



STAFFORDSHIRE
POLICE

Public Performance Meeting Report

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1. Emerging Challenges

1.1 Chief Constable's Foreword



Over the last few months, we have been working hard to further improve our performance in the priority areas identified by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). I am pleased to report that we are seeing signs of progress.

Since going back to a model of local policing in June last year, we are spending more time in communities working with partner organisations to problem solve local issues. This has resulted in a significant decrease in anti-social behaviour and a 6% decrease in neighbourhood crime. We are also focused on the correct recording of behavioural crimes such as harassment, which were previously identified as being recorded as Anti-Social Behaviour, particularly for ongoing neighbour disputes. Moving to local bases has seen us increase the number of

arrests we're making, with an average of 82 more arrests taking place each month compared to early 2022.

Despite 999 calls increasing by 21% in this reporting period (2022), we are seeing average answer times for 999 calls decrease week-on-week. The most recent data puts us twenty-ninth nationally for 999 answering times out of 42 forces, an improvement of 12 places since August 2022.

A recruitment drive has seen us bring an additional 39 staff into the force contact centre in the last 9 months, with 8 of these joining us this month. Our new triage programme, which looks at where 101 calls should be most appropriately dealt with, is also making a huge difference in managing calls and ensuring the public receive the right care from the right service at the first point of contact. This will enable us to improve how we respond to the public by focusing our time on those issues where policing is the lead agency.

In the area of investigations and managing offenders and suspects, daily and bespoke training is being carried out with our officers and staff. This seeks to increase the understanding of how to deliver an effective investigation which is compliant with the Victims' Code and delivers justice for victims and vulnerable people. We are directing victims to support services more quickly than before with 75% referred to our Victim Gateway within the two days of reporting a crime.

While overall crime remains low compared to other police force areas, there has been an increase in certain crime types including a 31% increase in vehicle thefts. In response to this, we have created a new specialist team to tackle vehicle crime which is dedicated to finding those responsible and protecting residents and businesses. The team's introduction has led to an increase in arrests made as part of this dedicated operation (32).

We have also seen an increase in reported cases of fraud, which impacts some of the most vulnerable people in our communities. Our Fraud Finance and Cyber Investigation team is working hard to proactively raise awareness of the increasing number of cyber-crimes, ensuring those responsible are brought to justice. We have recently recruited a Cyber Protect Coordinator to increase capacity in the team.

Violent crime continues to be a priority with knife crime, domestic abuse and sexual offences all seeing noticeable increases. As part of our redesign of our Public Protection Unit, we are looking at how the teams that investigate our most serious crimes, such as serious violence and sexual assault, can provide the best possible service for victims and other vulnerable people.

We will have two new Assistant Chief Constables joining Staffordshire Police in the coming months. ACC Rebecca Riggs joins us from City of London Police – the force responsible for leading the national Action Fraud scheme. Joining us from Greater Manchester Police is ACC Stuart Ellison where he's worked in a variety of roles but most recently been a local policing district commander for two of Greater Manchester's largest areas.

The cost of living crisis is a challenge for individuals and businesses. At a time of present challenges, as well as a need to build for the future, I am hopeful that there will be a positive response to the Commissioner's consultation on investment in local policing. The maximum increase in funding, and ultimately more police officers would see a typical household pay just over four pence a day more. Staffordshire has the fourth lowest police officer headcount in the country and I want to invest more in proactive, protective and visible local policing.

People matter in delivering outstanding local policing. Whether it's the people who do the job or the people we serve.



Chris Noble
Chief Constable

1.2 HMICFRS Police Effectiveness, Efficiency and Legitimacy (PEEL) Report

Following the release of the PEEL report published by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) into Staffordshire Police, I want to provide you with an update on our progress against the areas for improvement the inspectorate identified.

I have recently attended the Police Performance Oversight Group with colleagues from HMICFRS, the Home Office, National Police Chiefs' Council (NPCC), College of Policing and the Association of Police and Crime Commissioners (APCC) to demonstrate the steps we are taking to improve.

The meeting focused on our performance under three areas in which we are being closely monitored as part of the HMICFRS 'engage' process. A summary of these reporting areas are:

Contact (details in section 3.1)

The first area of concern raised by HMICFRS is how we respond to the public and assess vulnerability at the first point of contact.

Over the last few months, we have put in place a programme of activity to make our Force Contact Centre more responsive, particularly during times of increased demand, and to ensure we are appropriately identifying vulnerability at the first point of contact so calls for service can be managed appropriately.

A recruitment drive has seen us bring an additional 39 staff into the force contact centre in the last 9 months, with 8 of these joining us this month. We have also looked at our existing staffing models to ensure we have the right staff in the right place at the right time.

Our new triage programme, which looks at where 101 calls should be most appropriately dealt with, is also making a huge difference in managing demand and ensuring the public receive the right care.

Despite a sustained increase in demand in 999 calls, particularly over the summer where demand was up 18% on the same period the previous year in both volume of calls and complexity, we are seeing average answer times for 999 calls decrease week-on-week. The most recent data puts us twenty-ninth nationally for 999 answering times out of 42 forces, an improvement of 12 places since August 2022.

Investigations (details in section 5.1)

The second area of concern raised by HMICFRS was that our investigation quality must improve to ensure appropriate support is provided for victims of crime, a key priority of our Policing Plan.

A bespoke training program is being delivered to our officers and staff to increase the understanding of how to deliver an effective investigation which is compliant with the Victims' Code and delivers outcomes for victims and vulnerable people.

We have established an internal audit and assurance function that has so far reviewed 1,349 individual investigations and we have spent time with our detectives to understand areas of good practice and where we can improve.

We are directing victims to support services more quickly than before with 75% referred to our Victim Gateway within the two days of reporting a crime. The backlog in crime recording we saw in spring 2022 has been resolved and is now stable.

We are also completing a post-implementation review of the new local policing model, which will include a review of how it's supporting local investigations. Since the launch of the model in June 2022, we have increased the number of arrests we're making, with an average of 82 more arrests taking place each month compared to earlier this year.

Child Protection

Following concerns raised earlier in the year in 2022 as part of our HMICFRS Child Protection inspection, we have carried out considerable work to ensure we are effectively safeguarding children.

This has included a review of processes and practices with our key safeguarding partners, the delivery of training and learning for our officers and staff on how to identify vulnerability and understand the voice of a child, and will soon include a redesign of our Public Protection Unit to ensure it works more closely with other agencies - we will be seeking the views of key stakeholders to influence the design.

Of the 15 overarching actions within our child protection improvement plan, four are now considered to be completed and are ready for independent assessment and the remaining 11 have significant ongoing activity, with 85% of sub-actions in the plan delivered.

HMICFRS are returning to inspect the force's child protection arrangements in early 2023. I will keep you updated of any developments in this area.

Next steps

In addition to the work above, we are also engaging with a number of peer support programmes with the College of Policing, the NPCC and other police forces to ensure we are delivering best practice nationally in our aim to deliver an outstanding service.

I hope that provides you with an update of our progress to date. As I have said previously, it will take time to embed and fully realise improvements, but we are committed to delivering a service Staffordshire residents can be proud of.

Highlights

- 1,349 casefile audits undertaken by Audit and Assurance team since August 2022.
- 12 Superintendent-led masterclasses undertaken reaching 200 frontline supervisors.
- Implementation of escalated crime review process which has reduced open cases by approximately 12% since November 2022.
- Additional 17 members of staff recruited into the force contact centre during November 2022, with a further 8 in January 2023.
- A third of all recommendations from the Humberside Police contact centre peer review have been implemented.
- Average of 69% of all answered 101 calls are now triaged to support our ability to identify vulnerability quickly and process '101' calls more efficiently through the Control Room. It also has delivered improvements in service quality, as victims/callers who now no longer face long wait periods to speak with Staffordshire Police.
- Over 1000 officers and staff have been trained in understanding the importance of listening to the voices of children, working hard to understand their experiences and including that information in any decisions they make.

2. Key Headlines / Performance Summary

Staffordshire Priorities including National Beating Crime Measures (NCPM)

Demand profile overview

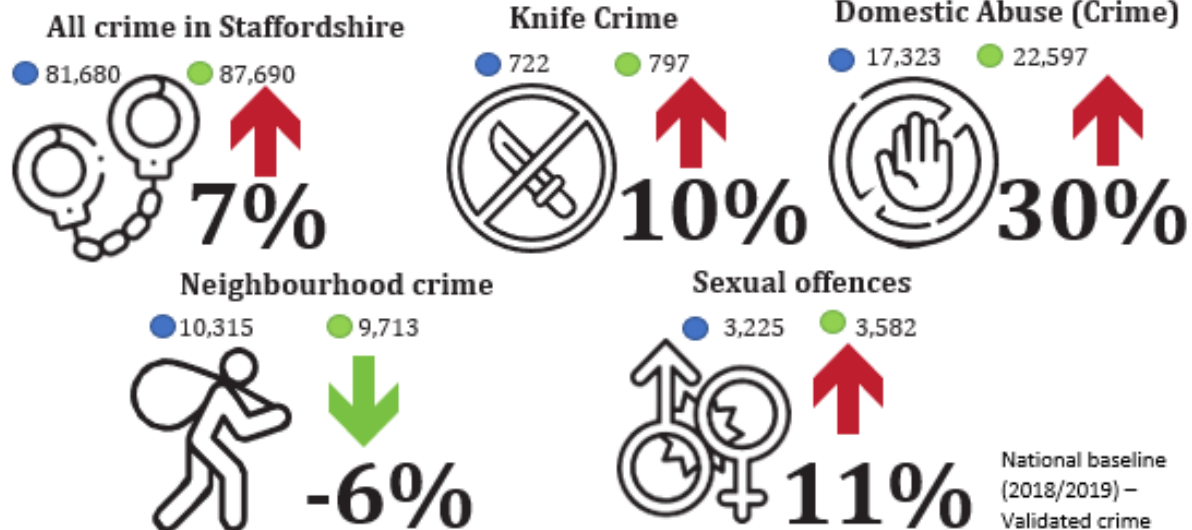


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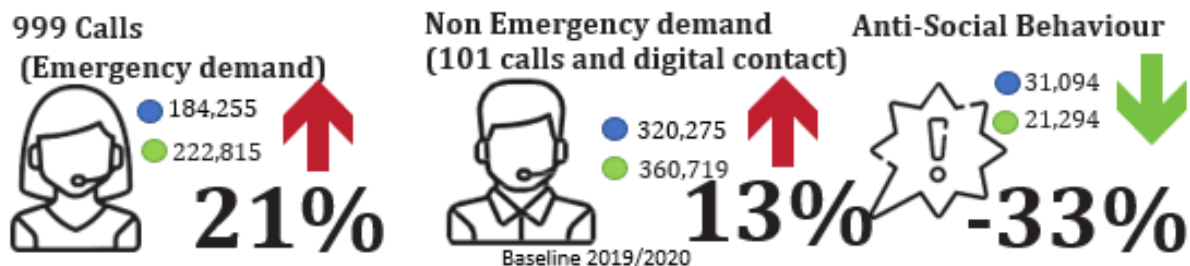
● Statistics from 2019/2020 baseline or National baseline for crime 01/07/2018 to 30/06/2019

● Statistics from 01/01/2022 to 31/12/2022

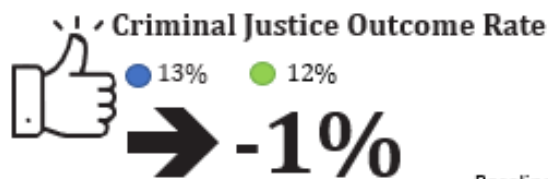
Prevent harm and protect people



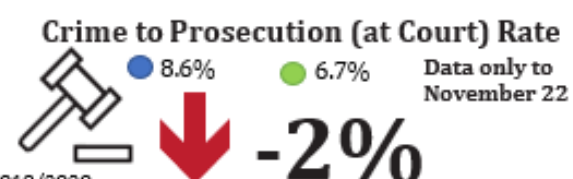
Local and responsive service



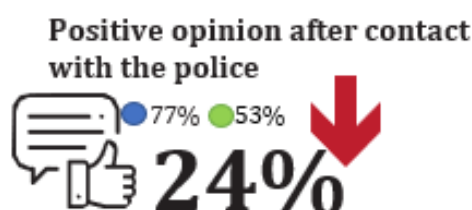
Reduce Offending and Reoffending



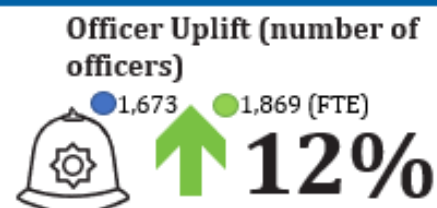
More effective Criminal Justice System



Support Victims and Witnesses



Enabling Services



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3.A Local and Responsive Service

3.1 Contact: Emergency and Non-Emergency

Force Contact covers telephony, digital contact, switchboard, front counters, contact managers, as well as support in training and contact systems administration. They handle incoming calls, digital contacts, crime and incidents reported via the force's website and since late April 2021 an 'online' chat service 'live chat'. The force manages its contact services via our Force Contact Centre (FCC).

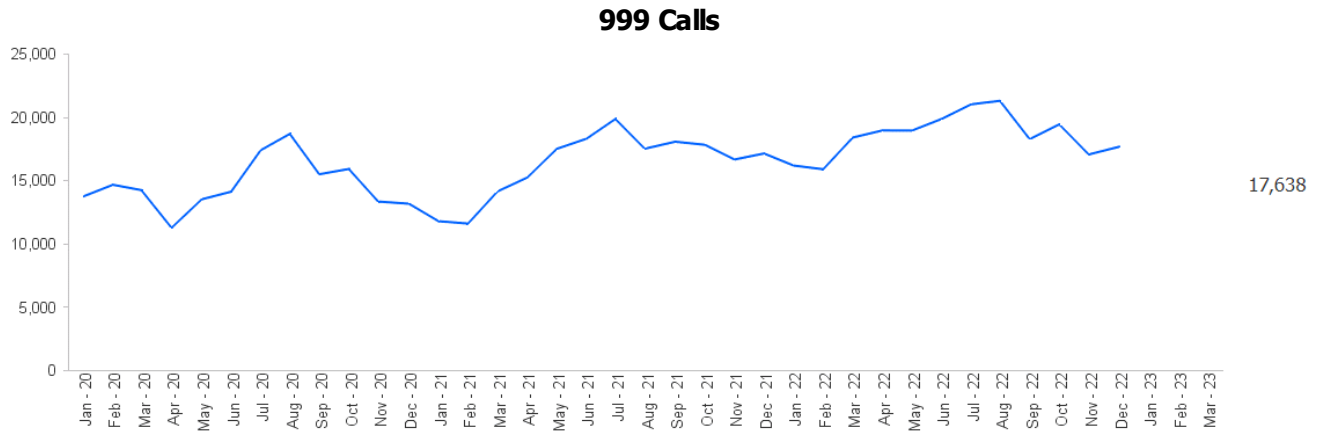
These contacts are classified as emergency, non-emergency, general enquiries and outgoing calls. Contact is also received from other partners and agencies such as ambulance fire and rescue services.

What have we done since our last meeting

- Improved the average answer time for 999 and 101 calls (whilst 999 demand significantly increased beyond predictions).
- Embedded the triage process for all 101 calls to identify any hidden harm or vulnerabilities of those callers waiting on 101 and allow routing to most appropriate service. This way of working is continuing to have a significant impact on call waiting times and improvements in service quality.
- Recruited a further 17 Contact Officers who started in November 2022, which takes the force to an overall FTE within the Force Contact Centre of 173.9 against a target of 179. When the 8 new contact officers start FTE will reach 181.9.
- All staff complete an assessment of vulnerability at the first point of contact to inform the priority given to the crime or incident reported and to ensure the most appropriate response.
- A review and prioritisation process was undertaken to maximise efficiency within the Control Room.
- A shift pattern review has taken place, which has helped to identify the most affective pattern that supports a team ethos and drives performance standards.
- Through the development of a Quality and Assurance team we are now reviewing incidents on a daily basis, this offers an opportunity to understand quality of service and progress towards areas of concerns.
- Review of our business needs based on today's challenges and predicted increases is an ongoing process. Reviews of the processes and procedures are assessed to ensure and prioritise as part of the change programme or expenditure, making sure that they are relevant and realise the most appropriate business benefits. Whilst we still have not realised the full resilience in the triage function we are seeing the benefits from the process, specifically within the identification and prioritisation of vulnerability. As staffing in the Control Room increases, we are looking to roll-out triage training more widely, so triage becomes part of business as usual.
- Working with Learning and Development to establish support in our training process, with a view of reducing the impact from induction training through a tutor bank process. We are now factoring in all the training needs balanced against priority and impact on daily performance and the need to recruit.
- The work with regional colleagues to support the implementation of 'right care, right person', remains ongoing and involves a number of agencies which need to be consulted.
- A new performance framework has been established that allows performance to be understood at different levels, this ensures a clear and synergised performance focus and direction across the department. Performance indicators have been established to help support understanding and recognition of success or areas for improvement through Power BI.

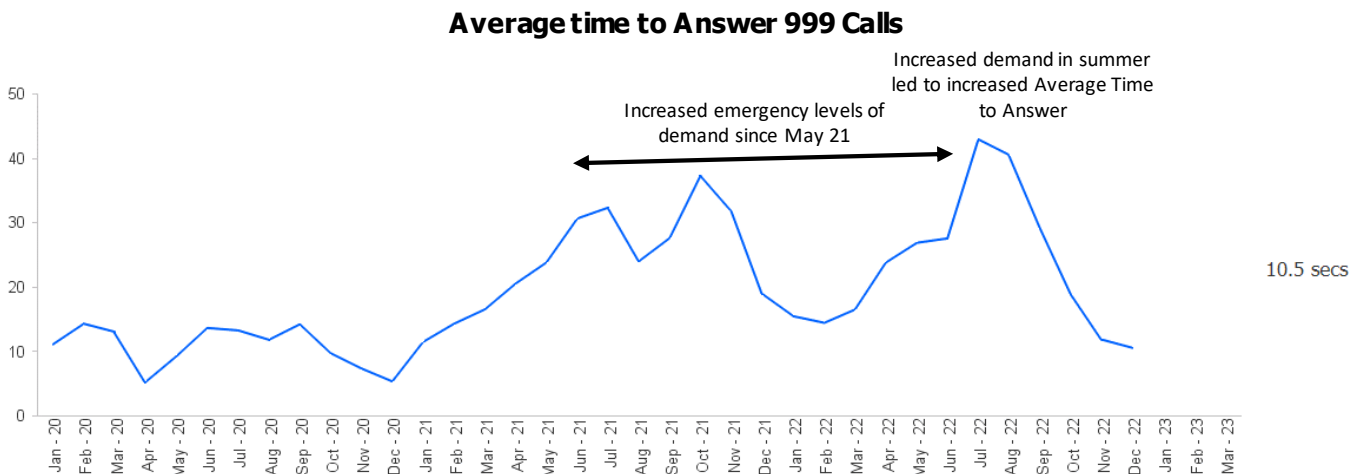
999 calls

999 call volume has increased by 14% (27,419) in the last 12 months compared to the previous year, an average of 75 calls extra a day.



Timeliness

- Average time to answer 999 calls has reduced in the last two months to 10.5 seconds in December after a significant increase in the average time to answer 999 calls in the summer months.
- Percentage of 999 calls answered in 10 seconds is increasing with 88% being answered in December within 10 seconds which is the highest proportion since December 2020.



National 999 data is now available for the last 12-month period. However, there is no comparison with previous periods due to the national 999 data commencing in November 2021. Nationally, the data for average time to answer and percentage of calls answered within 10 seconds is based on data from BT.

