



STAFFORDSHIRE
POLICE

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Contents

Foreword	2
Staffordshire Police and COVID-19	4
Section 1: Performance Overview.....	5
Calls for Service	6
All Crime.....	7
Domestic – Crime and Non Crime	7
Violent Crime	8
Acquisitive Crime.....	8
ASB Incidents – Including COVID related.....	9
COVID Related Incidents.....	9
Staffordshire Police Response to COVID-19	9
COVID Non-Compliance Enforcement.....	10
Track and Trace	11
Operations during COVID-19	11
Satisfaction and Confidence.....	12
Staff Abstractions	12
Section 2: Modern Policing: Operation Uplift	13
Precept Investment 2020/21	13
Uplift Update.....	14
Recruitment and Retention.....	15
Disproportionality in the Workplace.....	17

Foreword

Coronavirus has brought with it challenges for every sector of society and policing is no different. Staffordshire Police has had to adapt rapidly, and officers have had to pick up new regulations in a record pace, and apply them across communities. The number of instances where enforcement action is necessary at all is a tiny fraction of the total engagement we have had with the public since the first national lockdown in March came into effect. I am proud of that and I want to see it continue.

The force has adopted an approach of engage, explain, encourage and enforce, with the first three Es being hugely important and comprising the vast majority of the work officers are doing every day in support of the Regulations. Officers are acting fairly and consistently and the vast majority of the public have been hugely supportive and have complied with the restrictions which are designed to control the spread of the virus and save lives. In a small number of cases, officers have moved to enforcement and have issued a Fixed Penalty Notice. In this latest national lockdown we are stepping up patrols and using more robust enforcement action when people won't listen to explanation and encouragement, or are knowingly breaching regulations. However, enforcement doesn't and shouldn't always be police led and the force has been working closely through the Staffordshire Resilience Forum, businesses and a range of other agencies to ensure high levels of adherence with the regulations.

The impact of the lockdown and ongoing restrictions on crime levels across the county has been striking. Overall crime levels between 16 March and 31 October 2020 reduced by 20% compared to the same period in 2019, including significant reductions in the numbers of burglary, robbery, acquisitive crime, serious sexual offences and vehicle crime offences. Consistent with the national picture, there was little evidence of the significant increase in reported domestic abuse that was expected nationally at the start of lockdown, with significant research to understand the drivers behind this. The force has however seen a significant increase in ASB and increased contact from the public on digital channels, driven by concern about COVID-related breaches.

In the first peak of the pandemic, the spare capacity created by falling levels of crime allowed for more focus on clearing investigative backlogs and engaging with the public, helping them navigate the Coronavirus regulations during a period of great change and anxiety for many people. As lockdown restrictions eased over the summer months, demand started to return to pre-lockdown levels. The force launched an intensification operation to tackle this, successfully using the investments it made this year from the precept increase to improve its capacity and capabilities to disrupt criminality and tackle the issues which matter most to local communities.

Particular successes included Operation Disrupt, a policing operation devised to disrupt criminal activity in Staffordshire, and Operation Lightning, which was set up to tackle criminals using the road network and to prevent increases in the number of people killed and seriously injured on our roads. Together these operations have seen officers make almost four hundred arrests, seize hundreds of cars, suspected stolen property, cash and drugs. Focused activity targeting County Lines drug dealing has also resulted in 28 arrests and 23 vulnerable people safeguarded.

During this unprecedented time, the force has taken significant steps to support officers and staff as they discharge their duties during this public health emergency. This has included providing high levels of support and guidance to help colleagues to work safely, flexibly and effectively, and to maintain their personal wellbeing and resilience, as well as that of the force, in the most challenging of circumstances.

One particular success has been the continuing progress of police officer recruitment activity, as part of the national uplift programme, with over 200 police officers having being recruited in the past year through a variety of routes including the PEQF programme for new student officers through the Degree Holder Entry Programme route (PC and DC), PC Degree Apprenticeship (PCDA), Police Now and transferees through lateral moves and promotion. Recruitment is set to continue at these levels for at least the next two years whilst the Police Uplift Programme continues. Although police officer recruitment has been testing in the current circumstances, the force has responded to this challenge and successfully met its targets. These additional officers will be focused on areas where they will make the greatest impact on preventing and tackling crime and helping to improve service and outcomes for local communities.

I am proud of the progress that the force continues to make in these difficult and uncertain times. It is clear that the coming months will continue to be challenging but I am confident that the force will work together with partners and communities to successfully navigate through the next phase of the pandemic to achieve its vision of a safer Staffordshire.

Gareth Morgan
Chief Constable

Staffordshire Police and COVID-19

Staffordshire Police has undertaken a proportionate and considered approach in our response to tackling the COVID-19 pandemic. Our ambition is simple - to reduce the impact of the virus on the communities of Staffordshire and our staff whilst continuing to provide a first class policing service to build a safer Staffordshire. We have worked closely with partner agencies to prepare and react to the challenges presented and have responded promptly and proportionately to any COVID- related reports of crime or disorder. To ensure we deliver against community priorities we monitor community tensions daily and routinely respond to concerns, often in partnership with affected communities and stakeholders.

Staffordshire Police's multi-agency response to COVID-19 is delivered through the Staffordshire Strategic Coordinating Group (SCG) and Tactical Coordinating Group (TCG) arrangements. The SCG set the strategic direction of the local planning, preparation and response to the challenges presented by COVID-19 and the Group contains strategic-level members from a variety of organisations, including senior representatives from Staffordshire Police. This groups is chaired by the County's Director of Public Health. The Chief Constable is the Chair of Staffordshire Local Resilience Forum to which the SCG reports. In addition the Deputy Chief Constable attends the county's Recovery Coordinating Group and represents the region's forces nationally on the learning that is emerging from policing's response to COVID-19.

Locally, Staffordshire Police's operational response is called Operation Jafar. Operation Jafar has a Gold, Silver and Bronze Command Structure created to ensure there is appropriate governance, decision making and accountability for delivery against a number of key themes most notably keeping our communities and staff safe and preventing crime and disorder.

Internally, the force has adopted new ways of working to deliver against our ambition. The Force's Modern Policing strategy underpins these changes, encouraging and enabling our staff to work more flexibly to maintain service delivery to our communities. We have ensured, through regular staff engagement sessions and internal corporate communications, our staff are aware of the risks of infection and how they can protect themselves and each other to better protect our communities.

Section 1: Performance Overview

During the COVID-period 16 March to 31 October 2020, crime reduced across Staffordshire by 20% when compared to the same period in 2019.

