -14	1126	-14.2% -186	Decreasing	<b>Achieve</b>
	<i>Burglary - Non domestic</i>	Monitor	207	-15.2% -37	1555	3.9% 58	Stable	
	<i>Robbery - personal</i>	Reduce from 12/13	14	-17.6% -3	133	-15.3% -24	Stable	<b>Achieve</b>
	<i>Robbery - business</i>	Monitor	2	0.0% 0	18	-5.3% -1	Stable	
	<i>Vehicle crime</i>		275	-16.4% -54	1860	3.6% 65	Increasing	
	<i>Shoplifting</i>		424	-10.2% -48	3124	10.0% 284	Increasing	
	<i>Other theft offences</i>		609	0.2% 1	4581	6.8% 291	Stable	

## Exception Report

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

- Despite the observed reduction in October, YTD figures show a rise in overall PRC of 1.0% (213 additional crimes). The end of year projection is an increase of 2.7%, 941 additional crimes.
- YTD increases have also been observed in Redcar (+2.2%) and Stockton (+5.9%). Central focus is therefore on continued geographic support to these LPA's as determined from daily T&C processes (Pacesetter).
- Throughout October operational activity was clearly directed at diverting young people away from causing crime and anti-social behaviour associated with 'Mischief Night' and the surrounding period. Further details can be found on page 7.

### EX: Violence with Injury (Consistently below historical average)

- Violence with injury continues to fall YTD figures show a decrease of 11.8% (288 fewer crimes). Significant decreases have been observed across all LPA's, most noticeably in Redcar (-20.1%) and Hartlepool (-17.1%)
- As previously reported, the main offence type which continues to drive the reduction is assault occasioning actual bodily harm. There is also some further evidence to link successes in this area to a less active night time economy. For example, the number of crimes committed on licenced premises continuing to fall whilst any increases observed tend to be quite localised, occurring outside of the main town centre areas.

### EX: Theft Offences

- YTD figures show a rise in overall theft of 4.1% (487 additional crimes). Further analysis identifies opportunist theft such as shoplifting (+10.0%) and 'other' theft (+6.8%) as the main contributory offence types.
- As previously reported, economic changes in the benefit system may have created an additional financial pressure particularly for individuals who are less likely to commit pre-planned, higher risk crimes such as burglary and vehicle crime which also attract a higher level of sanction. However, there has been no significant change in the shoplifting profile with the same type of premise and goods being targets. Furthermore, whilst there would appear to be a smaller number of active offenders there have also been a reduction in the number of PPO's/HCC's identified as suspects.
- Focus remains on volume theft categories which present the best opportunity of closing the crime gap e.g. Operation Boost in Middlesbrough and other activity aimed at combating seasonal rises near to Christmas.

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	Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
			Oct 13	+/-	2013/14	+/-		
<b>EX</b>	Criminal damage & arson	Reduce from 12/13	721	-13.1% -109	4620	1.2% 54	Stable	Not achieve
	Police Generated Crime	Monitor	356	-3.3% -12	2356	-1.0% -23	Stable	
	Total Crime	Monitor	3352	-9.8% -366	23414	0.0% -11	Stable	
<b>EX</b>	Positive outcome rate	Monitor	36.4%	+1.2% pt	35.7%	-1.3% pt	Decreasing	

**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
			Oct 13	+/-	2013/14	+/-		
	Hate Crime incidents	Monitor	48	-11.1% -6	445	9.6% 39	Increasing	
	Hate crime incidents involving a notifiable offence	Monitor	25	19.0% 4	240	11.6% 25	Increasing	
<b>EX</b>	Positive Outcome rate	Increase from 12/13	28.0%	-10.1% pt	38.3%	-6.3% pt	Decreasing	Not achieve

### Exception Report

#### EX: Domestic Burglary

(Consistently below historical average)

- Domestic burglary continues to fall, YTD figures show a decrease of 14.2% (186 fewer crimes). Significant decreases have been observed across all LPA's, with the exception of Hartlepool (+7.5%, an additional 13 offences).
- As noted in a previous report, there is evidence of a shift in offending behaviour away from pre-planned high risk crimes such as house burglary.
- 'ACPO Burglary week' has been postponed until 18<sup>th</sup> – 22<sup>th</sup> November. This provides an opportunity to undertake some prevention activity in order to address potential seasonal rises near to Christmas.

