Public Performance Meeting

February 2020

Reporting Period up until the 31st December 2019

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Foreword *from Temporary Chief Constable Nick Baker*

Like many forces, Staffordshire Police is facing sustained high levels of demand, growing complexity and vulnerability in areas like child safeguarding, and the continuing threat posed by serious violence, including 'county lines' drug dealing, and complex issues like domestic abuse, child abuse and exploitation.

To tackle these issues, in 2018 the force implemented a new operating model with investment in neighbourhood policing, prioritising prevention and early intervention, increased capacity in investigations, and a modernised response service, all focused on protecting the most vulnerable in our communities. Following the Staffordshire Commissioner's decision to increase the council tax precept for policing in 2019, the force further developed its capabilities with investment in a missing persons investigation team; enhanced roads policing, digital investigations and 24/7 disruption capabilities; and forensic triage.

The decision to increase local funding in policing for 2020/21 will enable further prioritised investments to be made to improve proactivity and capacity to target and arrest more of those who commit crimes that harm individuals and communities. This will include investment in improving the force's digital capabilities and technology, expanding capacity in investigations and intelligence - including the Adult Safeguarding and Exploitation Team (ASET) and the SAFENET Team, an enhanced response to online child sex abuse, and modernising contact services and the ANPR (Automatic Number Plate Recognition) network - a key tool in identifying offenders. Investment will also be made in the Special Constabulary to ensure they have the equipment they need to improve efficiency and effectiveness in tackling crime.

Alongside these investments, the force is working hard to develop and improve online access to services to make it quicker and easier for people to get in touch, find the information they need or report minor crimes and incidents online through its Digital 101 service. Since it launched last year, reports to the online service have grown steadily with high levels of satisfaction from users.

These additional investments are designed to support the increase in officer numbers in the force, linked to the national drive to recruit 20,000 new police officers. For Staffordshire Police this will mean an additional 90 new officers in 2020/21, on top of those already planned, who will be focused on areas where they will make the greatest impact on preventing and tackling crime and helping to improve service for local communities.

The force also continues to focus on building and strengthening partnership working which is at the heart of the force's approach to safeguarding people and communities.

Underpinning these investments is the force's technology refresh programme which includes the implementation of a new records management system which will bring together many existing force systems. It has also launched its Knowledge Hub which is transforming the force's analytical capability, enabling it to recognise crime trends and patterns more swiftly, bringing together intelligence and information that supports officers and staff. These systems are central to the modernisation of the force which is being driven through its 'People First' strategy. This is enabling the development of a strong and positive organisational culture and more modern, efficient ways of working through its 'Trust Driven Policing' programme.

The latest report published by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) found that the force is performing well across all areas and recognises the progress made by the force, rating Staffordshire Police good at keeping people safe and reducing crime.

The inspection, carried out last year, was the first integrated assessment by HMICFRS which looked at the force's effectiveness, efficiency and legitimacy. It found that Staffordshire Police:

- o Is 'good' at effectively reducing crime and keeping people safe;
- o Is 'good' at operating efficiently and providing sustainable services to the public;
- o Is 'good' at how it treats the public and its workforce with a continuing focus on upholding an ethical culture and promoting the standards of professional behaviour it expects.

Inspectors also found that the force investigates crime well and continues to improve the quality and supervision of investigations as well as how it assesses and responds to people at risk and works with other agencies to make sure that vulnerable victims are protected. In addition, the report highlighted that Staffordshire Police understands the current and future demand for its services much better than it has done previously and has used this information to develop strong financial and workforce plans for the future.

The progress made by the force is recognition of the hard work shown by colleagues to deliver on the Policing Plan priorities. We continue to work hard to prevent crime and anti-social behaviour, to protect the most vulnerable, and to improve service for the people of Staffordshire.

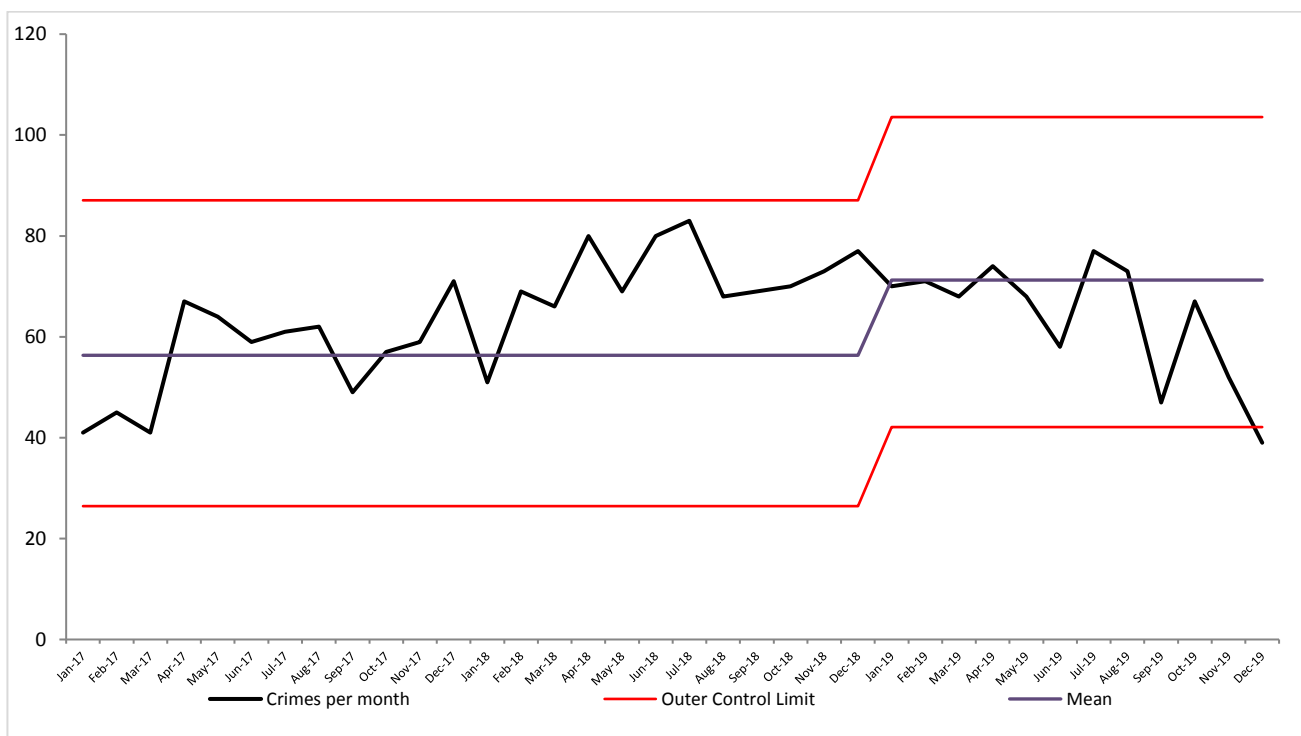Nick Baker

Temporary Chief Constable

Early Intervention

Tackling root causes before they become a problem

Performance Exceptions for Review

1. Personal Robbery

The number of Personal Robbery offences committed in Staffordshire has decreased by 11% from **855** offences in the period 1st of January 2018 to 31st December 2018 compared to **764** in the period 1st January 2019 to 31st December 2019.

This current period of reduction followed an increase in offences of this crime type that had been experienced both regionally and nationally. Positively for Staffordshire the number of knife related robberies has also dropped by 10% in the last 12 months.

Figure 1. Monthly volume of Personal Robbery

Staffordshire is below the recorded national average in relation to the number of Personal Robbery offences per 1,000 residents (which is based on the period 1st October 2018 – 30th September 2019). Staffordshire experienced 0.7 crimes per 1,000 residents compared to 1.4 for every 1,000 residents in England & Wales.

