

Committee(s): Police Performance and Resource Management Sub-Committee	Date(s): 25 th May 2012	Item no. 7
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Subject: End of Year Performance against Targets for the Policing Plan 2011-14	Public
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Report of: Commissioner of Police POL 27/12	For Information
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Summary

1. This report summarises performance against the Policing Plan 2011-14 for the 2011-12 financial year.
2. At the end of the financial year, of the 21 policing plan targets, 14 have been achieved, (WHITE), 4 have not been achieved (RED), and 3 have not yet been achieved based on data available at 31st March 2012. The data will be available in June/July 2012, and there remains a possibility the Force will still achieve those targets.

1. Ensure CoLP remains prepared and capable to protect against terrorism	ACHIEVED
2. 95% compliance with protective services minimum standards (CT&PO)	ACHIEVED
3. Increase knowledge of and respond to threat from OCGs	ACHIEVED
4. Reduce violent crime by 10%	NOT ACHIEVED
5. Detect violent crime	ACHIEVED
6. Reduce number of killed/seriously injured casualties on roads (Data not available)	<i>Not yet achieved</i>
7. Increase number of people charged with fraud offences	NOT ACHIEVED
8. Apply for financial/serious crime reporting orders	ACHIEVED
9. Increase cash seizures	ACHIEVED
10. Better understand financial aspect of cyber crime	ACHIEVED
11. Develop fraud prevention strategies to inform national intelligence req't	NOT ACHIEVED
12. Reduce overall crime	ACHIEVED
13. Respond to emergency calls within 12 minutes	ACHIEVED
14. Respond to non-emergency calls within 60 minutes	ACHIEVED
15. Victim of crime satisfaction (Data not available)	<i>Not yet achieved</i>
16. ASB victim satisfaction (Data not available)	<i>Not yet achieved</i>
17. Surveyed street population satisfaction	ACHIEVED
18. Efficiency savings	ACHIEVED
19. Police Officer sickness levels	ACHIEVED
20. Support staff sickness levels	NOT ACHIEVED
21. New policing model	ACHIEVED

Recommendation

It is recommended that your Sub Committee receives this report and notes its contents.

Main Report

Background

1. This report presents Force performance against the targets and measures published in your Committee's Policing Plan 2011-14 for the 2011-12 financial year. All relevant performance information is contained within Appendix 'A' with only those areas where targets were not achieved, or not yet achieved, highlighted within the body of the report itself.
2. Following a request made by your Sub Committee in February 2011, the report includes an overview of priority areas that are not covered by target performance.
3. The "traffic light" criteria used in these reports is usually as follows:
 - White – target achieved;
 - Green – target on course to be achieved by due date;
 - Amber – progress against the target behind schedule or failing, but could still be achieved by due date;
 - Red – target not achieved by due date/will not be achieved by due date.
4. However, as this is the end of year report, only three definitions are used, Achieved, Not Achieved and Not Yet Achieved (to cover those situations where end of year data is not currently available).

Current Position

Overview of Force Priority Areas

5. **Counter Terrorism:** the Force's Counter Terrorism and Serious Crime Directorate have continued to contribute extensively to the UK's CONTEST¹ strategy. Over the course of the year, the Force has:
 - Delivered 28 Argus events and tabletop exercises to over 400 people from a variety of companies;
 - Hosted 12 Project Griffin days addressing over 1000 people;

¹ CONTEST is the UK's principal counter terrorism strategy, the aim of which is to reduce the risk to the UK and its interests overseas from international terrorism so that people can go about their lives freely and with confidence.

- Delivered 456 other bespoke counter terrorism briefings to a various audiences. 297 visits were made to small and medium sized enterprises which do not form part of other forums which regularly receive briefings;
- Investigated 164 reports of suspected hostile reconnaissance over the reporting period, six were transferred to the MPS and BTP after initial investigation, with some believed to be linked to the Occupy London Stock Exchange group;
- Supported the work of the London Olympics Intelligence Group (LOIG) to assist them to plan for the impact the Games will have on the City;
- Worked closely with the Centre for the Protection of National Infrastructure (CPNI) to study entry point policing and methods of improvement to mitigate against current threats.

