

Not Protectively Marked

Strategic Performance Review



CLEVELAND
POLICE
Putting People First

Exception Report As at the end of September 2013

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

Not Protectively Marked

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 September 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

Exception Report

Recorded Crime Statistics

	Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
			Sept 13	+/-	2013/14	+/-		
EX	Publicly Reported Crime	Reduce over 3 years from 12/13 baseline	2971	3.6% 103	18053	3.0% 529	Stable	Not achieve
	Violence against the person	Monitor	521	0.4% 2	3147	-8.6% -295	Decreasing	
EX	<i>Violence with injury</i>		291	-11.0% -36	1820	-12.5% -260	Decreasing	
	<i>Violence without injury</i>		230	19.8% 38	1327	-2.6% -35	Decreasing	
	Sexual Offences	Monitor	43	2.4% 1	308	9.6% 27	Increasing	
	<i>Rape</i>		23	109.0% 12	107	12.6% 12	Increasing	
	<i>Other sexual offences</i>		20	-35.5% -11	201	8.1% 15	Increasing	
EX	All Theft	Monitor	1801	4.4% 76	10700	6.3% 638	Increasing	
EX	<i>Burglary - domestic</i>	Reduce from 12/13	162	-21.0% -43	961	-15.3% -173	Decreasing	Achieve
	<i>Burglary - Non domestic</i>	Monitor	221	3.8% 8	1348	7.5% 94	Increasing	
	<i>Robbery - personal</i>	Reduce from 12/13	23	-17.9% -5	119	-15.0% -21	Decreasing	Achieve
	<i>Robbery - business</i>	Monitor	4	- 4	16	-5.9% -1	Stable	
	<i>Vehicle crime</i>		276	1.1% 3	1586	8.2% 120	Increasing	
	<i>Shoplifting</i>		468	15.3% 62	2700	14.0% 332	Increasing	
	<i>Other theft offences</i>		647	7.8% 47	3970	7.8% 287	Increasing	

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

- With a further increase observed during September, YTD figures show a rise in overall PRC of 3.0% (529 additional crimes). The end of year projection is an increase of 2.7%, 962 additional crimes.
- YTD increases have also been observed in Stockton (+8.9%) and Redcar (+4.4%). Central focus is therefore on continued geographic support to these LPA's as determined from daily T&CG processes (Pacesetter).
- Specific operations are currently being planned to tackle potential increases in crime and antisocial behaviour over the Bonfire period.

EX: Violence with Injury (Consistently below historical average)

- Violence with injury continues to fall YTD figures show a decrease of 12.5% (260 fewer crimes). Significant decreases have been observed across all LPA's, most noticeably in Redcar (-20.4%) and Hartlepool (-19.2%)
- The main offence type driving the reduction is assault occasioning actual bodily harm. The number of crimes committed under the influence of alcohol or drugs has decreased significantly as have those committed on licenced premises. This may be due to a less active night time economy but this remains a theory which is yet to be fully explored.

EX: Theft Offences (Consistently above historical average)

- YTD figures show a rise in overall theft of 6.3% (638 additional crimes). Further analysis identifies opportunist theft such as shoplifting (+14.0%) and 'other' theft (+7.8%) as the main contributory offence types.
- Economic changes in the benefit system may have created an additional financial pressure particular 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.
- Moving forward, thematic focus remains on volume theft categories which present the best opportunity of closing the crime gap. This includes advanced planning to combat seasonal rises near to Christmas.

Not Protectively Marked

Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
		Sept 13	+/-	2013/14	+/-		
Criminal damage & arson	Reduce from 12/13	606	4.1% 24	3898	4.3% 159	Stable	Achieve
Police Generated Crime	Monitor	322	0.3% 1	2001	-0.5% -11	Stable	
Total Crime	Monitor	3293	2.1% 69	22062	1.7% 344	Increasing	
EX Positive outcome rate	Monitor	37.0%	-1.1% pt	35.6%	-1.7% 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
		Sept 13	+/-	2013/14	+/-		
Hate Crime incidents	Monitor	43	-28.3% -17	400	13.6% 48	Increasing	
Hate crime incidents involving a notifiable offence	Monitor	28	-6.7% -2	222	14.4% 28	Increasing	
EX Positive Outcome rate	Increase from 12/13	71.4%	21.4% pt	39.6%	-5.7% pt	Decreasing	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
		Sept 13	+/-	2013/14	+/-		
Serious Sexual Offences	Monitor	39	11.4% 4	258	12.5% 31	Increasing	
EX Positive outcome rate	Increase from 12/13	23.1%	3.1% pt	27.1%	-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 15.3% (173 fewer crimes). Significant decreases have been observed across all LPA's, with the exception of Hartlepool (+3.2%, an additional 5 offences).
- As mentioned above (see 'theft offences') there is evidence of a shift in offending behaviour away from pre-planned high risk crimes such as house burglary. However, 2 in 1 burglaries remain an issue, with operational activity in this area currently focused on organised crime.
- 4th – 8th November is 'ACPO Burglary week'. This provides an opportunity to undertake some prevention activity in order to address potential seasonal rises near to Christmas.