Personal Robberies has now decreased in nine of Staffordshire Police's ten Neighbourhood Policing Teams (NPTs), with the exception being Newcastle, where the number of crimes of this type have risen by 26% which equates to 19 more offences. There are a number of operations running within Newcastle and the North of the County that are currently targeting gang associated criminality and the link to this crime type.

The projection for Personal Robbery based on the latest 12 months volume suggests a potential continued reduction which could result in a further 10% decrease in this crime type over the next year. If the last three months performance continues then the reduction could reach levels that were only previously experienced back in 2017.
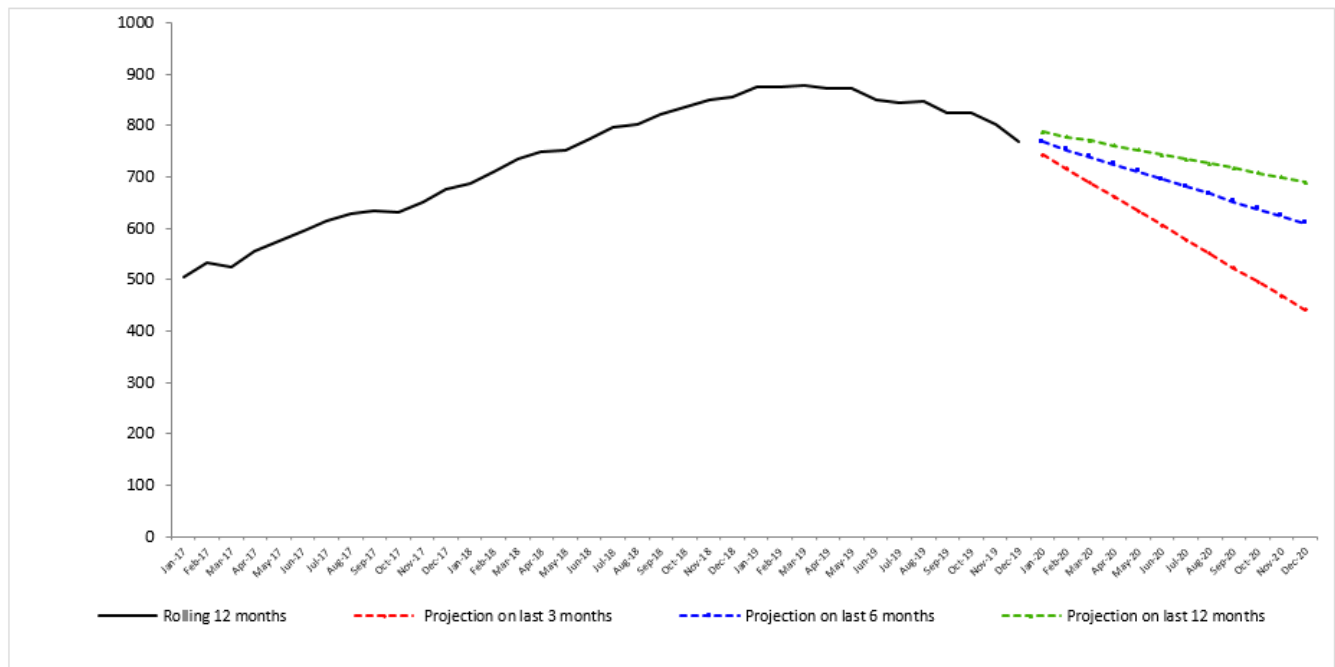

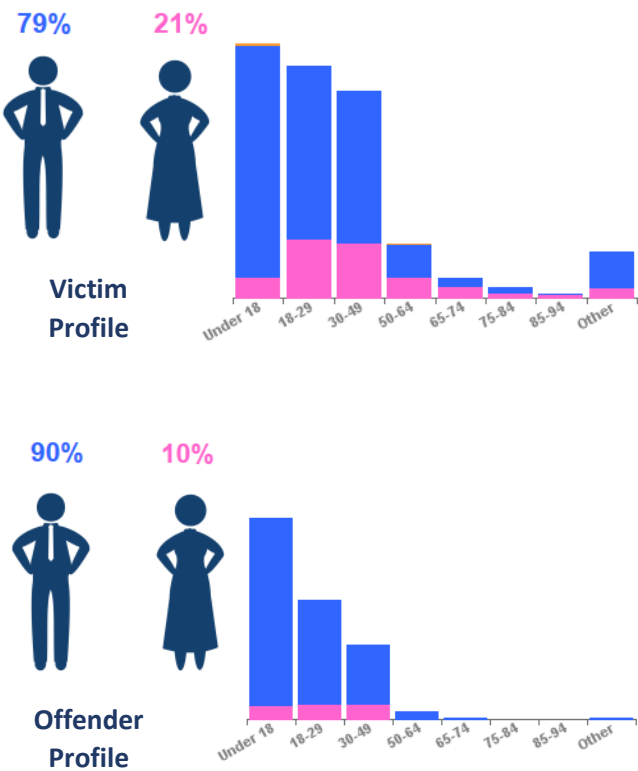**Figure 2. Three, six and twelve month projections for Personal Robbery**

Victim Profile

The majority of victims of Personal Robbery are male and aged Under 18 and this category equates to 28% of the total robberies in Staffordshire.

Females are victims in 21% of the crimes with the majority aged between 18-29 (7% of the total) followed closely by the age group 30-49 (6.5%).

Offender Profile

The majority of offenders of Personal Robbery are male and aged Under 18 and this category equates to 47% of the total robberies in Staffordshire. In addition 26% of male offenders are aged 18-29.

Figure 3. Victim and Offender Profile for Personal Robbery

Force lead response regarding the planned approach to Personal Robbery

Monthly scrutiny is held at the Force's Locality meetings to ensure trends and patterns of Personal Robbery are identified and best practice recognised to reduce this pattern of offending. There have been a number of operations run across the County through these locality meetings that have resulted in significant successes.

It is noted however that most acts of Personal Robbery are opportunist crimes and so the most regular and effective preventative learning is education to prevent victimisation. Increases in Personal Robbery have been experienced in areas of Staffordshire where County lines activity has been experienced. Through a number of operations all Neighbourhood Policing Teams have not only directly tackled the issues of County lines, a key issue in the Serious Violence strategy through operational activities such as intelligence lead operations, but have also taken the opportunity to educate partners/elected members and the media as to what is meant by county Lines and how they can help to tackle it. This has supported the work of the ASB/PSV working group which reports to the Staffordshire Safer & Stronger Communities Strategy Group. From the Working group Neighbourhood Policing Teams have been tasked with working with partners to create bespoke plans for their unique areas that incorporate preventative activity based on predictive analysis where available, this is in line with recommendations found in the Serious Violence Strategy. Further work is required in 2020 to review the NPT plans and ensure that they are still relevant and delivering against the Serious Violence Strategy

Early intervention with Victims has been a focus and has taken the form of education through Social media/Smart alert and local engagement opportunities. The Topic of these engagement opportunities has been the Smart Phone Security as these types of phones have become the most popular theft item in these types of offence. Coinciding with the education is a refreshed push to encourage owners to register their phone IMEI number (and other Property) with National Mobile Property System (NMPR).

Regular Local contact with offender management and youth offending services has provided early indications of when known offenders of Personal Robbery are to be released from custody, which has enabled local teams to manage this process effectively.