6. **Specialist Crime:** Over the course of the year there have been a number of high profile successes for the Force in this area, most notably:

- Following a stabbing at the Barbican in May 2011, the perpetrator was sentenced to 5 years imprisonment at the Central Criminal Court on 2nd December 2011.
- Following a robbery of high value items from jewellers at One New Change on 10th December 2010, two suspects were convicted with each receiving sentences of 5 years imprisonment. As a result of further investigations, a third suspect was charged with conspiracy to commit robbery and was also sentenced to 5 years imprisonment on 30th November 2011.
- Seven persons from East London who conspired to produce and distribute a large quantity of counterfeit sterling banknotes were sentenced to a total of 18 years imprisonment at the Old Bailey.
- A man who conspired with others to supply 3kg of high grade liquid cocaine in the City was sentenced to 9 years imprisonment at the Central Criminal Court.
- A sixteen month investigation into blackmail resulted in a 31 month prison sentence for the perpetrator.

7. **Economic Crime:** Over the course of the 2011-12 financial year the number of investigations conducted by the Economic Crime Directorate (ECD) reached 330, with 800 suspects linked to those investigations. The amount of money stolen was £2,542,232,251. An additional

£1,504,623,839 was attempted to be stolen, but was prevented by police action. During the year £2,964,679 was recovered by ECD.

8. A significant event during the year was the launch of the Insurance Fraud Enforcement Department in January 2012, which has already attracted positive feedback from the insurance industry for its successes to date.
9. The National Fraud Intelligence Bureau delivered its first national tasking. This event saw 10 ACPO Operational Command Units, the Serious Organised Crime Agency(SOCA), the Serious Fraud Office (SFO), the Financial Services Authority (FSA) and HM Revenue and Customs (HMRC) sharing intelligence to identify and develop new forms of disruption and prevention activities.
10. Notable operations included:
 - Operation Daybreak, which involved one of the UK's largest Ponzi Frauds, over a period of 3 years and resulted in a 14 year prison sentence.
 - Operation Blackout, concerning money laundering linked to bulk importation of counterfeit material from China, resulting in 4 people being convicted at Southwark Crown Court.
 - The Overseas Anti-Corruption Unit investigating a £70m corruption case resulting in four people receiving custodial sentences, the longest of which was 5 years and 5 months.
 - Two referrals from two counties in England that related to complex fraud matters affecting their local authorities.

Target Performance

11. At the end of the financial year, of the 21 policing plan targets, 14 have been achieved, (WHITE), 4 have not been achieved (RED) based on data as at 31st March 2012.
12. **Reduce violent crime offences by 10% based on 2010/11 levels.** At the end of the financial year the Force recorded a 1.4% reduction in levels of violent crime, against a target to reduce levels by 10%. 11 fewer offences were recorded (777 offences were recorded during 2011-12, compared to 788 the previous year). The Force would need to have recorded 78 fewer incidents in total to have achieved the target.
13. Rising levels of violent crime were an issue throughout 2011-12. During the first quarter, Operational responses were set up to stem the increasing

trend, which was made up largely of incidents of common assault in and around licensed premises. These responses were later subsumed into the larger, Force-wide Operation, which was set up to address both violent and volume crime. These operations had a noticeable impact on levels of violent and volume crime, however, towards the latter end of 2011, the protests around the London Stock Exchange and St Paul's Cathedral had the effect of increasing levels again. These protests generated 44 arrests, which, through their crimes, had they not occurred, would have resulted in a 7% reduction in violence.

14. It was highlighted at the end of last quarter that the Force would probably not achieve this target by the end of March 2012; however, everything that could have been done was done to mitigate the rising levels.
15. The Force has moved to a victim based focus for its crime targets for 2012/13. This is because the focus on victim based crimes removes the perverse incentive which was caused by the previous target, which included all offences recorded under the Home Office crime groups Violence Against the Person (VAP), Sexual Offences and Robbery. VAP and Sexual Offences include crimes against Statute as well as crimes against specific victims. Both the Home Office and HMIC now monitor victim based crime. iQuanta² has been changed accordingly, and HMIC have produced a "Victim Based Crime Tree" which separates out the offences against Statute. Public Order offences have been moved into a separate category called Public Disorder, and possession of weapons has been moved into a category called Crime Prevention. Police would clearly not wish to reduce crime prevention activity.
16. **Reduce killed/seriously injured (KSI) casualties on the road to 44 persons in 2011-12.** At the end of the year data to the end of the third quarter was available (it is only released nationally in arrears). At the time this report was prepared, therefore, it is not possible to say definitively whether the Force has achieved this target or not. Whilst local data is recorded, it is not a good indication of what might be recorded nationally, principally because of the moderation and re-categorisation of incidents that occurs at a national level. For example, at the end of the third quarter, locally produced data indicated the Force had recorded 45 KSI incidents (and therefore had already exceeded the target). However, when the ACCSTAT (national) data was published in March, this figure had been reduced to 37. At the end of the year, locally produced data had recorded 57 KSI incidents. ACCSTAT data is not due to be published until late June

² The Home Office database for monitoring police performance

or early July 2012, therefore it will not be known until then whether the Force has achieved this target or not.