Offences of domestic burglary have fallen by 29%, robbery by 40%, serious sexual offences and rape by 29% and 28% respectively and vehicle crime by 30%. Domestic Abuse (DA) crimes have fallen slightly by 4%.

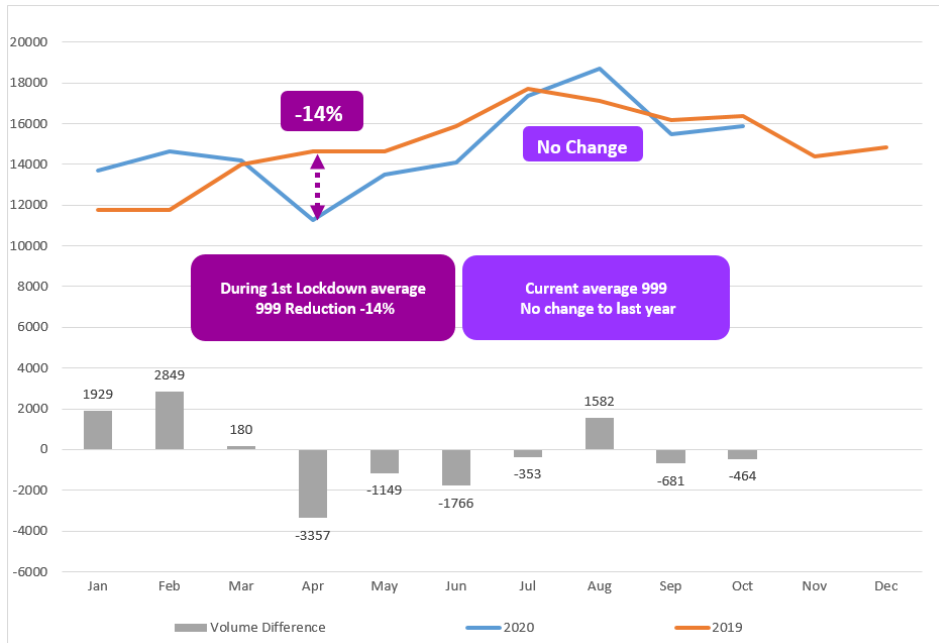
Although overall crime has reduced significantly calls for service have only reduced by 4%. This is primarily due to increased contact from the public concerned about COVID-related matters, most notably Anti-Social Behaviour (ASB) and non-compliance with Government imposed restrictions. Reports of groups of people gathering, people breaching self-isolation and house parties have resulting in a 36% increase in recorded ASB. This was most notable during the first lockdown when the Force experienced a 66% increase in ASB, when compared to 2019.

The below table illustrates the three main periods of the pandemic, as experienced in Staffordshire, the impact on crime and calls for service.

Period	Key Dates	Staffordshire Picture
Period One – First National lockdown	16 March - 3 July 2020	Crime Reduction Of Around 30% ASB (Including COVID) Increase 66% Calls For Service Sustained (Shift To Online Channels) Small Decrease In Incidents Recorded Several Crime Types Had Large Reductions, Particularly Serious Acquisitive Crime (Burglary, Robbery And Vehicle Crime) And Serious Sexual Offences.
Period Two – Lockdown Withdrawal	4 July 2020 - 30 September	Crime Reduced (By 16%) Quicker Return To 2019 Levels Total Calls for Service Comparable To 2019 With An Increase In 999 Calls In August. ASB Returns To Normal Levels
Period Three – Tier System from 14th October (Stoke Tier 2 from 24 October & Staffordshire from 31 October) National Lockdown from 5 November	1 October to Present	ASB Started To Increase In October When Local Lockdowns Occur Gradual Increase In COVID Non-Compliance Incidents Calls For Service Decreased In October Compared To September. Missing Persons, Burglary Residential, Theft From Motor Vehicle And Other Serious Sexual Offences Increased Compared To September

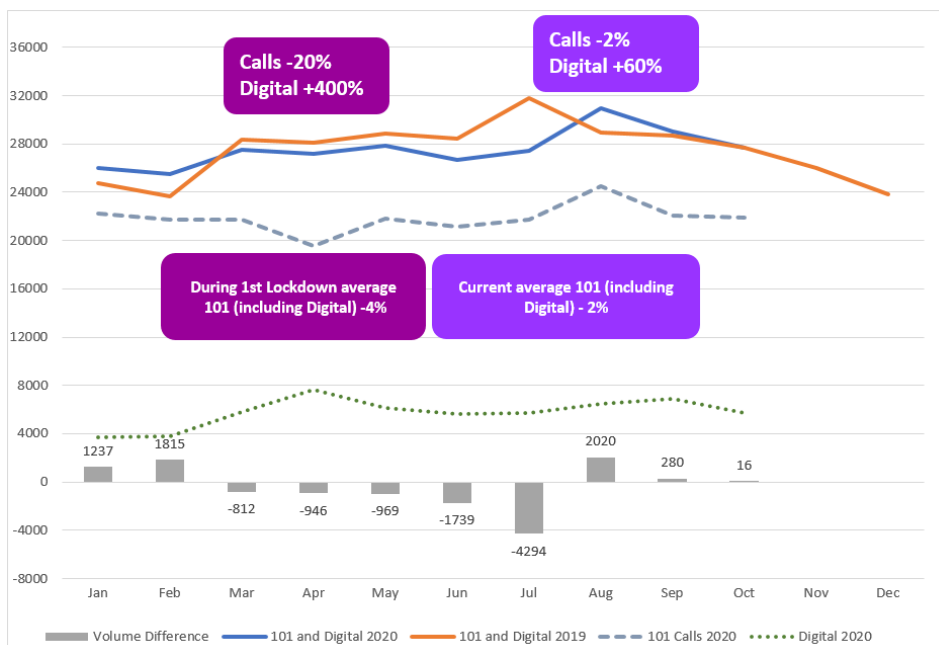
Calls for Service 999 Calls

999 call volumes reduced significantly during the first lockdown however these volumes increased steadily between mid-May and mid-August.