#### EX: Positive Outcome Rate

- Despite a slight improvement in October, the YTD positive outcome rate currently stands at 35.7%, 1.3% pts below the rate achieved by this time last year. An additional 475 outcomes would be required from the remaining 15,062 undetected crimes in order to achieve a rate more in keeping with last year's outturn of 37.7%
- Rolling 12 month trends reveal 'significant' reductions in relation to violence (with and without injury), more serious sexual offences such as rape, criminal damage and other theft. Outcome rates associated these offences have fallen below what is considered to be the historical 'norm'.
- Whilst Hartlepool continues to achieve the highest outcome rate (YTD 42.1%), Redcar has the lowest (YTD 32.5 %). Performance in this LPA is below the Force average and significantly below the level achieved last year.

#### EX: Hate Crime Positive Outcome Rate

(Failing to meet improvement target)

- YTD the Force has recorded a total of 445 hate crime incidents, 240 of which involving a notifiable offence. The YTD positive outcome rate is 38.3%. This is 6.3% pts below the rate achieved at this time last year and 6.1% pts below the outturn in March 2012.
- Whilst there is evidence of an increased level of public confidence with regards to reporting hate crime incidents to the police (either directly or via third party reporting), there is still some reluctance amongst victims to engage in the criminal justice system and process matters through an official process. In order to ensure that no investigative opportunities are missed, all hate crime investigations continue to be subject to detective 'supervision'.

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**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
			Oct 13	+/-	2013/14	+/-		
	Serious Sexual Offences	Monitor	35	-5.4% -2	292	10.6% 28	Increasing	
<b>EX</b>	Positive outcome rate	Increase from 12/13	22.9%	-4.2% pt	26.7%	-5.9% pt	Decreasing	Not achieve

**EX: Serious Sexual Offences Positive Outcome Rate**  
(Failing to meet improvement target)

- YTD the Force has recorded 292 serious sexual offences, the YTD positive outcome rate is 26.7%. This is 5.9% pts below the rate achieved at this time last year and 2.5% pts below the outturn in March 2012.
- Concern has also been raised in relation to the amount of time taken for serious sexual offences to be reviewed by the CPS prior to a charging decision being given.
- In order to gain a better understanding of this area of performance further research has been commissioned by the Head of Crime.

**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
			Oct 13	+/-	2013/14	+/-		
	Domestic abuse incidents	Monitor	899	-28.0% -350	7023	-5.8% -435	Decreasing	
	Number of incidents involving a repeat victim	Establish baseline	416	-14.6% -71	2960	-9.3% -303	Decreasing	
	Domestic abuse incidents involving a notifiable offence	Monitor	201	33.7% -102	1661	-22.5% -481	Decreasing	
<b>EX</b>	Positive outcome rate	Maintain or increase from 12/13	53.2%	-1.6% pt	47.8%	-3.2% pt	Decreasing	Not achieve

**EX: Domestic Abuse Positive Outcome Rate**  
(Failing to meet improvement target & consistently below historical average)

- YTD the Force has recorded a total of 7023 incidents of domestic abuse, 2960 of which involving a notifiable offence. The YTD positive outcome rate is now 47.8%. Despite a slight improvement on the rate as it stood end of last month, this is 3.2% pts below the rate achieved at this time last year and 3.2% below the outturn in March 2012.
- Ineffective (or 'cracked') trials and the reluctance of victims/witnesses to attend courts remain key factors which are currently subject to significant work by the SDVC.
- Another area of concern associated with an ineffective trial is the time lag between the offence being committed and the offences first appearance at court. In Cleveland this is currently 10 days. Other areas of the country are piloting a 48hr window with a view to improving positive outcome rates.
- Whilst positive action remains a priority when dealing with a domestic abuse incident. In order to maximise evidential opportunities, the force has adopted the DPP's protocol for the gathering of evidence at the scene. Furthermore, the force has taken proactive steps to ensure that where positive action is taken and circumstances are deemed to be appropriate, that unsuccessful charging decisions are challenged.

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
			Oct 13	+/-	2013/14	+/-		
<b>EX</b>	Antisocial behaviour incidents	Reduce from 12/13	3866	7.8% 280	27037	11.1% 2700	Increasing	Not achieve
<b>EX</b>	Criminal damage & arson	Reduce from 12/13	721	-13.1% -109	4620	1.2% 54	Stable	Not achieve

### Exception Report

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

- Despite significant efforts throughout October, the number of ASB incidents recorded across the force area once again increased (+7.8%). YTD the Force has now recorded a total of 27,037 incidents, a rise of 11.1% or 2700 additional incidents when compared to the same period last year.