17. A detailed KSI strategic assessment was prepared by the Force, which examined patterns and trends to assess the extent to which remedial action could be taken to impact on performance against this target. The assessment concluded that there were no discernible trends, and that accidents happened at all points across the City, involving pedestrians and a range of vehicles, each to a unique set of circumstances which made it virtually impossible to predict or prevent. Whilst a number of operations and tactics continued to be used in an attempt to reduce road traffic collisions, it remained the case that once a collision had occurred the Force had no influence over the degree or severity of any resulting injury. For that reason this target was not carried forward for 2012-13 but has been replaced by a target to reduce all road traffic collisions that result in *any* injury and will be supported by ongoing operations focused specifically on reducing the risk to pedestrians and pedal cyclists.
18. **To increase the number of people charged as a result of ECD investigations compared to 2010-11.** This has been a challenging target throughout the year and previous reports have highlighted the fact it would be unlikely the Force would achieve this target by the due date. A number of factors have impacted on performance against this target. The number of people on police bail and/or subject to police interviews under caution has remained high throughout the year, and at the end of March 2012 stood at 540. Of those, 145 have been submitted to the CPS for charging advice. If all had been accepted then the Force would have met this target. However, last year the CPS amended its charging standards to the extent that files (and therefore investigations) have to almost be at trial-ready stage before the CPS will recommend charging. Additionally, it is not uncommon for complex fraud cases to sit with prosecutors for many months. Although the Force has tried to expedite the process, with some success, it has not been sufficient to impact significantly on performance against this target. Quarterly meetings are ongoing between the Central Fraud Group (CPS) and senior ECD managers to review these cases and expedite them where possible. However, the end result is that despite the high number of cases referred to the CPS for charging advice, due to the difficulties with this target, it has not been possible to achieve this target, which has been discontinued for 2012-13.
19. **Through the National Fraud Intelligence Bureau, to develop fraud prevention strategies and support the intelligence requirement of economic and crime agencies.** Although a strategy document was

submitted in draft in respect of Prevention activity concerning Economic Crime towards the end of the second quarter, at the end of the financial year, refinement work was still required which meant this target was not achieved. The draft provided an outline strategy for the future and is based upon evidence of current activity across the Fraud landscape, and was intended to shape the development of measuring and quantifying preventative activity. Further work has been commissioned to refine how preventative work will be accurately and robustly measured. Partner agencies will be consulted in this aspect of the work, and there are planned meetings with specific sector partners which will report on their prevention / information requirements. Until that work is complete, the Force cannot report that this target has been achieved.

20. **85% or more crime victims satisfied with the way police handled their case (whole experience).** Data for the final quarter of the year (January to the end of March) will not be available until June or July 2012. At the end of the third quarter, the Force recorded an 87.3% satisfaction rate (642 out of 735 respondents). Trend data suggests that the Force will have achieved this target when the final data set is received.
21. **85% or more of ASB victims satisfied with the way police handled their case (whole experience).** As immediately above, final quarter data will not be available until June or July 2012. At the end of December the Force had achieved a 92.3% satisfaction rate (157 of 170 respondents). Also as immediately above, the Force expects to have achieved this target when the final data set is received.
22. **Keep sickness levels to no more than 6 days per annum for police officers and 7 days per annum for support staff.** Whilst the target relating to police officers was achieved (4.7 days), the target for support staff was not, with the Force recording an average of 7.3 days. This is partly due to the impact of a relatively few number of long-term sickness cases skewing the average for all support staff. The Force has been aware that it would not in all probability meet this target and throughout the year has taken a number of steps in an attempt to mitigate the impact of sickness levels. Examples include ensuring there is a full return to work interview following every incident of sickness and referring any recurring issues or patterns to Occupational Health to support managers dealing with absenteeism. All long term sickness cases are monitored and managed at a strategic level by a forum chaired by the Director of Corporate Services. This ensures that all necessary steps are taken to facilitate as rapid a return to work as is possible in the circumstances. Current force performance for

this year shows an average police staff sickness at 7.3 days, which is an indication of improving performance.