- For volume of 999 calls the last 12 months Staffordshire is twenty-sixth out of 42 forces. In the last two months Staffordshire is nineteenth out of 42 forces.
- In the last 12 months, Staffordshire was thirty-eighth out of 42 forces for the average answer time in seconds for 999 calls. In the last two months Staffordshire is twenty-ninth out of 42 forces.
- In the last 12 months, Staffordshire was sixteenth out of 42 forces for the percentage of 999 calls answered within 10 seconds.

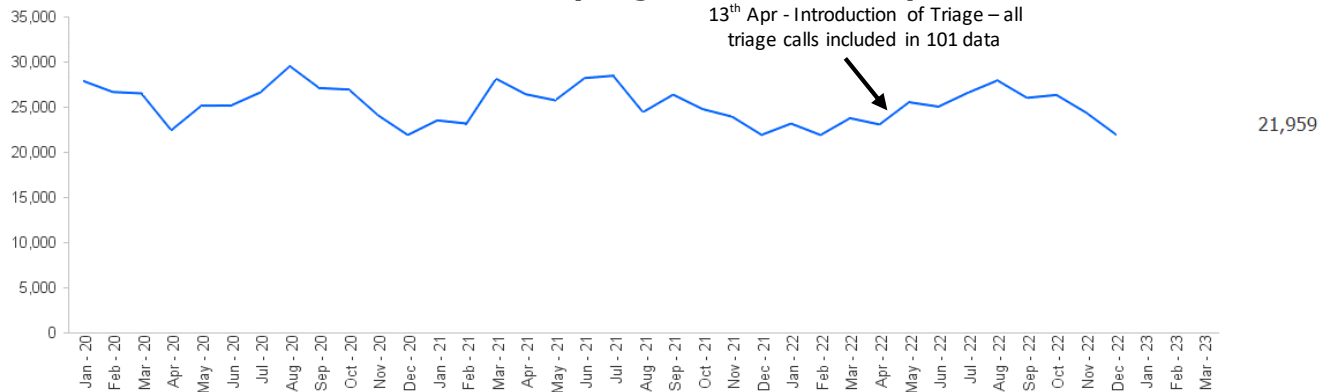
101 Calls and Digital Demand

Volume

101 call volumes (including triage) are increasing with 12% (+28,973) more 101 calls in the last 12 months compared the previous year. The average equals 79 extra calls per day.

Digital demand has decreased -8% (-7,544) in the last 12 months compared the previous year.

101 Calls (Triage and direct to 101)

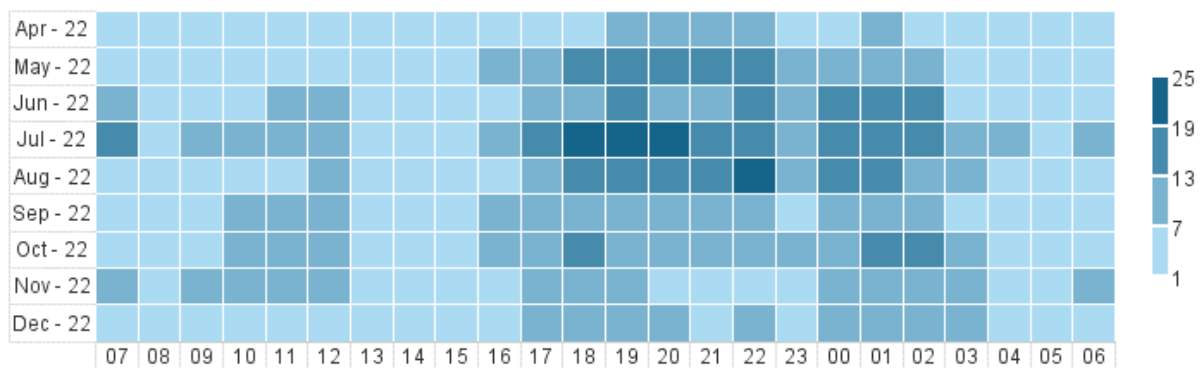


Timeliness

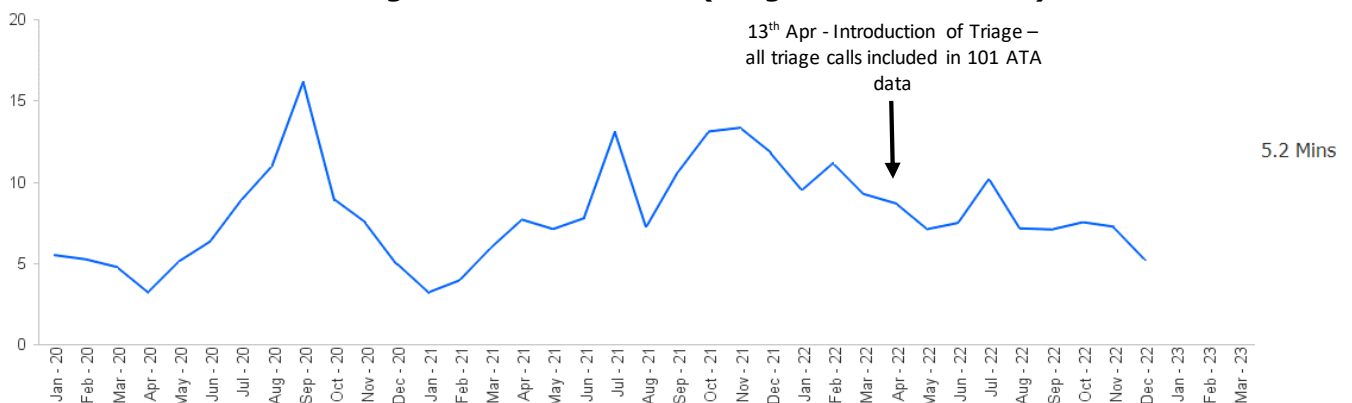
Improvements to average time to answer 101 calls have continued since the implementation of triage, with 5.2 mins achieved in December 2022.

The average time to answer triage and 101 calls is impacted by higher wait times at certain times of day. The longest wait times were in the summer months between 6pm to 9pm. Shorter wait times between 9am to 5pm when higher volumes of calls are received.

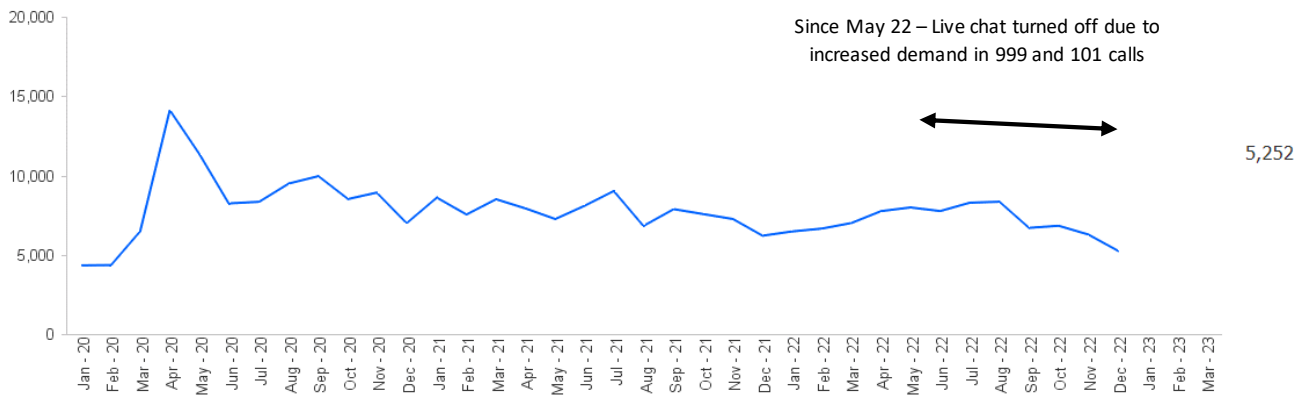
Average time to Answer Triage and Direct to 101 calls



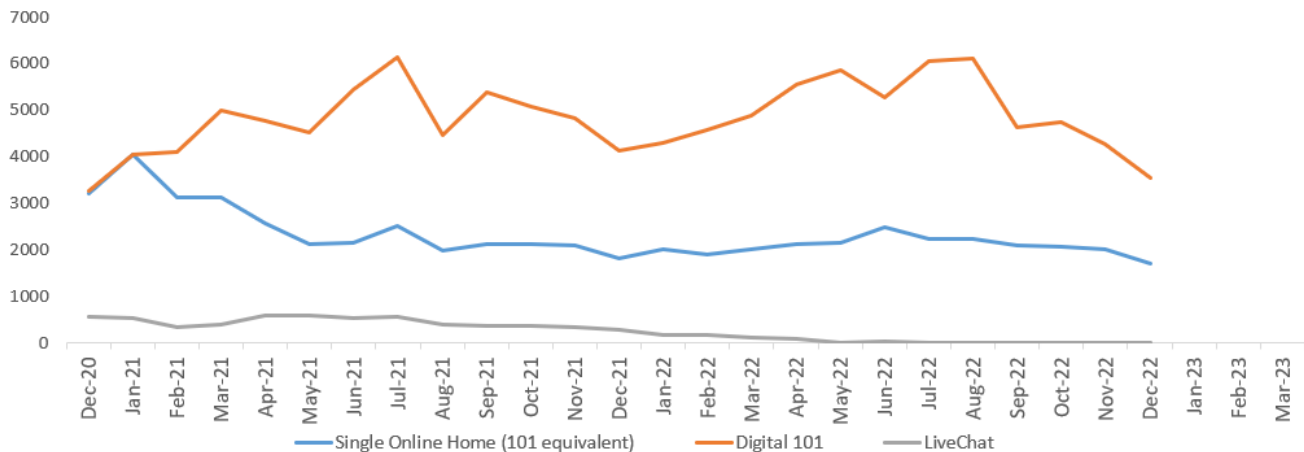
Average Time to Answer 101 (Triage and direct to 101)



Digital non-emergency demand



Digital Contact Types



Abandoned Calls

999 Abandoned Calls

Abandoned 999 calls cause increased demand on the force contact centre. This is because all abandoned (or dropped) 999 calls have to be checked to confirm that they are not a genuine emergency and this takes considerable time and resources.

- 3.1% of 999 calls were abandoned in the last 12 months. This has decreased by 4.4% compared to the previous 12 months.
- July and August 2022 saw increased proportions of abandoned 999 calls with 7% in July and 6% in August.
- November and December 2022 had a rate of 1.3% of abandoned 999 calls, which is the lowest proportion since March 2021.



101 and Triage Abandoned Calls

- Overall 32% of calls to triage or 101 were abandoned in the last 12 months and this is similar compared to the proportion of abandoned 101 calls in the previous 12 months.
- 37% of 101 calls were abandoned in the last 12 months, this has increased by 6% compared to the previous 12 months.
- 17% of calls to triage calls since it commenced in April 2022, were abandoned before the call was answered.
- Of the abandoned 101 and triage calls, 31% (30,511) are abandoned within 93 seconds which has reduced by 7% compared to the previous year. This would suggest the caller either chose the digital route through the alternative options messages or made an informed decision to call back later when their position in the queue was provided.
- Volumes and proportions of abandoned 101 and triage calls increased in the summer months, July and August saw over 30,000 abandoned 101 and triage calls per month, with abandon rates of 36% in July and 34% in August 2022. December 2022 has seen an improvement with 26% of 101 and triage calls being abandoned.

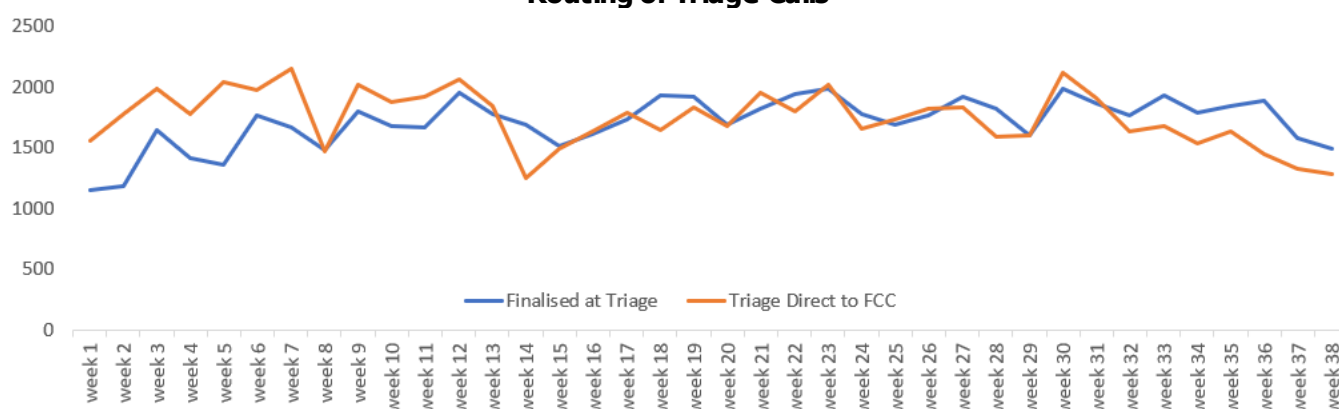
Abandoned 101 & Triage Calls	Proportion Abandoned	Time to Abandon				
		0 - 93 secs	94 secs - 5 mins	5 - 10 mins	10 - 20 mins	Over 20 mins
Last 12 Months	31.9%	30.8%	32.9%	15.6%	10.5%	10.3%
Previous 12 Months	31.9%	38.0%	30.1%	14.2%	9.8%	7.8%

101 Triage

The triage approach to calls for service is now in place and operating, where possible, between 8am and 10pm, seven-days-a-week. 49.3% fewer calls are being transferred to 101 as they are being resolved at the initial point of contact. The ambition of triage is to enable us to provide an enhanced service to people trying to contact the force and improve their experience.

Since introduction of triage, 134,981 calls have been answered and assessed - which is 26% of all calls received.

Routing of Triage Calls



3.2 Response: Grade 1 and Grade 2

Response officers respond to incoming calls for service that are identified by the Contact Centre as an emergency (grade 1) or priority (grade 2) and which require physical attendance. An investigation bureau also supports service delivery by dealing with calls for service that are suitable for telephone or remote support.

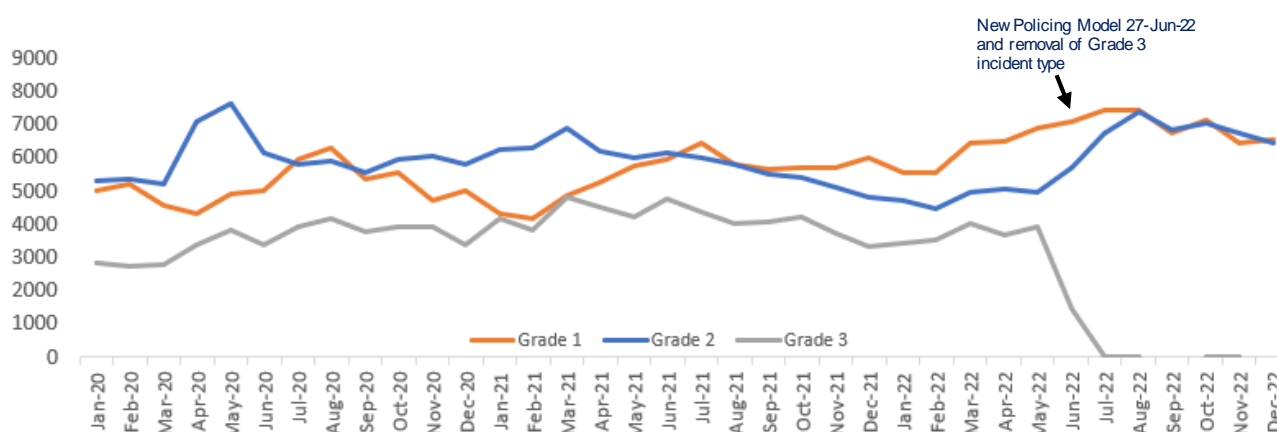
In the last 12 months, 51% of all incidents are resourced (attended in person) and this proportion has been stable for the last three years, since the new operating model was introduced on 27th June 2022, the proportion of incidents resourced has increased to 54% in December 2022.

The introduction of our new policing model in June has a clear ambition to improve responsiveness by:

- Matching capacity with demand
- Improving technology to support our workforce
- Investing further in Force Contact

As part of our change, grade 3 calls for service have been discontinued and now fall into grade two which accounts for the significant growth that can be seen since June 2022 for this call type. The new model includes an option for the caller to make an appointment within a grade 2 response, work continues to remove the appointment-based response from the priority attendance figures in order to accurately calculate average attendance time for grade 2 incidents. Data relating to Grade 2 appointments is now available to show the utilisation rate of the Grade 2 appointment-based response.

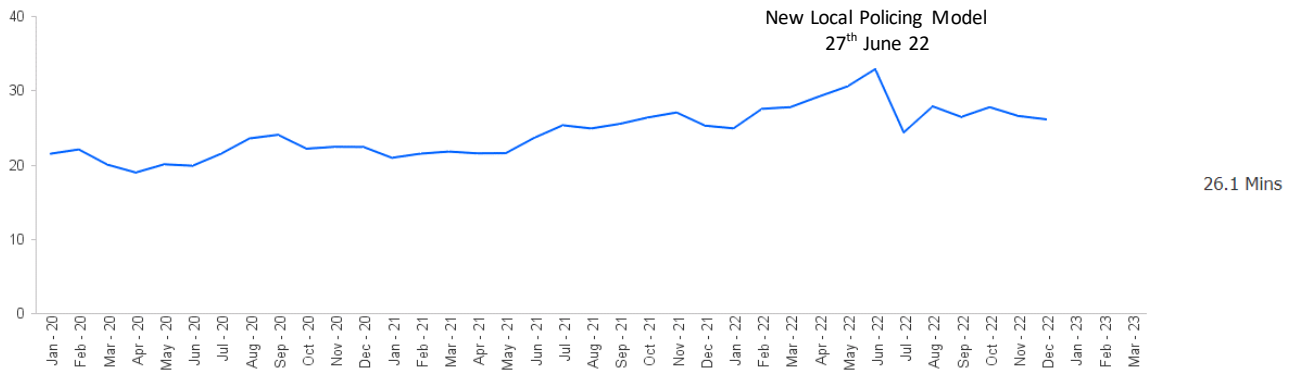
Incidents by Grade: 1, 2 and 3



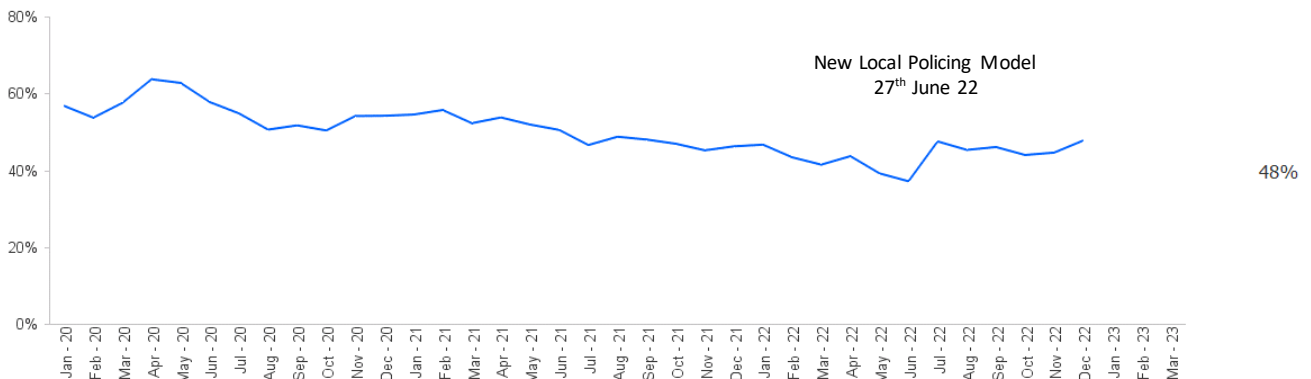
We have achieved a significant shift in the direction of performance since the implementation of the local policing operating model and continue to monitor and report our Grade 1 attendance times to show which during the first 6 months have been stable.

