



STAFFORDSHIRE  
**POLICE**

# Force Management Statement 2020/21 Summary

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Staffordshire Police

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# FMS 2020/21 Summary

## Impact of Covid-19 on the compilation of FMS 2020/21

It was the intention of the force to produce an assessment in line with the original HMICFRS deadline of end of May 2020. However as HMICFRS stood down this requirement due to the operational context of the Covid-19 pandemic the force remained committed to produce a product that would underpin the strategic planning process. For both operational and organisational reasons the final assessment has extended into the autumn which has also allowed the opportunity to factor in the early indications of the impact of Covid-19 against forecasts and anticipated demand.

This information has and continues to be utilised to inform planning decisions for 2021/22 and beyond and forecasts are now monitored as part of the force's performance framework.

## Overview of Policing and Performance in Staffordshire during the Pandemic

The MTFS review (October 2020) is set against a context of the Covid-19 pandemic both in relation to the in-year response as well as the ongoing potential impact on Police funding. Staffordshire Police stood up its response to the Covid-19 pandemic in February, adapting at pace to the changes in legislation in addition to delivering on its normal 'day to day' business.

The Commissioner has welcomed the Government's recently launched income recovery scheme for Policing. In Staffordshire, significant reasonable steps have been taken to reduce costs for services that were income funded thus protecting the overall impact on the public purse. Income levels overall remain in line with those expected in the MTFS. Pressures on income from Covid-19 have to date been offset by additional income streams identified and secured.

The impact of the national lockdowns and ongoing restrictions on crime levels across Staffordshire and Stoke-on-Trent has been striking. Like most forces, Staffordshire Police has seen significant reductions, as crime levels fell between 16 March and 31 December compared to 2019. Whilst these reductions reflect the impact of the Covid-19 restrictions, there had been a sustained decrease in crime across the county going into the pandemic

Working closely with partners, services for victims have been enhanced through lockdown including the introduction of online reporting services.

While the lockdown has driven reductions in most crime types, there has been a significant increase in Anti-Social Behaviour (ASB) which is strongly linked with the trend in recorded Covid-19-restriction breaches. The force is working closely with partners and communities to identify the root causes of ASB and tackle the issues that matter to them.

The pandemic has also seen an increase in internet usage which in turn has seen cyber criminality and fraud rise. Staffordshire's approach is to prevent the crime from occurring, reduce the impact if it does and disrupt further offending.

While levels of serious violence in the county remain relatively low compared to other areas across the UK, the force is working with partners to adopt a Public Health based approach to tackling it. The force has also made good progress in tackling Serious Acquisitive Crime with many successful operations and activity resulting in significant reductions across all crime types. Some excellent policing work has seen dozens of dangerous OCG members and other criminals jailed – bringing an end to the misery they have caused to victims and communities across the county.

Work continues to improve positive outcomes and this remains a priority for the force through improving the quality of investigation, files and victim care. There is, however, a concern about the backlog in the courts and the force is working closely with criminal justice partners to help overcome the potential risks and ensure that justice can be served.

Despite all of the obvious hurdles, there has been continued strong progress during the past year with police officer recruitment activity, as part of the national uplift programme. The force has continued to adapt to implement ways of working which minimise the risk for colleagues maintaining the resilience of teams and the service provided to communities. To help protect colleagues who need to be physically at work, the force has introduced lateral flow testing, to officers and staff across the force.

As lockdown restrictions ease and society slowly returns to a more 'normal' way of life, it is anticipated that there will be a return to more 'normal' levels of demand incidents and crime. The force is continuing to build on the progress made during lockdown to keep crime levels low but this will become more difficult with further unlocking over the coming weeks, including the return of the hospitality sector.

Like other forces across the UK, Staffordshire is also being called upon to support national commitments. Alongside the G7 Summit in Cornwall in June and the COP26 Climate Change Conference in Glasgow in November 2021, the return of football and the rescheduled Euro 2020 tournament will place additional demand on the force. Detailed planning has taken place to ensure the force can meet these commitments. Plans have been coordinated through the Op Jafar Silver and Gold structure over the past months with support and involvement from every part of the force.

Building on this work, a Resource Coordination Group has been set up, chaired by the Operational Support Chief Superintendent. This is focused on coordinating resources and skills, linking into Learning & Development and Workforce Planning, to enable the force to effectively meet demand and operational commitments as we move through the year. The Resource Coordination Group will also be considering a range of options to enable us to maintain the resilience of teams at times of peak demand and mutual

aid deployments. These include reallocating resources within directorates and securing support from specialist departments and the Special Constabulary.