Engagement with the Community is critical to reduce the opportunities for crime to occur and for people to become victims. The engagement work has provided the platform to not only inform and educate about prevention but to reassure the public that the Police and partners are visible and proactive in areas that are affected by this crime type. This has been achieved by Local Policing teams patrolling in hotspot locations and creating high visibility routes in those most affected areas.
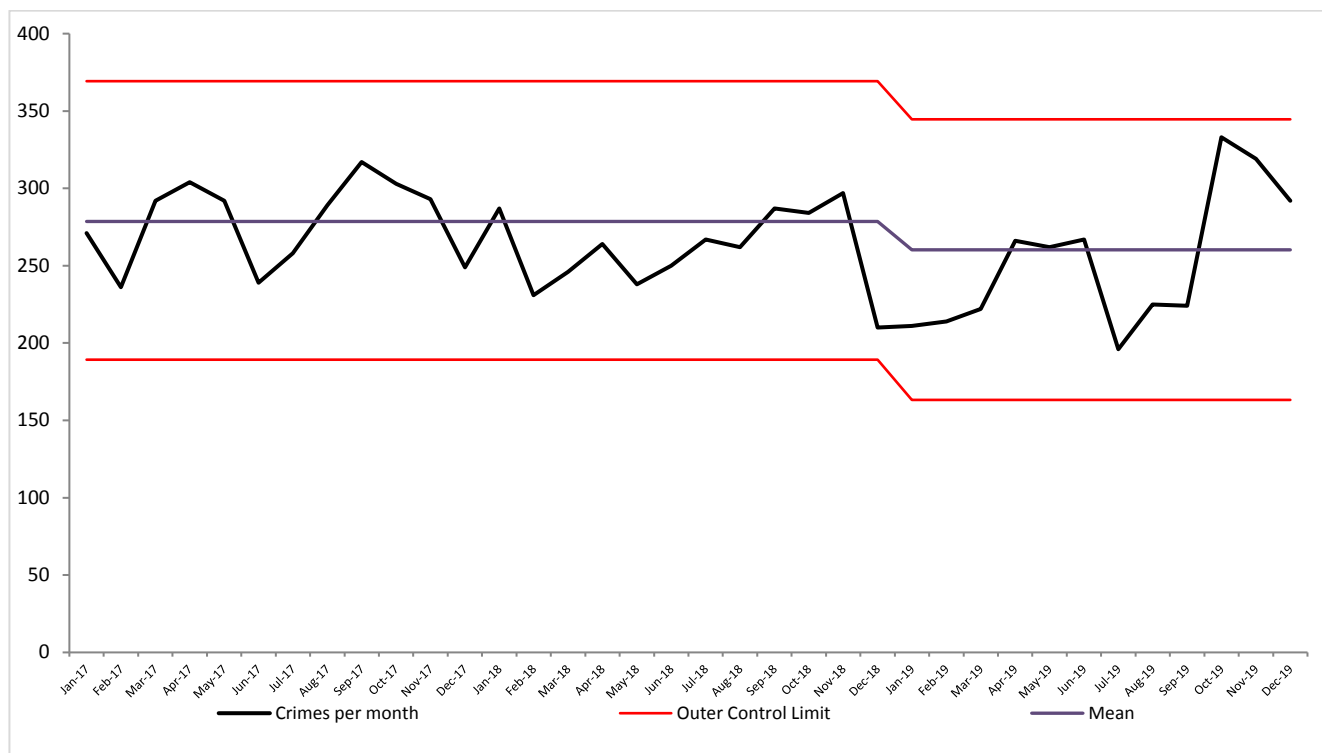
Opportunities have been taken throughout the year to seek diversion for potential offenders and victims away from hot spot areas. This has included SPACE across all NPT areas alongside other local initiatives.

The majority of Personal Robbery offences have taken place in the north of the county, specifically SOT North, SOT South and Newcastle which make up **61%** of all personal robberies across the county and a joint operation between investigative and local policing teams was identified as a force priority in 2018. This operation resulted in 20 arrests and 12 key nominals successfully prosecuted. This Prevention, Intervention and Enforcement approach dealt with the emerging Serious Violence related to personal Robbery and there was significant early intervention and multi-agency working that supported this area of offending. This had an early short term impact on reports of robbery resulting in reductions in all northern neighbourhood areas. The operation provided evidence that youth crime both as victims and offenders was at the heart of this policing activity, not just in Personal Robbery but other crime types.

A further operation has continued the work across the main NPT areas affected and focusing on youth related crime including Personal Robbery, urban street gangs, county lines, youth violence, anti-social behaviour and knife crime. There has been a number of tactics used (including stop searches) that has targeted key offenders resulting in the current reductions being achieved.
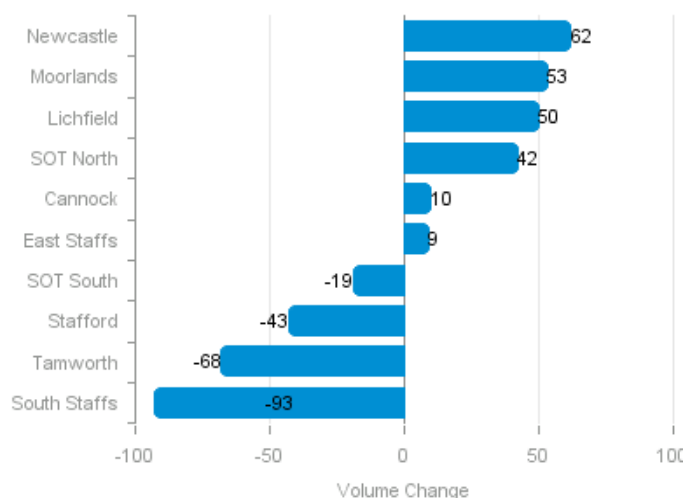
2. Theft From a Motor Vehicle

The number of Theft from a Motor Vehicle offences committed in Staffordshire has decreased by 3% from **3123** offences in the period 1st of January 2018 to 31st December 2018 compared to **3031** in the period 1st January 2019 to 31st December 2019.

Figure 4. Monthly volume of Theft From a Motor Vehicle

Staffordshire is below the recorded national average in relation to the number of Theft from a Motor Vehicle offences per 1,000 residents (which is based on the period 1st October 2018 – 30th September 2019). Staffordshire experienced 2.5 crimes per 1,000 residents compared to 4.8 for every 1,000 residents in England & Wales.
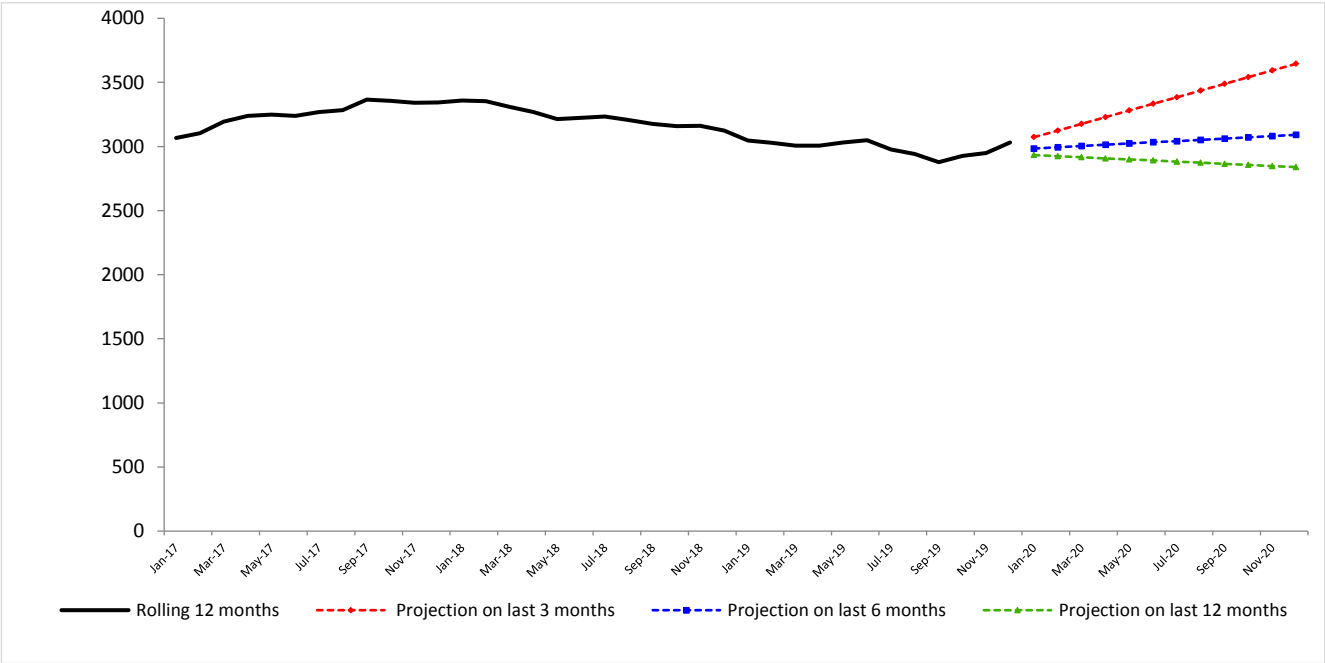
Theft from a Motor vehicle has decreased in four of Staffordshire Police's ten Neighbourhood Policing Teams