Part of the overall national attendance time is based on the time taken for the Contact Centre to dispatch the incident to the officer and this will be reviewed as part of their Force Contact Centre review. To demonstrate our current position clearly, we have split the average attendance time to show a contact centre and a response officer split. Initial analysis identified that the average time from when an officer is dispatched to when they arrive at scene has reduced following the implementation of the new operating model. Further analysis is planned on the time taken from the call being received to the officer being dispatched.

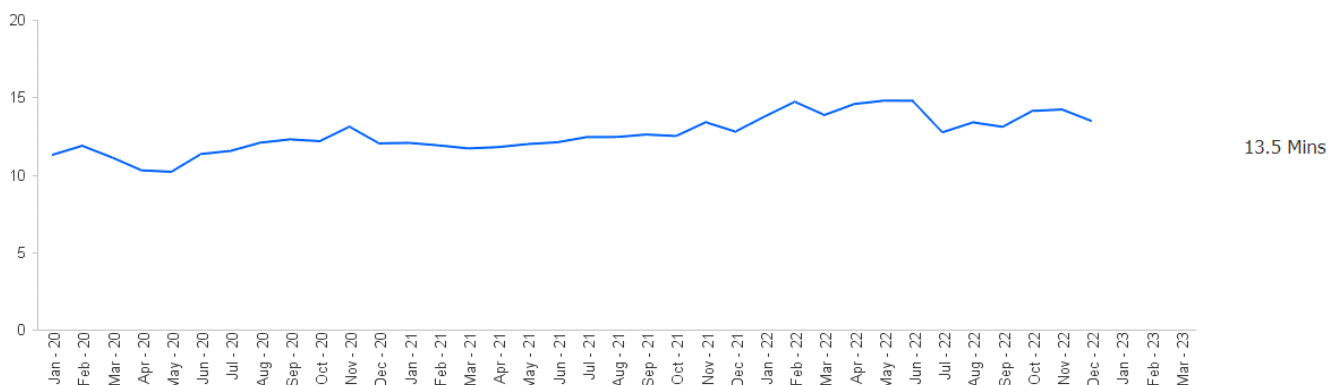
Average Attendance Time Grade 1



Grade 1 % attended within 15 mins



Grade 1 dispatched to arrived – Average Attendance Time

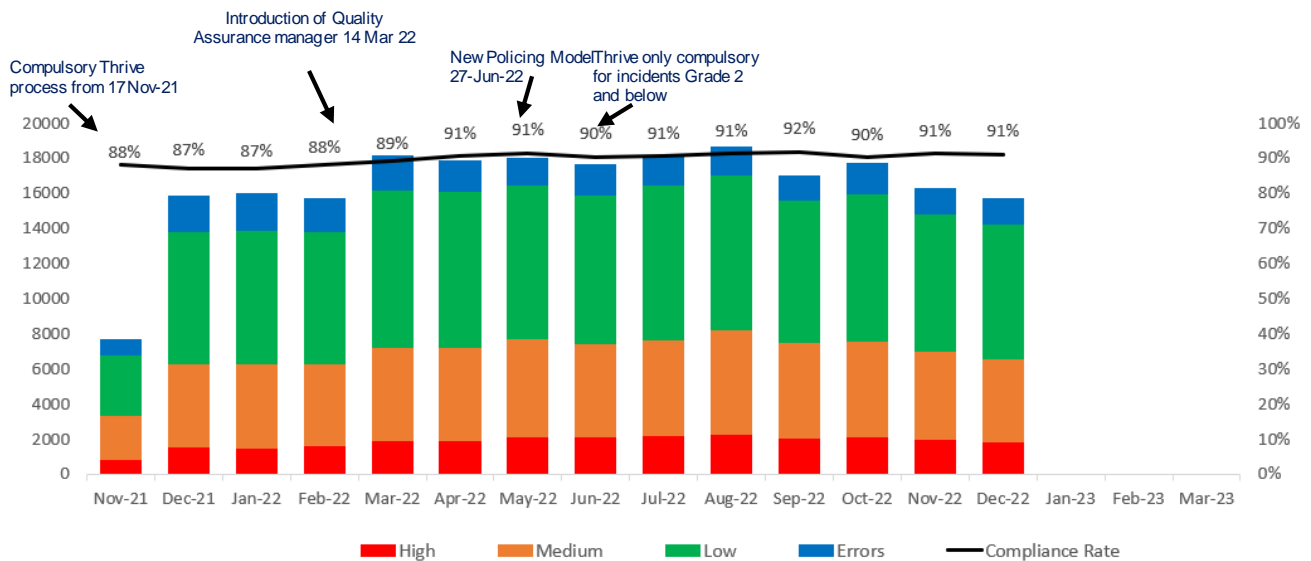


THRIVE

THRIVE is our assessment tool that we use to assist us in assessing how best to respond to call for service. Threat, Harm, Risk, Investigative Opportunities, Vulnerability and Engagement. It provides an individual assessment of every contact to ensure the most suitable response is provided. It helps us deploy the right people with the right skills at the right time.

Since the introduction of the compulsory Thrive process, the compliance rate is 90% and is gradually improving, with the last months at 90% to 92% despite an increase in volumes of incidents (grade 2 and below) during the summer months. This improvement has been seen since the introduction of the Quality Assurance Manager. Validation work has also been completed recently with the Audit and Assurance team, an audit tool developed which replicates the audit process used by HMICFRS.

Thrive compliance

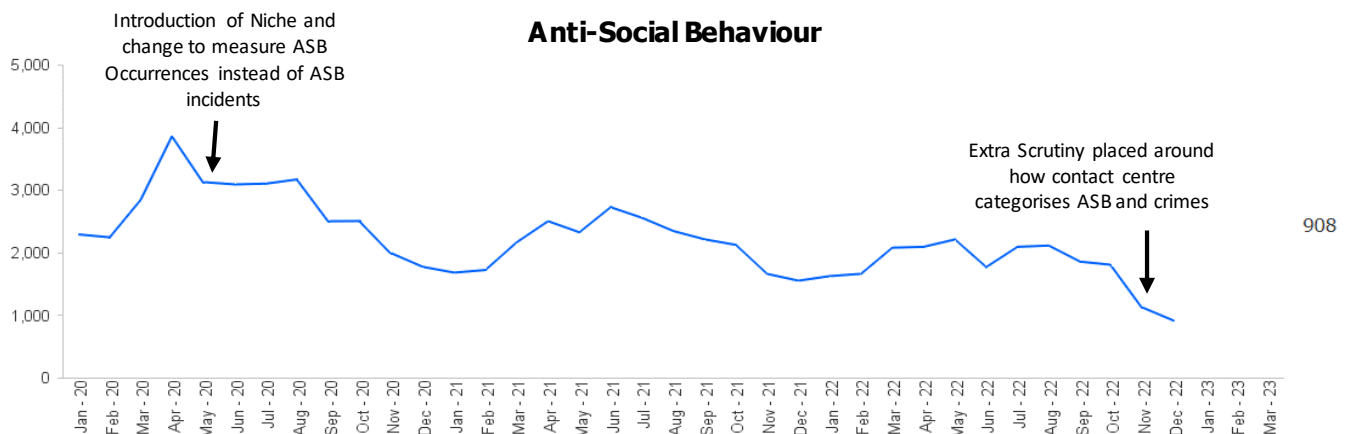


3.3 Tackle Anti-Social Behaviour

Anti-Social Behaviour (ASB) has shown a significant reduction from November 2022 onwards and is a more significant decrease than the expected seasonal variation. This pattern is shown across all Local Policing Teams (LPT's). ASB has a seasonal pattern with volumes higher in the summer months compared to the winter, and the overall volumes have been decreasing for the last 2 years.

21,294 in the last 12 months to December 2022, a decrease of -17% (-4,235) in ASB occurrences compared to the previous 12 months, on average 12 less occurrences a day. In the last 12 months City accounts for 38% (8,121) of Staffordshire's Anti-Social Behaviour occurrences and the County accounts for 61% (13,082). A small proportion of Anti-Social Behaviour occurrences have no identified location.

In November 2022 the contact centre added extra scrutiny around the classification of Anti-Social Behaviour to ensure that there were no crimes being captured within incidents reported as Anti-Social Behaviour. This work identified that a proportion of the Anti-Social Behaviour occurrences should have been categorised as crime, particularly behavioural crimes such as harassment and public order. Increases have been seen in non-domestic harassment crimes, especially those linked to neighbour disputes. In November, the volumes of Anti-Social Behaviour had reduced at a similar rate to the increase in harassment crimes.



Data

	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (April 19 to March 20)	Baseline Difference	% Change From Baseline
ASB - Community Nuisance - E2	13,400	12,264	-1,136	-8.5%	19,260	-6,996	-36.3%
ASB - Personal Nuisance - E1	11,744	8,684	-3,060	-26.1%	11,345	-2,661	-23.5%
ASB - Environmental - E3	385	346	-39	-10.1%	489	-143	-29.2%
ASB	25,529	21,294	-4,235	-16.6%	31,094	-9,800	-33.3%

Repeat Anti-Social Behaviour

- 22% (1,238) of suspects/offenders have been linked to more than one Anti-Social Behaviour occurrence, a decrease of 6% compared to the previous year. 55% (685) of repeat suspects/offenders have been linked to two occurrences.
- Repeat Anti-Social Behaviour suspects are subject of focus by the local policing teams and partners to deter ongoing behaviour, which results in improved tracking and monitoring of behaviour and proactive reporting to support raised repeat reporting rates. Despite having low ASB figures for December, one suspect is linked to 11 ASB occurrences in December.
- 16% (1,390) of victims have reported more than one Anti-Social Behaviour occurrence, a decrease of 26% compared to the previous year. 62% (860) of repeat victims have made two reports.
- 27% (3,478) of addresses have reported more than one Anti-Social Behaviour occurrence, a decrease of -19% compared to the previous year. 53% (1,842) of repeat addresses have experienced two occurrences.

3.4 Reduce Neighbourhood Crime (NCPM)

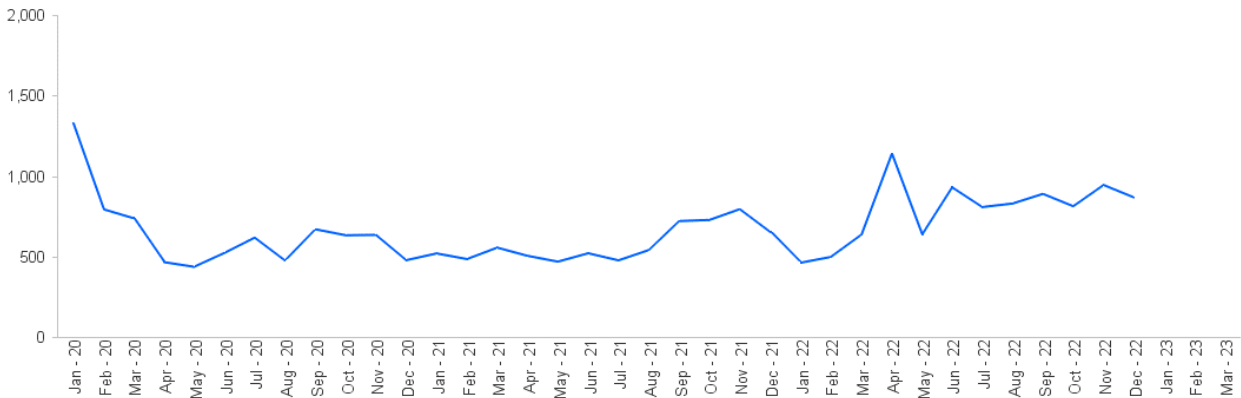
Definition in the National Beating Crime Plan: - neighbourhood crime includes: burglary residential; personal robbery; theft from vehicles; theft of vehicles; vehicle interference and theft from a person.

Neighbourhood crime has increased by 35.2% (2,480) in the last 12 months compared to the previous 12 months. This was expected due to the significant drop in crime recorded during COVID. Neighbourhood crime has decreased with a -6.5% reduction compared to the national Beating Crime Plan baseline.

Theft of motor vehicles and vehicle interference have increased in the last 12 months compared to the previous 12 months and the national Beating Crime Plan baseline. The increase in theft of motor vehicles is supported by Operation Bormus, a force priority operation which focuses on the activity of groups involved in organised targeting of vehicles.

Stoke-on-Trent accounts for 30% (2,826) of neighbourhood crimes and Staffordshire accounts for 70% (6,690). Both areas have seen slight reductions, with -3.6% in the Stoke-on-Trent and -7.1% in Staffordshire in the last 12 months compared to the national baseline in 2018/19.

Neighbourhood Crime (Beating Crime Plan)



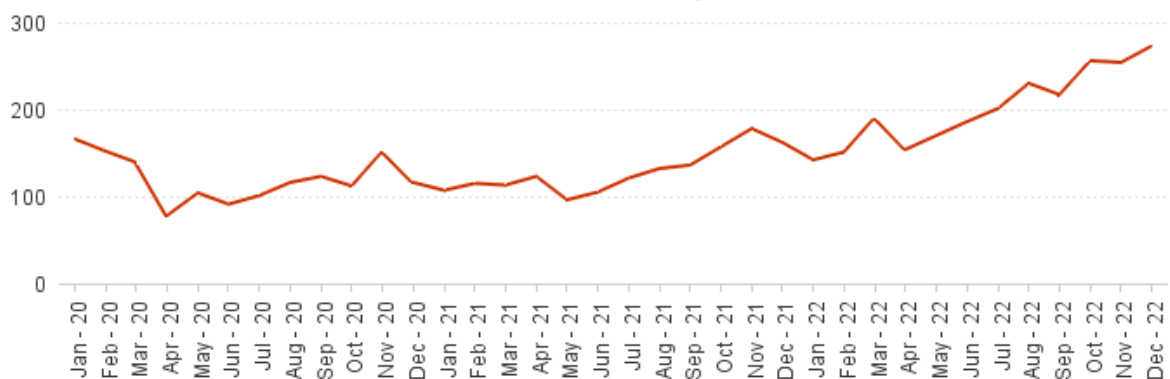
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Data

Neighbourhood Crime - National DCCP Indicator	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline July 18 to June 19	Baseline Difference	% Change from Baseline
Burglary Residential	2,132	2,770	638	29.9%	3,497	-727	-20.8%
Personal Robbery	589	753	184	32.3%	816	-83	-7.7%
Theft From Motor Vehicles	1,834	2,273	439	23.9%	2,977	-704	-23.6%
Theft from the Person	359	482	123	34.3%	544	-82	-11.4%
Theft Of Motor Vehicles	1,538	2,460	922	59.9%	1,721	739	42.9%
Vehicle interference	612	786	174	28.4%	632	154	24.4%
Neighbourhood Crime	7,044	9,524	2,480	35.2%	10,187	-663	-6.5%

Vehicle crime, specifically theft of motor vehicles, has increased in the last 12 months, with exceptionally high volumes in the last three months. Regional forces are also experiencing increases in vehicle crime, especially theft of vehicles. A number of thefts are linked to vehicle 'chop shops' often located within Birmingham. A number of identified offenders have also been identified as travelling across from the West Midlands to commit crimes on Staffordshire.

Theft of Motor Vehicles - Reported Crime



Data:

Reported crime	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Apr 19 to Mar 20)	Baseline Difference	% Change from Baseline
Aggravated vehicle taking	51	50	-1	-2.0%	51	-1	-2.0%
Aggravated vehicle taking - criminal damage of <£5000	7	10	3	42.9%	18	-8	-44.4%
Theft of a motor vehicle	1228	2085	857	69.8%	1494	591	39.6%
Unauthorised taking of a motor vehicle	259	280	21	8.1%	260	20	7.7%
Theft of Motor Vehicles	1545	2425	880	57.0%	1823	602	33.0%

OFFICIAL

Local Policing Team	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline Apr 19 to Mar 20	Baseline Difference	% Change from Baseline	Last 3 months
Cannock	170	291	121	71.2%	161	130	80.7%	85
East Staffs	135	221	86	63.7%	144	77	53.5%	75
Lichfield	171	359	188	109.9%	229	130	56.8%	129
Moorlands	54	94	40	74.1%	84	10	11.9%	28
Newcastle	164	145	-19	-11.6%	176	-31	-17.6%	48
SOT North	248	296	48	19.4%	227	69	30.4%	90
SOT South	228	294	66	28.9%	250	44	17.6%	105
South Staffs	180	335	155	86.1%	219	116	53.0%	108
Stafford	104	135	31	29.8%	141	-6	-4.3%	36
Tamworth	89	255	166	186.5%	181	74	40.9%	80
Theft Of Motor Vehicles	1553	2442	880	57.0%	1823	602	33.0%	789

Some crimes are linked to multiple locations

Case Study – Vehicle Crime

Operation Bormus is a force operation targeting vehicle crime in the south of Staffordshire and across the border into the West Midlands.

The force has recently had some success around a juvenile who is a resident in a neighbouring force area. He was conditionally cautioned in May 2021 and his level and frequency of offending have escalated since. He is a managed offender by an Integrated Offender Management (IOM) team due to his involvement in significant amounts of vehicle and burglary-related offences.

During 2021 and 2022, he was arrested a number of times for burglary and vehicle crime. In an attempt to control and limit his offending, he was given conditions of residence, curfew and his location was electronically monitored via a GPS tag. Despite a number of breaches of these conditions and further charges, which resulted in him being placed before the court with applications to remand him in custody, his limited number of previous convictions and age resulted him being released back in to the community; this resulted in his offending escalating.

Through detailed detective work, examining forensics and telecommunications analysis, officers linked him to a number of offences in Staffordshire and West Midlands force areas. By December 2022 he was being actively sought due to failing to appear at Crown Court and failing to adhere to his bail conditions.

Officers from Staffordshire Police's Force Priorities Team and newly-formed Op Bormus pro-active vehicle crime team actively investigated him as one of the offenders causing the most harm to the communities of Staffordshire.

Coordinating forces, regional resources and proactive policing resulted in officers identifying a cloned stolen vehicle that was involved in a number of offences. Following a short pursuit, officers arrested the juvenile from the driver's seat of this stolen vehicle. As a result of this pro-active arrest, the priorities team were able to charge him with nine offences, including two burglary dwellings where car keys were stolen along with two subsequent theft of vehicles. He appeared before a magistrate and due to an outstanding fail to appear warrant at Crown Court, he was remained in custody.

The remand of the juvenile in custody has directly led to a reduction in vehicle-related crime across the South Staffordshire area.

3.5 Road Safety: Enforcement

The Roads Policing Unit (RPU) were introduced in September 2019 and since this time resources have increased. The Roads Policing Unit are also working more closely with local policing teams addressing the concerns of residents in the communities. This includes targeting areas of criminality and a focus on initiatives to make Staffordshire roads safer places to be, concentrating on education and enforcement around speed, mobile phone, drink/drug driving and seat belt offences (fatal 4) coupled with more targeted offences around weight restrictions and insecure loads of good vehicles and tachograph offences. The team are also committed to delivering the Bike Safe programme to educate motorcycle riders and enhance their skills. They also support Community Speedwatch which has restarted after Covid-19 restrictions.