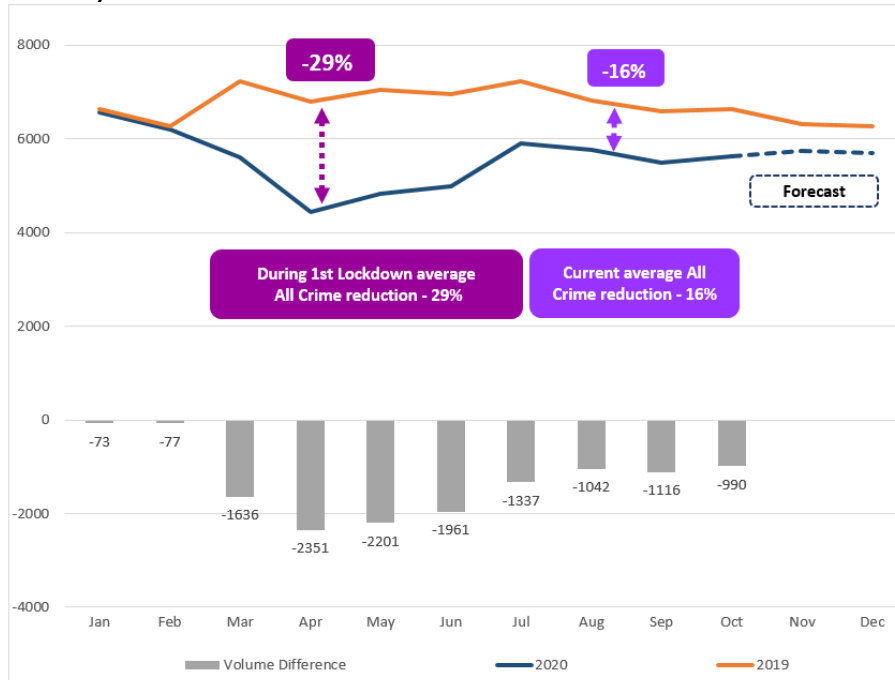
101 Calls

101 calls experienced a significant reduction during the first lockdown however digital contact increased sharply (driven by reporting of COVID regulation breaches) leading to only a 4% overall reduction in calls for service. The easing of restrictions saw demand increase slightly in August with digital contact remaining consistent. Currently contact from the public has returned to the same levels reported in 2019.



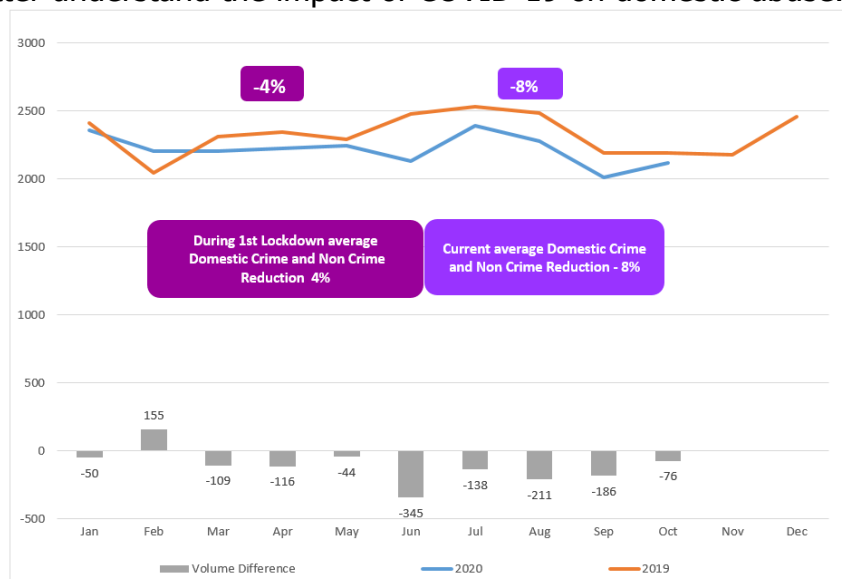
All Crime

Crime reduced considerably in March and April following the commencement of the national lockdown across the UK. Crime volumes then began increasing in line with the easing of UK wide restrictions over the summer months. Since July, whilst levels have continued to mirror those of 2019 in terms of seasonality, these have been at a lower experienced volume. With the return of some of the lockdown restrictions across England in November the expectation is that there will again be a slight decrease in crime, this is something that has begun to be experienced nationally.



Domestic – Crime and Non Crime

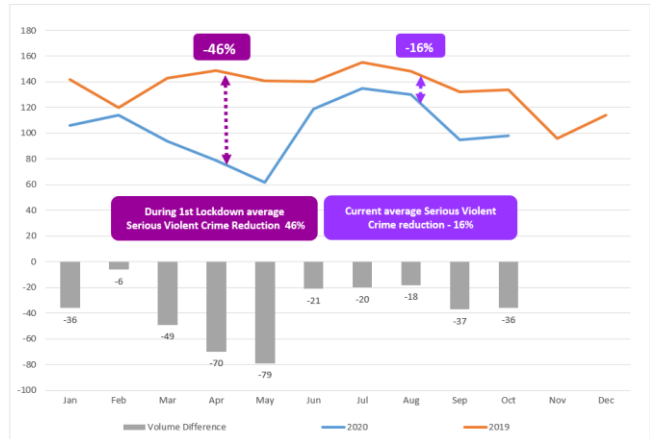
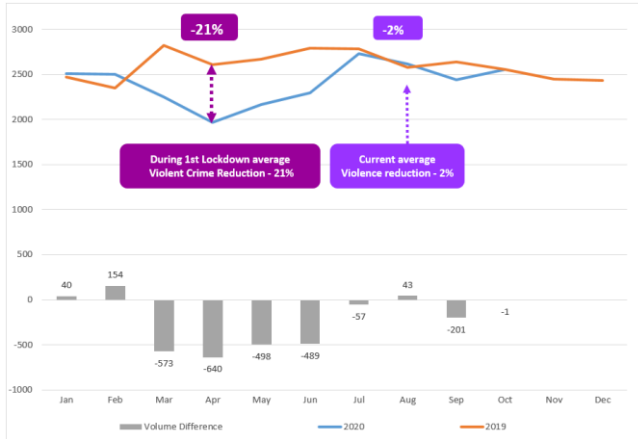
Domestic Crime and Non Crime have decreased compared to the same period in 2019 however not to the extent of other crime types. Despite seeing a reduction in the number of offences, police attendance at domestic abuse-related incidents increased during the introduction of the national lockdown, after an initial reduction in March. Staffordshire Police is currently one of six forces participating in a research project led by the City of London University to better understand the impact of COVID-19 on domestic abuse.



