

APPENDIX A

Performance & Insight Report

Themes 1 - 7

Performance to November 2013

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure	Target Profile	Current Performance – 12 months to September 2013 ¹		
		Target	Trend	Summary
1 % of victims of crime that are completely, very or fairly satisfied with the service they have received from the police	§ 90% § To be in the top five Forces nationally	-2.9 pp ² ●	-0.2 pp	<p>Performance is stable when considering the long term trend, with the Force remaining below the 90% target.</p> <p>Satisfaction for incidents in the 12 months to September is 87.1%. It was 87.4% for the comparative period in the previous year.</p> <p>The Force is in line with peers nationally and is above the Most Similar Group (MSG) average (based on 12 months of interviews ending September 2013).</p> <p>While there is no underlying difference between the divisions in terms of the headline figure (City 86.6%, County 87.5%), theft from vehicle crime satisfaction remains a differentiating factor, with deterioration in the City. A gap in violent crime satisfaction is apparent, with a positive and negative direction of travel for the City and County respectively.</p>
2 % of victims and witnesses satisfied with the services provided in court	§ 90% satisfied with service received § 85% feel confident to give evidence in court § Improved satisfaction levels compared to 2012-13	+4.2 pp ●	³	<p>In November, 98.5% of victims and witnesses were satisfied or very satisfied with the services provided in court and the 90% target has been achieved in eleven of the twelve months.</p> <p>Year-to-date figures show an average satisfaction level of 94.2% (April - November 2013), while 88.0% felt confident to give evidence (April - June 2013).</p>

¹ Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

² Percentage points

³ Should be treated with caution due to limited amount of data available

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure		Target Profile	Current Performance – 12 months to September 2013 ¹		
			Target	Trend	Summary
3	% of people who agree that the Police and Council are dealing with local Anti-Social Behaviour and other crime issues	§ 60% by 2015-16	-8.8 pp ●	-8.0 pp	<p>There is no new data for this measure.</p> <p>The agreement level is 51.2% for 12 months interviews ending June 2013. Performance is below target although there has been positive movement since the previous quarterly results.</p> <p>The Force remains below peers and there is a statistically significant disparity to the national average. Further details on this measure are available in last month's report, the Performance and Insight Report for performance to October 2013.</p>

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure		Target Profile	Current Performance – 12 months to September 2013 ¹		
			Target	Trend	Summary
4	% reduction of people that have been repeat victims within the previous 12 months	§ Reduce the number of repeat victims of Domestic Abuse, Hate Crime & Anti-Social Behaviour by 5% year on year compared to 2012-13	-5.8% ●	-10.2%	<p>Year-to-date (April to November 2013) there has been an 10.2% reduction in the number of people that have been repeat victims of Domestic Violence, Hate Crime or Anti-Social Behaviour (ASB) within the previous 12 months when compared to the same period of last year. This equates to 673 fewer repeat victims.</p> <p>The Force is currently achieving target on this measure, with performance being driven by a reduction of 14.8% in repeat ASB victims when compared with the same period last year.</p> <p>Whilst this is positive it should be noted that as ASB accounts for the majority of the volume on this measure, strong performance in terms of ASB repeat victims is serving to mask an increase in repeat victims of Domestic Violence, with the Force currently experiencing an increase of 9.3% (110 victims) when compared to last year. This was discussed in detail in the October Performance and Insight report, with the increase linked to an overall increase in Domestic Violence in Force.</p> <p>There is little change in terms of the areas of most concern. City Central, North and South all continue to record year-to-date increases in Domestic Violence repeat victims. The picture is more positive on the County, with Ashfield, Bassetlaw and Gedling currently recording reductions; however it should be noted that the reductions are small and represent a total of only 8 less repeat victims between them.</p> <p>Through working with partners the Force aims to reduce the number of repeat victims by providing effective intervention at the time of the first incident. An increase in repeat victims of Domestic Violence is a concern and suggests that positive action to tackle repeat victimisation in this area is not proving effective. This situation continues to be monitored and a detailed report will be included in the January Performance and Insight report.</p>