#### RAG Rating Methodology

Due to the timing of the initial wave of Covid-19, the RAG rating utilised for FMS 2020 has been a much more simplified and centrally generated version of the original MoRiLE RAG rating as used in 2019. A similar approach has been used to create a RAG comparison pre and current Covid-19; this was adapted from good practice shared by Norfolk and Suffolk Constabularies.

## Strategic Risk Assessment Summary

### Overall Risk Score & impact of Covid-19

<b>1 Finance</b>	
<b>2 Wellbeing</b>	
<b>3 Responding to the public</b>	
3a Responding to the Public - Requests for Service	▲
3b Responding to the Public - Incident Response	◀▶
<b>4 Prevention and Deterrence (Neighbourhood Policing)</b>	◀▶
<b>5 Investigations</b>	
5a Investigations - Volume Crime	▲
5b Investigations - Digital/online crime investigations	◀▶
5c Investigations - Intelligence	▲
5d Investigations - Custody	▲
5e Investigations - Forensic services	▲
5f Investigations - Criminal justice activity (sanction or prosecution)	▲
5g Investigations - Fraud	▲
<b>Section 6 Protecting Vulnerable People</b>	
6a PVP - DA	◀▶
6b PVP - Child & Adult Safeguarding	▲
6c PVP - Child abuse sexual offences	▲
6d PVP - Hate crime	▲
6e PVP - RASSO	◀▶
6f PVP - HBV, FGM & Forced Marriage	◀▶
6g PVP - Human trafficking and forced labour	▲
6h PVP - Missing persons	▲
6i PVP - People with mental ill health	▲
6j PVP - Harassment, stalking and cyber-bullying	◀▶
<b>7 Managing Offenders</b>	◀▶
<b>8 Managing Serious and Organised Crime</b>	◀▶
<b>9 Major Events</b>	
9a Responding to Major Events - Public Order	▲
9b Responding to Major Events - Civil Emergencies	◀▶
9c Responding to Major Events - Terrorism	◀▶
9d Responding to Major Events - Armed Policing	◀▶
9e Responding to Major Events - Roads Policing	◀▶
<b>10 Knowledge and Information Management &amp; ICT</b>	
10a Knowledge Management	▲
10b Information Management	▲
10c ICT	▲
<b>11 Forcewide Functions</b>	
11a HR and Workforce Planning	◀▶
11b L & D	▲
11c Professional Standards	◀▶
11d Estates Management	▲
11e Fleet Management	◀▶
11f Business Change	▲
<b>12 Collaboration - FARS</b>	▲

### Comparison with Pre-Covid-19 Overall Risk Level:

Risk Increased	▲
Risk the same	◀▶
Risk Reduced	▼

## Summary of Main Findings

The assessment summary below outlines the operational impact of the investments made in 2019/20, and the current key areas of identified risk. These have been configured utilising the force's 5 strategic priorities to assist with linkage back to the Policing Plan.

The force has four operational priorities: a focus on early intervention; improving services to victims and witnesses; better management of offenders and the prevention of reoffending; and increasing public confidence. Underpinning these is a fifth priority: to modernise the force. This is being driven by a new approach; trust driven policing which is enabling the development of a strong and positive organisational culture and more modern, efficient ways of working.

### Modern Policing

#### Finance

For the 2019/20 financial year the Staffordshire Commissioner decided to raise the precept, and this coupled with a significant savings programme allowed for new investments in operational capacity to meet challenges highlighted in FMS1 and FMS2.

The force has continued with its efficiency plan set out in the 2019/20 Medium Term Financial Strategy (MTFS). Overall this plan, coupled with increasing central funding has allowed for additional revenue investments. These investments are designed to complement the increase in Officer numbers through the Uplift programme, complement areas of investment last year as well as for further investment in the operational gaps identified in FMS1, FMS2 as well as those that were emerging that would have been included in FMS3 without this investment.

In addition to the revenue funded investments the force has been able to significantly increase its capital programme. This additional investment is as a result of increasing capital receipts, greater central funding as well as improving Treasury Management activity. This improved Treasury Management activity has resulted in new savings that have been included in the 2020/21 MTFS.