Figure 5. Volume change by Neighbourhood policing team of Theft from a Motor Vehicle over a 12 month period.

The projection for Theft from a Motor Vehicle based on the latest 12 months volume suggests continued reduction which could result in a further 6% decrease in crime over the next year, however if the last three months performance continues then this is projecting increases. This potential increase in crime is currently being dealt with operationally across a number of key locations. The recent issue has been caused by vans being targeted for tools and a number of catalytic converters being stolen, however both of these form part of a wider operation that is now a force priority to reduce this offending pattern.
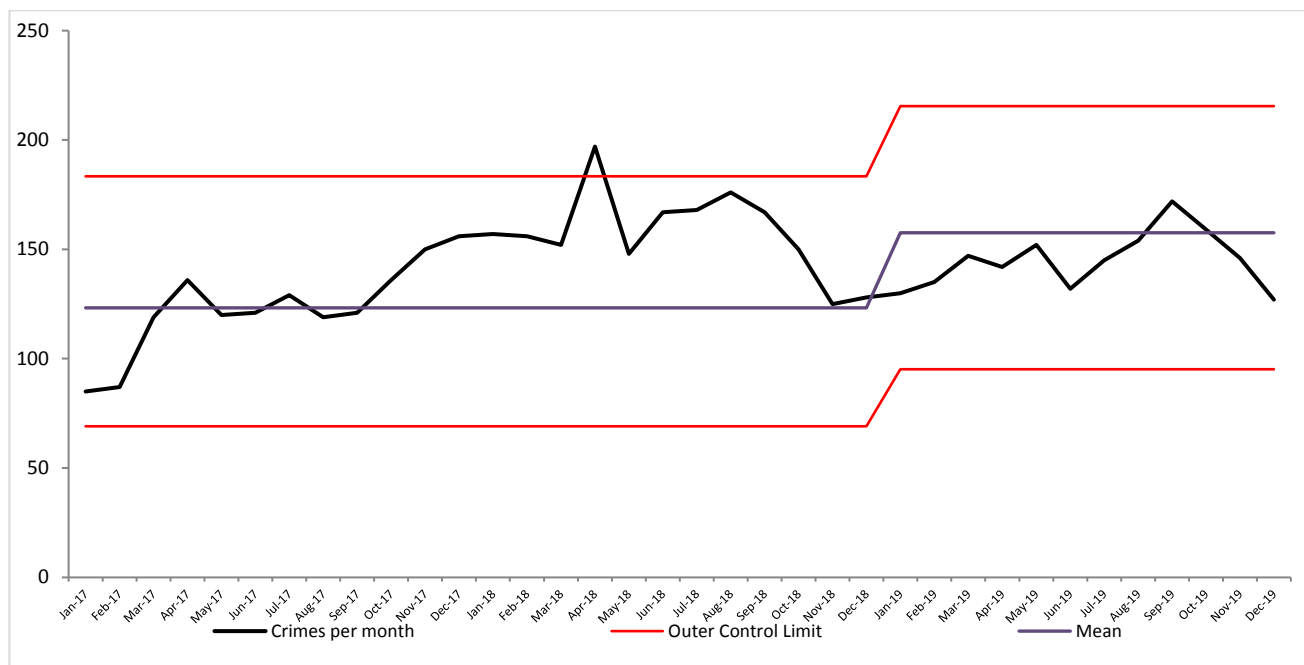

Figure 6. Three, six and twelve month projections for Theft from a Motor Vehicle

3. Theft of a Motor Vehicle

The number of Theft of a Motor Vehicle offences committed in Staffordshire has decreased by 8% from **1891** offences in the period 1st of January 2018 to 31st December 2018 compared to **1741** in the period 1st January 2019 to 31st December 2019.
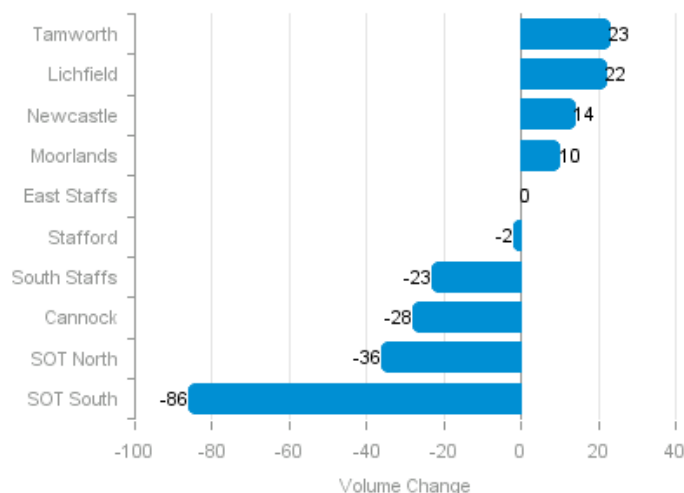
This period of reduction followed an increase in offences of this crime type that has been experienced nationally.