Strategic Priority Theme 1: Protect, support and respond to victims, witnesses and vulnerable people

Measure		Target Profile	Current Performance – 12 months to September 2013 ¹		
			Target	Trend	Summary
5	The number of people Killed or Seriously Injured (KSIs) on Nottinghamshire's roads	§ 40% reduction in all Killed and Seriously Injured (KSIs) by 2020 (from 2005-2009 average)	-18.8% ●	-23.5%	<p>There is no new data for this measure⁴. Quarter 1 and 2 figures reveal that between January and June 2013, the Force recorded a 23.5% reduction in KSIs when compared to the same period of 2012. This equates to 64 fewer people Killed or Seriously Injured on Nottinghamshire's roads, and means that the Force is currently on course to meet the long term target reduction for this measure. While all user groups are showing a reduction, the vulnerable road user groups (motorcyclists, pedal cyclists and pedestrians), show the greatest reductions in percentage terms.</p> <p>The current reduction is attributed to the success of proactive operations such as Op Drosometer, with the second phase of this operation concluding recently. During the course of the operation more than 6,000 individuals were caught for driving offences, with the majority of these for not wearing a seatbelt or for using a mobile phone whilst driving.</p> <p>Provisional figures suggest a continuation of the current trend into quarter 3, allowing confidence that Nottinghamshire is experiencing a consistent reduction in the number of persons Killed or Seriously Injured on the roads.</p>

⁴ It is anticipated that the quarter 3 KSI statistics will be published in January 2014

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process




Measure		Target Profile	Current Performance – Year-to-date to November 2013 ⁵		
			Target	Trend	Summary
1	% of Crown Court files to be submitted by the police to the CPS on time and without deficiencies	§ To improve the current timeliness and quality of files	CC Error Rate -0.6pp ● CC Timeliness -1.9pp ● MC Quality -0.1pp ● MC Timeliness +0.6pp ●	6	<p>Performance on this measure remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of data⁷.</p> <p>The Crown Court continues to show the stronger performance this month, with improvements in both file quality and timeliness meaning that the target has been achieved (year-to-date to October 2013). It should be noted, however, that performance in both September and October was below the average for the year so far. The position compared to target for timeliness has deteriorated when compared to that reported at the end of August.</p> <p>The Magistrates Court is experiencing an improvement in performance in terms of the quality of files submitted this month, with the error rate in October being the lowest recorded this year, meaning that the target improvement has been achieved. In contrast to this, the late rate was at its highest this year (30.8% of 13 files submitted), and the year-to-date timeliness target has not been met.</p>
1	Crown Court and Magistrates Court conviction rates	§ To be better than the national average § To be consistently in line with CPS national averages	CC +3.6pp ●		<p>There is no new data for this measure. Nottinghamshire Criminal Justice Area is showing a conviction rate for the month of September 2013 of 84.6% for cases prosecuted through the Magistrates' Courts (MC) and 85.0% for cases prosecuted through the Crown Court (CC).</p>

⁵ Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

⁶ Performance on all of the criminal justice measures remains stable in the short-term, however it is not possible to make accurate long-term judgments regarding trend due to a lack of available data

⁷ Where information on direction of travel is provided for this measure, it will reflect the current month's position compared to last months position.

Strategic Priority Theme 2: Improve the efficiency, accessibility and effectiveness of the criminal justice process

Measure	Target Profile	Current Performance – Year-to-date to November 2013 ⁵		
		Target	Trend	Summary
		MC +0.1 pp 		Of particular note is performance for the Crown Court in September, with a rate of 87.0% , its second highest monthly conviction rate so far this year. The Crown Court continues to meet target having achieved a year-to-date conviction rate of 85.0% against a national average of 81.4% . The Magistrates Court is also on target, having recorded a year-to-date rate which is 0.1pp better than the national average.
2	% of effective trials in the Magistrates' and Crown Courts	<p>§ Reduce % of ineffective trials compared to 2012-13</p> <p>§ Achieve an effective trial rate of 50% for Crown Court and 50% for Magistrates Court</p>	<p>CC -6.2pp </p> <p>MC -8.6pp </p>	<p>Year-to-date figures to November 2013 show that the current effective trial rate is 43.8% for the Crown Court and 41.4% for the Magistrates Court, meaning that neither court is achieving the target 50% effective trial rate.</p> <p>Performance across both courts has been fairly static over the last 14 months, and there is little change in the effective trial rate for either court this month. The proportion of cracked trials (where the defendant offers on acceptable plea or the prosecution offers no evidence) and ineffective trials (where no final outcome is reached) also remain unchanged this year.</p> <p>Current trends suggest that the 50% target will be a challenging one to achieve this year. Improvements in file quality and timeliness may help to support the Criminal Justice Service in improving the effective trial rate for the courts.</p>