The latest MTFS position for the period to 2020/21 indicates that the previously identified funding gaps have reduced and have been resolved for the coming budget year. The main drivers of this improvement is the combination of the increased precept opportunity, increased core policing grant and additional treasury management savings. There are small future funding gaps, rising to circa £5m by 2024/25; however given the current spending review is for one year only this gap is predicted on cost and income inflation assumptions that will be reviewed once the 2021 Spending Review has concluded. The assumptions used are in line with those used by other Commissioners and forces, and other public sector bodies.

Over the life of the MTFS net debt reduces as a percentage of the net revenue budget. The balance sheet shows increasing strength, most notably increasing levels of reserves. This puts the force in a strong position to respond financially to any further challenges and provides the ability to internally fund capital programmes in lieu of costly external borrowing. Significant challenges in relation to capital finance are within the IT space given the pace of change in this sector. Continually striving for efficiency remains the main focus of the force to create the financial headroom in future years to enable investment in priority areas. Coupled with historic low increases in local taxation and the constraint placed on wider public finances by the Covid-19 pandemic, the force's main outlet for investment will continue to be internal efficiency gains.

## **Wellbeing**

The force is firmly committed to supporting mental health and wellbeing and has an in-house health, safety and wellbeing team providing support to both Staffordshire Police and Staffordshire Fire and Rescue Service under a collaborative arrangement.

The Covid-19 pandemic has impacted on not just the physical health of those who have contracted the disease but also the mental wellbeing of those affected within the workforce. Additional support has been provided both corporately and on an individual case by basis. As part of the Covid-19 recovery stage, a risk assessment process has been developed to ensure that the force is able to return employees back to work safely with wrap-around care through medical assessment and counselling.

## **Knowledge and Information management & ICT**

### **Knowledge Management**



The Knowledge Hub has developed a Performance Strategy 2020, and Business Intelligence Strategy with the aim for performance analysis to inform proactive decision-making and measure how well the force is doing, focused on what critically matters to Staffordshire Police, its partners and the public it serves. There is also an ambition to transform data into insight which informs decision-making and policing activity through accessible and understandable data across all areas of the organisation.

The impact of Covid-19 as well as NICHE implementation has intensified the demands on the teams. Progress made on the proposal for a Data-Enabled Policing (DEP) Programme will help with this picture.

### **Information Management**



Covid-19 working has provided a new information security paradigm which can be used as an opportunity to support better remote working. There has been a

reduction in some demands, but as partners return to normal working they are seeing an increase in workload, which will flow back to force. There has also been a notable change in demand for this area of business as a result of Niche go live.

#### ICT



In 2019, the decision was taken to return to an in-house IT support model from 1<sup>st</sup> July 2020. The force IT Plan sets out some ambitious timescales for delivering a number of major new systems across the force, all underpinned by an aggressive infrastructure upgrade programme, which must be undertaken in parallel.

Changes in demand have arisen through a change in end user device portfolio, in a move towards more laptop users. This would have been accommodated within the underlying IT Plan anyway, however the Covid-19 response has accelerated the timescales. Additionally, there is an immediate short term demand around ensuring stability to support the delivery of 'big ticket' items such as NEP.

### Force wide functions

#### HR & Workforce Planning



During the previous year, Staffordshire Police has established a shared services with the Staffordshire Fire and Rescue Service (FARS). This incorporates a number of the People and OD functions such as Recruitment, Business Partnering, Workforce Planning, Transactional Services and Performance Assurance. It has required new processes and systems to be developed, but is providing increased resilience for both organisations and improved career development opportunities and diversification for the People and OD Teams.

There has been an increase in overall establishment when compared to June 2019, due to precept investments in recent years and the uplift of officer numbers from the Police Uplift Programme. As the number of staff within the organisation increases, so does the demand on the resources processing these requests and updates.

The HR and Occupational Health teams have facilitated and monitored the reassignment of specific resources to support areas of the organisation adversely affected by Covid-19, and supported the use of Special Constables in operational roles across the organisation, to maintain organisational resourcing levels. There has also been increased demand on HR reporting both on a local and national level, plus epidemic modelling to establish the current impact of the virus and predicting the impact in the future on key organisational areas. The Covid-19 epidemic has significantly increased demand on People and OD during the early part of 2020, and is likely to do so for the foreseeable future.



## Business Change



The current model of business change is directorate owned and led, supported by a small Business Change Team. This structure provides an interim, hybrid model of a Project Management Office twinned with a Delivery Support function, in recognition of the significant size of the change programme. This provides some hands-on delivery support service alongside the supportive PMO model. The business change structure and model is currently subject of a review and business case.