Figure 7. Monthly volume of Theft of a Motor Vehicle

Staffordshire is below the recorded national average in relation to the number of Theft of a Motor Vehicle offences per 1,000 residents (which is based on the period 1st October 2018 – 30th September 2019). Staffordshire experienced 1.5 crimes per 1,000 residents compared to 2.0 for every 1,000 residents in England & Wales.
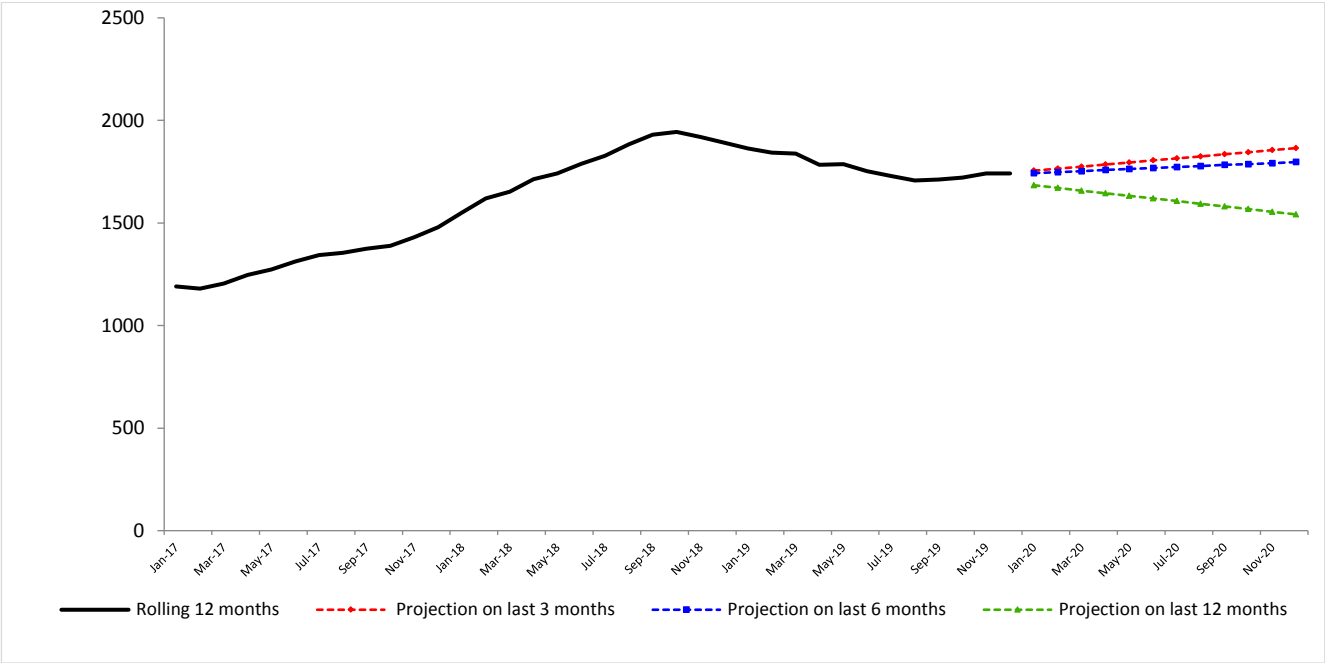
Theft of a Motor vehicle has decreased in five of Staffordshire Police's ten Neighbourhood Policing Teams

Figure 8. Volume change by Neighbourhood policing team of Theft of a Motor Vehicle over a 12 month period.

The overall decline in Theft of Motor Vehicle crimes committed since the summer of 2018 is the result of continued, focussed activity to address this type of crime, co-ordinating resources to both prevent and reduce such criminality, in addition to working closely with neighbouring Forces to share information and joining resources to bring offenders to justice. Specific Policing activity in relation to the South of the County (including South Staffs, Lichfield and Cannock) has resulted in a number of arrests; this includes the targeting of repeat locations and offenders. Furthermore, the activities of individuals who are based in the West Midlands Force area but travelling up to Staffordshire and who were involved in committing crimes such as car key burglaries and keyless thefts of motor vehicles (often high powered vehicles such as Audi's and BMW's) have been disrupted, with several key subjects arrested resulting in a reduction in offences of this nature.

The projection for Theft of a Motor Vehicle based on the latest 12 months volume suggests continued reduction which could result in a further 10% decrease in crime over the next year. There has been a recent small increase in offending that has now been stabilised that has affected the shorter projection data points.

Figure 9. Three, six and twelve month projections for Theft of a Motor Vehicle

Force lead response regarding the planned approach to Vehicle Crime

Governance of Vehicle crime is covered within the monthly Locality meeting of Neighbourhood Police Commanders and CID colleagues where priorities and trends are reviewed and discussed prior to setting appropriate actions. This has resulted in an increase in awareness of Officers' requirements to support victims by providing more up-to-date advice regarding forensic opportunities and crime prevention advice.

The establishment of the Roads Policing Unit has been utilised for both crime and safety purposes across the force and gives an added capacity to focus on Force priorities, including vehicle crime. The new unit has been involved in a number of operations which have targeted both Organised Crime Groups and local criminality, and also supported a road safety Operation Lightning. Whilst tackling road safety, this in itself adds support to tackling travelling criminality on our roads.

Vehicle crime is a Force priority with numerous operations designed to tackle this criminality, with significant resource having been put towards this crime type with numerous arrests having taken place across the Force.

Regionally there has been joint working with border police forces to manage offenders and targeted operations to arrest significant offenders. Daily intelligence briefs go out that identify potential offenders and hotspot areas. Co-ordinated activity combined resources from Staffordshire Police, West Midlands Police and the Central Motorway Policing Group have focused on cross-border criminality, which has generated increased visibility and prevention, which has resulted in overall disruption.

Nationally our former ACC Sims has taken on the Vehicle Crime portfolio and is leading on numerous areas including working with the Home Office to influence policy around salvage yards (to support an increased safety regime when vehicles leave the salvage yard along with a push to prevent cash transactions), work to improve our online capability to tackle vehicle theft and provide closer force links with the National Vehicle Intelligence Service.

Early intervention processes are in place – these have been designed to raise awareness with car owners of the potential risks and how they can prevent crime, through the Force's control room, where call takers are able to provide advice. Police Community Support Officers carry out leaflet drops to make communities aware of this criminal activity and they have received training in relation to smart alert technology. Staffordshire Smart Alert helps residents and businesses receive timely, local information – such as update on crimes and incidents, in addition to useful community safety information - from both Police and partners via e-mail, through a website or directly from a smartphone App. Alerts can be tailored to suit an individual's chosen location or area of interest
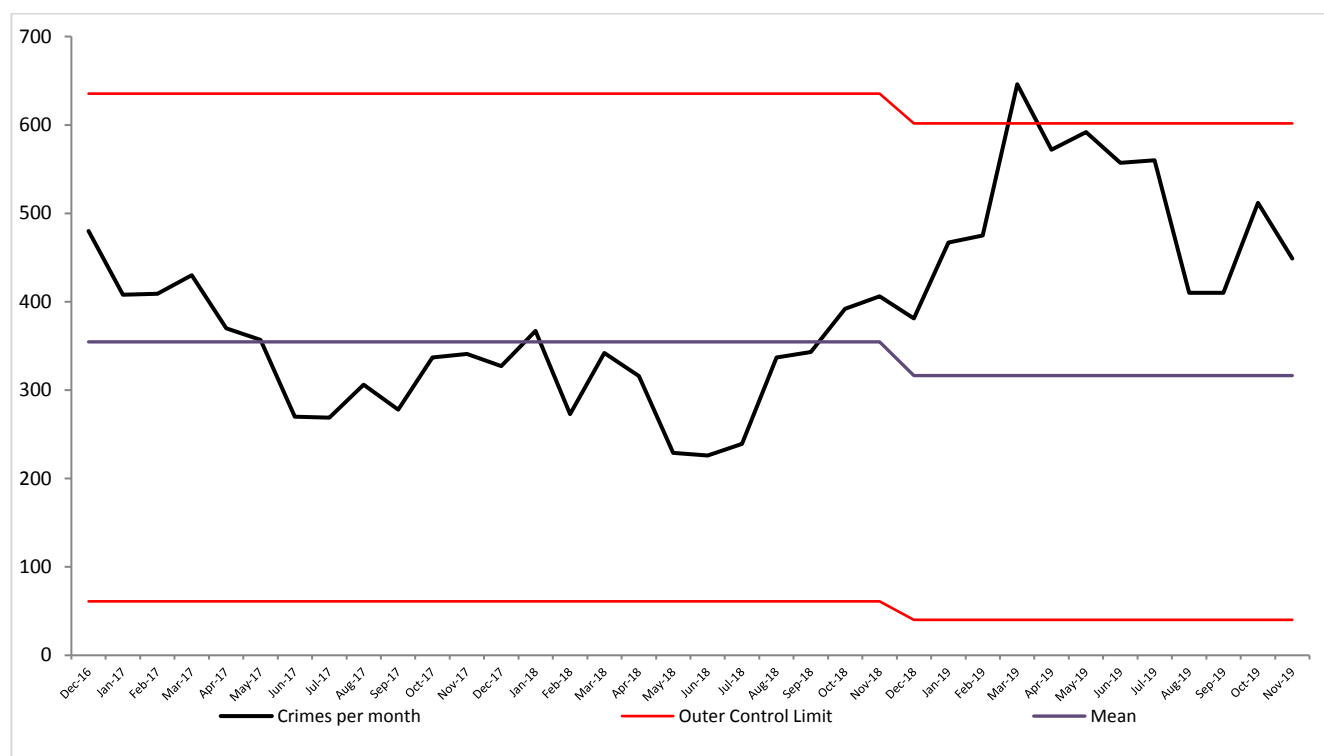
4. Stop and Search