#### EX: Criminal Damage & Arson (Failing to meet improvement target)

- Despite the 'traditional' spike in criminal damage, when compared to last year 13.1% or 327 fewer offences were recorded. Whilst at Force level this offence type has started to stabilise, a slight year on year increase (+1.2%) remains evident and therefore the Force is currently failing to meet the improvement target.
- Throughout October operational activity has been directed at diverting young people away from causing crime and anti-social behaviour associated with 'Mischief Night' and the surrounding period. Along with making it more difficult for young people to engage in such activities, efforts were focused on maximising public safety through education and awareness raising regarding the implications of such behaviour.
- As previously reported 'youth related' incidents of ASB continue to increase. Of the 311 incidents recorded on the 30/10 alone, 75% were flagged 'youth related'. This compares to a figure of only 39% for the five week period 01/10 to 06/11, excluding 30/10.
- Whilst the majority of incidents throughout the mischief period occurred in current or long term hotspots, increased levels of activity were witnessed in other residential areas. For example, in the Billingham area of Stockton LPA where work continues in relation to a dispersal order application.

**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
			Oct 13	+/-	2013/14	+/-		
<b>EX</b>	Burglary - domestic	Reduce from 12/13	167	-7.7% -14	1126	-14.2% -186	Decreasing	Achieve
<b>EX</b>	Positive outcome rate	Maintain or increase from 12/13	12.6%	-9.0% pt	17.7%	-1.2% pt	Decreasing	Not achieve

**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
			Oct 13	+/-	2013/14	+/-		
	Robbery - personal	Reduce from 12/13	14	-17.6% -3	133	-15.3% -24	Stable	Achieve
	Positive outcome rate	Maintain long term upw ard trend	42.9%	-16.0% pt	35.3%	+2.2% pt	Stable	Achieve

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

- The YTD positive outcome rate is currently 17.7%.
- In Redcar the positive outcome rate remains a concern as it continues to fall. The YTD rate currently stands at 12.2%, 17.1% pts below the rate achieved at this time last year and 8.0% pts below target.
- As previously reported, success in crime reduction and pressures in other types of acquisitive crime have led to investigative resources being shifted into other areas of focus.

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

### Exception Report

- No exceptions to report

### 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 3					

**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

### Exception Report

- No exceptions to report

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 3					

**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		October 13			
The value of confiscation and forfeiture orders	Increase over next 3yrs against 2011/12	£476,174		£941,084	97.6%	Increasing	Achieve

## Reducing Offending and Reoffending

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

**For information only**

- The next release of MOJ sentencing data is currently scheduled for December 2013. Performance will be assessed and any exceptions identified once this data becomes available.

Performance Data	Desired Outcome	Baseline Data	Current Data	Direction of Travel	Projected Outcome
		2008	+/-		
The number of first time entrants into the Criminal Justice System	Downward trend compared to 2008 baseline	Quarterly update to be provided at the end of Quarter 3			

### Arrests and Voluntary Attenders

**Exception Report**

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

- Whilst the number of 'voluntary attenders' continue to rise, the observed increase is significantly lower than the corresponding decrease in arrests.

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

- In October 2013 there were 282 fewer people arrests than in the same month last year. Whilst arrest numbers over the current financial year have begun to stabilise (currently averaging 2023 per month) this month's comparative decrease is typical of the longer term trend.
- Over the last 12 months notifiable arrests have fallen by 12.8%. Whilst the number of crimes recorded during the same period has also fallen (down 2.5%), the rate of change is not comparable.
- In terms of volume, the most significant reductions in arrests are observed in relation to assault, burglary, other theft, criminal damage and other non notifiable offences such as breach of bail conditions.

	Performance Data	Desired Outcome	Month Comparison		Rolling 12 months		Direction of Travel	Projected Outcome
			Oct 13	+/-	2013/14	+/-		
<b>EX</b>	All Arrests	Monitor	1981	-12.5% -282	24314	-12.0% -3308	Decreasing	
<b>EX</b>	Notifiable Arrests	Monitor	1449	-14.0% -235	17751	-12.8% -2617	Decreasing	
<b>EX</b>	Voluntary Attenders	Monitor	275	26.7% 58	2762	20.6% 470	Increasing	

# 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 is scheduled for January 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 3					
<b>Service Aspects</b>							
Ease of contact	Monitor	Quarterly update to be provided at the end of Quarter 3					
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 3					

**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.

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### 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
		June 13	+/-	Mar 13	+/-		
Percentage of people w ho, taking everything into account, have confidence in their local police	Maintain long term upw ard trend	70.5%	-3.2% pt	69.5%	+1.0% pt	No signf change	

**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
		June 13	+/-	Mar 13	+/-		
Percentage of people w ho think the police and local council are dealing w ith crime and antisocial behaviour in their local area	Maintain long term upw ard trend	60.6%	-6.3% pt	59.2%	+1.4% pt	No signf change	Achieve

Other Confidence Indicators		Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
Performance Data	Desired Outcome	June 13	+/-	Mar 13	+/-		
Percentage of people w ho think the police are dealing w ith the things that matter locally.	Monitor	64.2%	0.0% pt	63.6%	+0.6% pt	No signf change	
Percentage of people w ho think the police do a good or excellent job.	Monitor	60.6%	+1.5% pt	59.3%	+1.3% pt	No signf change	

### Exception Report

- There are no exceptions to report.
- **Please note:** Since March 2012 a decreasing trend has been observed in some areas, particularly in relation to comparative 'ranking' with Cleveland being one of the best performance forces in the country. However as the rate of change is not considered to be 'statistically significant' and comparative performance remains in keeping with that of other most similar forces, no formal exceptions have been identified.