There have been a number of key projects delivered in-year including a programme of precept investment projects, the MTFS savings programme and some significant technology-related projects including the in-sourcing of IT provision in-force and a new core policing platform. This business change element underpins many of the initiatives in the National Police Technology Programme. The ambition for change within the national landscape is substantial.

The Staffordshire Commissioner continues to identify initiatives through targeted precept investment funding, which also require a co-ordinated approach to ensure funding commitment and realisation of benefits.

## Collaboration



During the last 12 months, the force has established a shared service with Staffordshire Fire and Rescue Service (FARS). The Enabling Services project has progressed at pace with the establishment of joint Human Resources, Procurement, Communications, Estates and Finance service areas.

Measures to mitigate the impact of Covid-19 initially led to a deferment of project work in the area of Collaboration. The project to review the Joint Emergency Transport Service (JETS) which is run in partnership with Staffordshire Fire and Rescue Service was paused in favour of maintaining the business as usual Fleet services, and releasing allocated HR resources for BAU work. The JETS work has since been picked up and is now being progressed.

It is expected that public sector funding may come under pressure due to mitigating the national cost of Covid-19 measures. This is likely to require increased focus on transformation opportunities, such as those offered by collaboration with SFRS, which may require a surge in resources to deliver. Cashable efficiencies realised by collaboration of enabling services have been reinvested into the front line of Police and FARS.

## Public Confidence

### Responding to the public

#### Requests for service



Emergency calls have continued to rise over the last 12 months. 999 demand has increased locally and nationally with Staffordshire currently experiencing an increase in seasonal demand since July 2020. This was not predicted and can be considered a response to restrictions on foreign travel and people choosing to follow the guidance and stay at home/holiday in the UK. The force has dealt well during this significant rise in 999 demand however this has resulted in longer wait times on 101 and an increase in demand on the force digital channels.

In response to Covid-19 national revisions to Single Online Home, the public have been able to report crimes, incident and Covid-19 breaches via the force website and other digital channels: social media and Livechat. Recently the public are choosing digital channels in preference to traditional 101. This is a positive reflection of public service and channel choice and recognition of the public confidence in the service around accessibility and satisfaction.

The opportunities that the National Enabling Programme will bring to the force around enabling technology, and an agile approach to home working, will support the non-emergency function and staffing to be a lot more flexible to meet any challenges around increases in seasonal demand and other peaks in demand over the year.

#### Incident response



It is anticipated that over the next four-years there will be an overall reduction in the number of incidents attended, but with the overall number of grade one and two incidents increasing. This will be monitored to ensure that resource allocation is matched to incoming demand requirements.

The force has experienced a decline in response attendance times when compared to the previous 12 months and work to establish the cause for this is underway.

#### Technology

The increases in demand are expected to be met through the establishment of the new Emergency and Non-Emergency control room and introduction of the revised shift pattern which will allow for a closer match of calls for service to resource availability.

## Early Intervention

### Prevention and deterrence



### Neighbourhood Policing

Community Engagement is at the heart of neighbourhood policing. Officers and community support officers are now deployed from community-based locations and are equipped with better resources<sup>1</sup>, enabling them to be more agile and visible to local communities; and able to focus their operational efforts on where it is needed the most, protecting the public and targeting those that cause harm.

The geographical alignment of the neighbourhood policing teams using a 'place-based' approach allows for a greater understanding of local needs, and supports strong partnership relationships and arrangements to address local priorities. Work has continued throughout this period to embed the Neighbourhood Policing Guidelines.

National and international influences such as Brexit, County lines and international emergencies (Covid-19) could result in a slowing of the reduction of Anti-Social Behaviour.

### Early Intervention & Prevention Unit

Last year's FMS report identified issues with the effectiveness of the 'Prevention' team who dealt with crime prevention, licensing, vulnerability and volunteers; this team has now been disbanded and the Early Intervention & Prevention Unit has been formed to provide greater focus and coordination across these themes. The Early Intervention & Prevention Unit offers support to Neighbourhood Policing teams in developing plans to tackle vulnerability across the force area.

### Harm Reduction Hubs

Each NPT has an established Sgt-led Harm Reduction Hub. These are recruiting Vulnerability Coordinators and Harm Reduction Officers to focus effort. The districts will see local MARACs (Multi Agency Risk Assessment Conferences) focusing resource on the highest risk domestic abuse victims and perpetrators. A similar approach is taken with partners for vulnerable young people through a VAMPA (Vulnerable Adolescent Multi Agency Panel).