EX: Positive Outcome Rate (Consistently below historical average)

- With a further decrease observed in September, the YTD positive outcome rate currently stands at 35.6%, 1.7% pts below the rate achieved by this time last year. An additional 421 outcomes would be required from the remaining 12,920 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), 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 42.6%), Redcar has the lowest (YTD 32.4%). 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 400 hate crime incidents, 222 of which involving a notifiable offence. The YTD positive outcome rate is 39.6%. This is 5.7% pts below the rate achieved at this time last year and 4.8% pts below the outturn in March 2012.
- In order to gain a better understanding of this area of performance further research has been commissioned by the Head of Crime.

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

- YTD the Force has recorded 258 serious sexual offences, the YTD positive outcome rate is 27.1%. This is 6.3% pts below the rate achieved at this time last year and 2.1% pts below the outturn in March 2012.
- In order to gain a better understanding of this area of performance further research has been commissioned by the Head of Crime.

Not Protectively Marked

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
		Sept 13	+/-	2013/14	+/-		
Domestic abuse incidents	Monitor	693	-10.5% -81	6061	-2.4% -148	Decreasing	
Number of incidents involving a repeat victim	Establish baseline	370	-3.4% -13	2544	-8.4% -232	Decreasing	
Domestic abuse incidents involving a notifiable offence	Monitor	193	-2.0% -4	1443	8.5% -134	Decreasing	
EX Positive outcome rate	Maintain or increase from 12/13	55.4%	7.7% pt	47.3%	-3.1% 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

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
		Sept 13	+/-	2013/14	+/-		
EX Antisocial behaviour incidents	Reduce from 12/13	3536	6.2% 207	23158	11.6% 2407	Increasing	Not achieve
Criminal damage & arson	Reduce from 12/13	606	4.1% 24	3898	4.3% 159	Stable	Achieve

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 6061 incidents of domestic abuse, 2544 of which involving a notifiable offence. The YTD positive outcome rate is now 47.3%. Despite the increase observed in September, this is 3.1% pts below the rate achieved at this time last year and 3.7% below the outturn in March 2012.
- In order to gain a better understanding of this area of performance further research has been commissioned by the Head of Crime.

Exception Report

EX: Antisocial Behaviour Incidents
(Failing to meet improvement target & exceeding upper control threshold)

- Over recent months incidents of ASB have increased, peaking in both July and August at a level considered to be above the historical 'norm'. With a further increase in September, YTD figures show a rise in overall ASB of 11.6% (2407 additional incidents). The end of year projection for the Force is an increase of 17.2%, 6793 additional incidents.
- Historically the greatest pressure in terms of ASB volume has been observed over the summer months as people increase the amount of time spent outdoors, specifically in relation to activities such as drinking in public places. 2013 has been confirmed by the MET Office as the warmest summer in the UK since 2006 and the driest in England since 1996. Research has shown a similar peak in local ASB levels in 2006 despite what can otherwise be considered as a long term downward trend.

Not Protectively Marked

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
			Sept 13	+/-	2013/14	+/-		
EX	Burglary - domestic	Reduce from 12/13	162	-21.0% -43	961	-15.3% -173	Decreasing	Achieve
EX	Positive outcome rate	Maintain or increase from 12/13	16.0%	-6.9% pt	18.5%	0.1% pt	Improving	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
			Sept 13	+/-	2013/14	+/-		
	Robbery - personal	Reduce from 12/13	23	-17.9% -5	119	-15.0% -21	Decreasing	Achieve
	Positive outcome rate	Maintain long term up ward trend	26.1%	-2.5% pt	34.5%	4.5% pt	Improving	Achieve

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

Local Public Confidence Survey

	Performance Data	Desired Outcome	Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
			Sept 13	+/-	June 13	+/-		
EX	Percentage of people w ho's quality of life is adversely affected by fear of crime or antisocial behaviour	Decrease w hen compared to the average of the last tw o years	16.1%	1.2% pt	14.8%	1.2% pt	Stable	Not achieve

- Whilst incidents categorised as 'personal' have fallen (-18.5%, 421 fewer incidents) this is significantly slower than the increase observed in other areas e.g. 'nuisance' behaviour is currently up 30.4% (1176 additional incidents) on the same period last year. Whilst more detailed analysis remains challenging (due to on-going data quality issues) a significant increase in 'youth' and 'alcohol' related incidents has been observed.
- YTD increases have also been observed in all four LPA's. However, a number of wards have been identified as consistent 'hotspot' locations.
- With Local Authorities also facing financial pressures, there has been a reduction in the number resources working to address ASB in many residential, business and open space areas. For example, in Middlesbrough the number of street wardens has fallen from around 70 to less than 20.