**Please note:** The above indicator (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

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

**For information only**

- The next update in relation to LDP and NDM training is scheduled for January 2014. 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 3				

**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 3				

## Additional Corporate Health Indicators

### Demand Management

	Performance Data	Desired Outcome	Month Comparison		Year to Date		Projected Outcome
			Oct 13	+/-	2013/14	+/-	
			999 calls: Percentage answered on target of 10 seconds	95% (min 90%)	95%	-4% pt	
Non 999 calls: Percentage answered on target of 30 second	90% (min 85%)	94%	-5% pt	96%	-2% pt	Achieve	
<b>FI</b> Emergency Response: Urban incidents attended within 10 mins	90%	89%	+3% pt	90%	0% pt	Achieve	
Emergency Response: Rural incidents attended within 20 mins	90%	98%	+10% pt	97%	0% pt	Achieve	
<b>EX</b> Outstanding events: percentage of time spent in 'green'	Monitor	94%	+21% pt	91%	+15% pt	Improving	

### Exception Report

**EX Outstanding Event Queue**  
(Consistently above historical average)

- In October 2013 the outstanding event queue achieved a 'green' status on 94% of occasions. This represents a significant increase of 21% points when compared to the same month last year. The figure for October 2013 is in keeping with the higher levels of performance observed since the end of 2012.
- Whilst call volume has fallen, 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.

**For information only: Emergency Response (Urban)**

- Despite a dip in performance in October, year to date performance remains within target and therefore this 'failing' is not highlighted as an official exception on this occasion.

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### Sickness Monitoring

Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
		Oct 13	+/-	2013/14	+/-		
Police officer number of working days lost	Monitor	1201	-19.5% -291	7355	-6.9% -547	Increasing	
Average working days lost per police officer	Monitor	0.84	-16.0% -0.16	5.09	-3.0% -0.16	Increasing	
% days lost long term	Monitor	69.2%	+12.2%pt	66.1%	-5.4% pt	Decreasing	
Police staff member number of working days lost	Monitor	386	30.0% 89	1971	-3.1% -63	Increasing	
Average working days lost per police staff member	Monitor	1.07	35.4% 0.28	5.36	1.5% 0.08	Increasing	
% days lost long term	Monitor	52.1%	+2.0% pt	57.3%	-8.4% pt	Decreasing	

#### Exception Report

- No exceptions to report

### Outstanding TOIL and RIDL\*

Performance Data	Desired Outcome	Previous month		Previous year		Direction of Travel	Projected Outcome
		Oct 13	+/-	Oct 12	+/-		
EX Total outstanding TOIL (Hours)	Monitor	11130	-142	19556	-8426	Decreasing	
Average TOIL per officer	Monitor	7.89	-0.06	13.32	-5.43	Decreasing	
Total officers exceeding 30hrs	Monitor	118	2	224	-106	Decreasing	
EX Total outstanding RDIL (days)	Monitor	5759	-271	8607	-2848	Decreasing	
Average RDIL per officer	Monitor	4.08	-0.17	5.86	-1.78	Decreasing	
Total officers exceeding 5 days	Monitor	341	-36	609	-268	Decreasing	

\* 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.

#### Exception Report.

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

- In October 2013 the total number of outstanding TOIL hours was 11,272. This is a reduction of 142 when compared to the previous month and a significant reduction of 8426 when compared to the same month last year.
- The current acceptable limit for outstanding TOIL hours a maximum of 30 hours per officer. Whilst the average number of outstanding TOIL hours per officer is currently 7.89, 118 officers still hold a balance in excess of the acceptable limit,

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

- With a further month on month decrease observed in October, the outstanding RDIL balance is also fallen significantly, down 2848 days when compared to last year. The current target is a maximum of 5 days per officer.
- As previously reported, both TOIL and RDIL balances are actively monitored and challenged through the MPR process which individual reduction plans set for those officers carrying outstanding balances over and above 'acceptable' levels. For the past 12-18 months this level of scrutiny has been driven at an Executive level. This represents a clear change in organisational culture.