Strategic Priority Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
1	Reduction in All Crime across the Force	§ 10% reduction compared to 2012-13	+9.3% ●	+1.4% ↗	<p>The Force continues to record a year-to-date increase in All Crime, and is therefore not achieving the 10% reduction target. On a positive note, performance improvements have continued into November, with a 4.1% reduction in the month compared to November 2012. This means that the year-to-date increase is the smallest it has been this year, at 1.4% (637 offences).</p> <p>In terms of divisional performance, both City and County are recording increases year-to-date, and similarly to the Force level picture, these increases are notably smaller than those reported previously this year (City +1.0% or 212 offences, County +1.7% or 425 offences).</p> <p>As discussed in the previous report, Theft & Handling and Violence Against the Person offences account for a large proportion of the Force's All Crime, and these groups continue to record year-to-date increases. As discussed in the previous report however, there remain signs of improvement in VAP, with the Force recording its second consecutive month-to-date reduction in VAP offences this month.</p> <p>Both Burglary Dwelling and Robbery remain a concern, with large percentage increases recorded in both of these offence types year-to-date. Although, it should be noted, that Robbery offences decreased in the month of November, and as this is a low volume offence, the effect of this month-to-date reduction is apparent in the year-to-date performance.</p> <p>The Force's Priority Areas show mixed performance, with the majority now recording increases in crime. One area which is highlighted as showing strong performance is Aspley in the City, where a reduction of over 60 offences in the month of November has had a noticeable effect on year-to-date performance.</p>

Strategic Priority Theme 3: Focus on those local areas that are most affected by Crime and Anti-Social Behaviour

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
2	Reduction in Anti-Social Behaviour incidents across the Force	<p>§ 8% reduction year on year, from 2013-14 to 2015-16</p> <p>§ A 50% reduction in ASB incidents across the Force by 2015-16 compared to 2011-12</p>	-1.2% ●	-9.1%	<p>The Force is currently recording a reduction in Anti-Social Behaviour (ASB) incidents, with 2,538 fewer incidents recorded this year compared to last.</p> <p>Reductions remain in line with the 8% target, however as noted last month, the Forces position against target is not as strong as it has been previously. Recent reductions have been notably smaller than the 34% reduction recorded at the end of the 2012/13 performance year and this change is apparent in the rolling average performance which has been levelling out since the start of the year.</p> <p>Should the Force continue on its current trajectory then it is possible that the target reduction will not be achieved at the end of the performance year. It is therefore essential that reducing ASB incidents remains an area of focus for the Force.</p>
3	The detection rate (including Positive Outcomes) for recorded offences	<p>§ A rate of 37% (including positive outcomes) for All Crime</p> <p>§ To monitor Home Office disposals as follows; Charge/Summons, Caution/Reprimand/Warning Taken into consideration, Penalty Notice for Disorder, Cannabis Warning, Community Resolution.</p>	-6.0pp ●	-5.4pp	<p>The overall year-to-date detection rate of 31.0% is considerably lower than the current target of 37.0%, and is also below the 36.4% rate recorded last year. When considering detections awaiting approval the rate increases to around 33%, still below the 37% target set.</p> <p>Detection rates on the BCUs are similar to those seen at Force level (32.9% on the City, 31.7% on the County).</p> <p>Examination of the long term trend reveals that following a period of static performance, detection rates have been deteriorating this year, with monthly rates notably low in quarter two.</p> <p>A reduction in offences Taken Into Consideration (TICs) disposals is believed to be the main driver behind a reduction in overall detections, although it should be noted that all disposal types with the exception of Community Resolutions, have reduced in volume this year.</p> <p>As performance on this measure is notably off target.</p>

Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
1	Number of alcohol related admissions to hospital	§ A reduction in the number of alcohol related admissions to hospital compared to 2012-13	-11.1% ●	-11.1%	<p>There is no new data available for this measure. Nottinghamshire police Force data is broken down by the two Local Authorities; Nottingham and Nottinghamshire. The volume of admissions in quarter four (Q4) of 2012/13 was; 1,405 for Nottingham, 4,150 for Nottinghamshire.</p> <p>These totals represent decreases for both Nottingham (-18.5% or 319 fewer admissions) and Nottinghamshire (-8.3% or 374 fewer admissions), compared to the same quarter the previous year, in the previous quarter (Q3). Both local authorities recorded increases compared to the same quarter the previous year.</p> <p>Assessing 2012/13 as a whole, both the local authorities and the overall Force area have recorded an increase compared to 2011/12, (Force +0.2% or 50 admissions, Nottingham +0.2% or 16 admissions and Nottinghamshire +0.2% or 34 admissions). These low level increases appear in line with a general reduction in percentage increases year-on-year over the last four years.</p>
1	The number of alcohol related crimes (proxy measure)	§ Monitor the number of crimes which appear alcohol related	N/A	N/A	<p>Year-to-date figures reveal that 15.5% of All Crime in Force was alcohol related, compared to 17.3% last year. (Year-to-date: City 17.1%, County 14.2%). Over the same time periods, 27.7% of Violent Crime (All VAP, Robberies and Sexual Offences) was alcohol related in 2013/14, compared to 32.2% in 2012/13.</p> <p>Due to current recording limitations there is no target for this measure and the current results should be treated with some caution during the monitoring phase. Improvements in recording practices will be monitored this year with a view to setting a target in later years.</p>

Strategic Priority Theme 4: Reduce the impact of drugs and alcohol on levels of Crime and Anti-Social Behaviour

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
2	% of successful completions of OCU and non OCU (Opiate and Crack Cocaine Users)	§ 1% increase compared to 2012-13	OCU -1.8pp ●	-0.8pp	<p>There is no new data for this measure. This measure is based on the proportion of Opiate and Cocaine Users (OCU) and Non-Opiate and Cocaine Users (Non-OCU) who have successfully completed drug treatment programmes.</p> <p>In the 12 months to September 2013 the successful completion rate for OCUs was 10.7%. This is a slight deterioration on the rate recorded during 2012/13, meaning that the target has not been achieved, although the Force is close to target at only 1.8pp away (a slight improvement on last month).</p> <p>During the same period the success rate for non-OCUs was 47.4%, also a deterioration in comparison with the previous year and has declined compared to last month.</p> <p>In terms of City and County performance, both show signs of deterioration for non-OCU, with current completion rates lower than in the previous period. For OCU, the City has recorded a lower rate whilst the County has recorded an increase. Both BCUs are in the top quartile range for successful completions, a success for both partnerships.</p>
			Non-OCU -4.8pp ●	-3.8pp	

Strategic Priority Theme 5: Reduce the threat from organised crime

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
1	The number of Proceeds of Crime Act (POCA) confiscation and forfeiture orders	§ 10% increase (year on year) in the numbers of confiscation and forfeiture orders compared to 2012-13	-15.5% ●	-4.7%	<p>The target for this measure is to increase the number of confiscation and forfeiture orders. The Force is currently recording a slight decrease in the number of orders, with 121 orders this year compared to 127 last year (a reduction of 4.7%).</p> <p>This reduction in the number of orders means that the Force has not achieved the target volume of orders year-to-date, with 121 orders compared to a target of 140 orders, meaning that the Force has fallen short of target by 19 orders or 15.5% based on year-to-date figures. It is worth noting that this year-on-year picture appears to be deteriorating with the current gap to the target and comparison to last year both worsening compared to last month.</p> <p>So far this year the Force has recorded a total order value of £680,372.60 (down £589,353.86 compared to last year) which equates to an average order value of £5,622.91, a decrease of 43.8% compared to the average order value recorded during the same period of last year (£9,997.85). It should be noted again, that this position has also deteriorated compared to last month⁸.</p>