Violent Crime

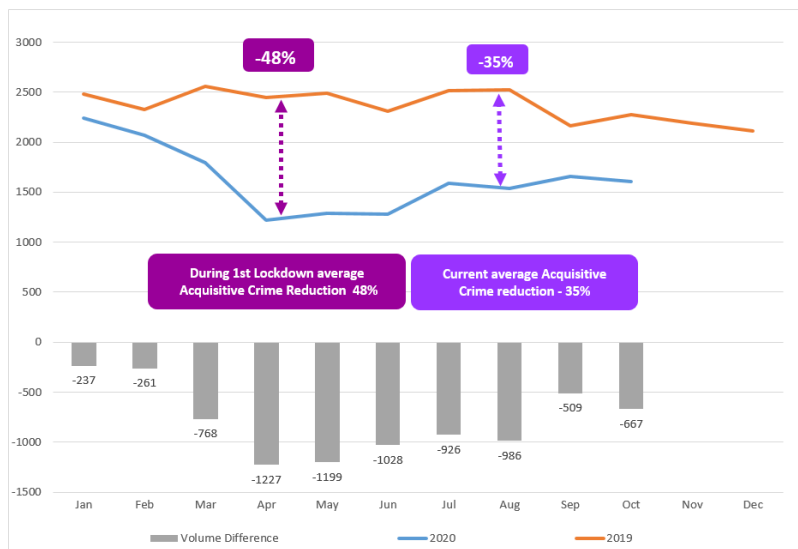
The data shows that there was a large reduction in Violent Crime aligned to the start of the first lockdown but the trend increased in subsequent months due to the reopening of entertainment and night time economy venues.

Levels of Serious Violence have remained below levels experienced in 2019 and, following the increase experienced in the summer months, levels have again started to reduce.



Acquisitive Crime

The graph below illustrated there was a large reduction in Acquisitive Crime following the start of the first lockdown. The trend slightly increased in subsequent months and the removal of restrictions however Acquisitive Crime is still significantly lower than in 2019 which is expected to continue during the second lockdown.



Acquisitive Crime Reductions

March to October 2020 compared to March to October 2019

Residential Burglary -29%

Business Burglary – 37%

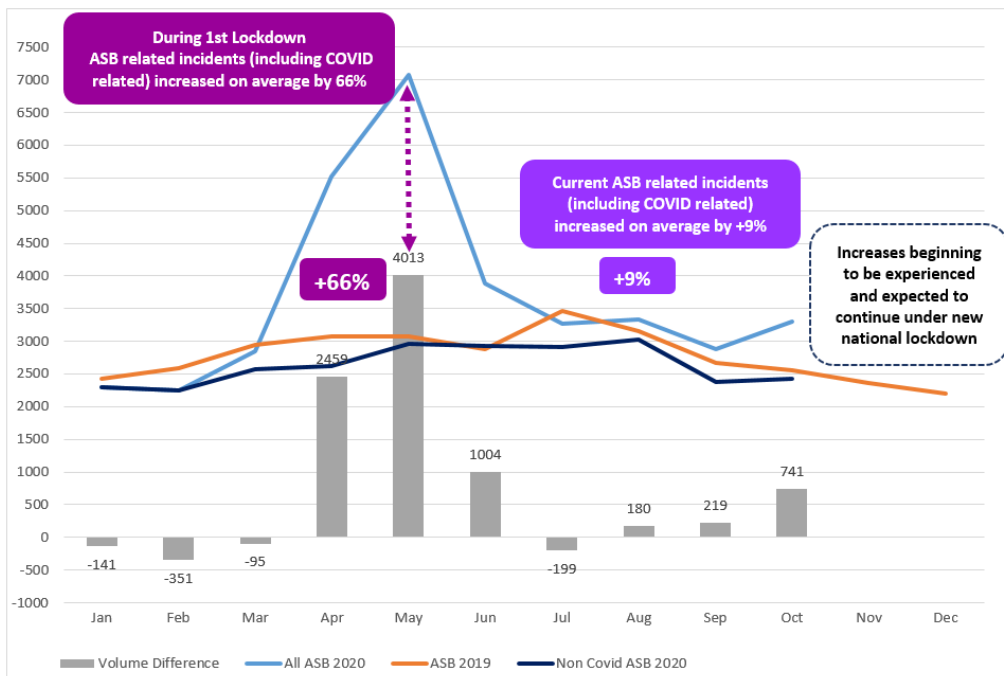
Vehicle Crime – 32%

Shoplifting – 49%

ASB Incidents – Including COVID related

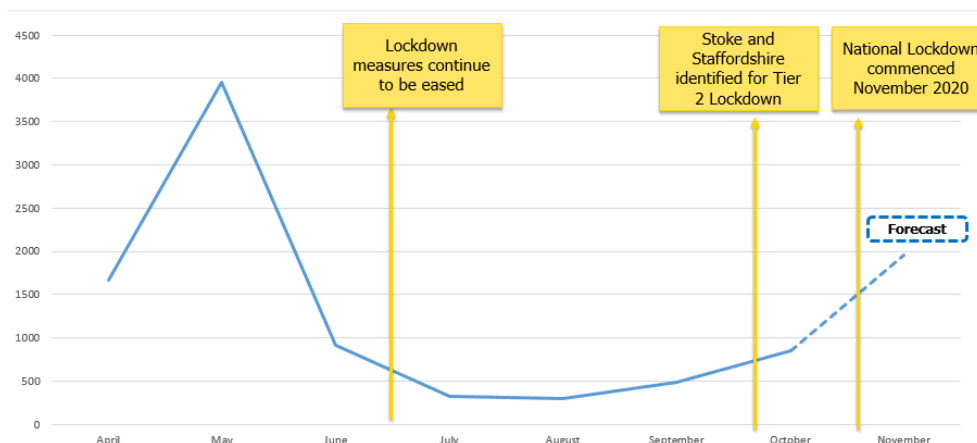
The significant increase in ASB is strongly linked with the trend in recorded COVID-related incidents (reports of restriction breaches).

Nationally it is recognised that there is significantly higher ASB in Forces that have been subject to local restrictions and, with the new national lockdown, incidents are expected to increase further over coming months.