Picking up on the work of the Resilient Families programme within Staffordshire, the force has trained further PCSO's to become Early Intervention Officers (EIO's) for children and families working from within Harm Reduction Hubs. These roles were introduced to reduce demand with repeat callers, with more of a co-ordinated response from within neighbourhoods.

The roll out of the EIO's will ensure that those families whose children are either low level offending or at risk of offending are receiving support at the earliest opportunity. It will also ensure vulnerable adults are accessing the support available to deal with

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<sup>1</sup> mobile technology, protective equipment such as BWV and Taser, suitable vehicles and information/intelligence provision

needs that are causing them to come to the attention of the police as well as reducing repeat presentations.

#### Violence Reduction Unit

Over the last five years, serious violence in Staffordshire has steadily increased. There has been an increase in the use of weapons (such as knives), an increase in violent gangs and organised crime groups (OCGs), and an increase of the severity of violence used or inflicted.

This has led to sustained and high levels of demand across partner agencies, growing in seriousness and complexity – particularly the increasing numbers of vulnerable children involved in serious violence as both victims and offenders (such as ‘county lines’ drug dealing) and the linked children’s safeguarding concerns.

The investment of resources into the Violence Reduction Unit and development of the business crime strategy will provide additional focus and direction in reducing these crime types over medium to long term.

### Protecting vulnerable people

The force is currently working with Staffordshire Commissioner’s Office, local authority, health, and education partners adopting a ‘public health’ based approach to understand and address the root cause of entrenched problems - reducing demand and harm to the most vulnerable in society.

The Multi Agency Safeguarding Hub (MASH) team works with a range of partners, including education, probation, health and children’s services to share information, assess risk, and ensure safeguarding arrangements are there for vulnerable people.

#### Domestic abuse



The Staffordshire Commissioner’s Office has commissioned a Domestic Abuse Service which is pan-Staffordshire and has both victim support services and perpetrator intervention programmes. Domestic abuse (DA) will remain a strategic priority for the force and the greatest assets are already deployed to this risk.

DA reporting has steadily increased back to levels expected and forecast. There are slight increases in anticipated demand due to lockdowns and other environmental impacts on families such as job uncertainty, further lockdown, and mental health pressures. Potentially these may result in more calls for service as the family strains increase.

The Early Intervention strategy identifies the need for consistent identification and response to child exploitation, serious violence and domestic abuse. The strategy is being underpinned through the new Harm Reduction Hubs. These will provide a focus on those highest risk domestic abuse victims and perpetrators, vulnerable young people, and supporting criminal justice outcomes, utilising the analytical capability of the force Knowledge Hub.

#### Child abuse sexual offences



Online Child Sexual Exploitation (CSE) is expected to continue to rise. In the last 3 years referrals have increased.

Operation Safenet is the team within the Child Protection and Exploitation Team (CPET) that investigates online referrals. The force has needed to respond to this to avoid backlogs. The digital capability in relation to the force approach to online CSE is currently under review. The work will focus on an effective and efficient re modelling of the existing process.

It is predicted that in the coming months law enforcement will see the increase in demand created by the easing of lockdown restrictions i.e. as children return to normal life disclosures may be forthcoming, and the offences committed by those who pose a risk to children online will start to filter through the FBI and NCA, prior to being distributed to UK law enforcement.

It is imperative that the Digital Forensic Unit (DFU), specifically the initial Triage stage is efficient and effective in order to meet the anticipated demand. The review of this capability is ongoing and the force recognises that this needs to move at pace to produce improvements at the earliest opportunities. This area of work is a force priority and there are plans in place to provide a solution that will not only deal with the current levels of demand but will future proof the model for the next 5 years.

#### Missing persons



Demand in respect of missing persons has decreased from the previous year and this can be attributed in the main to the implementation and continued proactivity of Missing Persons Investigation Team. It is anticipated that demand will rise after such a significant reduction but this will be steady across all areas except adults missing where the increase will be minimal.

Between April 19 and Feb 20 (pre-Covid-19) there was a significant reduction in missing persons compared to the same time period the previous year. A review by the Business Change team estimates savings due to reductions in missing persons

The force will be adopting Durham Constabulary's Philomena Protocol which aims to standardise the protocols between the police and care homes across the country.