Killed and serious injury (KSI) road traffic collisions have decreased by 14% (-33) compared to the previous year, and have reduced by -12% (-29) in the last 12 months compared to the 2019-20 baseline (April 19 to March 20). April and May 2022 saw higher numbers of fatal collisions (nine and six respectively). Two in April were determined as natural causes.

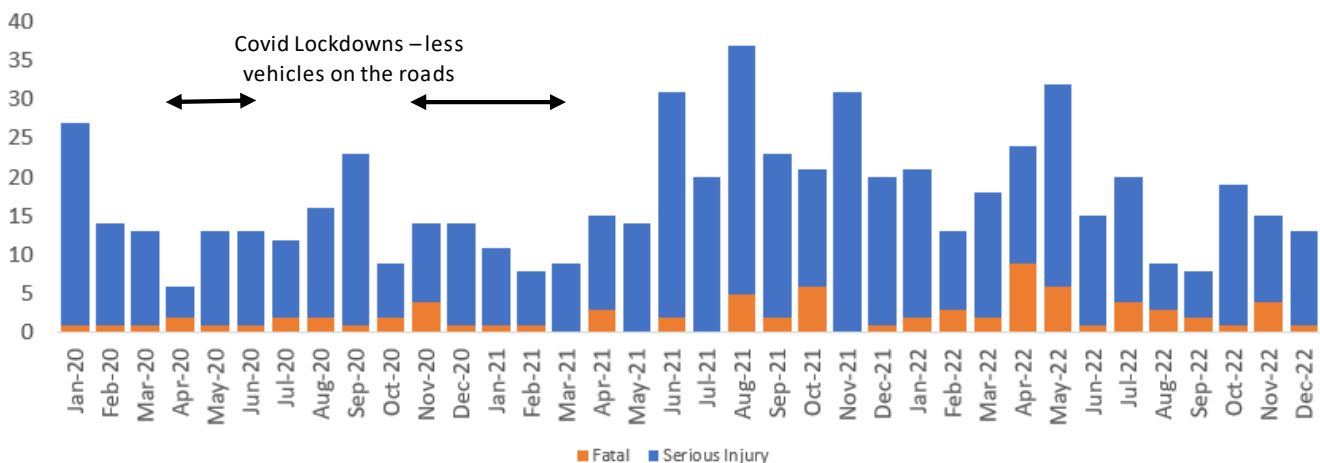
Analysis of fatal collisions in the 12 months to December 2022 indicates that of the 38 fatal collisions:

- 13% (5) fatalities were riders of motorcycles.
- 74% (28) fatal collisions involved cars.
- 29% (11) fatal collisions involved pedestrians, four of these 11 people were impaired by alcohol (2 driver related, 2 pedestrian related.).
- 13% (5) collisions led to more than one fatality.

Age ranges of fatal collisions:

- 5% (2 fatalities) under 18.
- 39% (15 fatalities) aged 18 to 34.
- 18% (7 fatalities) aged 45 to 64.
- 34% (13 fatalities) aged 65 and over.

Killed and Serious Injury (KSI) Road Traffic Collisions



Data

KSI	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Apr 19 to Mar 20)	Baseline Difference	% Change from Baseline
Fatal	21	38	17	81.0%	23	15	65.2%
Serious Injury	219	169	-50	-22.8%	213	-44	-20.7%
Total	240	207	-33	-13.8%	236	-29	-12.3%

Motoring Offences

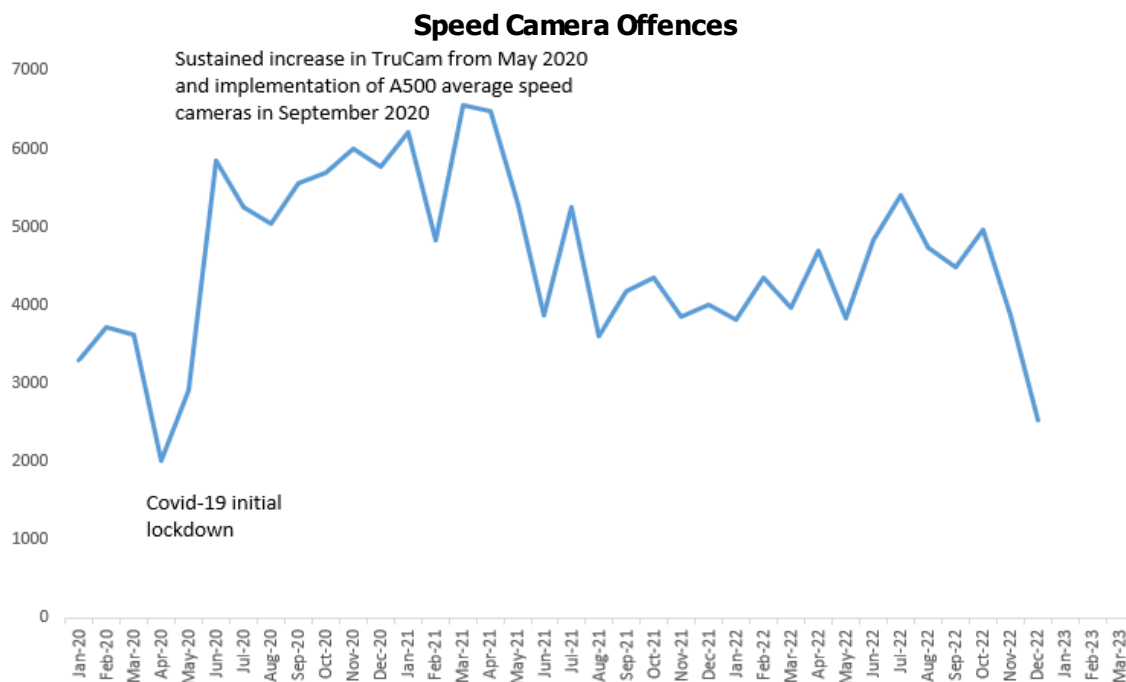
It is usual to see a large amount of variance month-on-month in the volumes of notices issued. In summer 2022, two vacant posts were filled which will have contributed to higher volumes in the following months.

Motoring offences – Last 12 months (January 2022 to December 2022). Tickets issued for offences relating to driving documents, manner of driving or condition of the vehicle.

- The force made 1,102 arrests for drink driving and this has increased by 12% compared to the previous 12 months.
- The force made 418 arrests for drug driving and this has decreased by -14% compared to the previous 12 months.
- There has been less seatbelt offences, uninsured drivers and test certificate offences in the last 12 months compared to the previous 12 months

Speed camera offences – Last 12 months (January 2022 to December 2022)

- The force has recorded 51,477 speed camera offences and when comparing these volumes to the baseline in 2019/2020 there has been a decrease of 2% (-855).



Data

Motoring Offences	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Apr 19 to Mar 20)	Baseline Difference	% Change From Baseline
Speed Camera Offences	58,477	51,477	-7,000	-12.0%	52,332	-855	-1.5%
Mobile Phone	865	942	77	8.9%	653	289	33.4%
Seatbelt	1,258	823	-435	-34.6%	832	-9	-0.7%
No Insurance	2,458	2,175	-283	-11.5%	2,083	92	3.7%
No MOT	675	425	-250	-37.0%	551	-126	-18.7%
Due Care	384	371	-13	-3.4%	311	60	15.6%
Drink Driving Arrests	988	1,102	114	11.5%	1,060	42	4.0%
Drug Driving Arrests	483	418	-65	-13.5%	278	140	50.4%

baseline does not include unfit through drink/drugs

Enforcement

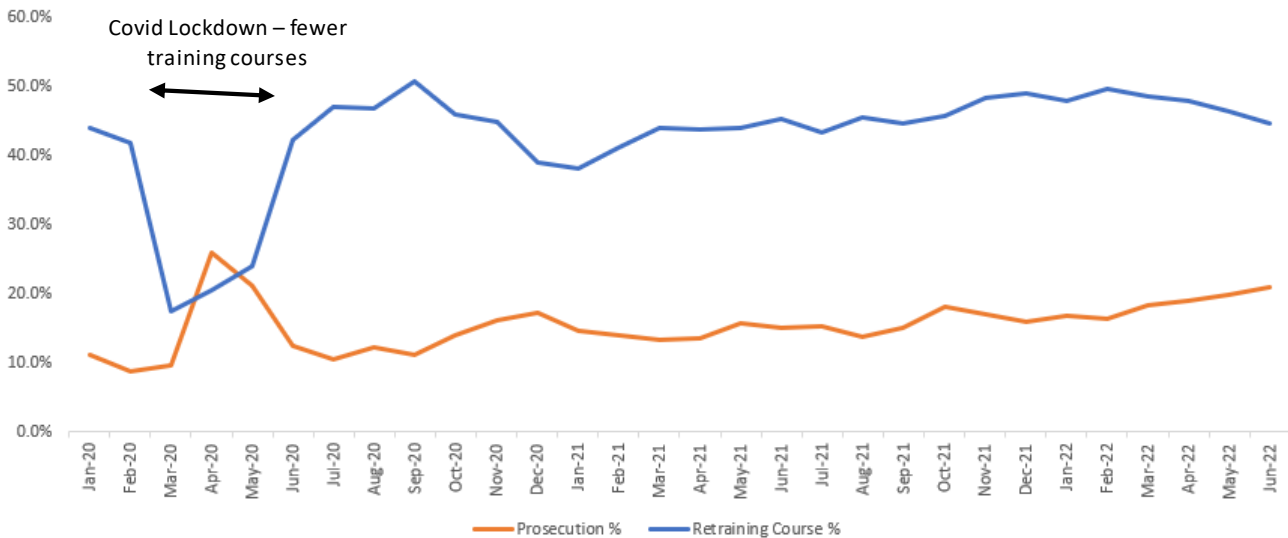
After the initial Covid-19 lockdown, there were increases in relation to speed camera offences (from April 20). However, volumes have since returned to pre-Covid levels although subject to a degree of variance as can be seen in the previous graph. The implementation of new average speed cameras on the A500 in September 2020 contributed to increased enforcement.

Data in relation to speed camera ticket disposals can only be reported on for the period up to six months prior to the data for offences. This is to allow for offenders to book and complete a retraining course if desired. Prosecutions are of those who fail to attend and complete a retraining course or elect for the matter to heard at court. Therefore, the disposal data shows the period July 2021 to June 2022.

Speed Camera Prosecutions

- In the last 12 months 46% of people issued with a ticket for speeding (detected by a camera) attended a retraining course.
- In the last 12 months 16% of people issued with a ticket for speeding (detected by a camera) were prosecuted.
- In the last 12 months 28% of people issued with a ticket for speeding (detected by a camera) paid a fine and had their license endorsed.

Motoring Offence Enforcement



Community Speedwatch

Volunteer Overview / Activity

Year	Number of Active Groups	Number of Active Volunteers	Number of Hours at the Roadside
2016	40	164	463
2017	52	251	749
2018	69	327	969
2019	69	369	1558
2020	64	325	828
2021	66	357	1242
2022	77	402	1261

January to December 2022	
Total number of monitoring sessions	1246
Total hours of monitoring	1261 hrs
Total volunteer hours	3171 hrs

Outcomes of Activity

Year	Number of 1st Warning Letters	Number of 2nd Warning Letters	Percentage of Repeat Offenders	Number of Home Visits (3 or more offences)	Percentage of Offenders that received a Home Visit
2016	3317	119	3.6%	5	0.2%
2017	5720	189	3.3%	13	0.2%
2018	8191	482	5.9%	54	0.7%
2019	11930	964	8.1%	180	1.5%
2020	6604	464	7.0%	70	1.1%
2021	9314	587	6.3%	73	0.8%
2022	11310	862	7.8%	114	1.1%

Recent Updates:

- A meeting was held with Community Speedwatch Derbyshire in July 2022 and we are now working together to tackle cross-border offences.
- Over 40 officers from the Special Constabulary were laser-trained in August and September 2022 to help with additional enforcement requirements.
- 4,000 wheelie bin stickers were distributed to councillors and residents.
- Corporate Communications wrote a feature in October 2022 on Community Speedwatch in conjunction with the national speed operation to help promote the work of our volunteers.

Future developments:

Instead of a single focus on increasing Community Speedwatch numbers (growth of groups/number of volunteers) plans are in place to develop it by:

- Increasing links with PCSOs.
- Promote the use of volunteers in policing through Corporate Communications.
- Further strengthen partnership working and good practice with neighbouring forces who operate Community Speedwatch.
- Involve Community Speedwatch in more road safety operations with local policing teams, the Roads Policing Unit and the Safety Camera Team.
- Staffordshire Fire and Rescue Service volunteers are engaging with the scheme to support their local Community Speedwatch teams.

4. Prevent Harm and Protect People

The National Beating Crime Plan (July 2021) focuses on three key areas:

- Reducing homicide, serious violence and neighbourhood crime
- Exposing and ending hidden harms and prosecuting perpetrators
- Building capability and capacity to deal with fraud and online crime

It sets out how we will together deliver on our shared vision of fewer victims, peaceful neighbourhoods and a safer country.

Six measures will be introduced to help focus effort on key national priorities, allow performance to be measured and help to demonstrate value for money in policing.

The priority measures are:

- reduce murder and other homicide
- reduce serious violence
- disrupt drugs supply and county lines
- reduce neighbourhood crime
- improve satisfaction among victims, with particular focus on victims of domestic abuse
- tackle cyber crime.

The crime data in the Beating Crime Plan is measured using the recorded date of the crime, when it has been checked and validated, rather than the date the crime was reported to the police. This recorded date is impacted by the crime validation backlog experienced in spring 2022 and therefore a number of the charts show an increase in May 2022. This was not an increase in crimes reported in May 2022, but an increase in the volume of staff available to check and validate crimes.

4.1 Reduce Murder and Other Homicide (NCPM)

Nationally, homicide will be measured through police recorded information.

Definition in the National Beating Crime Plan: Homicide; the killing of a person at the hand of another.

Murders have a devastating impact on the victim's families and the wider community. Murders across Staffordshire are predominantly committed by people who know the victim. The force has experienced a broad range of murders that range from domestic murder, child murder to drug/criminal dispute related murder. Alcohol, drug misuse and mental health are common factors in murder investigations. Many of these murders are the result of broader social issues and require a long-term holistic approach to breaking the generational cycle of violence. Staffordshire Police, together with the Office of Police, Fire & Crime Commissioner, local authorities, health trusts, education, Probation and the voluntary sector have established a Staffordshire and Stoke-on-Trent Violence Reduction Alliance to tackle violence at the root cause.

Data

	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline (July 18 to June 19)	Baseline Difference	% Change from Baseline
Manslaughter	3	2	-1	-33.3%	3	-1	-33.3%
Murder	4	8	4	100.0%	7	1	14.3%
Homicide	7	10	3	42.9%	10	0	0.0%

4.2. Reduce Serious Violence (NCPM): inc Domestic Abuse & Violence against Women and Girls

Nationally, this will be measured through hospital admissions of under 25s for assault with a sharp object, and police recorded information of offences involving discharge of a firearm. A proxy measure using crime data is used here to show Staffordshire's position.

Definition in the National Beating Crime Plan: Serious violence - includes crimes that involve knives or guns which can have life-changing consequences, personal and business robbery and violence with injury

Knife and Gun Crime

Definition: Knife Crime: Specific violence, sexual offences and robbery crimes involving the use of a weapon that is sharp and capable of piercing the skin, which is not limited to just knives.

Definition: Gun Crime: Crime where a firearm is used (fired, or as a blunt instrument) to cause injury to a person, or is used as a threat.

Knife crime has increased by 12.7% (90) in the last 12 months compared to the previous 12 months, and has also increased by 10.4% (75) compared to the national Beating Crime Plan baseline.

Stoke-on-Trent accounts for 40.5% (323) of Staffordshire's knife crime and has seen a 1% (2) increase compared to the previous 12 months and -2.1% (-7) decrease compared to the national Beating Crime Plan baseline. The county accounts for 59.0% (470) and has seen a 22% (84) increase compared to the previous 12 months and 20.8% (81) increase compared to the national Beating Crime Plan baseline.

Compared to our most similar forces (MSF), Staffordshire had 0.70 knife crimes per 1,000 population in the 12 months to June 2022, and was fifth (lowest). This is above the most similar force average of 0.69 per 1,000 population.

The tactical knife crime plan was updated and there was a week of action in November 2022, which aimed to tackle repeat offenders and focus on hotspot locations. A range of activities were undertaken, including increased prevention activity targeted at young people and within schools. The force has also obtained funding for knife wands to be placed in police cars and supported the knife bleed kits in publicly accessible locations.

Gun crime has decreased by -9.1% (7) in the last 12 months compared to the previous 12 months, and by -32.0% (33) compared to the national Beating Crime Plan baseline.

Stoke-on-Trent accounts for 54.3% (38) of Staffordshire's gun crime and has seen a 6% increase (2) compared to the previous 12 months and a 2.70% (1) increase compared to the national Beating Crime Plan baseline. The county accounts for 44.3% (31) and has seen a 28% (-12) decrease compared to the previous 12 months and a 53.0% decrease (-35) compared to the national Beating Crime Plan baseline.

Serious Violence (Knife and Gun Crime) (Beating Crime Plan)



Data

	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (July 18 to June 19)	Baseline Difference	% Change From Baseline
Serious Violence - Gun Crime	77	70	-7	-9.1%	103	-33	-32.0%
Serious Violence - Knife Crime	707	797	90	12.7%	722	75	10.4%

Serious Violence

The force is working in partnership to make public spaces safer. Five parks in Stoke-on-Trent have received investment to improve CCTV, street lighting and improvements to their environmental design. The Violence Reduction Alliance is working with a group of young people in a number of areas in Stoke-on-Trent, both victims and offenders of serious violence, to improve their behaviour, reduce risk, divert them away from violence and to prevent exploitation.

Serious violence has increased by 40.4% (3,443) in the last 12 months compared to the previous 12 months, and has seen a 9.7% (1,059) increase compared to the national Beating Crime Plan baseline.

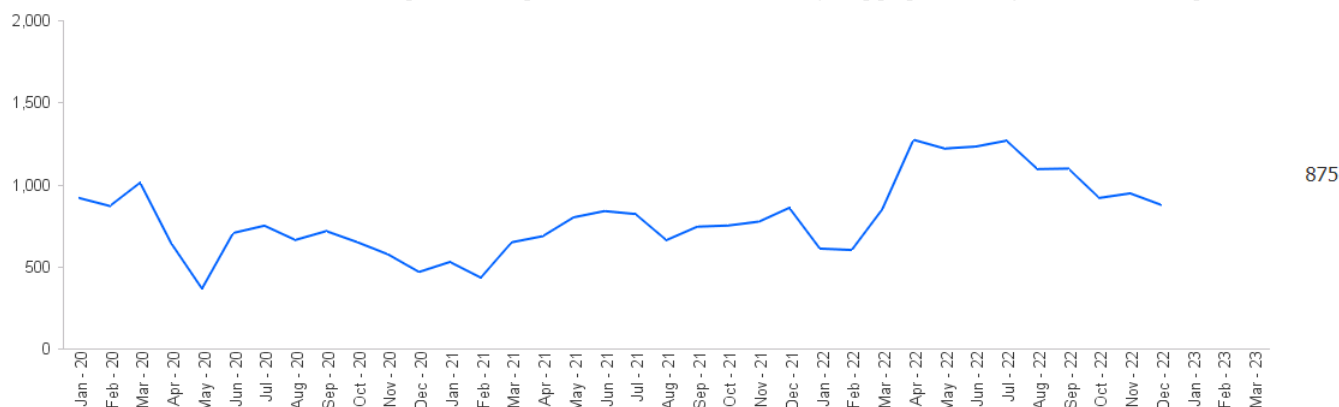
Less serious violent crime with injury has returned to just above average volumes, with 737 recorded crimes in December 2022. Volumes of less serious violence have increased by 42.0% (2,979) compared to the previous 12 months, as well as by 10.7% (976) compared to the national baseline.