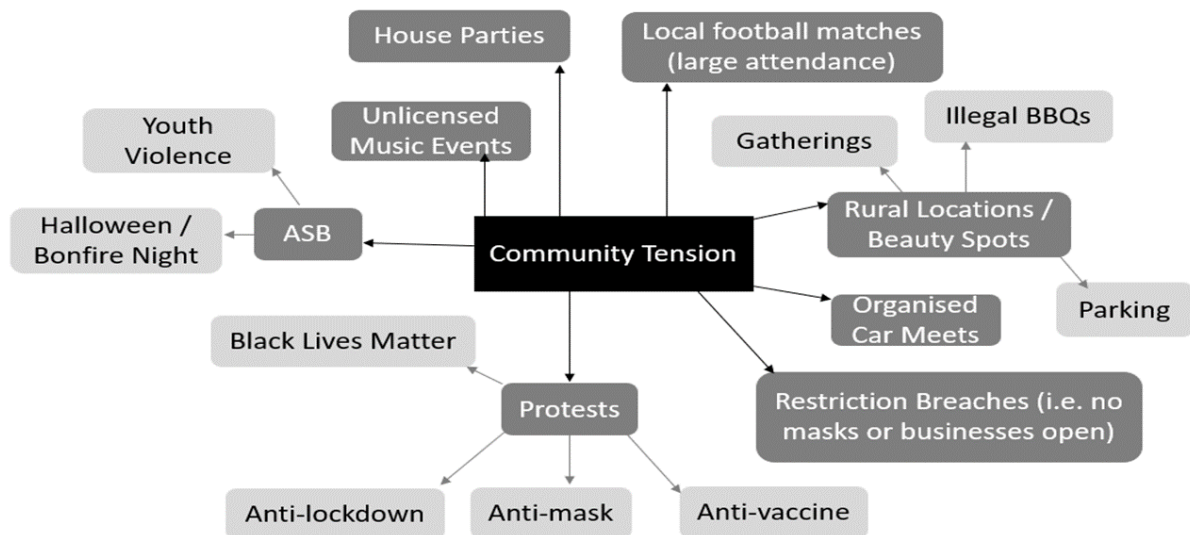
COVID Related Incidents

COVID related incidents significantly reduced during the summer period when restrictions were reduced however this is now starting to rise again following the introduction of local restrictions and national lockdown.



Staffordshire Police Response to COVID-19

Throughout the COVID-period, the Force has been scanning and scoping a range of potential threats and the below graphic identifies some of the key threats faced.



The most prominent call type received by the Force in relation to COVID is 'Group' breaches. The majority of calls are individuals reporting household visitors or house parties. This is particularly evident during the first national lockdown and similar reports are evident in the current lockdown. Businesses remaining open during both lockdowns is a consistent theme. Current themes are household gatherings, house parties or people not self-isolating when instructed to.

Illegal raves and the associated serious crime is something not experienced in Staffordshire. This is due to our proactive approach. In the first lockdown four unlicensed music events (UMEs) were prevented from taking place within Staffordshire and eight individuals were arrested for conspiring to cause public nuisance. Investigations are ongoing against these individuals.

Protest activity has been a concurrent theme and the force has responded to 17 Black Lives Matter (BML) protests between 4th June and 19th September, all held peacefully and without arrests. It is notable that the right to protest was an exemption to gatherings under the first national lockdown, however is not so during the current lockdown and, set against continuing activity (such as HS2 protests), will likely impact on policing further.

During the first lockdown the use of COVID, by certain members of the public, as a threat to other members or police officers was noted, although levels were relatively low.

COVID Non-Compliance Enforcement

The numbers of Fixed Penalty Notices (FPNs) issued for COVID-related breaches across Staffordshire are lower than the national average. This is in line with the national and Force approach to the '4 E's' of engage, explain and encourage, moving only to enforcement as a last resort. At the start of lockdown higher numbers of FPNs were issued across the county in a push to enforce the lockdown measures in place. In the following months FPNs issued reduced as restrictions began to be lifted and as officers largely engaged, explained and encouraged members of the public to comply with restrictions. In October, as the Tiered lockdown system was introduced and began to impact on the Force area, increased numbers of FPNs have been issued highlighting an increasingly robust approach to policing the pandemic and restrictions.

Track and Trace

Police forces have been supporting local authorities to ensure compliance with the requirements of isolation. National and local data sharing arrangements allow the details of those suspected of breaching these regulations to be passed to the police for follow up and enforcement, where necessary.

Operations during COVID-19

Despite the uncertainty the pandemic has created Staffordshire Police has continued to run policing operations including Operation Disrupt and Operation Lightning.

Operation Lightning and Operation Disrupt

During a six week period, starting in September, officers have made 393 arrests and seized 325 cars during Operation Lightning and Operation Disrupt, and activity targeting County Lines drug dealing.

Operation Lightning was set up to tackle criminals using the road network and to prevent increases in the number of people killed and seriously injured on our roads. It ran for three weeks until 20 September.

Operation Disrupt – a policing operation devised to disrupt criminal activity in Staffordshire – ran for a further three weeks until October 11.

Twenty eight arrests were made and 23 people safeguarded in a County Lines intensification week during September tackling drug 'lines' into Staffordshire.

During Op Lightning and Disrupt, officers made 123 arrests for driving while under the influence of drink or drugs.

In total, officers have made 393 arrests, completed 148 stop/searches, and dealt with 1,184 driving offences with 325 vehicles seized. During the six weeks 2,193 cars were stopped by officers.

Fifty nine arrests were made for suspected possession of drugs offences and 82 for suspected drug supply offences.

Chief Superintendent Elliott Sharrard-Williams, Head of the Operational Support Directorate and Gold Commander for both Operations said: "These operations have made a huge impact across Staffordshire. We've made hundreds of arrests and seized hundreds of cars, as well as drugs, cash, weapons and suspected stolen property. We've cracked down on offending right across Staffordshire with all of our neighbourhood policing teams involved. I'm particularly pleased we have used a range of tactics and used specialist teams, such as dogs and road policing, to make a positive difference to our communities and bring suspected offenders before the courts."

Chief Superintendent Sharrard-Williams added that the work was set to continue.

"We'll be building on these results and continuing to target offending across Staffordshire, including anti-social behaviour and road crime."

Operation Lightning, which ran at locations across the county and concluded in Tamworth, involved high-visibility patrols, unmarked patrols, covert patrols and drones, motorcycles equipped with speed detection and video recording equipment and mobile safety camera vans. A fixed-wing aeroplane also took to the skies above Stoke-on-Trent.

The operation included a focus on the 'fatal four' motoring offences that are major causes of death and serious injury on the roads - speeding, mobile phone use, drink and drug use and not wearing a seatbelt.

Operation Disrupt ran across Staffordshire and targeted criminality with stops of vehicles, stop/searches, warrants and raids, including a focus on individuals wanted by the courts and police and seizure of drugs, cash and suspected stolen property.

Satisfaction and Confidence

Staffordshire Police undertake victim satisfaction surveys to understand where it can improve service. Victims of crime and ASB surveys completed during November 2019 to October 2020 are as follows:

- 79% of victims found it easy to make contact
- 71% of victims had a positive opinion of Staffordshire Police, before the incident took place. This increased to 80% following contact and investigation.
- 83% of victims felt they had been kept well informed about the investigation
- 77% of victims felt satisfied with how the incident was investigated

The Crime Survey of England and Wales is conducted with Staffordshire residents. These surveys are different from Victim Satisfaction Surveys, as the respondents may not have been a victim of crime or ASB. Surveys completed during April 2019 to March 2020 indicated that 67% of residents have confidence in Staffordshire Police, which is a reduction from previous surveys. To further understand citizens views the Force has established a Public Confidence Board, which is chaired by an Assistant Chief Constable. The Board is responsible for developing, implementing and refreshing a Public Confidence Plan and for leading the delivery of its outcomes. The Board will be held bi-monthly and report into existing governance structures.