The impact of Covid-19 has been a significant reduction in missing reports in April 2020 but in the following months a gradual increase in reports have been noted. As children return to school more reports are anticipated.

#### Harassment, stalking & cyber bullying



Online domestic abuse and stalking is anticipated to continue to rise as more time is spent on social media. Most cases of stalking now have a cyber-enabled element which will increase as technology platforms develop. Having considered the interventions being implemented by the force with partners it is expected that a reduction of the domestic abuse repeat calls for service will occur as the cycle of abuse is broken.

The force has completed a significant 36 point action plan to raise awareness of stalking across all directorates. This has been supported with an internal and external media campaign to address key issues of identification of stalking, risk assessment, investigation, offender management and safeguarding. This has seen an increase in ex-partner and family domestic stalking cases.

## Victim & Witnesses

### Investigations

#### Intelligence



The last 12 months have been a success with the implementation of a whole new system approach to the intelligence service ranging from criminal intelligence through to automated analytical techniques still under development. Assisting with the management of demand is the merging of performance, intelligence and analysis.

Self-service ambition will enable analysis to focus on the more complex investigations whilst predictive analytics investment would serve the volume crime need for patrol plans to prevent crime patterns emerging.

Through the pandemic, there has been a significant increase in demand for immediate knowledge and data as part of local, regional and national requirements. This has been unprecedentedly high and remains a continued requirement.

#### Custody



Over the last 12 to 18 months Custody Detention Services have undergone significant transformation, focusing on hidden demand. The delivery of safe and effective custody detention services across the force, includes embedded health care, consistent support from liaison and diversion services and aligned offender management pathways. The number of arrests and those detained in custody is

reducing in line with the national trend, however, the amount of time detainees have been held in custody is increasing.

The number of detainees having a mental health issue as a proportion of all detainees has increased over the last four years, indicating more complex needs. Funding for key drug services has been reduced which when coupled with increases in homelessness may result in criminality and contact with the Police.

Building on clear evidence the previously outsourced Custody Detention Officer (CDO) contract has been brought back in house supporting overall staff resilience and wellbeing. All of the work to professionalise the service has seen a reduction in complaints, near miss and adverse incidents, and Use of Force.

Throughout the coronavirus pandemic there has been unprecedented change across the entire criminal justice system. This includes detainees appearing before the court in Virtual Hearings from custody suites, and in effect the court is running alongside the police custody function. This has placed a massive demand on policing in terms of cost, staff and resources as well as cell capacity.

#### Forensics services

Digital evidence continues to show increases in complexity and work content primarily due to continual increases in data acquired, process and analysed. The implementation of new kiosk technology for level 1 mobile phones is planned to deliver benefits to front line staff by autumn 2020.



In May 2020, the force took the decision to intensify Operation Safenet in response to the increased threat to victims of online CSE due to Covid-19 restrictions in place. Digital scene investigation demand is also expected to increase for local and international intelligence packages for CSE and for Sex Offender management.

A proposed new model for digital triage is being explored which enables investigation teams to conduct their own triage utilising configured technology.

## Managing Offenders

### Major events

#### Public order

Whilst the impact of Covid-19 has resulted in a significant amount of planned events being cancelled, it has in turn promoted a rise in spontaneous events requiring public order resources, such as illegal raves and street gatherings. The force is currently managing this additional planning and practical demand but it is not without challenges.



### Roads policing



The force has recently created a dedicated Roads Policing Unit (RPU) to provide additional focus to roads policing activity including support for national roads policing campaigns in conjunction with the force's membership of the Central Motorway Patrol Group (CMPG). The strategic drive is to make the roads network safer by reducing those that are killed or seriously injured (KSI) on the roads and disrupting and deterring criminals' use of roads.

The RPU provides a critical function to the force in tackling cross border criminality. It is widely accepted based on the NCA 2019 profile and strategic priorities that cross border criminality is an escalating problem and unlikely to dissipate in the near future.

Another function of the RPU is to provide the full range of Tactical Options as identified in the APP Pursuits Directory (TPAC). Pursuits have been increasing year on year for the preceding 5 years. Police Pursuits will continue to present a significant risk to the force and the ability of the RPU being able to prevent them and bring such incidents to a successful resolution is key.

### Managing offenders



Although overall demand appears to have reduced, the seriousness and complexity of youth offending has increased. The reduction in demand could be attributable to the introduction of Triage and partnership activity to improve prevention services and interventions being delivered at an earlier opportunity. Forecast increases in crime, particularly serious acquisitive crime will likely see more offenders needing IOM intervention and support.