Conclusion

23. The Force ended the 2011-12 financial year performing strongly in a number of areas. Perhaps the most significant achievement was to turn around a situation where at the end of the second quarter levels of overall crime were increasing. By the end of the year the Force was able to report a 4% reduction in crime levels, which was the tenth consecutive year of crime reduction. Although the Force did not meet its target to reduce violent crime by 10%, it did nonetheless reduce violent crime for the 5th consecutive year and met its detection of violent crime target.
24. In those areas where the targets were not achieved, your Sub Committee can be assured that the Force took all steps necessary and proportionate to either try to meet the target or mitigate the impact of not meeting the target. It has been a challenging year for the Force with performance remaining strong despite the impact of diminishing budgets and the additional demands made on resources during the unlawful occupation of the area around St Paul's Cathedral.

Background Papers:

- **Appendix "A" Performance Summary**

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Appendix A: Performance against targets/measures in the Policing Plan 2011-14 for period 1st April 2011 – 30th June 2011.

WHITE	Target achieved	GREEN	Performance on track to achieve target by due date	AMBER	Progress against target is significantly behind schedule, but the target might still be achieved	RED	No progress on target or deadline/level has not been met
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Counter Terrorism

<p>1. Ensure City of London Police remains prepared and capable of providing an effective policing response to address the threat of terrorism or serious public disorder.</p>	
	Traffic Light
Measure	
By 31 st March 2012, to have conducted a peer review to quality assure the City of London Police strategy and tactics relating to counter terrorism and public disorder.	ACHIEVED
Performance	<p>A peer review of the Public Order was conducted on 12th December 2011 by the NPIA and reported against the function on 15th January.</p> <p>A representative of the MPS's SO20 Protective Services Command worked with Special Branch and Counter Terrorism during February 2012 to conduct a Peer Review for Counter Terrorism and reported the findings to PMG on 22.03.2012.</p>

2. Achieve 95% compliance with the ACPO Protective Services minimum standards including those relating to Terrorism and Public Disorder.		
	Measure	Traffic Light
	By 31 st July 2011, to have undertaken a review of the implementation of protective services standards within Force.	ACHIEVED
Performance	<p>The review was completed in September 2011, toward the end of the second quarter, thereby delivering the measure. However, the review found that performance against the target was slightly below target in each of the three areas of Counter Terrorism, Specialist Support and ECD. By the end of the financial year the position was as follows:</p> <p>CT&DE – 95.6% compliant Public Order – 97.9% compliant</p> <p>The review highlighted that there are elements of the minimum standards that the Force cannot comply with due to the lack of certain structures within the City of London (for example, some standards relate specifically to ports, airports, national boundaries and regional structures).</p>	
3. To increase knowledge and provide an appropriate policing response to deal with Organised Crime Groups that impact on the City of London.		
	Measure	Traffic Light
	By 31 st March 2012, to have established specific measures linked to the use of the national software and scoring matrix for OCGs capability and impact for the Force to demonstrate performance in deterring, disrupting and dismantling OCGs.	ACHIEVED
Performance	<p>A tracker system based on the national scoring matrix has been implemented and is being used to monitor and record capability and impact for the Force. The first OCG meeting was held in April 2012 and included confirmation and allocation of 'tier' to adopted OCGs and proposed action to disrupt them.</p>	

4. To reduce violent crime offences by 10% based on 2010/11 levels		
		Traffic Light
		NOT ACHIEVED
Performance	<p>2010 - 2011: 788 offences 2011 - 2012: 777 offences -1.4% (11 fewer offences)</p> <p>Rising levels of violent crime were an issue throughout 2011-12. During the first quarter, Operations Eagleclaw and Starfire were set up to stem the increasing trend, which was made up largely of incidents of common assault in and around licensed premises. Eagleclaw was later subsumed into the larger, Force-wide Operation Pulsar, which was set up to address violent <i>and</i> volume crime. These operations had a noticeable impact on levels of violent and volume crime, however, towards the latter end of 2011, the protests around the London Stock Exchange and St Paul's Cathedral had the effect of increasing levels again. These protests generated 44 arrests, which had they not occurred would have resulted in a larger reduction of 7%.</p> <p>It was highlighted at the end of last quarter that the Force would probably not achieve this target by the end of March 2012; however, everything that could have been done was done to mitigate the rising levels. At the end of the first quarter, the Force had recorded a 12% increase in levels of violent crime. To have reduced levels compared to last by -1.4% is a swing of almost 16% and represents five consecutive years of crime reduction in this category.</p>	
5. To detect a minimum of 50% of violent crime offences.		
		Traffic Light
		ACHIEVED
Current Position	<p>2011-12 – 52.9%</p> <p>411 of the 777 violent crimes recorded were detected.</p>	