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

- The YTD positive outcome rate is currently 18.5%. Whilst this is in keeping with the rate achieved by this time last year, it is below the desired outcome level. An additional 16 outcomes would be required from the remaining 783 undetected crimes in order to achieve last year's outturn rate and the current target of 20.2%.
- With an outcome rate of 25.9%, Hartlepool is the only LPA currently achieving and exceeding the target. However, Middlesbrough and Stockton are beginning to showing signs of improvement.
- In Redcar the positive outcome rate is significantly below the target level and continues to fall. The YTD rate currently stands at 14.9%, 14.5% pts below the rate achieved at this time last year and 5.3% pts below target (8 additional detections).
- With reducing burglary numbers a shift in offending behaviour has been observed. There has been a move away from a small number of individuals committing a large number of crimes, to more 'one off' offences which are often harder to detect. Success in crime reduction and pressures in other types of acquisitive crime has also led to investigative resources being shifted into other areas of focus.

EX: Quality of Life and Fear of Crime (Failing to meet improvement target)

- In the 12 months ending September 2013, 16.1% of the 2,400 people surveyed said that their quality of life was adversely affected by their fear of crime or antisocial behaviour.
- This is highlighted as an 'exception' due when compared to the baseline (and therefore a failure to meet the reduction target)
- However, the rate of change associated with this small decrease is not significant and performance is therefore considered to be stable.

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
		April 13	Sept 13	+	-		
The aggregate threat and harm score of those organised crime groups being tackled at Tier 1	Decrease compared to April 2013	385	200	-	185	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	Projected Outcome
		March 2012	September 13	£	%		
The value of confiscation and forfeiture orders	Increase over next 3yrs against 2011/12	£476,174	£1,803,295	278.7%		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	Projected Outcome
		2008	Mar 13	+	-		
The number of first time entrants into the Criminal Justice System	Downward trend compared to 2008 baseline	1601	607	-62.1%	-994	Decreasing	Achieve

Exception Report

- No exceptions to report

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

Exception Report

EX: Victim Satisfaction Rates

	Performance Data	Desired Outcome	Previous Year		Previous Quarter		Direction of Travel	Projected Outcome
			Sept 13	+/-	June 13	+/-		
EX	Percentage of victims of crime who are satisfied with the service received from Cleveland Police	Improve against a 2008/09 baseline	84.2%	1.7% pt	83.3%	0.9% pt	Stable	Achieve
Service Aspects								
	Ease of contact	Monitor	97.0%	0.8% pt	96.6%	0.4% pt	Stable	
EX	Actions taken	Monitor	82.7%	2.1% pt	81.6%	1.1% pt	Stable	
EX	Follow up and feedback	Monitor	72.6%	1.4% pt	71.2%	1.4% pt	Stable	
EX	Treatment by staff	Monitor	92.3%	0.9% pt	91.2%	1.1% pt	Stable	
	Percentage of victims of racist incidents who are satisfied with the service received from Cleveland Police	Maintain long term upward trend	73.1%	-3.0% pt	75.0%	-1.9% pt	Stable	Achieve

- Despite evidence of some local improvements, satisfaction rates in Cleveland remain significantly below that of most similar forces.
- The 'satisfaction gap' has been highlighted within previous Strategic Performance Assessments and as a result 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 have been presented at a previous SPG and subsequently used to inform the work of the recently established Satisfaction Gold Group.
- The inaugural meeting of this group took place in early September with 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.
- **Health Warning:** Concerns have been raised at a national level regarding the emergence of different sampling and surveying practices adopted by forces. Comparability of satisfaction results has been brought into question. A number of regional and national events are scheduled for the near future, providing practitioners with an opportunity to discuss these concerns and to raise emerging issues with strategic leads from the 'centre'. The Force Performance Manager is actively engaged in this network.

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.