More serious violent crime with injury has returned to just above average levels, with 89 recorded crimes in December 2022. Volumes of more serious violence have increased by 32.6% (255) compared to the previous 12 months, as well as by 16.0% (143) compared to the national baseline.

Stoke-on-Trent accounts for 35% (4,166) of Staffordshire's serious violence crimes and Staffordshire accounts for 65% (7,779). Some crimes do not have an identified location.

Stoke-on-Trent accounts for 44% (377) of Staffordshire's robbery crime and Staffordshire accounts for 56% (482).

Serious Violence (Robbery & Violence with Injury) (Beating Crime Plan)



Data

Serious Violence (Robbery & Violence with Injury)	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (July 18 to June 19)	Baseline Difference	% Change From Baseline
Business Robbery	82	106	24	29.3%	101	5	5.0%
Less Serious Violent Crime with Injury	7,093	10,072	2,979	42.0%	9,096	976	10.7%
More Serious Violent Crime with Injury	783	1,038	255	32.6%	895	143	16.0%
Personal Robbery	569	754	185	32.5%	816	-62	-7.6%
Serious Violence (Robbery & Violence with Injury)	8,527	11,970	3,443	40.4%	10,911	1,059	9.7%

Domestic Abuse

Domestic abuse levels continue to gradually increase after remaining stable for the last four years. In February 2021, the force implemented Op Encompass, which notifies schools of children living with, or exposed to domestic abuse. Schools have automatically been notified of 13,280 children. The next steps are to implement the Domestic Abuse Act which requires children to be recognised as victims of domestic abuse in their own right and we are working with partners to ensure we have the right pathways and services available.

The Staffordshire Centre for Data Analytics (SCDA) brings together partners from Staffordshire County Council, Staffordshire Police and Keele University to find new insights to complex problems through the sharing and analysis of data and research. The SCDA is progressing a number of products and has recently completed in-depth analysis relating to domestic abuse. The findings of this work has used data analytics to help improve approaches to our service delivery, working with partners to support victims and effective management of domestic abuse incidents in Staffordshire.

Recorded Domestic crime, had an increase of 24.4% (4,426) has been seen compared to the previous 12 months, together with a 30.4% (5,274) increase compared to the national Beating Crime Plan baseline. The graph on the following page shows the difference between recorded and reported crime. Recorded crime is impacted by the increased volumes of staff in the crime validation team and led to a spike in May 2022 which was not evident in the reported crime data.

Reported Domestic crime has shown a gradual increase across the last three years, which is in line with the increases seen nationally. Volumes of domestic abuse crime increased in the summer of 2022, peaking in August with 2,064 crimes. Recent months volumes are similar to spring 2022, but at higher levels than seen in previous years.

Analysis conducted in previous months for domestic abuse crime exceptions has shown overall increases rather than specific causation and is in line with a national increasing trend in domestic crime.

Stoke-on-Trent accounts for 36% (8,083) of Staffordshire's domestic abuse crime and the county accounts for 64% (14,485).

Data from Victim Support Providers in 2022 indicates that referrals over the last 6 months (August 2022 to December 2022) have decreased and are lower than the 12 month average. Referrals in December 2022 were 8% lower than in the previous December. Comparing the last 12 month period to the previous 12 month period, there was a 9% decrease, but a 16% increase compared to the baseline 2019/20.

In the last 12 months, 63% (10,452) of victims of domestic abuse made one report in a 12-month period which has remained the same as in the previous 12 months. 28% (4,570) of victims made two or three reports in the last 12-month period which has increased by 1% (417) since the previous 12 months. 10% (1,552) of victims of domestic abuse have experienced domestic abuse four or more times in the last 12-month period which has remained the same as in the previous 12 months.

Domestic Crime (Beating Crime Plan)



Data

Domestic Crime	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (July 18 to June 19)	Baseline Difference	% Change From Baseline
Criminal Damage (exc Arson)	1,109	1,215	106	9.6%	1,359	-144	-10.6%
Less Serious Violent Crime with Injury	2,805	3,956	1,151	41.0%	3,079	877	28.5%
More Serious Violent Crime with Injury	180	241	61	33.9%	192	49	25.5%
Other Serious Sexual Offences	114	166	52	45.6%	107	59	55.1%
Other Sexual Offences	16	14	-2	-12.5%	23	-9	-39.1%
Other Theft	486	734	248	51.0%	796	-62	-7.8%
Other Violence against the person	11,571	13,326	1,755	15.2%	9,979	3,347	33.5%
Public Order	1,105	1,467	362	32.8%	795	672	84.5%
Rape	286	389	103	36.0%	320	69	21.6%
Domestic Crime	18,171	22,597	4,426	24.4%	17,323	5,274	30.4%

Violence Against Women and Girls

Violence against women and girls is a national and force priority. A national outcomes and performance framework was published on 5 April 2022 to sit alongside the delivery framework. The outcomes will

then be developed in consultation with government, policing, and the third sector to ensure the intended outcomes are the right ones and these will be included in the second national performance report to be published in May 2023.

The force aims to improve services and partnership working to prevent violence, protect those who feel unsafe and to bring justice to those affected. The problem cannot be solved by policing alone and requires a wider societal response and commitment to improve the lives and experiences of women and girls.

Definition of Violence against Women and Girls:

There are currently two definitions used for Violence against Women and Girls (VAWG); the Beating Crime Plan definition and the National VAWG Taskforce definition. The definition used throughout this document is the Beating Crime Plan definition. However, this does differ from the National VAWG Taskforce definition which has been used in previous interactions this document. Both are defined below:

Beating Crime Plan definition of Violence against Women and Girls:

All rape crimes, all sexual offences and selected other violence against the person crimes including: harassment, stalking, malicious communications and controlling/coercive behaviour. These crimes are not dependant on victim gender or age.

Violence against Women and Girls National Taskforce Definition:

All domestic abuse crimes, and non-domestic crimes of: violence with injury; sexual offences; honour based abuse; public fear alarm or distress; harassment, stalking and modern slavery, and where the victim is identified as female and aged 10 years and over, and exploitation of prostitution.

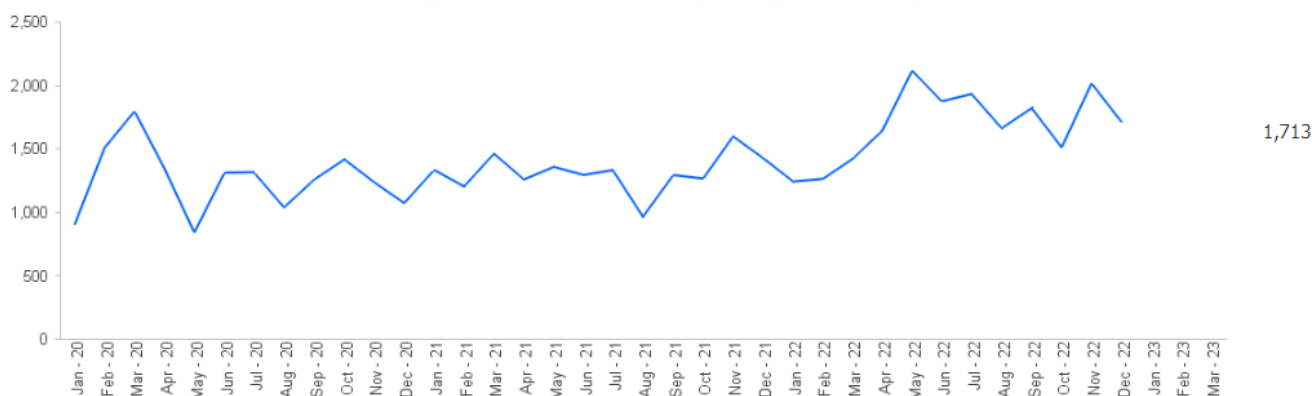
An analytical problem profile has recently been completed using the national taskforce definition of violence against women and girls. This will help direct our problem-solving activity and assists in identifying high-risk/high-harm locations and offenders. This will support a more targeted policing and partnership approach. Key findings were: a rise in reporting of following the death of Sarah Everard; main crime types are stalking and malicious communications; more serious offences such as violence with injury and serious sexual offences have seen a decreasing trend. These findings do not reflect the recent data below which is based on the Beating Crime Plan definition of violence.

Domestic crimes account for 43.0% (8,697) of violence against women and girls, compared to non-domestic crimes which account for 57.0% (11,510) in the last 12 months. Violence against women and girls has seen a 28.3% (4,454) increase compared to the previous 12 months, and a 54.3% (7,111) increased compared to the national Beating Crime Plan baseline. These increases can be seen across both domestic and non-domestic crimes.

The table on the following page indicates the increases seen across the different crime types which make up violence against women and girls. Harassment, stalking, malicious communications and controlling/coercive behaviour are included in the other violence against the person category.

Stoke-on-Trent accounts for 33% (6,759) of Staffordshire's violence against women and girls and the county accounts for 66% (13,413). Some crimes do not have an identified location.

Violence against Women and Girls (Beating Crime Plan)



Data

Violence against Women & Girls	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (July 18 to June 19)	Baseline Difference	% Change From Baseline
Violence against Women & Girls (Non Domestic)	8,618	11,510	2,892	33.6%	7,652	3,858	50.4%
Violence against Women & Girls (Domestic)	7,135	8,697	1,562	21.9%	5,444	3,253	59.8%
Violence against Women & Girls	15,753	20,207	4,454	28.3%	13,096	7,111	54.3%

Violence against Women & Girls	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (July 18 to June 19)	Baseline Difference	% Change From Baseline
Other Serious Sexual Offences	1,424	1,675	251	17.6%	1,530	145	9.5%
Other Sexual Offences	449	661	212	47.2%	621	40	6.4%
Other Violence against the person	12,964	16,616	3,652	28.2%	9,871	6,745	68.3%
Rape	916	1,253	337	36.8%	1,074	179	16.7%
Violence against Women & Girls	15,753	20,207	4,454	28.27%	13,096	7,111	54.3%

4.3. Disrupt Drugs Supply and County Lines (NCPM)

Nationally, this will be measured through police recorded drug-related homicides and Office for Health Improvement and Disparities police referrals into drug treatments.

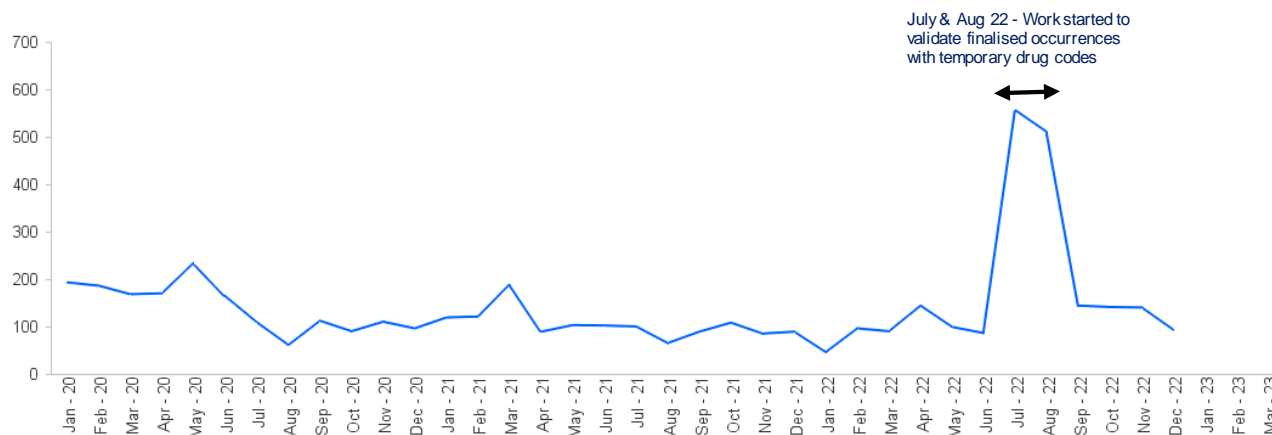
Staffordshire is no longer a national outlier for recorded drugs crime within the drugs section (per 100,000 population) on the Home Office Digital Crime and Performance Pack (DCPP) compared to the national baseline 2018/19.

There had been a gradual reduction in the volume of drugs offences recorded since August 2020, with the main volume reductions being possession offences, especially possession of cannabis. It is worth noting that although a single crime is recorded, one offence could relate to a large quantity or value of drugs, especially for offences of supply. Another contributing factor is the drug offence recording process since the introduction of the new crime recording system, which is linked to the dual processes required for drugs offences to be recorded. Drug offences are an indication of proactive policing intervention in making our communities safer, increases are a positive.

Initially drugs offences are given a temporary drugs code while the type of drugs seized are confirmed through forensic testing. In July and August 2022, work was undertaken to update all the temporary crime codes and convert these into recorded crimes, this led to the spike shown in the following graph.

21 finalised occurrences with temporary drug codes awaiting validation and 311 drug offences remain open and under investigation.

Drugs Recorded (Beating Crime Plan)



93

Data

Drugs - Recorded Crime	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (July 18 to June 19)	Baseline Difference	% Change From Baseline
Possess	829	1,436	607	73.2%	1,562	-126	-8.1%
Production	291	294	3	1.0%	168	126	75.0%
Supply	119	291	172	144.5%	243	48	19.8%
Other Drugs	8	24	16	200.0%	8	16	200.0%
Sum:	1,247	2,045	798	64.0%	2,012	33	1.6%

County Lines

Definition: County Lines are gangs and organised criminal networks involved in exporting illegal drugs into one or more areas within the UK, using dedicated mobile phone lines. They are likely to exploit children and vulnerable adults to move and store drugs and money and use coercion, intimidation, violence and weapons.

The force had two successful County Lines intensification weeks – in March and October 2022.

The highlights of the October 2022 week of action were:

- 25 arrests (six remanded)
- 17.9 grams of crack cocaine / 10.5 grams of heroin / over 5kg of cocaine / 1,312 cannabis plants / 47.5 grams of cannabis seized
- £1,869 cash seized
- 11 people safeguarded with suitable referrals
- 985 children and 499 adults had County Line education delivered to them in schools and care homes across Staffordshire
- 2 batons, knuckle duster, flick knife, two machetes, knife and another large knife seized
- Three County Lines telephones seized.

Because of the way that we have actively tackled County Lines over the last 2 years, we have seen a 26% decrease in number of arrests linked to County Lines activity; 275 arrests in 2022 (to end of November). The Force tackles the highest threat/harm lines; those using and exploiting young and

vulnerable people, identifying and targeting the line holders, to bring disruption and a successful conclusion at the earliest opportunity. The reduction of number of County Lines impacting Staffordshire is evidence of this, reducing from 15 in November 2021 to 9 in November 2022. It is essential that the continued drive against County Lines is maintained and that Staffordshire remains a hostile place for them to operate, if not the risk of high levels of violence and firearms related activity is likely to return as a result of the involvement of the dangerous criminals / gang members aligned to it.

Joint working with the West Midlands County Lines Task Force has been extremely successful; enabling us to target the drug line holder, usually based in the West Midlands, to disrupt the organiser, thus bringing the Line use to a halt at an early stage. Previously we would repeatedly target those being used to distribute the drugs for the long-standing lines, who could be replaced very quickly and with minimum disruption to the drugs line; this meant with the more resilient drugs lines, any police disruption activity would never stop the line from being active.

Geographical Impact

The majority of currently identified County Lines emanate from the West Midlands area and mainly affect areas in the south of the county. However, the force continually scans for other County Lines from other geographical areas. This year has seen a line impacting the north of the county from the London area which is unusual.

What is becoming apparent over the past couple of years is the decrease in the amount of active County Lines impacting Staffordshire.

This is likely to be a culmination of reasons:

- The intensive work the force has undertaken around county lines - a priority for the force for a significant period of time.
- The surge funding provided by the government to help support the pursue element of County Lines and provide a 'gold star service' once they are in custody in an attempt to have offenders remanded.
- Successful joint working with the West Midlands County Lines Task Force targeting line holders as opposed to continually arresting those being exploited to supply and distribute the drugs, ensuring relevant referrals and safeguarding is in place for those identified as vulnerable.
- A force-wide focused drive around intensification weeks, concentrating on the 4Ps (pursue, protect, prevent and prepare) to provide education to young people and the vulnerable around the dangers of County Lines.
- Tighter focus around the highest threat/harm/risk lines which are scored based on harm on a monthly basis and submitted to the region on a weekly basis to reduce the risk of any regional cross overs between lines.

Cannabis cultivation

The force continues to tackle the increase in organised cannabis cultivation. Operation Levidrome is the force-wide operational approach to pro-actively target this organised criminality in conjunction with partners ensuring Staffordshire is a hostile environment for such criminality.

4.4. Tackle Cybercrime

Nationally, this will be measured through cyber aware tracker and the Department for Digital, Culture, Media and Sport survey.

Definition: Fraud - techniques used by fraudsters have a widespread impact. It includes the security of our online activity (e.g. fraudulent messages claiming to be from Government or business). Fraudsters are quick to adapt to change and exploit weaknesses in new systems or new technologies.

Definition: Cyber Crime – stealing personal information or hacking into business systems to use as ransom or disruption.

Staffordshire is using a local proxy measure to measure cybercrime which incorporates cyber-dependent crimes which are managed nationally by the City of London Police. The National Fraud Intelligence Bureau (NFIB) review and disseminate investigations to local forces which were recorded by Action Fraud. Cyber-enabled crimes are crimes owned by Staffordshire Police which have a cyber/online element to them. Action Fraud cases are reported to National Action Fraud and some cases are forwarded to Staffordshire Police to investigate.

Fraud

Over 5,000 (5,160) Action Fraud cases were reported by Staffordshire residents to Action Fraud which is a decrease of -13% (-777) compared to the previous 12 months, but an increase of 13% (605) compared to the national baseline in 2018/19. Of these, the force received 14% back from Action Fraud to assist by conducting local investigations.

Of the Action Fraud cases in the last 12 months reported by Staffordshire residents to Action Fraud, 9% were identified as cyber-crime (this includes hacking and computer viruses/malware), and 91% were identified as fraud (this includes online shopping and banking fraud)

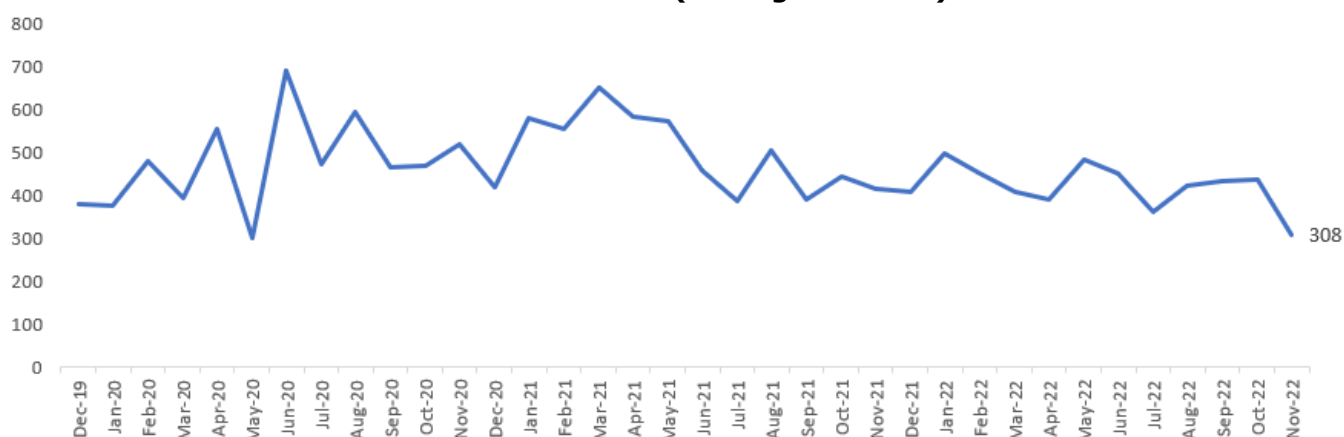
745 Action Fraud local investigations were completed by Staffordshire Police in the last 12 months, which is an increase of 7% (51) compared to the previous 12 months and has increased by 5% (33) compared to the national baseline in 2018/19.