A new multi-agency Integrated Offender Management (IOM) model was implemented on 1<sup>st</sup> July 2019. This refresh and re-launch of the scheme included the securing of resources to be able to meet future demand. The increases in violent crime, knife crime offences, the presence of Urban Street Gangs (USG), County Lines criminality and the associated exploitation of young people will see the demand in this area of business continuing to rise over the next 4 years. The number of USG nominals requiring management and enforcement activity will increase. The number of young people considered to be at risk of exploitation will also continue to rise as modern day slavery investigations are identified.

Plans at a strategic level are in place to create a multi-agency Violence Reduction Unit. This will allow resources to proactively uncover hidden harm and offences that are not currently reported.

The Special Constabulary within the force have now all received specific training for Sexual Offences Management Unit (SOMU) and are now included within the new operating model. This is evolving and work is ongoing to recruit Special constables with key skills (safeguarding / technology) to work within SOMU.



## Managing serious and organised crime



Organised Crime is managed across the organisation from NPTs through to the Regional Organised Crime Unit (ROCU); a regional collaboration of core capabilities. County Lines as an aspect of organised crime is heavily focused on by the force, embedded in everyday business.

Historically, drugs criminality has been the greatest focus based on mapped groups. Whilst this is likely to continue, the prevalence of vulnerability crimes within County Lines is expected to increase in conjunction with predicted increases in Modern Slavery & Human Trafficking (MSHT). Investigation demand (length and input) is expected to increase in line with this.

Within the last twelve months the force has invested in the creation of the Disruptions Teams to focus on quick time interventions against crime and incidents within local areas, the teams to date have had a significant impact working alongside other areas such as Local Policing. The force has been closely monitoring the impact of the pandemic on serious and organised crime throughout Staffordshire and the region. To date there has not been a significant increase in the threat posed by County Lines or OCG nominals.

## Decision-making & Strategic Planning

Looking back to the force's last FMS in 2019, a number of areas had been identified where there was a requirement to enhance the capability and capacity of the force to meet new and emerging threats, increasing demand and/or enhance the service provided to communities. The force set out a proposed package of investments including officers, specialist staff, infrastructure, equipment & technology focused on proactivity and specialist investigations that were developed and implemented during 2019.

These investments have resulted in significant enhancements, contributing towards (projected) gaps in capability/capacity and improved outcomes, as referred to in the main body of the FMS.

The force has continued to identify its Strategic Operational Risks as part of the FMS 2020/21 which has been used to inform resourcing plans (enabling, change, and financial) at a Corporate, Directorate and Departmental Level. Against this planning background the Police Uplift Programme has become a key enabler, supporting significant opportunities to enhance capability and capacity. The first 90 of an anticipated 300 officers for Staffordshire were allocated in light of the FMS future

demand forecasts and prevailing Areas of Operational Focus, into proactive, preventative and investigative roles:

**Tutor Unit/PDU** – Uplift Enabling; Investment in a dedicated PDU was identified as a priority in order to professionalise the training and development of student officers into the role through the PEQF route, reducing abstraction from core policing, accommodating the additional volume of student officers and complexity of the new entry route.

**Specialist Investigations** – FMS identified demand growth and capability gap; Identified as an area of operational focus requiring an emphasis on exploitation rather than just statutory safeguarding to tackle the exploitation of vulnerable adults and children. Uplift has enabled the creation of an Adult Safeguarding Exploitation Team and investment in major crime review and Safenet.

**Roads Policing** - KSI volume, FMS capability gap, HMICFRS; Identified as an area of operational focus requiring an increase in capacity. Uplift investment has enabled the provision of a third team allowing for 7 day coverage targeting off motorway and arterial routes, OCG and KSI for the purposes of The Fatal 4 enforcement and disruption.

**Offender Management – SOMU** – FMS identified demand growth and capability gap; Uplift investment has enabled an increase in capacity to deal with increased volume and minimise the associated risk

**Offender Management VRU** – FMS identified demand growth and capability gap; Identified as an area of operational focus due to the emerging threat of youth violence and gangs. Uplift investment has enabled support to the Violence Reduction Unit partnership to target the most problematic/at risk individuals.

**Neighbourhood Tasking Team** – Proactive/OCG's/Force priorities; Uplift investment has enabled the creation of a proactive capability for an enhanced focus on offending at the earliest opportunity to control and disrupt local criminal activity, by providing a bespoke service to NPTs.

