

# PCC and CC Force Inspection response record

Version Dec 2024

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| Force                         | Staffordshire                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |      |                                              |                                 |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
| Police and Crime Commissioner | Ben Adams                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |      |                                              |                                 |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
| Chief Constable               | TCC Becky Riggs                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |      |                                              |                                 |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
| Title of inspection           | <a href="#">PEEL 2025/27: An inspection of Staffordshire Police</a>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |      |                                              |                                 |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
| Published Date                | 8 <sup>th</sup> July 2026                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |      |                                              |                                 |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
| Inspectorate                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |      |                                              |                                 |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
| Summary of inspection         | His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) graded Staffordshire Police’s performance across nine areas of policing and found the force was adequate in five areas, requires improvement in three areas and inadequate in one area.                                                                                                                                                                                                                                                                                                                                                                                                                                                                |      |                                              |                                 |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
| Grade                         | <table><tr><td>Outstanding</td><td>Good</td><td>Adequate</td><td>Requires improvement</td><td>Inadequate</td></tr><tr><td></td><td></td><td>Developing a diverse and inclusive workforce</td><td>Leadership and force management</td><td>Responding to the public</td></tr><tr><td></td><td></td><td>Police powers and public treatment</td><td>Investigating crime</td><td></td></tr><tr><td></td><td></td><td>Preventing and deterring crime</td><td>Managing fraud</td><td></td></tr><tr><td></td><td></td><td>Safeguarding children and adults</td><td></td><td></td></tr><tr><td></td><td></td><td>Providing a safe custody environment</td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr></table> |      |                                              |                                 |                          | Outstanding | Good | Adequate | Requires improvement | Inadequate |  |  | Developing a diverse and inclusive workforce | Leadership and force management | Responding to the public |  |  | Police powers and public treatment | Investigating crime |  |  |  | Preventing and deterring crime | Managing fraud |  |  |  | Safeguarding children and adults |  |  |  |  | Providing a safe custody environment |  |  |  |  |  |  |  |
|                               | Outstanding                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Good | Adequate                                     | Requires improvement            | Inadequate               |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |      | Developing a diverse and inclusive workforce | Leadership and force management | Responding to the public |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |      | Police powers and public treatment           | Investigating crime             |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |      | Preventing and deterring crime               | Managing fraud                  |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |      | Safeguarding children and adults             |                                 |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |      | Providing a safe custody environment         |                                 |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |      |                                              |                                 |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |
| Recommendations               | <p>One cause of concern for call answering and response to reports which has led to three level 4 recommendations to supervise and manage grading decisions; improve non-emergency abandonment and attend calls within published attendance times.</p> <p>In addition there are fourteen level 3 areas for improvement:</p> <p>AFI 01 Demand response</p> <p>AFI 02 governance arrangements to identify risk</p> <p>AFI 03 EDI training and support for under-represented groups</p> <p>AFI 04 Use of force recording</p> <p>AFI 05 Monitor abstraction of neighbourhood teams</p> <p>AFI 06 Supervisory oversight of investigations</p> <p>AFI 07 Victims Code compliance</p>                                                         |      |                                              |                                 |                          |             |      |          |                      |            |  |  |                                              |                                 |                          |  |  |                                    |                     |  |  |  |                                |                |  |  |  |                                  |  |  |  |  |                                      |  |  |  |  |  |  |  |

AFI 08 Time taken for crime recording  
AFI 09 Public protection performance data  
AFI 10 Approach to safeguarding missing people  
AFI 11 Protection for stalking victims  
AFI 12 Fraud training for investigators and call takers  
AFI 13 Response to fraud calls for service  
AFI 14 Management of risk throughout detention

## Police, Fire and Crime Commissioner's initial response

The latest report into Staffordshire Police's performance has been published by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

"The report, published under the Police Efficiency, Effectiveness and Legitimacy (PEEL) programme, shows an improving picture in the prevention of crime, safeguarding of vulnerable people and neighbourhood policing and recognises strengths in digital transformation, financial planning and stop & search quality. I am particularly pleased that outcomes for victims continues to improve.

"However the report raises concerns about how the force responds to the public particularly in call handling and attendance times and highlights challenges in leadership and force management, investigating crime and managing fraud.

"I would like to thank His Majesty's Inspectorate of Constabulary and Fire and Rescue Services for their ongoing work in helping me hold the Chief Constable to account on behalf of our communities. I would also like to thank all officers and staff at Staffordshire Police for their continued dedication and hard work.

"The findings of this inspection report do not come as a surprise to me. It is good to see investment has had a positive impact but given the challenges faced by Staffordshire Police it was always going to be difficult to sustain the pace of improvement reported in the previous PEEL inspection two years ago.

"Many of the issues highlighted reflect those identified during the scrutiny activity undertaken by my office and raised by me during my regular meetings with the force's senior leadership team. In recent months I have seen evidence that the contact centre are answering 999 and 101 calls more promptly and that the force are getting to incidents more quickly. It is therefore disappointing that HMICFRS have deemed the force's response to the public as inadequate although I recognise that the inspectors are looking for sustained improvement and pace in addressing concerns that have featured in their previous reports.