⁸ Data has been taken from the national JARD system which is a live system and may be subject to change. Data downloaded on 9th December 2013

Strategic Priority Theme 5: Reduce the threat from organised crime

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
2	Force threat, harm and risk (THR) assessment level	§ To reduce THR to below the 2012-13 level	●		<p>The activities of Organised Crime Groups present one of the priority external threats to policing in Nottinghamshire. They have a direct and indirect involvement in a wide range of serious criminality including Murder, Serious Violence, the Criminal Use of Firearms, Drugs Supply, Serious Acquisitive Crime, Fraud and Sexual Exploitation. They impact upon confidence and satisfaction, community cohesion and police endeavours to reduce crime and keep people safe from the risk of harm. In terms of the management of each active Organised Crime Group by the police, each group has a specific management plan and Lead Responsible Officer, with progress monitored through the Level I and Level II Force Tasking and Coordination process in line with NIM guidelines.</p> <p>In terms of criminal intent and capability, the current threat from Serious, Organised Crime in Nottinghamshire remains significant and consistent despite evidence of successful disruption within the last 12 month period as a result of various Nottinghamshire Police and EMSOU operations.</p> <p>The current intelligence picture relating to organised criminality, coupled with the upcoming prison release of key individuals linked to organised crime, suggests that the medium term threat from Serious, Organised Crime in Nottinghamshire will not change from its current threat status of significant and consistent."</p>

Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending

Measure		Target Profile	Current Performance – Year-to-date to November 2013		
			Target	Trend	Summary
1	First-Time Entrants (FTEs) into the Youth Justice System	§ 10% reduction (year on year) compared to 2012-13	-12.4% ●	-19.9%	<p>There have been 313 First-Time Entrants (FTEs) into the Youth Justice System this year (April – November 2013). This is a reduction of 19.9% (78 FTEs) compared to last year. The current year-to-date target has been achieved. Currently 12.4% or 39 FTEs better than target.</p> <p>The largest reduction this year is seen on the County, where a 33.7% reduction was recorded, while the City recorded a reduction of 4.4%.</p> <p>The use of Restorative Justice disposals and Community Resolutions came into force at the beginning of 2012-13 and it is expected that as it gathers momentum there will be less FTEs year on year.</p>

Strategic Priority Theme 6: Prevention, early intervention and reduction in re-offending

Measure	Target Profile	Current Performance – Year-to-date to November 2013		
		Target	Trend	Summary
2 National – reduce the offending of offenders managed and supervised by Integrated Offender Management (IOM) that cause significant harm Local - Acquisitive Crime Cohort, high risk of harm offenders and young adult offenders (18-21years)	<p>§ 10% reduction (year on year) compared to 2012-13</p> <p>§ Reduce (proven) reoffending to be below the national average</p> <p>§ To monitor the Acquisitive Crime Cohort, high risk of harm offenders and young adult offenders (18-21years)</p>	+3.5pp ●	N/A	<p>National data published by the Ministry of Justice covering the 12 months to December 2011 suggests that Nottinghamshire had a 'proven' re-offending rate of 37.6%, 3.0 percentage points above the national average of 34.1%, placing the Force 31st out of 36 areas.</p> <p>When considering the Force's Acquisitive Crime cohort (data to end of November 2013), there are currently 310 IOM nominals managed by the Force with 24 of these (7.7%) classed as juvenile offenders, and 57 (18.4%) as young adult offenders. Three offenders are classed as 'high risk of harm' offenders.</p> <p>Of the 310 nominals, 45.5% are named as an offender in an offence which took place in Force this year. In addition to this, 40.6% are named as a suspect in an offence (please note – this could include offences where the nominal has gone on to be named as the offender in the offence). Of the young adult IOM's, 55.5% have been named as an offender in an offence. One nominal identified as being 'high risk of harm' has been identified as the offender in five offences and a suspect in one further offence, with the other two named as a suspect in more than one offence this year but have not been named as an offender.</p>