The criminal justice outcomes rate for Action Fraud investigations for is 9.5% in the last 12 months to December 2022 and has increased by 4.6% compared to the previous year, or increased by 38% by volume of criminal justice outcomes. The majority (87%) of these are charges or postal requisitions (summons received by post).

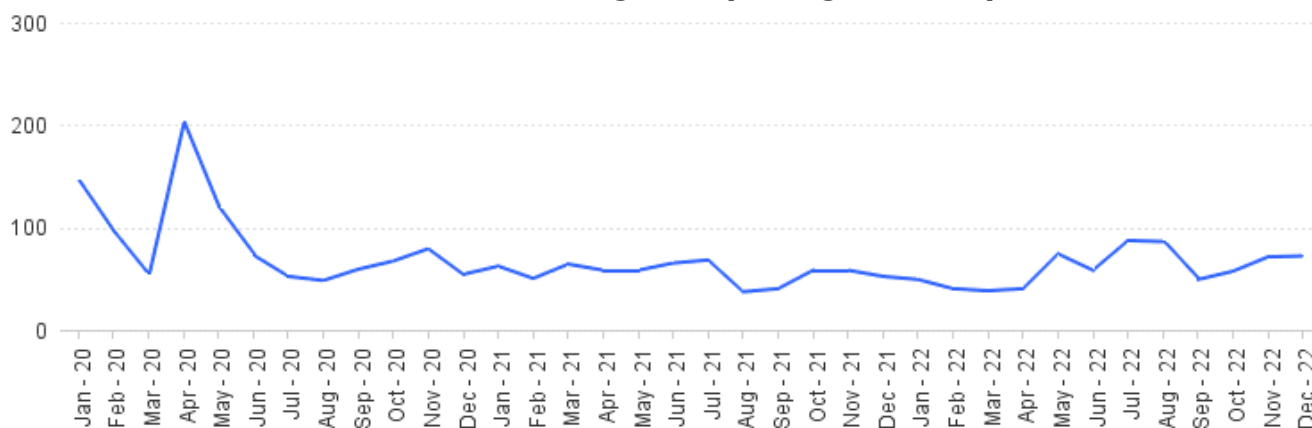
The majority of outcomes of Action Fraud investigations result in a disposal of unable to progress the investigation (54%). This includes no suspect identified from enquiries, evidential difficulties and no further action as it is not in the public interest. Unable to progress the investigation rate has decreased by -1.8% compared to the previous year, and by -8.5% compared to the 2019/2020 baseline.

Another agency has investigation primacy in 24.1% of Action Fraud investigations and the another agency has investigation primacy rate has decreased by -4.7% compared to the previous year, and increased by 7.9% compared to the 2019/2020 baseline.

Action Fraud Cases (Beating Crime Plan)



Action Fraud Investigations (Beating Crime Plan)



The force has recently appointed a Cyber Protect Co-ordinator, who has over 15 years' experience of working in fraud and fraud investigations. The role will involve providing education, training and support around cyber-crime as well as contacting victims of cyber-crime in the county to offer guidance. They will also be leading on our cyber-champions programme, which first launched in 2018. The programme offers specific training to local organisations in identifying cyber-crime such as phishing emails, scams or cyber-attacks who will then go on to become part of the cyber champion network in Staffordshire.

5. Support Victims and Witnesses

5.1 Victims' Code of Practice Compliance

In April 2021, the new Victims' Code of Practice (VCOP) was implemented nationally which places a responsibility on forces to ensure that the victim's voice and rights are considered from the reported incident up until court or other outcome. From May 2021, the force has been able to report on officer compliance with the VCOP, through the completion of a victim's contract.

The victim contract covers provision of information under the VCOP to the victim and also a needs assessment in relation to vulnerability and requirements.

VCOP is well established within the force and completion of victim's contracts are part of our culture across all sections of the force.

In August 2022, Ch. Supt McCormick was appointed as Force Victims Lead, by DCC Barnett who holds the NPCC Portfolio Lead for Victims and Witnesses. The overall aim of the appointment of a dedicated lead, was to ensure the development and oversight of a force wide Victims and Witnesses Strategy and Action Plan. In November 2022, the first Victims and Witnesses Board (the Strategic Governance Group), with representatives from across the organisation was held and these meetings are held bi-monthly. The group reports into Performance Board and captures a number of strands of activity taking place across the organisation in respect of our service to victims and witnesses. The main strands of activity are; Performance, Audit, Improvement and Engagement, People, Technology, Vulnerability, Horizon Scanning and Process review.

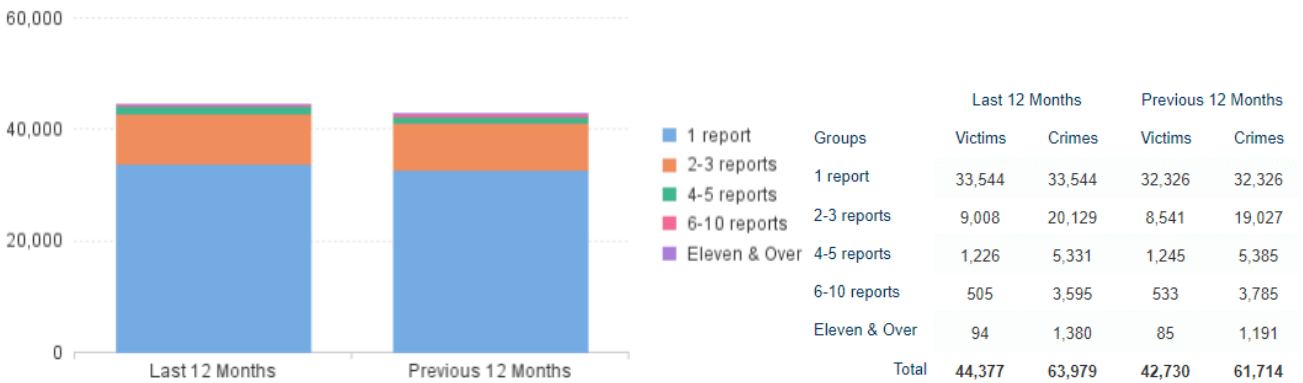
Repeat Victims

24% of victims of crime are repeat victims, this proportion has remained the same as in the previous 12 months.

94% of repeat victims are victim of two to three crimes in the last 12 months which is 20% of all victims of crime. This remains the same proportion as the previous 12 months (94%).

49% of repeat victims are repeat victims of domestic abuse (2,256), and 56% of crimes linked to repeat victims are domestic abuse (5,982).

Repeat Victims of All Crime



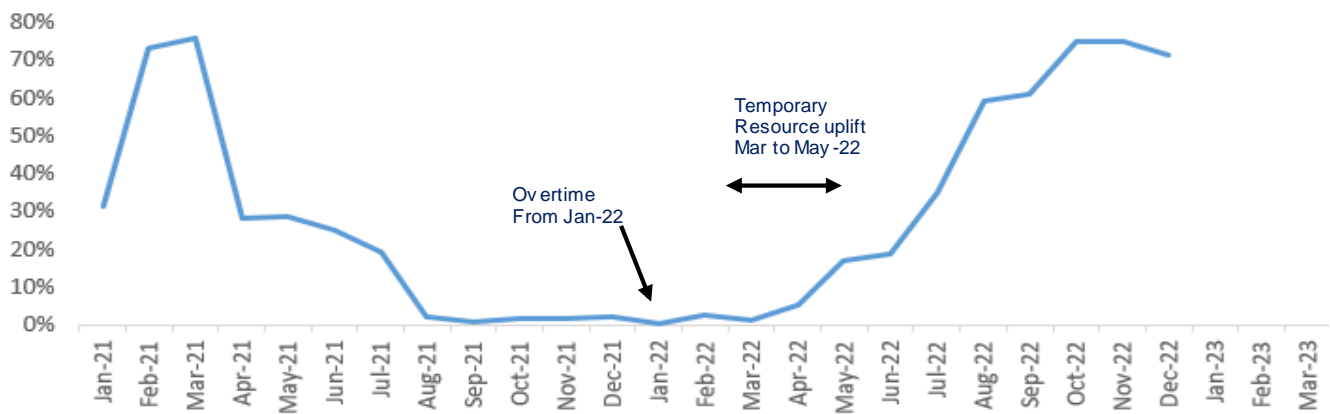
Victim Gateway Timeliness

The Victim Gateway is a commissioned service who provide free and confidential support and advice to all victims of crime that report to Staffordshire Police.

The force has previously faced some challenges in relation to the transfer of victim’s data to the Victim Gateway which is completed when the crime is validated in accordance with National Crime Recording Standards/Home Office Counting Rules. There has been sustained improvement since the last meeting. In the last three months, there has been an increase in the proportion of crimes meeting the service level agreement of 48 hours (between 71% and 75%) against an ambition of 80%. For the last five months, there has been a positive decrease in the average days to send referrals to the victims’ gateway (2 days or less).

Work is in progress to remove crimes which have been reclassified at a later date from this data set as it is skewing the data, as any crimes reclassified after 48 hours would show as not meeting the 48 hours. Once this is completed the data is likely to show an improved picture.

Victim Gateway (% Validated within 48 hours)



Crime Validation Backlog

Crime validation is an administration process that all reported crime has to undergo in force. In March 2022, this backlog level peaked at 7,131.

There were 387 crimes waiting to be validated as of 6 January. Four additional staff have been recruited which has enabled crimes to be classified within two working days.

Analysis indicates that the expected level of crimes awaiting validation on a normal Monday morning (i.e. not Bank Holiday weekends) if the validation team were up to date on a Friday is 700 to 750 crimes. This is due to the increased volumes of crime since the original estimate of 500 crimes was made. On other weekdays, except Mondays the force is regularly meeting the preferred level of under 500 crimes.

Data

	Feb - 22	Mar - 22	Apr - 22	May - 22	Jun - 22	Jul - 22	Aug - 22	Sep - 22	Oct - 22	Nov - 22	Dec - 22
Total Crimes to be validated (1st of the month)	3,658	5,315	6,793	5,057	4,268	2,525	655	839	254	642	349

VCOP Compliance

VCOP sets out the minimum services that victims are crime are provided with. The police and a number of other criminal justice agencies have responsibilities as their case progresses through the justice system. One of our responsibilities is a victim contract which is the agreement between the victim and the police on preferred method of contact and how often they will be updated on progress.

Currently 84% of victim-based crimes have a victim contract added.

Compliance and quality are being monitored through auditing and remains an area of focus for improvement. Victim contracts have been part of the focus of the investigation standards masterclasses.

5.2 Improve Satisfaction among Victims and Witnesses; with focus on victims of DA

Victim Satisfaction

Nationally, this will most likely be measured through the Crime Survey England and Wales.

The force measures victim satisfaction through a locally designed survey and on a rolling 12-month basis. The surveys are based on victims of certain crime types and anti-social behavior.

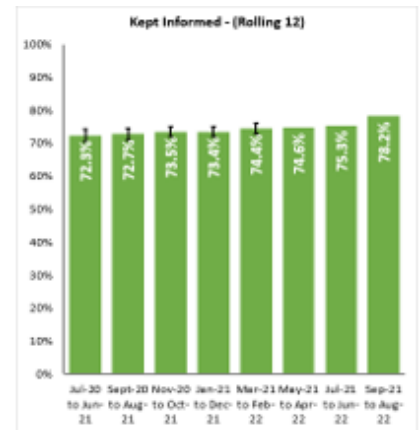
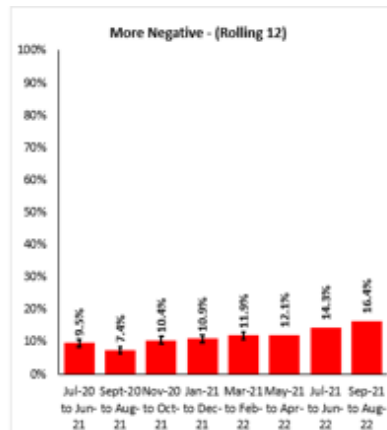
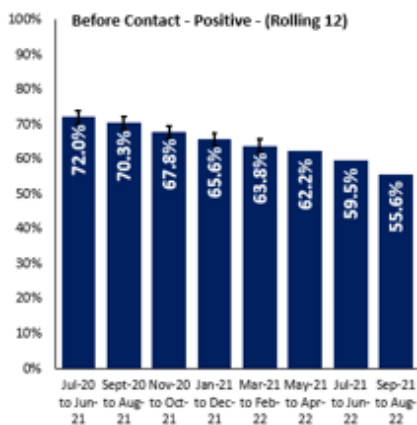
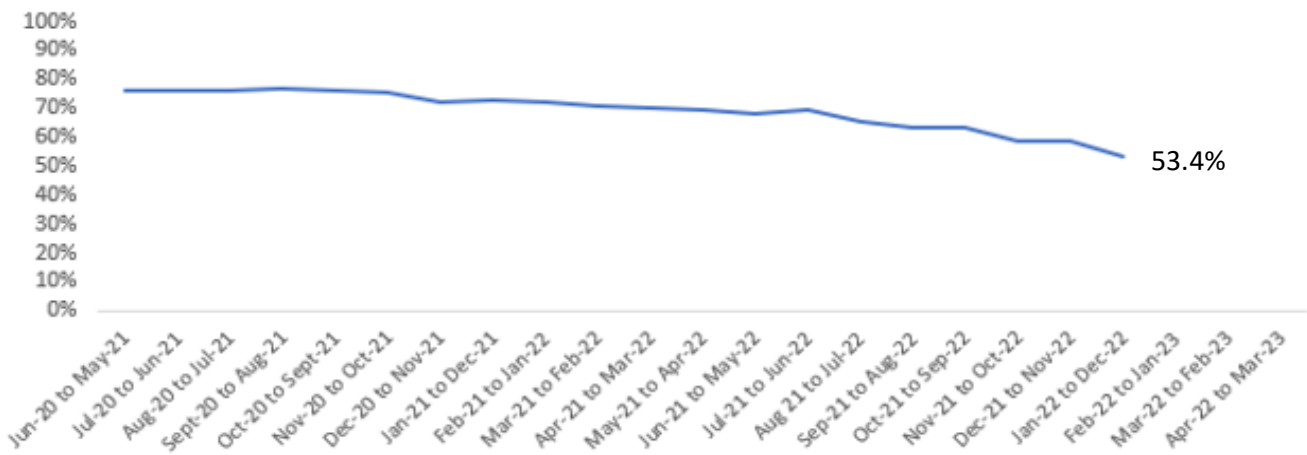
There is a monthly meeting to discuss patterns and trends identified by victims of crime. This provides a real-time review of the current service delivery and provides direction for improvement.

The force works closely with the OPFCC to identify potential changes or opportunities for bespoke or specific surveys. Sixty victims of crime who dropped out of the judicial process have been contacted, to understand their reasons and experience. This type of bespoke surveying is important as it provides insight to the victim's journey so the best support can be offered to victims.

The victim satisfaction survey indicates that:

- The number surveys conducted in the last rolling 12-month period has increased to 4,858 and 1,110 were conducted in December 2022.
- Of those surveyed, 24% of people had a more positive view of the police after contact.
- The proportion of respondents with a more negative view increased to 20%.
- 77% were satisfied with initial contact and this is showing a slight reducing trend.
- 86% were satisfied with the follow up contact and this is stable.
- 80% were satisfied that they have been kept informed and is showing a gradual increase.
- 65% were satisfied with investigation.

Victim Satisfaction – Satisfaction after Contact



5.3 Public Confidence

Public Confidence Survey

The initial public confidence survey was conducted in June 2022 prior to the launch of the new operating model in order to provide a baseline of how the public felt before the changes were implemented. The next survey is currently underway (commenced 3rd January 2023) for in-person surveys, and the results are expected in March 2023.

In June 2022, 1,012 in person surveys were conducted and the results indicated that:

- 72% felt they could rely on their local police team if needed.
- Respondents felt Staffordshire Police were most effective at responding to emergencies.
- Two-fifths disagreed that crime and ASB is being dealt with.
- 57% said reassurance should be the biggest priority followed by 41% who said ASB
- 94% felt safe during the day. 59% feel safe after dark.
- 63% agreed that they have confidence in Staffordshire Police.
- 85% were confident Staffordshire Police treat people fairly.

Once the data for Local Policing Team areas is more reliable, through more respondents, then localised views will be made available.

Local Complaints, IOPC Bulletins and Complaint Reviews

New Independent Office for Police Conduct (IOPC) statutory guidance was introduced in February 2020 to allow for expressions of dissatisfaction to be dealt with in a more effective and timely manner. These encouraged organisations to move away from a punishment type approach to that of a learning environment.

There is an upward trend in total cases of dissatisfaction. The new regulations required a wider range of dissatisfaction to be recorded or logged, and complaints are described as Inside or Outside Schedule 3:

Definition: Inside Schedule 3 is a recorded complaint or investigation, with a right to review to the local policing body or the IOPC.

Definition: Outside Schedule 3 is a logged complaint. The allegation if proven must not justify misconduct proceedings and there is no Right to Review.

The force has been working to improve performance and has undergone a restructure within the Professional Standards Department (PSD), and have introduced a front-end triage system consisting of two dedicated customer service officers to provide a real-time service when a complaint comes in and reparation for customers. PSD is currently retaining approximately 80-90% of all work within the department through the triage process. This has reduced contact times and ensuring better signposting of complaints to reduce time spent on finalisation. The force prevention and intervention officer within Professional Standards helps to deliver force-wide briefings around any patterns/trends identified through complaints data, and they are responsible for early intervention with officers who receive a number of complaints to identify training or welfare needs, and also to improve the service offered to the public of Staffordshire.

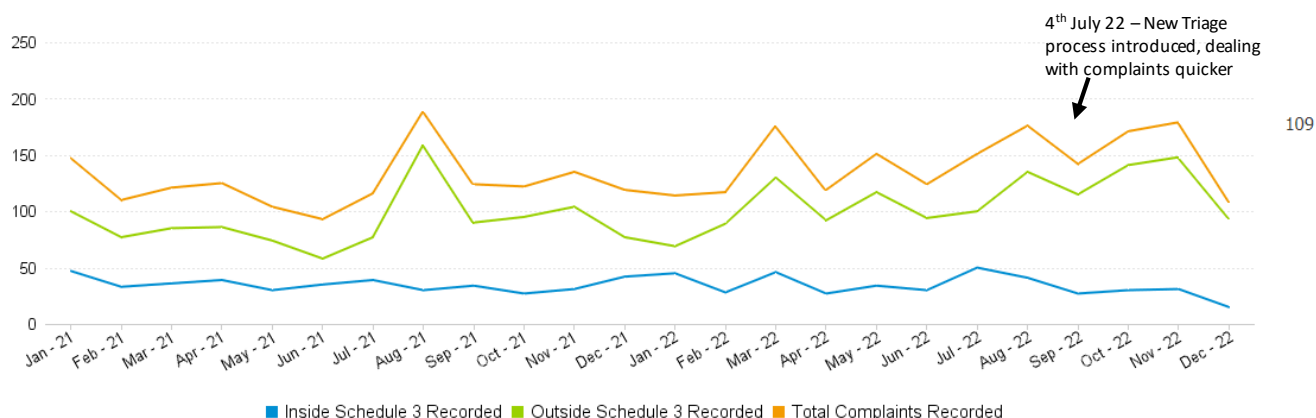
- 15% increase in total complaints
- 5% decrease in inside schedule 3 (recorded) complaints
- 22% increase in outside schedule 3 (logged) complaints
- 90% increase (+46) in all conduct matters

Top three allegation types in the last 12 months: Police action following contact (43%) Information (13%) and Decisions (10%)

These are the same top three allegation types as the previous 12 months.