6. Reduce killed/seriously injured casualties on the road to 44 persons in 2011/12.

		Traffic Light	NOT YET ACHIEVED
Performance	<p>April-December 2011: 36 people seriously injured, 0 fatalities. (ACCSTATS) April 2011 – March 2012 – 57 (including 1 fatality)(LOCAL CRS data) – see note below*</p> <p>*ACCSTATS data is only available approximately 3 months in arrears. Using locally produced data (from the CRS database) the Force has not achieved this target, however, ACCSTATS data are usually lower than CRS, and therefore there is a <i>possibility</i> that the target might still be achieved. (For example, locally produced data for the period April to December records 45 KSIs, against an ACCSTATS reported 36. The definitive figure for the financial year will not be known until July 2012.</p>		

Economic Crime

7. To increase number of people charged as a result of ECD investigations compared to 2010/11		
		Traffic Light
Performance	<p>2010/2011 – 236 people charged 2011/2012 – 128 people charged</p> <p>This has been a challenging target throughout the year and previous reports have highlighted the fact it would be unlikely the Force would be able to meet this target. There have been a number of factors that have impacted on performance against this target. The number of people on police bail and/or subject to police interviews under caution has remained high throughout the year, and at the end of March 2012 stood at 540. Of those, 145 have been submitted to the CPS for charging advice. If all had been accepted then the Force would have met this target. However, last year the CPS amended its charging standards to the extent that files (and therefore investigations) have to almost be at trial-ready stage before the CPS will recommend charging. It is not uncommon for complex fraud cases to sit with prosecutors for many months. Although the Force has tried to expedite the process, with some success, it has not been sufficient to impact significantly on performance against this target. Quarterly meetings are ongoing between the Central Fraud Group and senior ECD managers so review these cases and expedite them where possible. Due to the external difficulties with this target, it has been discontinued for 2012-13.</p>	NOT ACHIEVED
8. To apply for financial and/or Serious Crime Reporting Orders in all top tier Fraud convictions		
		Traffic Light
Performance	<p>Financial Reporting Orders (FRO) and Serious Crime Reporting Orders (SCRO) applied for:</p> <p>2011-12: April to December: 8 FROs applied for (4 granted, 1 refused and 3 pending); 4 SCROs applied for, 1 granted</p> <p>FROs and SCROs are now being applied for in all qualifying ECD cases</p>	ACHIEVED

9. Within year increase the number of cash seizures force wide by 50% compared to the level achieved in 2010/11			
		Traffic Light	ACHIEVED
Performance	<p>2010/11 – 26 cash seizures with a value of £187,863</p> <p>2011/12 – 45 cash seizures with a value of £3,762,475</p>		

10. By 31 st March 2012 to have developed a mechanism to understand fully the application of financial fraud in cyber crime			
		Traffic Light	ACHIEVED
Performance	<p>During the second quarter, the NFIB commenced a process of intelligence collection and analysis to understand the financial fraud cyber threat as articulated within the ACPO Economic Crime Portfolio sponsored NFIB Strategic Assessment and Control Strategy. The National Cyber Fraud Reporting and Analysis Centre was launched towards the end of the third quarter, which delivered the Force's response to the issue of online phishing. Performance baseline assessment has been completed for the NFIB, although some further work is required on the scoring of cyber crime reports. This follows further benchmarking and significant progress has been made in refining existing tools to collect and collate pertinent data effectively. "Report Lite" has been live for three months and NFIB has been receiving Cyber crime reports through Action fraud since 12th January 2012. Scoring systems for Cyber crime reports are being refined to support the Cyber team in identifying the priority reports for action, this work will be developed through ongoing liaison with PeCU, SOCA and other industry partners and the evolution of these processes are ongoing.</p>		