Strategic Priority Theme 7: Spending your money wisely

Measure	Target Profile	Current Performance – Year-to-date to November 2013 ⁹		
		Target	Trend	Summary

⁹ Unless otherwise stated. Where different date parameters apply, this will be detailed in the summary for the measure

Strategic Priority Theme 7: Spending your money wisely

Measure		Target Profile	Current Performance – Year-to-date to November 2013 ⁹		
			Target	Trend	Summary
1	Make efficiency savings	§ Save £8.6m by March 2014	N/A	N/A	<p>The Government's grant has reduced significantly and in order to balance the budget, savings of £8.6m need to be made in 2013-14.</p> <p>Detailed plans are in place to ensure the savings target is met. However, detailed data remains unavailable as to progress against these targets.</p> <p>Confirmed efficiencies are currently being made through staff savings and savings from Fleet, Estates and Collaboration.</p>
2	Ensure balanced budget	§ Overall spend v budget	-0.3% ●	N/A	<p>The full year net revenue budget for 2013-14 is £196.998m. During September the Quarter Two forecast was undertaken which resulted in an agreed restated full year budget of £198.375m.</p> <p>Actual net expenditure for the eight months to November 2013 was £132.284m against a restated budget of £131.932m. The resulting position against the restated budget was an over spend of £0.352m.</p>
3	Total number of days lost due to sickness (Officer)	§ 3.7% for Officers and Staff (8.2 days)	+0.35pp ●	-12%	<p>Based on 12 month rolling sickness data, officer sickness for the Force reduced to 4.05% in November 2013 from 4.59% in November 2012. The reduction appears to coincide with the implementation of the updated Attendance Management policy in October 2012, and HR is continuing to work closely with line managers to deal with outstanding sickness issues to enable to the Force to meet target on this measure.</p> <p>Officer sickness absence in the 12 months to November 2013 amounted to an approximate cost to the Force of £4.1m. This has reduced from £4.8m as at the end of October 2012 when the revised policy was introduced.</p>
3	Total number of days lost due to sickness (Staff)	§ 3.7% for Officers and Staff (8.2 days)	-0.04pp ●	-17%	<p>Staff sickness is currently below target, with 12 month rolling figure of 3.66% against the 3.7% target. This represents a notable improvement in performance, with the equivalent figure at the end of November 2012 being 4.42%.</p>

Strategic Priority Theme 7: Spending your money wisely

Measure		Target Profile	Current Performance – Year-to-date to November 2013 ⁹		
			Target	Trend	Summary
4	BME representation	§ To reduce the gap in current Black Minority Ethnic (BME) representation within the Force and local BME community representation in respect of: Recruitment for officers and staff to reflect the local community	●	+0.1%	Current BME representation in Force stands at 4.1% for Officers, and 4.6% for staff (November 2013). This shows little change from the proportion recorded in March last year, however the Force is in the process of recruiting new officers following a positive action campaign and therefore a change may be seen in the representation statistics in the coming months. The representation figures are lower than the BME population of Nottinghamshire, which stands at 11.2% (Source: 2011 Census Data).
Proxy measures:					
5	Overtime Budget	§ Maintain overtime spend below budget	+0.9% ●	-17% ⚡	The Force's Officer overtime expenditure during November was £0.316m, which is an over spend of £0.067m against a restated budget of £0.249m. The main operations were: Op Sponsor (£0.105m, rechargeable), Op Accelerate (£0.100m), Op Embolite (£0.036m), Op Enamelled (£0.025m), Op Solentina (£0.022m, rechargeable). The main reason for favourable trend vs last year is Olympic overtime worked in 2012 (£0.160m, rechargeable) not repeated in 2013.
6	Establishment	§ Officer establishment 2,109 § Staff establishment 1,645	● ●	N/A	Targets quoted are for March 2014. Officer and PCSO recruitment is in process which will help get levels up to target.