- Local Police Review Body (LPB) decisions – 92% (23) Outcome of complaint reasonable and proportionate and 8% (2) Outcome of complaint not reasonable and proportionate.
- For LPB decisions since June 2022, there has been four lessons learnt – two learning by reflection, one provision of complaint report and one feedback given to officer.
- For conduct matters since June 2022, there has been 15 lessons learnt – three learning by reflection, nine reflective practice review process, two organisational learning and one no further action.

Complaints



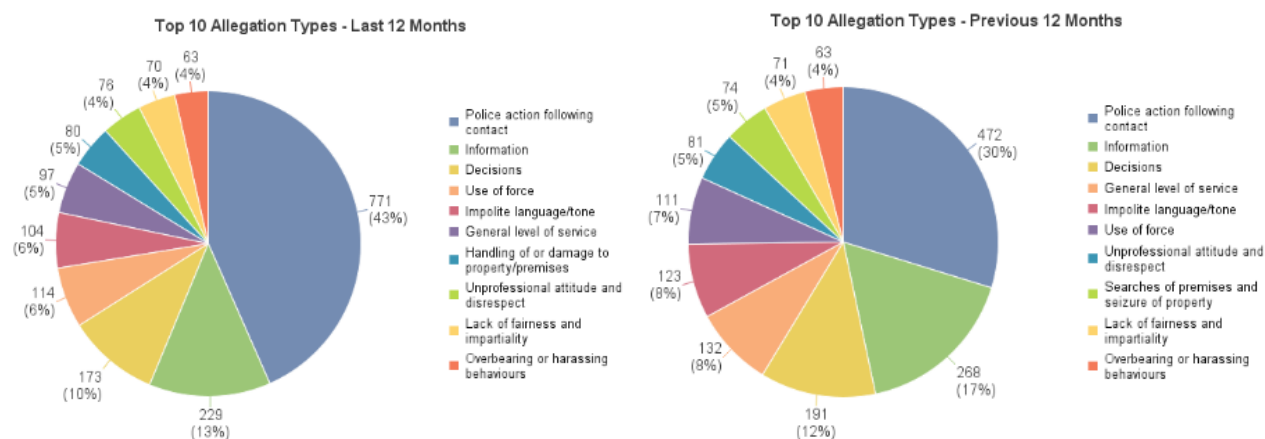
Data

	Previous 12 Months	Last 12 Months	12 Month % Change
Inside Schedule 3	423	404	-4.5%
Outside Schedule 3	1,082	1,324	22.4%
Total Complaints	1,505	1,729	14.9%

Local Police Review Body (LPB) Decision	Last 12 Months	Proportion %
Outcome of complaint reasonable and proportionate	23	92.0%
Outcome of complaint not reasonable and proportionate	2	8.0%
Live	19	
Total:	44	

	Previous 12 Months	Last 12 Months	% Change
All Conduct Matters	51	97	90.2%

The top three allegation types have not changed compared to the previous 12 months, police action following contact has increased accounting for 43% of all allegations in the last 12 months. Information is the second highest type of allegation, followed by decisions the volumes of both of these allegation types have reduced but not significantly.



An IOPC report for the six months (1 April 2022-30 September 2022) found that of the 123 complaints recorded, eight (7%) went to IOPC for review and an investigation was only deemed necessary in four (3%) cases. This is lower than our most similar forces with an average of nine investigated cases.

The force proactively scans incidents which are linked to any deaths or serious injury following contact with the police and refers these to the IOPC to ensure transparency. For the six months (1 April 2022-30 September 2022) the force referred 41 cases to the IOPC which is lower than most similar force average of 56. Of these 41 cases, five were independently investigated (by the IOPC), one was a directed investigation (conducted by Staffordshire under direction of IOPC), 16 were local investigations (conducted by Staffordshire and the final report sent to IOPC and any complaint if applicable) and 18 were deemed as no investigation necessary by IOPC.

6. Reduce Offending and Reoffending

During the COVID period and especially during periods of lockdown, the pattern of crime changed and volumes have reduced in a number of areas compared to the national baseline in 2018/19.

- Acquisitive crime down by 16% (-4,704).
- Criminal damage down by 20% (-1,968)

These reductions are likely to have been affected by the restrictions put in place during the pandemic and as a result have impacted the proportions of overall crime.

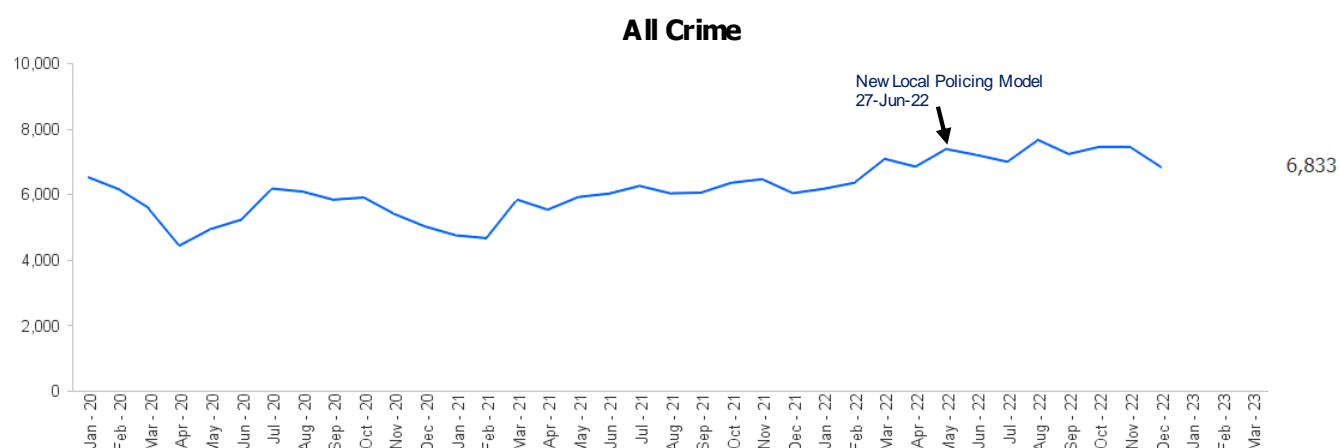
Criminal justice outcomes relate to positive resolutions of a crime, they include charges and summonses and resolutions which do not require a court hearing such as out of court disposals. These may be in the form of a cautions or community resolutions.

In December 2019, a new outcome category was introduced to provide an alternative to formal prosecution (Outcome 22: diversionary, educational or intervention activity). The use of this outcome is now stable and accounts for a proportion of outcomes (2.6% of all outcomes in the last 12 months). Due to this change to the outcomes comparisons are made with the previous 12 months (January 21 December 21) rather than the national baseline in 2018/19.

All Crime

All crime has increased by 21% (14,734) in the last 12 months compared to the previous 12 months, but has increased by 8% (6,455) compared to the baseline 2019-20.

More serious violence, less serious violence, other offences, other serious sexual offences, other sexual offences, other violence against the person, public order, rape, personal robbery, business robbery, theft of motor vehicles and vehicle interference have all increased in the last 12 months compared to the previous 12 months and the baseline.



Per 1,000 population Staffordshire ranks 10th lowest in the 43 forces for total recorded crime.

Data

Local Offence Group	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Apr 19 to Mar 20)	Baseline Difference	% Change From Baseline
Arson	385	474	89	23.1%	474	0	0.0%
Burglary Business and Community	988	1,279	291	29.5%	1,640	-361	-22.0%
Burglary Residential	2,172	2,722	550	25.3%	3,097	-375	-12.1%
Business Robbery	87	99	12	13.8%	79	20	25.3%
Criminal Damage (exc Arson)	7,651	8,024	373	4.9%	9,470	-1,446	-15.3%
Drug Offences	1,497	1,189	-308	-20.6%	2,176	-987	-45.4%
Handling stolen goods	5	6	1	20.0%	71	-65	-91.5%
Less Serious Violent Crime with Injury	7,185	9,812	2,627	36.6%	7,695	2,117	27.5%
More Serious Violent Crime with Injury	806	1,351	545	67.6%	817	534	65.4%
Other Offences	1,215	1,627	412	33.9%	1,550	77	5.0%
Other Serious Sexual Offences	1,424	1,582	158	11.1%	1,423	159	11.2%
Other Sexual Offences	462	630	168	36.4%	554	76	13.7%
Other Theft	11,178	13,897	2,719	24.3%	15,151	-1,254	-8.3%
Other Violence against the person	23,776	27,070	3,294	13.9%	21,912	5,158	23.5%
Personal Robbery	570	744	174	30.5%	690	54	7.8%
Possession of weapons	569	662	93	16.3%	699	-37	-5.3%
Public Order	4,862	6,771	1,909	39.3%	4,109	2,662	64.8%
Rape	929	1,187	258	27.8%	1,007	180	17.9%
Theft From Motor Vehicles	1,836	2,259	423	23.0%	3,076	-817	-26.6%
Theft Of Motor Vehicles	1,545	2,425	880	57.0%	1,823	602	33.0%
Vehicle interference	621	772	151	24.3%	585	187	32.0%
All Crime	69,763	84,582	14,819	21.2%	78,098	6,484	8.3%

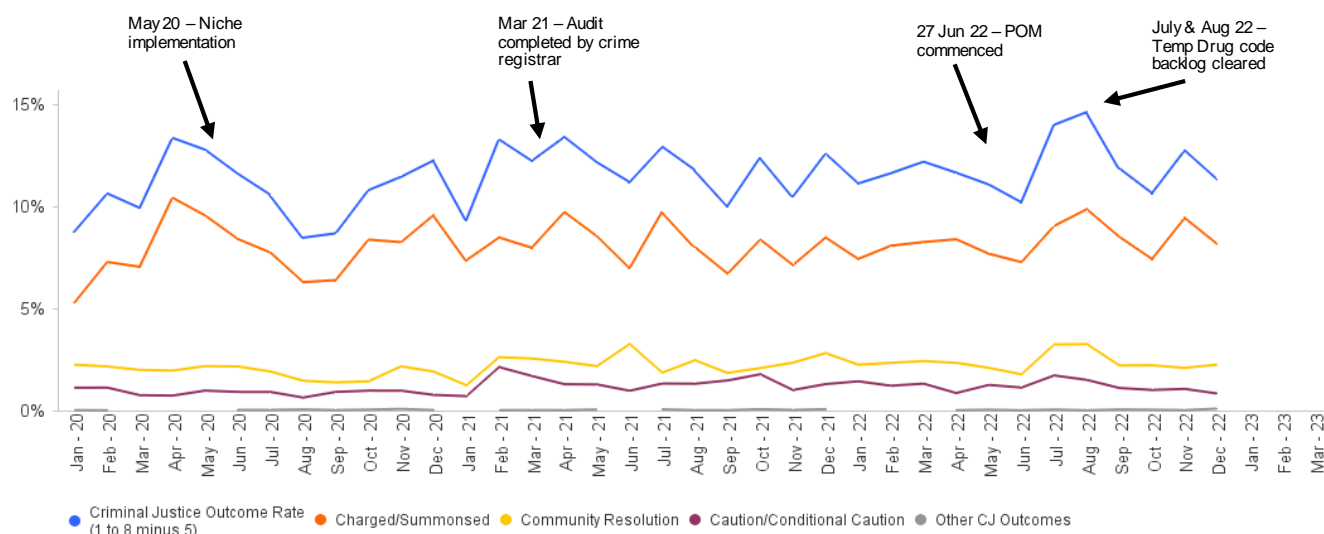
6.1 Outcomes

The criminal justice outcomes rate is 12% in the last 12 months to December 2022 and is stable compared to the previous 12 months and baseline in 2019/20.

Outcome 16 rate (victim does not support the investigation) is 29.1% in the last 12 months to December 2022 and has increased (2.2%), Higher rate in October and December 2022 (32.1% and 30.4%).

11.3% or 1,210 Criminal Justice outcomes in December 2022, which included 872 charges/summons, 89 cautions/conditional cautions, 241 community resolutions.

Criminal Justice Outcomes (1 to 8 minus 5)



Data

Outcome Rate	Previous 12 Months	Last 12 Months	Change (Diff.)	Sep - 22	Oct - 22	Nov - 22	Dec - 22
CJ Outcomes	11.8%	12.0%	0.2%	11.8%	10.6%	12.7%	11.3%
Outcome 16	26.9%	29.1%	2.2%	29.7%	32.1%	28.7%	30.4%
Unable to Progress Investigation	52.8%	52.3%	-0.5%	52.6%	52.3%	53.4%	51.6%
Prosecution Prevented	0.4%	0.5%	0.1%	1.8%	1.5%	1.5%	2.7%
Diversions Activity (Outcome 22)	4.6%	2.6%	-2.0%	0.7%	0.6%	0.7%	1.0%
Other	3.4%	3.4%	0.0%	3.3%	2.9%	2.9%	3.1%

Definitions:

- Criminal justice outcomes includes charges and out of court disposals such as cautions and community resolutions.
- Outcome 16 is where the victim does not support the investigation and a suspect has been identified.
- Unable to progress investigation includes: crimes with no identified suspect; suspect has been identified but there are evidential difficulties and crimes which are not in the public interest to prosecute.
- Prosecution prevented is where the suspect, victim or key witness is too ill to prosecute
- Other includes where another agency has the lead in the investigation or the offender has died.
- Diversionary activity is where education or intervention activity has been put in place and therefore it is not in the public interest to take any further action.

Custody

Arrests have shown an increasing trend since March 2020, the initial Covid-19 lockdown caused a significant decrease in arrests, but longer-term the volumes show gradual increases.

December 2022 saw an increase in arrests with the highest monthly volume in the last three years.

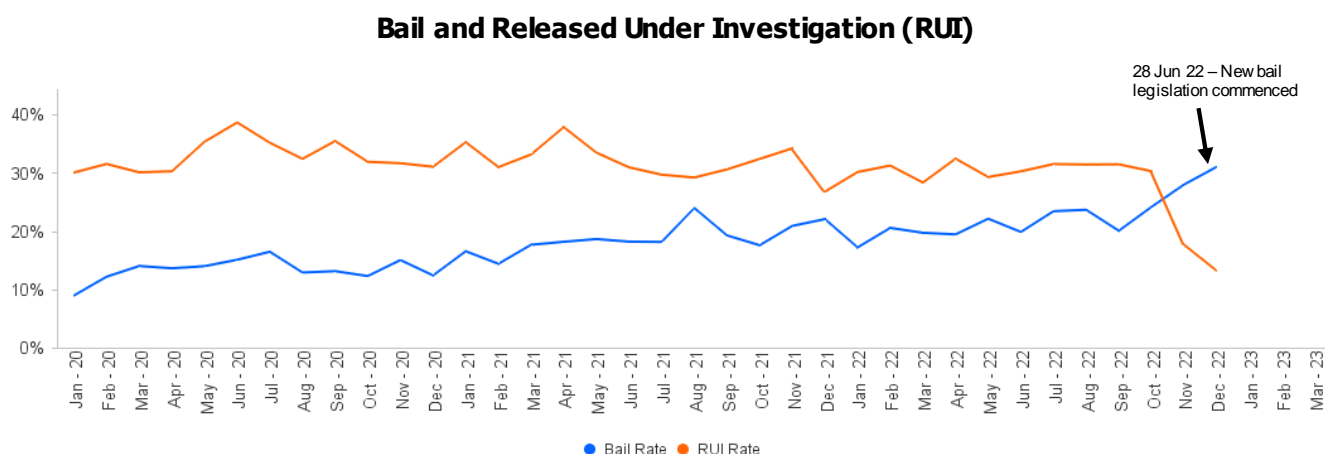
There was an increase in the volume of youth detainees in December 2022 but this data is subject to some monthly variation due to the small volumes. Long-term the data is stable.

Bail rates are showing an increasing trend but with some variance. In October 2022, the bail legislation changed to allow for time to complete further investigation into the matter for which a person was detained, and to ensure the safeguarding of the victim through the use of bail conditions. Since then, the bail rate has increased substantially which continued in December 2022. Bail has a higher degree of control and accountability and, therefore, is the preferred disposal when compared to released under investigation.

Released under investigation (RUI) rates have reduced since February 2021 and have decreased significantly since the introduction of the new bail legislation.

Average detention durations – after a spike in June and July 2021 figures have been stable. There was a decrease in average detention durations in July 2022 (12.1) and detention times for children have been reducing recently after a spike in December 2021.

Waiting times have been stable in the last 12 months compared to the previous 12 months, although there is some monthly variation.



Data

Custody	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Sep - 22	Oct - 22	Nov - 22	Dec - 22
Arrests	11,905	13,138	1,233	10.4%	1,097	1,143	1,111	1,199
Average Detention Duration (hours)	18.8	14.5	-4.3	-22.9%	15.02	15.41	15.19	15
Children in Custody	570	573	3	0.5%	46	55	43	60
Average Detention Duration (hours)	11.6	10.7	-0.88	-7.6%	11.54	9.94	9.01	8.11
Waiting Times in Custody	24.4	24.4	-0.01	0.0%	27.5	24.94	27.21	23.38
Bail Rate	18.9%	22.6%	3.7%		20.1%	24.1%	28.0%	31.0%
Released Under Investigation Rate	32.0%	27.9%	-4.1%		31.4%	30.3%	17.6%	13.2%
Voluntary Attendees	3,057	3,027	-30	-1.0%	230	251	247	247

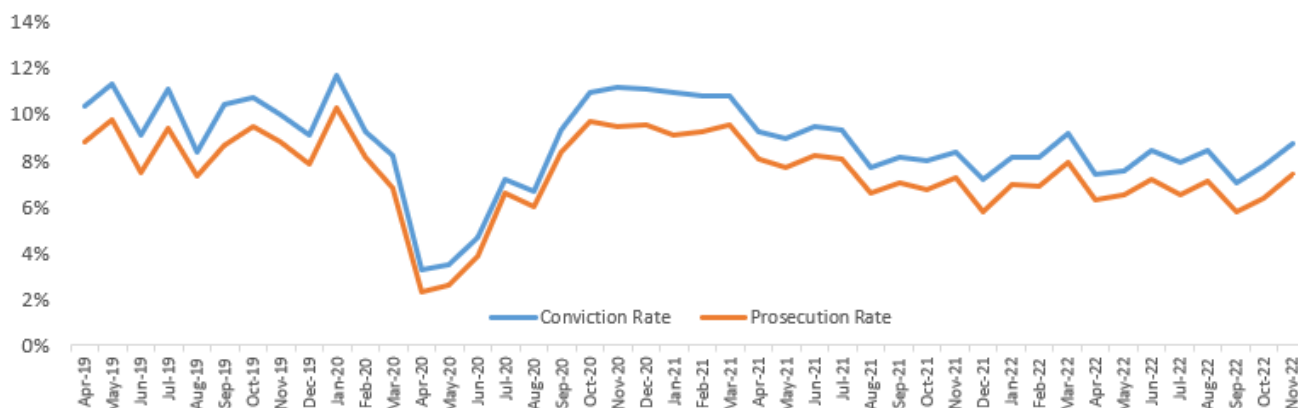
Conviction and Prosecution Rates

Local data from the Crown Prosecution Service (CPS) has been used to understand criminal justice and its timeliness in Staffordshire. The information for crime to court and crime to conviction at court is based on rates, rather than volumes for a more balanced comparison.