The number of Stop Searches currently occurring in Staffordshire has increased by 59% from **3,797** offences in the period 1st of December 2017 to 30th November 2018 compared to **6,031** in the period 1st December 2018 to 30th November 2019.
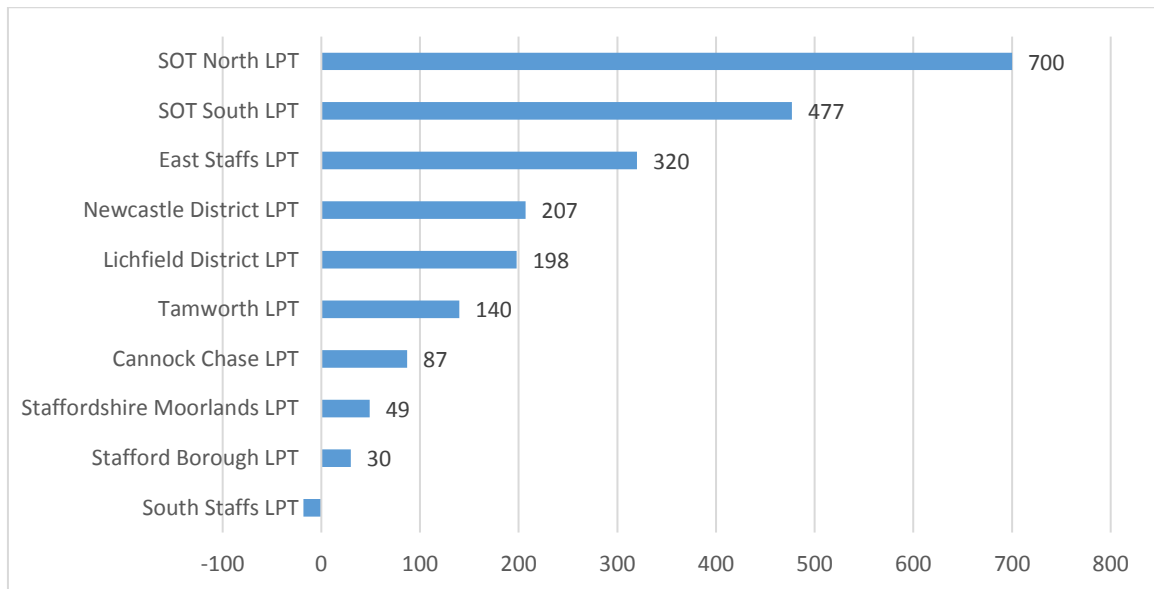
Recently released national performance figures indicate there has been a significant increase in the amount of Stop and Search conducted. Nationally there has been over 370,000 searches completed which is an increase of 32% on the previous year.

With this increase there has been a slight decrease in the percentage of positive outcomes obtained from Stop and Search. The previous 12 months gave a positive outcome rate of 31.3% whereas the current 12 months is 29.1% (the national positive outcome rate is 27%). The current arrest rate for Staffordshire Stop and Search is 14.4% with local resolution being 13.9%. Nationally the current arrest rate is 16% with local resolution being 11%.

The majority of stops in the last 12 months have been for the possession of controlled Drugs (61%), with 15% being stopped for Offensive weapons and 14% for Stolen Goods.
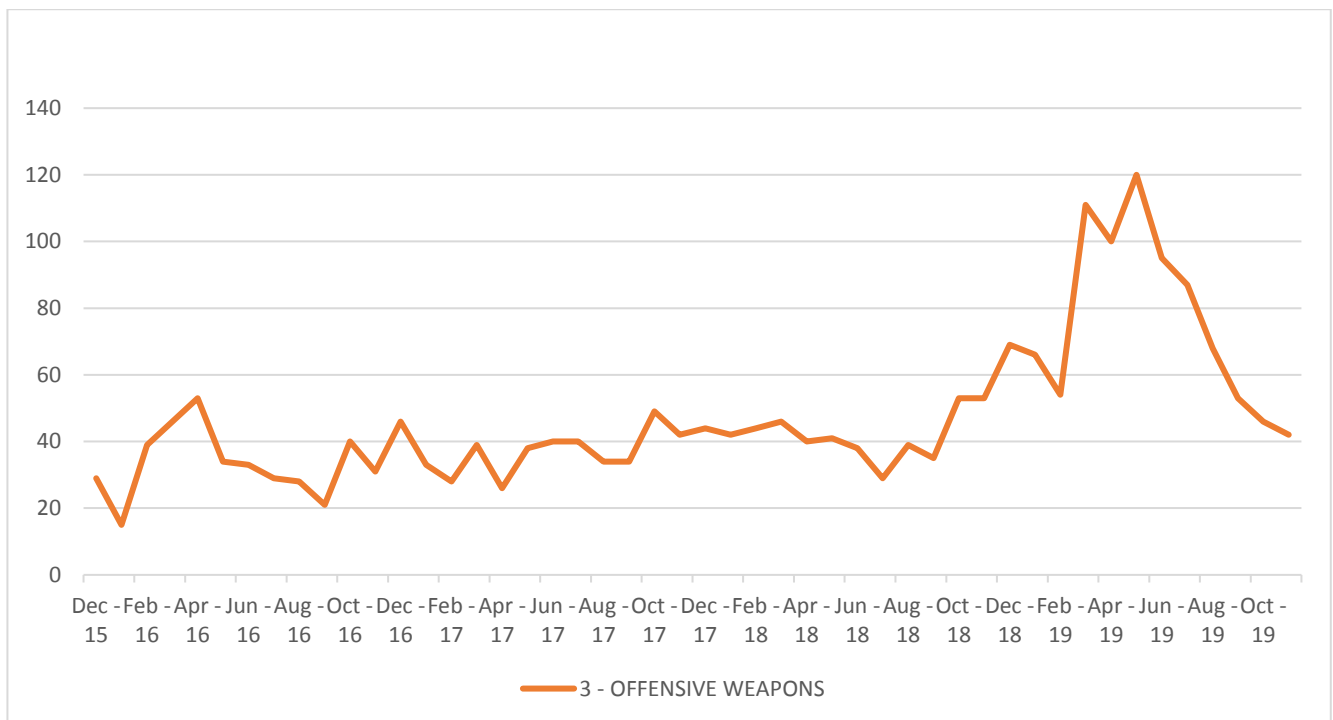

Figure 10. Monthly Volume of Stop Searches

Figure 11. Volume change by Neighbourhood policing team of Stop Searches over a 12 month period

The graph below demonstrates stop searches across for Possession of Offensive Weapons and shows correlation of recent increases related to force priorities and seasonality of these offending behaviours.