11. Through the National Fraud Intelligence Bureau, to develop fraud prevention strategies and support the intelligence requirement of economic and crime agencies		
		Traffic Light
		NOT ACHIEVED
Performance	<p>Although a strategy document was submitted in draft in respect of Prevention activity concerning Economic Crime towards the end of the second quarter, at the end of the financial year refinement work was still required which meant this target was not achieved. The draft provided an outline strategy for the future and is based upon evidence of current activity across the Fraud landscape, and was intended to shape the development of measuring and quantifying preventative activity.</p> <p>The first review was to ensure that the strategy would complement the new NFIB re-structure. Since then, further work has been commissioned to refine how preventative work will be accurately and robustly measured. Partner agencies will be consulted in this aspect of the work, and there are planned meetings with specific sector partners which will report on their prevention / information requirements. Until that work is complete, the Force cannot report that this target has been achieved.</p>	

Responding to the Community

12. Reduce the level of overall crime committed in the City of London by 2% compared to 2010/11.			
		Reporting Frequency	Traffic Light
Target: less than 6247 offences. 2010/11 Baseline: 6374		Monthly	ACHIEVED
Performance	<p>At the end of the financial year, the Force had reduced overall crime by 4%. 6119 offences were recorded, 255 fewer than the previous year.</p> <p>This is a significant achievement given that at the end of the second quarter the Force was still recording an increase in the overall level of crime, largely due to rises in violent crime and “theft other”. Operation Spinetail (Theft offences generally) commenced on 4th July with 5 DCs from TP CID being attached to a central, coordinating, team. This supported the larger Force-wide initiative set up to address this situation, Operation Eaglewood. By the end of the third quarter, the impact of Operations Eaglewood, Eagleclaw and then Pulsar, was having a positive effect in reducing overall levels of crime albeit not quite achieving the 2% target. High visibility patrols continue around hotspots as part of the Pulsar patrol strategy led by CTSCD and Territorial Policing. A concerted effort which included targeted high visibility policing, had the necessary impact on crime levels.</p>		

13. Respond to 90% of emergency calls within 12 minutes		
	Traffic Light	ACHIEVED
Performance	April 2011-March 2012: 2446 out of 2482 (98.5%) of I grade incidents attended within 12 minutes.	
14. Respond to 98% of non-emergency calls within 60 minutes		
	Traffic Light:	ACHIEVED
Performance	April 2011-March 2012: 5607 out of 5612 (99.9%) of S grade incidents attended within 60 minutes	
15. 85% or more crime victims satisfied with the way police handled their case (whole experience).		
	Traffic Light	NOT YET ACHIEVED
Performance	April-December 2011: ACHIEVED: 87.3% (642 out of 735 respondents satisfied) Note: Final quarter data will not be available until June/July, but the trend throughout the year suggests that this target will be achieved.	
16. 85% or more of ASB victims satisfied with the way police handled their case (whole experience).		
	Traffic Light:	NOT YET ACHIEVED
Performance	April-December 2011: ACHIEVED: 92.3% (157 out of 170 respondents satisfied) Note: Final quarter data will not be available until June/July, but as 14 above, the trend data throughout the year suggests that this target will be achieved.	

17. 80% of City street population surveyed who consider the police in the city of London are doing an excellent/good job		
	Traffic Light:	ACHIEVED
Performance	535 respondents out of 658 (81.3%) consider that police in the City of London are doing a good or excellent job. This compares with 78.2% for 2010/11	

Provide Excellent Value for Money

18. By 31st March 2012 to achieve at least £5.9m cashable savings		
	Traffic Light	ACHIEVED
Performance	The Force's Efficiency target for 2011-12 was £5.9M. At the end of the financial year, the Force had exceeded this target by £2.79M (total saved £8.7M)	

19. Keep sickness levels to no more than 6 days per annum for police officers and 7 days per annum for support staff		
	Traffic Light	Police: ACHIEVED
		Support: NOT ACHIEVED
Performance	<p>Police Officers: Achieved: April 2011 to March 2012: 4.7 (target 6 days)</p> <p>Support Staff: Not achieved: April 2011 to March 2012: 7.3 (target 7 days) It has been highlighted in previous reports that the Force was unlikely to achieve the sickness target relating to support staff. A number of mechanisms are in place and have been enforced to try and impact on this target, examples include ensuring robust return to work interviews are conducted following every incident of sickness; patterns and triggers causing referrals to occupational health. Long term sicknesses and problem cases are managed through a strategic forum chaired by the Director of Corporate Services, which directs management action. Despite these measures the target has not been achieved.</p>	

20. By 31st March 2012, City First Programme to have developed a new operational and support services policing model		
	Traffic Light	ACHIEVED
Performance	The proposed new model for the Force was delivered on time and is now at the first consultation stage.	