The Force is currently in the process of introducing a new confidence survey for residents of Staffordshire in order to expand on the understanding received from the national survey

Staff Abstractions

In the lead up to and subsequent announcement of the first national lockdown the Force saw a sharp increase in abstractions, primarily due to medical restrictions and staff having to self-isolate. This resulted in the Force abstraction rate peaking at 20.54% on 30 March. During this period Staffordshire, along with the other regional forces (West Midlands, West Mercia and Warwickshire) were all reporting similar abstraction rates. The Force has made provision that where possible, dependent upon their role, staff can work from home. It has adapted work areas to make them COVID-secure and it is only in the last 2 weeks that the Force has seen a notable abstraction rate increase since April.

Section 2: Modern Policing: Operation Uplift

Precept Investment 2020/21

In addition to Uplift there have been 20.5 extra police staff posts together with investment in key infrastructure funded from the precept increase in 2020/21. These investments have been designed to balance and enhance the investment in Police Officer numbers as a result of the government investment in policing. The government's focus has been on increasing Officer numbers and the infrastructure directly related to increasing these Officer numbers. It does not focus, at a local level, on increasing technological innovation, specialist Police staff roles or volunteer roles both in relation to revenue spend through pay costs or capital investment in infrastructure, which are becoming increasingly important to policing in terms of meeting future demand.

Precept funding was allocated to the following areas which were identified as needing enhancement in capability and capacity to meet new and emerging threats, increasing demand and to enhance the service provided to communities. They balance and compliment the Uplift investment in Police Officer numbers and the previous increase in police officer' numbers funded from Precept in 2018/19 and 2019/20.

- **Special Constabulary (Equipment)**

Provision of additional equipment - mobile data, body worn video and uniform to ensure that front line volunteers are equipped to the same standard as regular officers

- **Automatic Number Plate Recognition (ANPR)**

Investment in ANPR equipment including replacing a number of static ANPR cameras and providing maintenance and annual testing for the whole estate. ANPR is a key tool in identifying offenders crossing into Staffordshire and tracking them through the county. This investment allows for earlier identification and subsequent action to intercept offenders utilising Staffordshire's road network.

- **Investigations & Intelligence**

Increase the number of specialist police staff roles by 15.5 to complement the increase in police officer roles in Investigations and Intelligence, including Intelligence Officers and Forensics Officers

- **Technology Device Refresh**

Provision of up to date mobile devices for police officers as to ensure that Staffordshire Police is benefiting from the latest technologies - promoting mobility, enhancing visibility and capitalising on the increasing power and insight brought to Staffordshire Police as a result of significant investments in underlying IT infrastructure and software.

- **Technology Innovation Capability**

Specialist dedicated IT innovation team of 5 police staff underpinning the force's aspiration to deliver significant technological advances in modern policing which exploits best value from the investment into underlying infrastructure.

- **Contact Management Systems**

Enhanced IT capability to provide a Decision Support Tool and an Asset Tracking System. This will modernise the way that calls for services are received and responded to and exploit data already held within police systems.

Uplift Update

Staffordshire’s anticipated allocation from the national 20,000 increase in officers over three years is as follows:

- 90 in 2020/21 (30 in March 2020, 60 by March 2021) – allocation confirmed
- 120 in 2021/22 – allocation predicted (confirmation of actual allocation expected by the end of November 2020)
- 90 in 2022/23 – allocation predicted

The 90 additional officers have been incorporated into Staffordshire’s total officer number baselines and TOM as follows:

- March 2020 - 1660.5 (Inc. 30 Uplift officers)
- March 2021 – 1729.5 (Inc. 60 Uplift officers)

The actual position against these baselines is monitored by intensive workforce planning activity to ensure the achievement of national requirements, local operational requirements and affordability within the MTFs. Monthly performance updates are submitted to the Home office, with Staffordshire being consistently assessed as being on track achieve the March 2021 baseline target.

A scoping exercise was undertaken earlier in the year to consider capability gaps and future demand forecasts identified in the Force Management Statement, corporate planning etc. to inform a proposal for the allocation of the first 90 police officer posts, centred in three strategic areas of professionalisation; proactivity and investigative capability.

These officers have now been approved and allocated within the target operating model (TOM) as shown in the table below:

Summary of allocation by Function	Ch Insp	Insp	Sgt	PC/DC	TOTAL
L&D Tutor Unit				10	10
Roads Policing			1	9	10
Specialist Investigations	1	1	2	11	15
Offender Management - SOMU			1	6	7
Offender Management - VRU			1	5	*6
Neighbourhood Tasking Team			6	34	40
Anti-Corruption Unit				2	2
Total	1	1	11	77	90

* The Violence Reduction Unit has 2 additional PCs approved from the Uplift allocation 2021/22 (making a total of 8 officers in the VRU) which were deferred in order to allocate and approve the 2 DCs in the ACU.

A summary of the approximate timescales for commencement in the above roles is shown in the table below.

Summary of allocation by rank	Qtr. 1	Qtr. 2	Qtr. 3	Qtr. 4	TOTAL
DCI	1				1
D Insp			1		1
Sgt/DS		2	1	8	11
PC/DC	10	7	20	40	77
Total Police Officers	11	9	22	48	90

Detailed Uplift plans in support of the above, which also contain additional requirements in terms of police staff posts, equipment, fleet etc. are maintained and reported to the monthly Uplift Strategic Programme Board. Uplift is recorded as a strategic opportunity on the Force Register and updates are provided at each Force Strategy Board.

In order to fulfil the requirement to resource the roles including specialist operational teams within the Uplift allocation, detailed workforce planning is being undertaken, with the aim of also utilising transferees to minimise the impact on existing roles and operational capacity within force. This is monitored by the monthly Strategic Workforce Planning Group and overseen by the Uplift Strategic Programme Board, with updates and associated approval requests reported to Force Strategy Board.

Plans for allocation of the additional Uplift officers in 2021/22 and beyond are being developed as part of the strategic planning process which commenced in October 2020.