Figure 12. Volume of Stop Searches by Offensive Weapon

The graph below identifies that although the majority of Stops are of people aged 18-24 there are still significant stops of people in the older age categories.
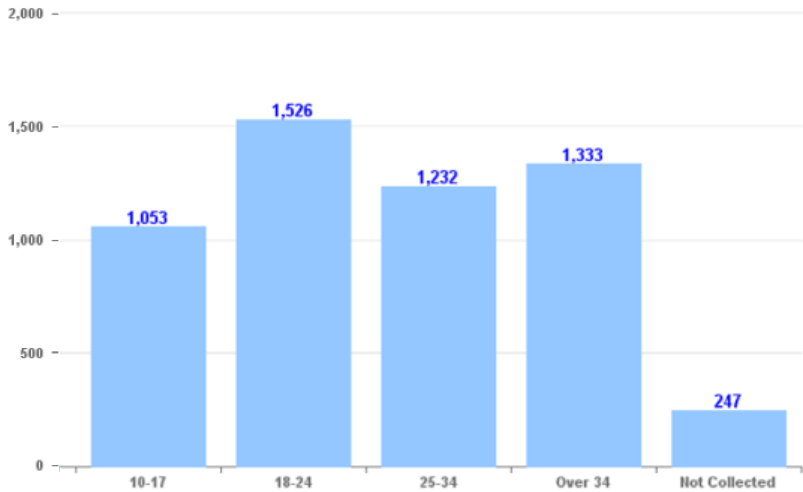

Figure 13. Age breakdown of Stop Searches

The graph below identifies that the majority of Stops (in the last 12 months) have occurred between 3pm and 9pm. There are also high levels in the late evening and also in the hours after midnight.
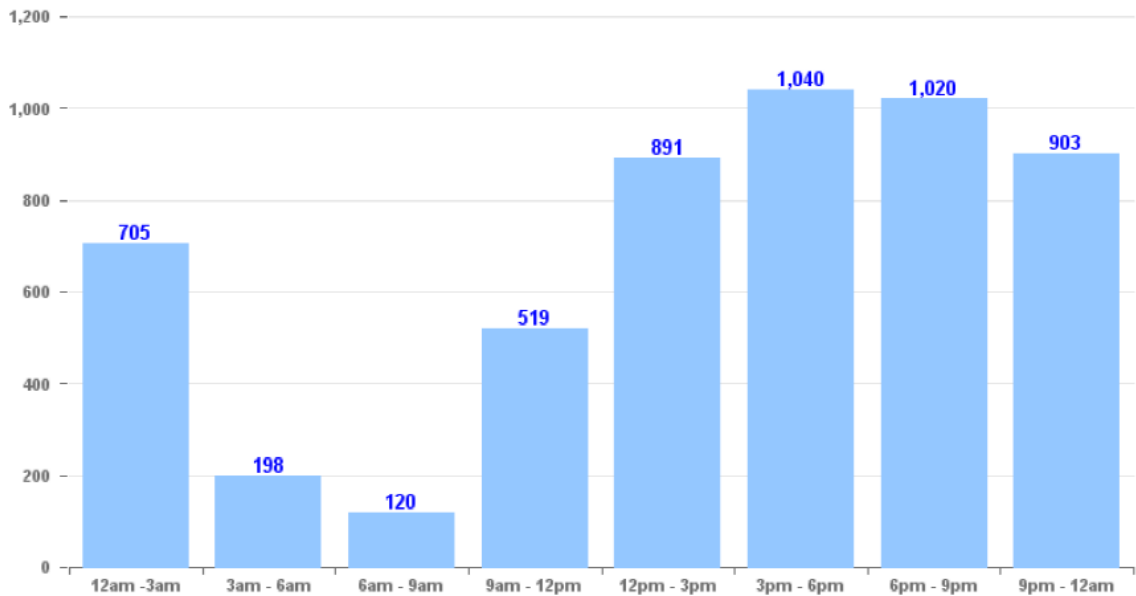

Figure 14. Time of Stop Searches across a 24 hour period

The below tables demonstrate the number of searches across the policing teams of Staffordshire for the last 3 months. Neighbourhood complete the majority of Searches with a 29% positive outcome rate.

Response Searches

Total Response Searche	BAME Searches	White Searches	Ethnicity Not Known	Positive Outcomes	Positive Outcomes BAME	Positive Outcomes White
237	37 / 15.6%	166 / 70%	20 / 9%	28.27%	37.84%	28.31%

Neighbourhood Searches

Total N'Hood Searches	BAME Searches	White Searches	Ethnicity Not Known	Positive Outcomes	Positive Outcomes BAME	Positive Outcomes White
507	85 / 16.8%	360 / 71%	49 / 9.9%	28.80%	37.65%	29.44%

Tactical Searches

Total Tactical Searches	BAME Searches	White Searches	Ethnicity Not Known	Positive Outcomes	Positive Outcomes BAME	Positive Outcomes White
252	45 / 17.9%	141 / 56%	34 / 15.5%	34.13%	33.33%	42.55%

Total Force Searches	BAME Searches	White Searches	Ethnicity Not Known	Positive Outcomes	Positive Outcomes BAME	Positive Outcomes White
1,178	204 / 17.3%	781 / 66.3%	193 / 16.4%	31.58%	31.58%	31.58%

Figure 15. Stop Search by Team

Force lead response regarding the planned approach of Stop Search

The below information is in response to an action raised at the previous Public Performance meeting.

Current activity in order to improve arrest and positive outcome rates and to address discrepancies the following has been implemented:

1. Anonymous survey of officers' views and opinions as to the blocks to performance. The results of this survey then formed the implementation of the current Stop and Search Action Plan.
2. Best practice visits were completed with forces with high levels of Stop and Search positive outcome rates. In addition, national symposiums and continuous professional development were events attended by the Force Lead
3. Stop and Search information has been created to increase officer's knowledge. This contains news, 60 second briefings, force policy, forms, practitioner's handout, useful documents, training inputs, posters and College of Policing guidance.
4. Review and introduction of new officer training package to incorporate Hydra videos. This also focuses on unconscious bias, safeguarding referrals and Authorised professional practice. This package will be peer reviewed by another force in the near future.
5. System created to ensure regular review of officer national training completion and line managers informed of completion rates.
6. Creation of awareness inputs for officers via 60 Second Briefs, 'talking head' videos and targeted emails.
7. Regular publication of complaints data to assist officers' awareness of current issues.
8. Review of Body Worn Video options for plain clothes officers via Body Worn Video Working Group.
9. Creation and issuing of 'flash cards' for officers to provide guidance on GOWISELY principles.
10. Report created for line managers to identify officers who have not conducted a Stop and Search for 12 months so that any issues can be addressed.
11. Review of the Force system completed to ensure all Stop and Searches are recorded in the correct manner.
12. Easily accessible reports created for officers giving information of current performance, arrest rates, positive outcome rates, BAME discrepancy and other relevant data.
13. Stop and Search Champions created within all Response and Neighbourhood Policing Teams. These Champions have received enhanced training in Stop and Search and can depart knowledge to fellow officers.
14. Review of Force Policy and publication to include Body Worn Video and unconscious bias.
15. Further training of Safer Neighbourhood Panel members to increase scrutiny of Stop and Search. Safer Neighbourhood Panel members are also to be used to securitise the Force's recent implementation of Section 60 legislation. In addition, Youth Scrutiny Groups are being established to ensure openness and transparency.
16. Creation of monthly reports focusing of BAME, vulnerable persons and frequently searched persons which allows Neighbourhood Policing Teams to work with partners.

The Force currently has a Stop Search Working Group that meets every quarter to discuss Stop and Search performance including area and team discrepancy, BAME disproportionality rates and Body Worn Video compliance. The Force is also committed to increased transparency and will publish in the near future a review of its recent use of Section 60 legislation. In addition, the Force is currently working with the Commissioner to increase the demographic of Stop and Search Scrutiny panels.