Not Protectively Marked

Public Confidence and the Crime Survey for England and Wales

For information only

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

- The next release of Force level data taken from the Crime Survey for England and Wales is expected via Iquanta by 25th October. 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
		June 13	+/-	Mar 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	Awaiting next release of force level CSEW data (end of October 2013)					
Other Confidence Indicators							
Percentage of people who think the police are dealing with the things that matter locally.	Monitor	Awaiting next release of force level CSEW data (end of October 2013)					
Percentage of people who think the police do a good or excellent job.	Monitor	Awaiting next release of force level CSEW data (end of October 2013)					

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 who, taking everything into account, have confidence in their local police	Maintain long term upward trend	Awaiting next release of force level CSEW data (end of October 2013)					

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

Leadership Development

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

Exception Report

- No exceptions to report

Performance Data	Desired Outcome	Baseline Rate	Current Rate		Direction of Travel	Projected Outcome
			Sept 13	+/-		
The percentage of eligible supervisors completing the internal Leadership Development Programme	Increase from March 2013 baseline	23.0%	27.6%	4.6% 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	Projected Outcome
			Sept 13	+/-		
The completion rate for National Decision Model Training	Achieve 95% by March 2014	95.0%	67.4%	4.6% pt	Increasing	Achieve

Additional Corporate Health Indicators

Demand Management

Performance Data	Desired Outcome	Month Comparison		Year to Date		Projected Outcome
		Sept 13	+/-	2013/14	+/-	
999 calls: Percentage answered on target of 10 seconds	95% (min 90%)	95%	-4% 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%	90%	1% pt	90%	0% pt	Achieve
Emergency Response: Rural incidents attended within 20 mins	90%	97%	3% pt	97%	0% pt	Achieve
Outstanding events: percentage of time spent in 'green'	Monitor	93%	13% pt	90%	14% pt	Improving

Exception Report

- No exceptions to report

Not Protectively Marked

Exception Report

	Performance Data	Desired Outcome	Month Comparison		Year to Date		Direction of Travel	Projected Outcome
			Sept 13	+/-	2013/14	+/-		
	Police officer total number of working days lost	Monitor	1223	5.6% 65	6154	-4.0% -256	Increasing	
	Average working days lost per police officer	Monitor	0.85	9.0% 0.07	4.25	0.0% 0.00	Increasing	
	% days lost long term	Monitor	61.3%	-5.1% pt	65.5%	-9.4% pt	Stable	
EX	Police staff total number of working days lost	Monitor	236	-8.5% 22	1585	-8.8% -152	Decreasing	
	Average working days lost per police staff member	Monitor	0.65	-4.4% -0.03	4.29	-4.5% -0.20	Decreasing	
	% days lost long term	Monitor	52.1%	11.8% pt	60.7%	-7.6% pt	Increasing	

EX: Police staff total number of working days lost (Consistently below historical average)

- During September a total of 236 working days were lost due to sickness. This is 8.5% decrease (or 22 fewer days) when compared to the same month last year. YTD figures show a similar decrease, down 8.8% (152 fewer days). The percentage of days lost due to long term sickness has also decreased, down 7.6% pts YTD.
- As the number of police staff reduces (down 13 FTE), a fall in the number of days lost is to be expected. However, when considered on a like for like basis (i.e. per staff member) reductions continue to be observed. YTD, the average number of days lost per police staff member is down 4.5% on the same period last year.
- Attendance management has been given a weekly focus enabling HR Business Partners and Senior Managers to proactively address all levels of sickness and robustly tackle long term absence via the AMI process.
- A recent survey conducted by the Chartered Institute of Personnel and Development has identified a similar reduction in sickness absence across other areas of the public sector. There is a theory, sometimes referred to as 'presenteism' which suggests that currently individuals are less likely to take time off due to fear of redundancy.

Outstanding TOIL and RIDL*

	Performance Data	Desired Outcome	Previous month		Previous year		Direction of Travel	Projected Outcome
			Sept 13	+/-	Sept 12	+/-		
EX	Total outstanding TOIL (Hours)	Monitor	11272	114	20016	-8744	Decreasing	
	Average TOIL per officer	Monitor	7.95	0.11	13.58	-5.63	Decreasing	
EX	Total outstanding RDIL (days)	Monitor	6030	-133	9267	-3237	Decreasing	
	Average RDIL per officer	Monitor	4.25	-0.08	6.29	-2.04	Decreasing	

EX: Outstanding TOIL Balance (Exceeding lower control threshold)

- Despite an increase in the number of outstanding TOIL hours in September, when compared to the previous month, the longer term trend is positive.
- When compared to the outstanding balance at the same time last year a significant reduction (8744 fewer hours) has been achieved. The current target is a maximum of 37 hours per officer

EX: Outstanding RDIL Balance (Consistently below historical average)

- With a further month on month decrease observed in September, the outstanding RDIL balance is also fallen significantly, down 3237 days when compared to last year. The current target is a maximum of 5 days per officer.
- 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.

* The data shown in the table above represents a 'snapshot' in time as taken on the 15th of each month

Please note: Additional corporate health indicators are currently being developed and will be included in future reports.