The grant amount of £1.266m that was allocated for the first half year of 2020/21 (April-September 2020) has been claimed in full based on submission of evidence of expenditure on a monthly basis. Grant conditions have recently been received for the second half year of 2020/21 (October 2020-March 2021) allocating an additional £1.266m making a total of £2.532m for the year. It is anticipated that this will continue to be claimed in full.

Recruitment and Retention

The volume of police officer recruitment has significantly increased recently, with over 200 police officers having being recruited in the past year through a variety of routes including the PEQF programme for new student officers through the Degree Holder Entry Programme route (PC and DC), PC Degree Apprenticeship (PCDA), Police Now and transferees through lateral moves and promotion. Recruitment is set to continue at these levels for at least the next two years whilst the Police Uplift Programme continues. The increased volume of recruitment is not only due to Uplift, but also to provide the additional police officers funded from the Commissioner's Precept Investment and to replace police officers leaving.

Although police officer recruitment at these volumes has been challenging, the force has responded to this challenge and successfully met the officer number baseline targets which have been set nationally. Investment was made in additional Police Staff posts to support the uplift in police officer numbers. As referred to in the Uplift update, intense workforce planning activity is undertaken to ensure that officer numbers are maintained whilst balancing this with operational needs and other requirements including ensuring that the workforce is representative of the communities it serves. Planning of recruitment intakes is undertaken 12 months in advance ensuring that there is flexibility within the planned intakes to adapt to any changes which may impact on these such as predicted turnover volumes as outlined in the retention section below.

The force has successfully attracted more than sufficient candidates to the police officer vacancies. Over 900 applications were received to fill the 215 police officer posts in the last 12 months. The numbers of candidates successfully passing the assessment stages have exceeded the required numbers of officers at each intake. Sufficient successful candidates have been secured from the last recruitment campaign to fill the next few student intakes until March 2021. There is also a significant number of potential transferees in addition to those that have already transferred to the force with more officers are on the transferee list into the force than those who want to transfer out.

In addition to the unprecedented amount of recruitment so far in 2020, the Recruitment Team have been required to adapt to the added pressure of the restrictions caused by COVID-19 and have had to adjust processes in line with these including holding virtual assessment centres, which have impacted on recruitment timelines and pre-employment checks necessitating revised Vetting and Occupational Health processes whilst continuing to meet recruitment deadlines.

A review of the whole recruitment process is ongoing with many improvements having already been made to shorten the recruitment timescales. The overall timeline of approx. 24 weeks for police officer recruitment is in line, if not better, than the average of 6-10 months reported by a number of other forces. It is recognised however that additional improvements are required in order to further improve processes and candidate experience to achieve the force's aspiration in the Modern Policing strategy to achieve our aspiration to be recognised as a place that attracts and retains the best calibre people from across Staffordshire and beyond, reflecting the local communities that we serve and where diversity and difference are valued.

The total police officer turnover is currently at approx. 8% of the total police officer numbers (representative of approx. 134 officers leaving each year). This has been broadly consistent for the last 18 months. This has slightly increased over the previous three years by approx. 0.4 - 1%, which is in line with the experience nationally. The majority of the turnover, approx. 5% (which has been broadly consistent over the last 4 years) is due to normal retirement on reaching 30 years of service. Turnover is monitored in detail and this information is used to inform the workforce planning timeline to ensure that recruitment intakes are planned to achieve the required officer numbers.

The number of PEQF student officers who have left to date prior to completing the course is low (approx. one student per intake) and broadly in line with the numbers who left the previous Initial Police Learning and Development Programme (IPLDP) course. Exit interviews

are conducted with each student officer who leaves to understand the reasons and inform learning for the force and the PEQF programme.

Recent advice from the Police Uplift Programme Regional lead is that many forces are reporting reducing turnover levels, but this is not currently being experienced within Staffordshire. If this was to be the case, it would result in more officers in total than planned which could impact on affordability if action was not taken to bring the planned numbers back in line but this will continue to be closely monitored by the forces Workforce Planning.

Any potential impact on the turnover levels is identified and monitored to assess any risk to either the MTFS (if turnover reduces) or to achieving the required officer numbers (if turnover increases). For example, the outcome of a recent court case involving police officers pensions may result in some officers leaving a few years prior to their 30 years' service. Any potential impact will be assessed and a range of options considered to mitigate any risks, for instance student officer intakes could either be increased or reduced ensuring that there was no adverse impact on PEQF contractual arrangements.

Retention of officers therefore, is not a significant issue currently. The main challenge is balancing all of the varied requirements including maintaining baseline officer numbers, achieving a representative workforce in terms of diversity, affordability within the MTFS, maintaining regional PEQF contractual requirements and fulfilling operational requirements. In terms of operational requirements, the main challenge is that an increasing proportion of officers, particularly in response policing are relatively inexperienced due to the high numbers of student officers being recruited. The more experienced officers, including transferees, tend to be appointed to specialist and investigative roles – this is subject to regular scrutiny and ongoing work through the Workforce Planning meetings.

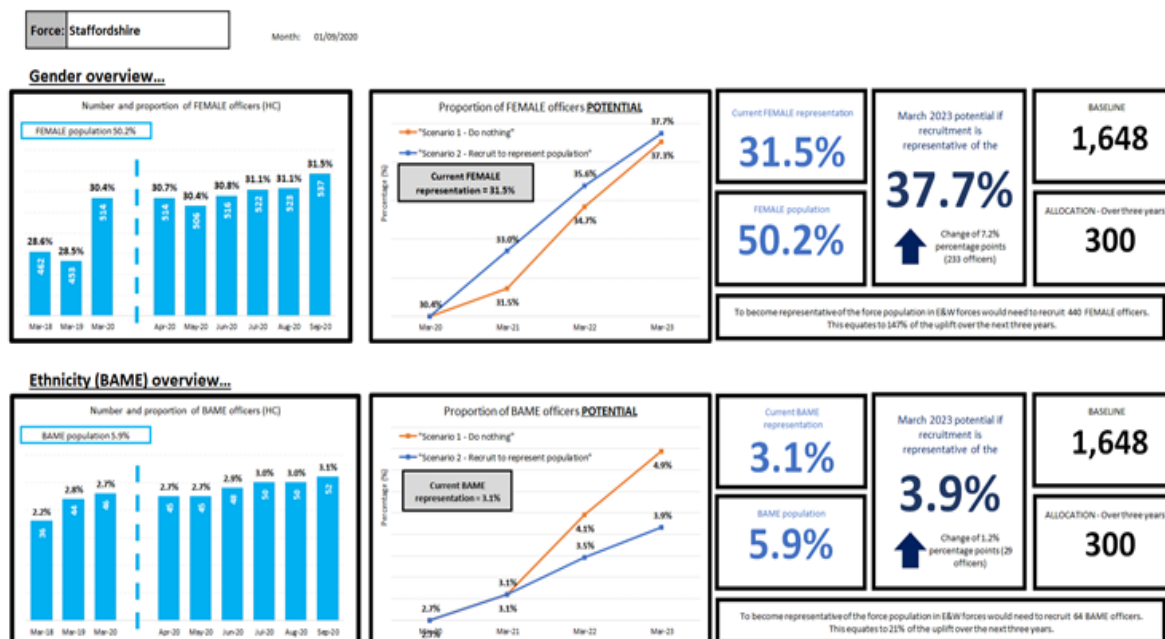
Disproportionality in the Workplace

Background

The population of Staffordshire is 94.06% white and 5.84% BAME the breakdown of the force is 94.36% white and 3.09% BAME with 2.55% not stated.