"A key part of my role is holding the Chief Constable to account. With this in mind I invited the Acting Chief Constable to an extraordinary police public performance meeting on the 15<sup>th</sup> July to consider the PEEL findings, the challenges faced by the force and the action they are taking to implement the report's recommendations. The meeting was webcast and can be viewed via this link: [PEEL Public Performance Meeting](#).

"Members of the public deserve a high-quality service, and I will continue to maintain pressure to ensure the force is working at pace to make the necessary improvements."

## Chief Constable's response

We acknowledge the findings of the latest HMICFRS PEEL inspection, which highlights both areas where we have made progress and clear priorities for further improvement.

The report recognises improvements in safeguarding vulnerable people, highlights the strength of our partnership working to protect those at risk, and acknowledges our commitment to prevention, problem solving and neighbourhood policing. It also recognises improvements in outcomes for victims and our continued investment in technology, data and efficiency.

However, HMICFRS identifies that we need to improve how we respond to the public, particularly in relation to call handling and attendance times, and has graded this area as inadequate. The report also highlights challenges in understanding and responding to current and future demand, improving consistency in investigations, strengthening governance and oversight, and addressing several longstanding issues where further progress is required.

Acting Chief Constable Becky Riggs said:

"We welcome this report and accept its findings. While it is encouraging that HMICFRS has recognised improvements we have made in safeguarding, prevention and problem-solving, we know we must improve the service we provide when members of the public contact us and ensure victims receive the service they deserve."

"We know that answering calls quickly and attending incidents promptly is fundamental to public confidence, and we are already taking action to improve in these areas."

We have already introduced several changes to improve performance, including increased oversight in our control room, improvements to call handling processes and work to better align resources with demand. Our focus is on ensuring the public receives a consistent, high-quality service. To support this, we have invested in an additional 53 police officers and 15 members of police staff in our contact and control functions.

The report also highlights areas where we need to strengthen governance and oversight and improve our understanding of current and future demand. We accept those findings and have already begun work to address them through enhanced performance monitoring, workforce planning and operational review programmes.

We acknowledge the report's observations regarding leadership stability and governance. While a number of senior leadership positions continue to be filled on a temporary basis, we remain focused on providing clear direction, strong oversight and effective accountability as we drive improvements across the organisation.

Work is already underway through an enhanced desk-based investigation service, which aims to begin investigations earlier so we can contact victims sooner and keep frontline officers available for those who need an immediate or priority response.

Additionally, we have established a rapid response team to help manage increasing demand, which we expect to remain high over the summer months. We are using officers from other areas of the force to support response teams and help improve response times for those who need us most.

Acting Chief Constable Becky Riggs added:

"Our officers and staff are working hard under significant demand, and I want to thank them for their professionalism and commitment."

"We are focused on supporting them while delivering the improvements our communities rightly expect. We remain committed to keeping people safe and to providing the service that the public and victims deserve."

We are also working with the College of Policing as part of the new Police Performance System to maximise on the expertise and the additional support available.

As a force we remain determined to deliver the improvements identified in the report while continuing to build on the progress we have made through investment in our people, innovation, partnership working and continuous improvement.

### Police, Fire and Crime Commissioner's overall comments

The PEEL inspection provides an important independent assessment of the service Staffordshire Police delivers to our communities. While it is encouraging that HMICFRS has recognised improvements in areas including safeguarding vulnerable people, neighbourhood policing, prevention activity, victim outcomes and the force's investment in technology and efficiency, the findings also make clear that there remain significant areas where improvement is required.

I welcome the Acting Chief Constable's acceptance of the findings and the acknowledgement that improvements are needed, particularly in responding to the public, understanding and managing demand, strengthening governance and ensuring greater consistency in investigations. It is positive to see that a number of actions are already underway, including additional investment in contact and control functions, enhanced performance oversight, workforce planning and the introduction of new approaches designed to improve call handling, response times and the service provided to victims.

However, the force's inadequate grading for responding to the public is a matter of serious concern. Members of the public rightly expect calls to be answered promptly and incidents attended within the timescales set by the force. Sustained improvement in these areas must remain an absolute priority.

As Police, Fire and Crime Commissioner, I will continue to hold the Chief Constable to account through my regular performance framework, public scrutiny arrangements and the extraordinary Police Public Performance Meeting convened following publication of this report. My focus will be on ensuring that the force delivers tangible and sustainable improvements against all recommendations and areas for improvement identified by HMICFRS.

The Acting Chief Constable has set out a clear commitment to address the findings and I expect to see evidence that these actions are translating into improved experiences for victims, better service for the public and stronger operational performance across the organisation. My office will monitor progress closely and provide assurance to communities that improvement activity is delivering the outcomes they deserve.