5. Missing Persons
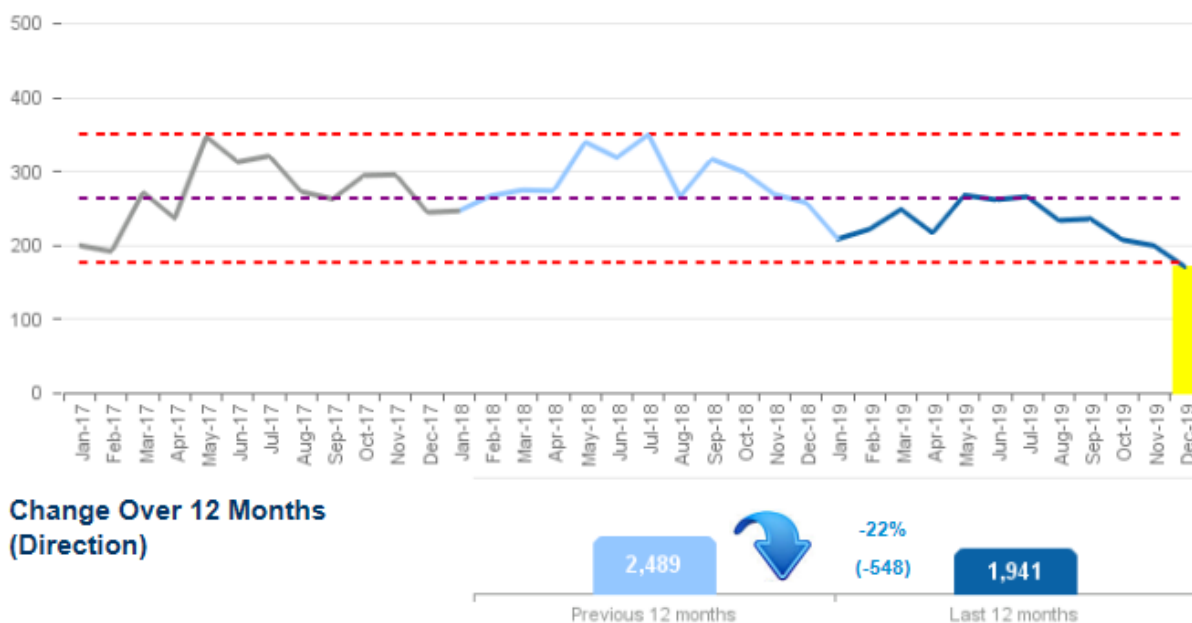
Missing Episodes and Individuals

The Missing Person Investigation Team (MPIT) was implemented, originally as a pilot, in July 2018. At that time the number of incidents of missing people had been rising steadily and reached a peak in that month. Since MPIT has been established there has been a steady reduction in the missing person cases as seen in the chart below.

The number of missing episodes currently occurring in Staffordshire has decreased by 24% from **5,022** offences in the period 1st of January 2018 to 31st December 2018 compared to **3,812** in the period 1st January 2019 to 31st December 2019.

Figure 16. Monthly Volume of Missing Episodes

There has been a similar reduction in the number of people who have gone missing (see chart below) with 548 fewer individuals missing in the last 12 months compared to the previous 12 months.

Figure 17. Monthly Volume of Missing People

This decrease is replicated across cases of missing adults as well as those under the age of 18 years. The chart below shows the number of missing cases per month where the missing person is a child or young person under 18.

The number of missing episodes where the missing person is a child or young person under 18 has decreased by 22% from **3,330** offences in the period 1st of January 2018 to 31st December 2018 compared to **2,599** in the period 1st January 2019 to 31st December 2019.

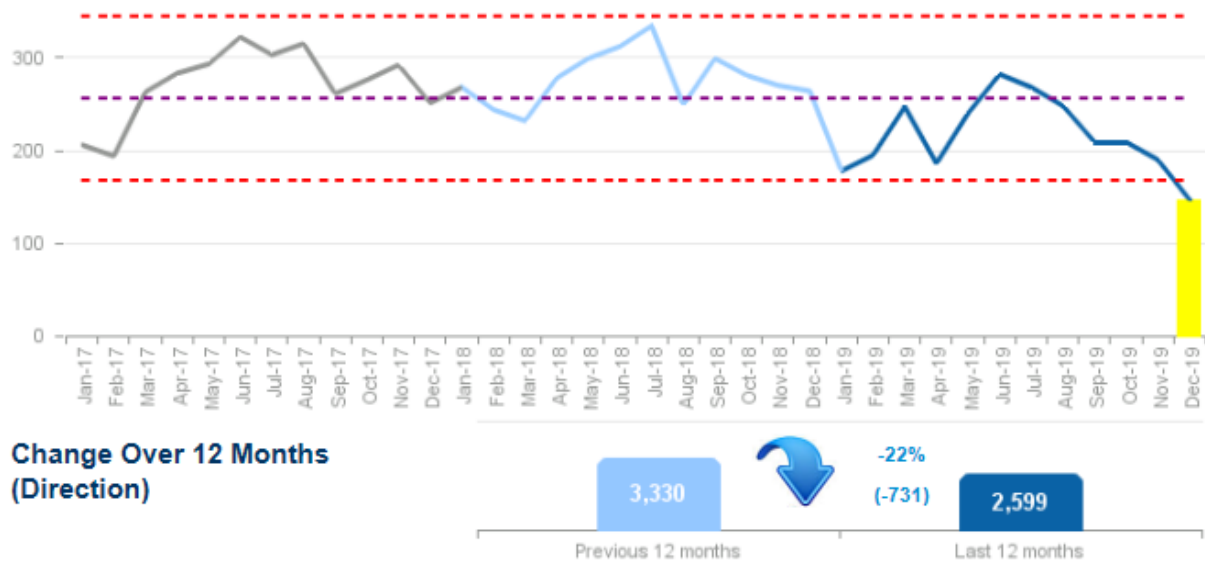The data shows that 68% of Missing Episodes are of people aged 18 or under.

Figure 18. Monthly Volume of Missing Episodes of a child

Force lead response regarding the planned approach of Missing People

There is confidence that these figures represent a true decrease in levels of missing people being reported to police as there is a correlation with the number of calls being received to report number of missing persons. The force can be assured that there is no evidence that these reductions are being achieved by less cases being placed on the missing persons system.

Duration Missing

In addition to reductions in the number of incidents of missing people and the number of individuals going missing there has also been a significant reduction in the length of time of the missing episode with people being found more quickly. The findings of the formal MPIT evaluation reported that there was a 7% reduction in the average time of a missing episode which is now less than 24 hours.

Future Prediction

Analysis of past demand in 2018 identified that the force should anticipate a continuing increase in the number of missing person cases, however the work the force has undertaken during that year and beyond has resulted in lower than predicted levels.

Missing Person Forecast in 2018	2019	2020	2021	2022
	5,050	4,950	4,850	4,800

- With the 2019 year end figure now confirmed as 3812 cases, it is clear that the force has reduced the number of missing people exceeding predictions.
- Whilst MPIT is a major factor in achieving these results, other work should also be noted, for example, Catch 22 return home interview provision and CSE intervention, work with hospitals to reduce 'walk outs' as missing cases, closer working with residential children's homes to avoid inappropriate calls to police and the introduction of the Herbert Protocol.

Cost v Benefit

1. The decision to increase the size of the MPIT and to make this an addition to the establishment as of 1st April 2019 was an investment of £198,000
2. Research completed by Portsmouth University helps to understand the non-cashable costs avoided by this investment. Their research places the average cost of a missing person episode at £2,415. Therefore the reduction in missing person cases in the last 12 months would be costed at £2,922,150.