The national Uplift Programme has included a strong focus on diversity and monitors closely the recruitment rates in each forces. Diversity is one of the work streams of the Uplift Programme with workshops to be scheduled on the national learning from the Uplift Programme. The data below is the projection summary taken from the Home Office/NPCC/CoP Staffordshire Performance Update.

Projection summary



An in-depth review has been carried out to ascertain the Diversity breakdown of our Police Officer candidates in process over a 12 month period (June 2019 - June 2020).

There are currently 3 routes to becoming a police officer with Staffordshire Police with the Pre-Join route also shortly to be included:

PCDA - studying towards a degree as an apprentice over a 3 year period. Qualification requirements include L2 Maths and English grade C and L3 qualification equivalent to 64 UCAS points.

DHEP - Currently have a degree. Studying towards a Graduate Diploma in Policing over a 2 year period. Any degree accepted.

Police Now - 2 year graduate programme in force to study towards a Graduate Diploma in Policing. *(Phased out next year)*

Process

Candidates submit their application to the force of choice outlining which route they wish to take. *With the exception of Police Now which has now been discontinued.*

They will follow a process which consists of:

Pre-sift – these checks are completed to assess the candidate's qualifications, driving Licence, tattoos and business interests and whether they have applied to any other forces.

Online sifting testing – Behavioural questionnaire (BSQ) and Situational Judgement Tests (SJT) are used across a number of forces to assess the candidate's suitability.

New Online Assessment Centre – these are run by the COP and include a competency based interview, Written and scenarios test.

Conditional Offer – this offer is subject to passing our Pre employment checks – OH, Vetting and Fitness.

Diversity breakdown data

During the past 12 months, we have received 2370 applications. 248 BAME, 990 females, 165 LGBT and 138 confirming a disability. The data below shows the progression of each group through the stages of the process.

During the initial Pre-sift process we lose 40% of all candidates. This is slightly higher for our BAME candidates (44%) and Disabilities (48.5%) and lower for our Female (37%) and LGBT candidates (33%).

During the CBQ process we lose 20% of all candidate (*which has been replaced with the BSQ/ SJT testing*). Again this is slightly higher for BAME candidates (24%) but lower for our other protected characteristics.

This shows that there is a small adverse impact on the number of candidate we lose during the sifting process.

New Online Assessment Centre

The first online assessment centres took place in June and Staffordshire Police had access to 424 spaces. The candidates selected were based on upcoming cohorts in September and November. There are a further 144 candidate still awaiting Assessment Centre.

174 of the candidates that passed the assessment centre are now going through their Pre-employment checks. This cohort contains 5.7% BAME, 54% female, LGBT 11.5% and 2.9% disability.

Current Student officer breakdown

This data shows Jun 2019 – Aug 2020 of the new programmes (DHEP, PCDA and Police Now) and 1 year of IPLDP (April 2018 – Apr 2019).

Our current data relating to probationary Police Officers is as follows:

	DHEP	PCDA	Police Now	IPLDP	Combined	Combined (excl. IPLDP)
Female	36	44	16	11	107	96
Male	33	70	13	31	147	116
BAME	4	2	2	5	13	8
White	63	112	27	36	238	202
White Other	2					2
Not Stated	0	0	0	1	1	0

Positive Action

The ability to undertake some of the activities for Positive Action have been affected during the COVID-19 outbreak however plans are in place to resume these as soon as guidance allows. These include:

Community Engagement

Regular contact via e-mail and on telephone has been maintained throughout the lockdown period. Key community partners were happy for this type of engagement during the lockdown period and did not report any particular adverse issues involving Staffordshire police.

External Vacancies / Adverts

Community partners were happy to receive recruiting material (external job vacancies / adverts) for dissemination amongst their members.

Re- engaging with potential applicants

A total number of 110 PC applicants were contacted, who had started to complete applications or once completed did not submit them. 23% of these applicants responded which allows some analysis of the reasons why they did not complete the process. The main reasons were "Unsure of / Do not meet qualification" and "Not enough time to complete".

DC DHEP / PCDA

There have been several STEP-IN support sessions (where additional support is given to those who need it to enable application standards to be met) delivered to candidates that were due to attend the assessment centre via dial in/virtual contact covering LGBT, Disability and BAME Characteristics. These were positively received and well attended.

STEP IN Sessions

During lockdown 4 conference call STEP In sessions were held for candidates that were successful at CBQ/SJTs and progressing through to the assessment centre.

STEP IN - Outcomes:

- Greatest success rate was LGBT DC DHEP at 100%
- Overall success rate 43 candidates supported with positive action 26 successful so far (60.5%)
- Greatest response/attendance for support came from BAME PCDA and BAME DHEP
- Lowest response/attendance for support PCDA LGBT

Current Work in Progress

Candidates from the recent DC / PC Recruitment campaign who have not submitted their completed application forms have been contacted to identify reasons and to offer ongoing support.

There is ongoing support for those that are currently in the assessment centre process.

The data of the 71 candidates that did not pass their pre sift process has been reviewed in the table below to give a better understanding of attrition rates and ascertain if this was due to the L3 Qualification (64 UCAS points) and Level 2 English and/or Maths.

BAME candidates that have been rejected for PCDA at pre sift;

Reason	No
No driving license	13
No level 2	32
No level 3	10
Not enough UCAS points	6
Not lived in UK for last 5 years	1
Tattoo	1
Online Test failed	8
Total	71

The ongoing work to support creating a more representative workforce is seeing positive outcomes. The first two PCDA Cohorts had 1 BAME candidate. The last three intakes in 2020 have seen that increase to 5 BAME candidates. There has also been an increase in the female application numbers across the cohorts resulting in 50% female intake for January and June.