**Anti-Corruption Unit** – FMS identified capability gap, HMICFRS; Uplift investment has enabled enhanced proactive capability as required by the threat assessments and specified in HMICFRS Areas for Improvement.

The Commissioner's decision to increase the precept has continued to help the force to stabilise its resourcing position and support the ongoing programmes of change. Together with planned efficiency savings, this has enabled the Chief Constable to invest in areas to help prevent rising crime and, when required, to investigate quickly and expertly, to protect victims and prosecute offenders.

A package of investments was developed through the Commissioner's precept support to compliment and support the Uplift investment in Police Officer numbers, further

enhancing and enabling that capability, particularly recognising the limitations of the Uplift funding scheme in this respect. The focus remains on driving proactivity, preventative activity and investigative capability, with the objective of keeping crime low, and improving outcomes.

In identifying these areas there has also been a particular focus on the development/utilisation of enabling technologies to ensure the force exploits its use of available data/information assets to best effect - allowing the force to make the most efficient and effective use of core resources and to improve service to the public.

To this end investments have been made in: equipment to support the Special Constabulary; automatic number plate recognition; technology and digital capability modernisation & innovation; contact management data exploitation systems and investigations & intelligence.

The force is also undertaking a major technology refresh and development programme, supported by the increased capability and capacity of a new in-house IT team, which is helping to improve efficiency, productivity and outcomes by making better use of data and new technology which underpins current the Policing Plan. Further benefits will be explored as the force develops its Data Enabled Policing programme.

The on-going implementation of the National Enabling Programme (NEP) will seek to facilitate and embed new ways of working, exploiting the opportunities arising from our learning during the pandemic and help drive the required cultural change.

The force is driving a number of other change programmes which in the main also support the modern policing priority, these include a joint estates programme with FARS and the development of a new firearms training venue, designed both to provide suitable, efficient modern estate to fulfil capability gaps and meet the future needs of the force, whilst driving out efficiencies. This is in addition to the ambitious technology programme, including locally derived infrastructure and systems projects as well as those through the national programmes.

The enabling change work is not being undertaken in isolation, but rather in parallel with other change programmes which notably includes work on forensics and digital evidence through process, structure and enabling technology (national & local) and estates infrastructure. This will increase efficiency and meet projected demand to reduce harm, improve outcomes, and bring about timely justice and the best service for our victims.

Looking to the future, it is clear that new investment is required to create the operational resilience and capability over and above the increases in police officer numbers. In planning for 2021/22 this includes a substantial capital programme, with more investment in IT / Digital, Fleet and Operations; capital spend has to be funded over the medium-term and therefore, choices have to be made to do this at the expense of other things, reflecting prudence in investment planning and ensuring that force finances are secure over the medium-term.

The MTFS, budget, and change programme consider the current and emerging operational challenges, nationally, regionally and locally, with particular reference to those areas included within the force Strategic Assessment. Inevitably the Covid-19 pandemic, is having a significant economic as well as operational impact which it is recognised will continue to have a significant financial impact well beyond the current planning cycle.

The force will seek to continue to target and resource investments and developments; through Uplift, revenue and capital investments through the MTFS in support of force strategies, underpinned by FMS demand/capability and force threat & risk strategic assessments. It will do this through;

- Modern Policing Strategy sustainability and affordability through an ambitious capital programme:
  - Technology & digital capability
  - Modern working environment and fit-for-purpose facilities and estate
  - Fleet resilience and efficiency
- Investment to improve service delivery and drive outcomes:  
Through police Uplift programme and precept investment initiatives, with investments including enhancing digital forensics, developing proactive dynamic intelligence support for Serious & Organised Crime and vulnerability and building stronger partnerships supporting multi-agency problem solving & harm reduction including multi-agency co-working through the Harm Reduction Hubs.
- Ensuring future stability and sustainability of operating model:  
Through the delivery of transformation programme; focused around technology and digital, collaboration and efficiency and effectiveness, to exploit benefits, improve service and realise savings, and in doing so seek to close the projected MTFS gaps from 2022/23.

The FMS is now docked as an integral part of the force's strategic planning process and contributes to the direction the force is taking including its future shape and size, and enabling it to deliver sustainable improvements in productivity and performance.

## Declaration

### Declaration (to be signed by the Chief Constable):

This is the force management statement for **Staffordshire Police**. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

Signed: \_\_\_\_\_