- 8.0% of all crimes in the last 12 months (December 2021 to November 2022) are prosecuted at court which has decreased slightly (-2%) compared to the baseline in 2019/2020.

- 6.7% of all crimes in the last 12 months (December 2021 to November 2022) end in a conviction at court which has decreased slightly (-1.9%) compared to the baseline in 2019/2020.
- Finalised cases in the last 12 months (December 2021 to November 2022) have decreased by -16% compared to the 2019/20 baseline, due to the ongoing issues with backlogs of court cases caused by the Covid 19 pandemic.

Conviction and Prosecution Rates for All Crime



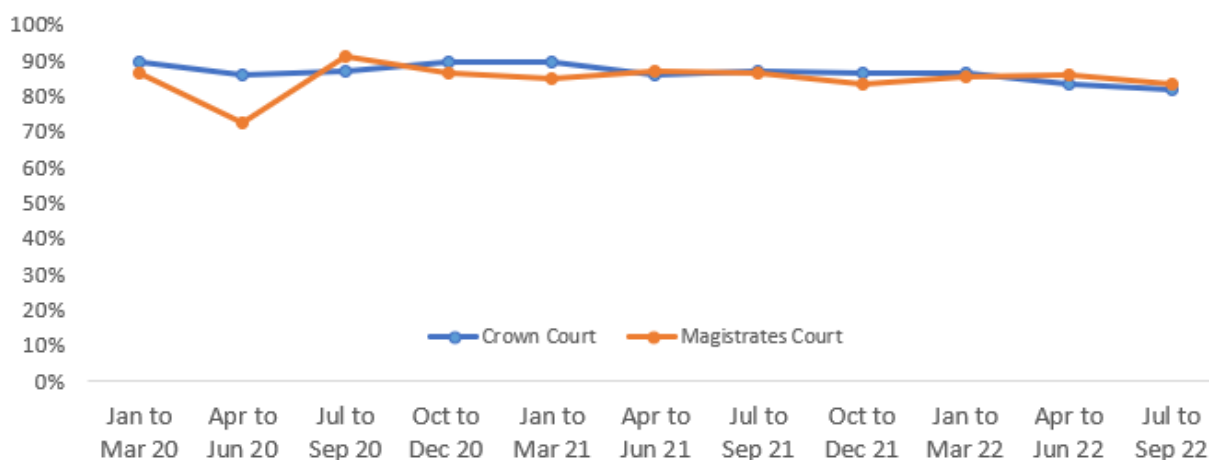
Convictions at Court

Magistrates court convictions rates are stable (-0.4%) compared to the previous 12 months.

Crown court convictions rates are stable (0.2%) compared to the previous 12 months.

Staffordshire's conviction rates for crown and magistrates courts are higher when compared to our regional forces and nationally.

Conviction Rates at Court



Data

Conviction Rate	Previous 12 Months	Current 12 Months	Change	Jul to Sep 21	Oct to Dec 21	Jan to Mar 22	Apr to Jun 22	Jul to Sep 22
Crown Court	88.1%	84.2%	-3.8%	86.6%	86.3%	86.3%	83.2%	81.6%
Magistrates Court	86.2%	84.6%	-1.6%	86.4%	83.3%	85.5%	85.9%	83.4%

The data for December 2022 has not yet been finalised by CPS so the most recent period available is July to September 2022.

7.A More Effective Criminal Justice System

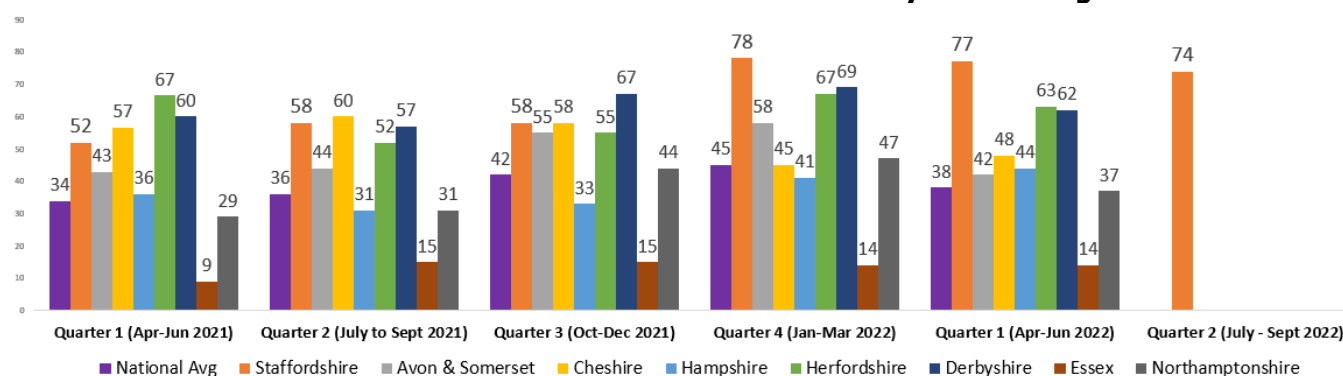
7.1 Criminal Justice – Timeliness

Data for the period April to June 2022 is the latest data period published on the Criminal Justice System Delivery Data Dashboard. More recent data provided in this document may not entirely match the data in the next quarterly published criminal justice scorecard as this data is an extract at a given point in time. The data has been provided to help predict where the Force expects to be.

The average (median) time to investigate in Staffordshire is above the national average, with an average (Median) of 87 days to charge for a victim-based crime compared to an average (median) of 44 days nationally in the latest quarter (Q1 2022/23).

Staffordshire is not included in the national statistics as the force is not currently linked to the Home Office Data Hub. However, work is ongoing to reinstate this link. Once the connection is working the data may change slightly as the outliers will not be removed from the data when crimes are re-opened for auditing or administration purposes.

Victim based crimes with CJ Outcome – Median Days to Investigate



8. Enabling Services: HR and Finance Update

8.1 Operation Uplift, Officer Recruitment and Workforce Diversity

Police Officer FTE in December 22 was 1,868, and increased by 67 compared to December 21.

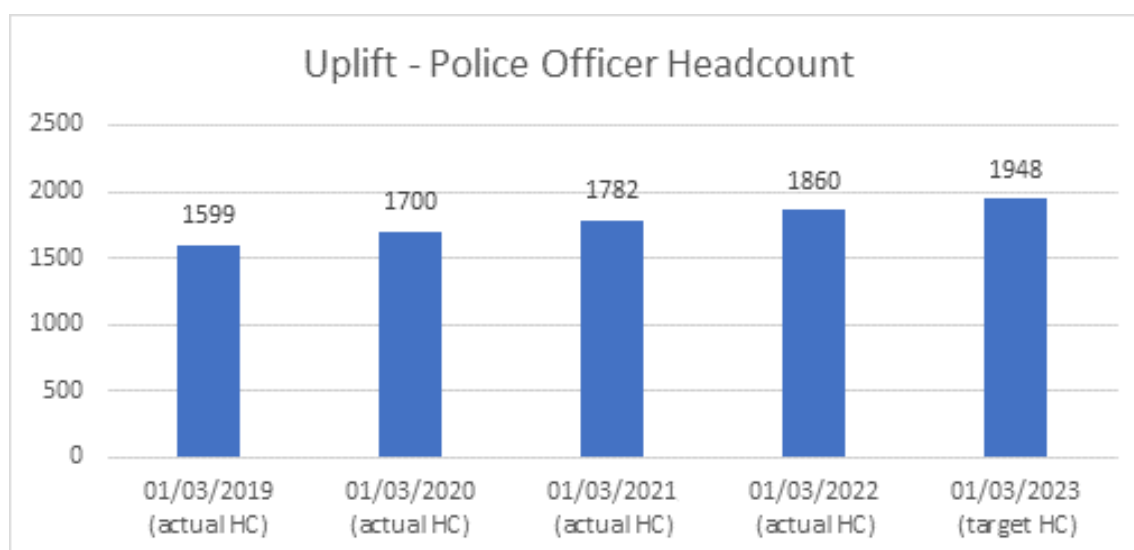


Operation Uplift

Prior to the implementation of operation uplift the baseline headcount for police was agreed at 1648. Since then numbers of officers have increased, with a target headcount by March 2023 of 1948, which is an 18% increase. This includes the planned uplift of 120 officers in 2022/23 (15 additional officers have been brought forward from the planned 2023/24 recruitment as it attracts central government funding). However, this does not necessarily increase the force target for police officers.

Staffordshire's allocation of the additional 20,000 officers over three years is 300, broken down over the following years:

- 2020/21 – 90 (30 in 2019/20 plus 60 in 2020/21)
- 2021/22 – 90
- 2022/23 – 120 (plus 15 additional).



The actual numbers shown in the chart are inclusive of precept investment since 2018/19 and the current prediction is to exceed the target for March 2023. This is due to a variety of attraction and recruitment activities including a blended mix of Policing Education Qualifications Framework (PEQF) programmes alongside transferees and promotion processes.

The variety of PEQF programmes utilised by the force to attract new and existing police officers include:

- Police Constable Degree Apprenticeship (PCDA)
- Degree Holder Entry Programme (DHEP)
- Detective Constable Degree Holder Entry Programme (DCDHEP)
- Degree in Professional Policing (DPP – Pre-join)
- Police Now (national programme)
- Detective Constable Police Now (national programme)
- Re-join (pre 30 years)
- Re-join (post 30 years).

Workforce Diversity

Ethnicity

In Staffordshire, as of 31 December 2022, the force employs the following breakdown of black, Asian, mixed and other minority ethnic colleagues compared to the local population of 6.38%:

- Whole force 3.78%
- Police officers 3.55%
- Police staff 3.90%
- Special Constabulary 5.23%

On average in the last three years, 5.32% of new colleagues joining the force are black, Asian, mixed and other minority ethnicities.

Gender

In Staffordshire, as of 31 December 2022, the force employs the following breakdown of genders (compared to the female population of 50.5%):

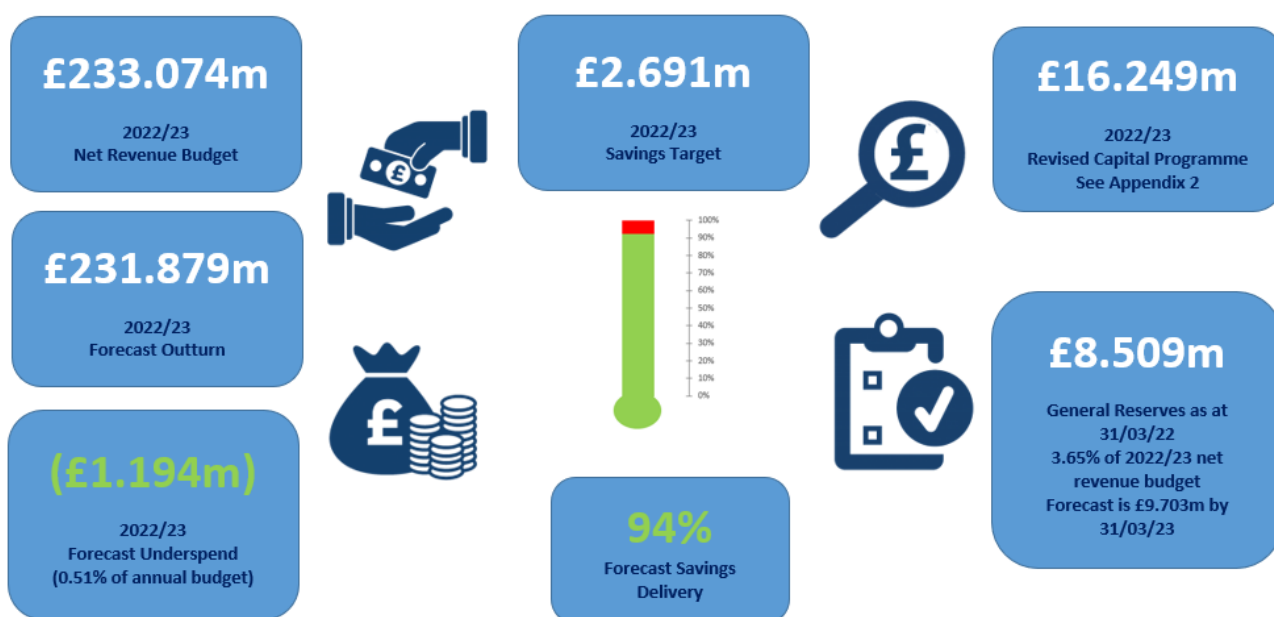
- Police officers – 65.57% male and 34.43% female – an increase of 3.73% of female police officers in the last three years.
- Police staff – 34.76% male and 65.24% female – a decrease of 2.84% of female police staff in the last three years.

The force's female representation shows an improvement during the last 12 months to 47.29%. On average in the last three years, 52% of new colleagues joining the force were female.

8.2 Efficiency

Financial monitoring is produced at group level (e.g. force plus the Office of the Police & Crime Commissioner). Below shows the executive summary of the financial position at period nine of the 2022/23 financial year.

Staffordshire Police & Staffordshire Commissioners Office Finance Update



From the above summary, the group is forecasting an underspend of £1.194m, representing 0.51% of its 2022/23 budget. Within this, the force is currently forecast to over deliver on its uplift targets and has agreed with the Home Office to take an additional 15 officers above its target through over recruitment in the current year. These officers are funded on a one-off basis by the Home Office and any decision to seek officer growth permanently above the uplift numbers is a decision reserved for the 2023/24 MTFS.

Within the overall forecast outturn, the main pressure of note relates to fuel costs. There is a current forecast pressure of over £1m on gas and electricity costs and c.£0.250m in relation to diesel/petrol costs. Additional pressures are seen in leased buildings through service charges which often include fuel.

However, the relatively mild winter to date, coupled with falling wholesale prices has seen this forecast pressure reduce, coupled with the rates secured by our energy buyers across a basket of energy being lower than the governments commercial price cap. The MTFS contains a pressure of £1.2m for gas and electricity and £0.275m for diesel/petrol with an unknown being the rates of fuel duty from April as the reversal of the 5p per litre cut in duty expired and the fuel duty escalator (increases in duty at twice the rate of inflation) are due to take effect. However, this may be addressed in the spring statement by the Chancellor.

Higher interest rates have resulted in additional investment income received by the group which has contributed to the overall underspend position. This, alongside limiting capital spend, will form a key component of the 2023/24 MTFS with investment income expected to produce c.£1m of additional income next year, but requires a continuation of the policy of no external borrowing to deliver (as new borrowing is correspondingly higher).

In relation to savings, two schemes have seen slippage and remain unchanged from the last report.

- IT – a saving was included in relation to the decommissioning of Lotus Notes (£0.065m), which has slipped but will be delivered in future years
- A reduction in travel saving (£0.100m) was included in the MTFS. Whilst employee travel costs for fares is forecast to underspend, there is a forecast overspend in excess of £0.100m against casual mileage. Therefore, the forecast delivery of this saving has been reduced. It is not anticipated this will be delivered in future years and has been included as a pressure in the 2023/24 MTFS.

Reserves overall remain in a healthy position, in line with the wider sector. This is an improvement in the position recorded in previous years, allowing for the group to utilise a small number of reserves to cushion the impact of the autumn statement which set out overall tougher financial settlements over the medium term for public bodies than were anticipated in the 2021 spending review.

The table below sets out the detailed revenue financial position for the group as at period nine.

	Annual Budget £'000	Year to Date			Forecast		
		Budget £'000	Actual £'000	Variance £'000	Budget £'000	Actual £'000	Variance £'000
Pay							
Police Officer Pay Costs	112,464	82,062	82,760	697	110,987	111,138	151
Pcso Pay Costs	8,744	6,559	6,103	(457)	8,744	8,176	(567)
Police Staff Pay Costs	60,484	45,341	44,044	(1,297)	60,583	59,401	(1,182)
Other Employee Costs	6,380	5,262	4,698	(563)	6,476	6,513	36
Police Officer Pensions	5,433	4,075	2,858	(1,217)	4,651	4,538	(113)
	193,505	143,299	140,463	(2,836)	191,441	189,767	(1,674)
Non Pay							
Repairs & Maintenance	63	55	119	63	63	138	75
Other Premises Costs	4,802	3,565	4,320	755	4,802	5,941	1,138
Vehicle Costs	3,759	2,821	3,306	485	3,788	4,393	606
Other Travel Costs	461	346	346	0	461	485	24
Operational Supplies & Service	6,764	5,094	4,585	(509)	6,762	6,740	(22)
Communications & Computers	13,858	10,412	9,296	(1,115)	13,904	13,217	(687)
Administration	2,779	2,126	1,309	(817)	2,800	2,527	(273)
Other Supplies & Services	1,184	877	187	(691)	1,184	1,167	(17)
	33,671	25,297	23,468	(1,829)	33,765	34,609	844
Contracted							
Third Party Payments	14,856	11,136	7,895	(3,241)	15,420	16,005	585
	14,856	11,136	7,895	(3,241)	15,420	16,005	585
Capital Financing							
Capital Financing Costs	7,518	7,196	8,146	951	7,542	8,376	834
	7,518	7,196	8,146	951	7,542	8,376	834
Income							
Grants & Contributions	(9,007)	(6,832)	(7,193)	(362)	(9,966)	(11,058)	(1,092)
Reimbursements	(5,323)	(4,103)	(5,466)	(1,363)	(5,323)	(6,598)	(1,275)
Sales, Fees & Charges	(926)	(695)	(775)	(80)	(943)	(991)	(48)
Other Income	(392)	(333)	(762)	(429)	(392)	(873)	(481)
	(15,648)	(11,963)	(14,197)	(2,234)	(16,624)	(19,520)	(2,897)
Funding							
Reserve Transfers	(828)	(271)	2,344	2,615	1,529	2,643	1,113
Use of capital receipts	0	0	0	0	0	0	0
Recharge direct to capital	0	0	0	0	0	0	0
Intra Group Transfers	0	0	0	0	0	0	0
	(828)	(271)	2,344	2,615	1,529	2,643	1,113
Unallocated Savings							
Unallocated Savings	0	0	0	0	0	0	0
	0	0	0	0	0	0	0
Total Revenue Budget	233,074	174,694	168,119	(6,575)	233,074	231,879	(1,194)

External debt will fall in 2022/23 as repayments on fixed-term loans are made and not refinanced. This policy of utilising internal cash balances helps deliver lower repayment costs and supports the revenue budget and the cost to the taxpayer.

8.3 Value for Money

Value for money is a term defined (in the public sector) by the National Audit Office (NAO). The NAO uses three criteria to assess the value for money of government spending i.e. the optimal use of resources to achieve the intended outcomes:

1. Economy: minimising the cost of resources used or required (inputs) – spending less
2. Efficiency: the relationship between the output from goods or services and the resources to produce them – spending well
3. Effectiveness: the relationship between the intended and actual results of public spending (outcomes) – spending wisely.

In the most recent HMICFRS inspection, the force was judged to require improvement. Whilst the report was detailed as to the areas of improvement this rating was driven by the third point above, effectiveness, as opposed to being an organisation that cannot demonstrate point one and two.

The most recent (2022/23) HMICFRS Value for Money (VFM) profiles have been released in draft form to forces for accuracy checks. In their draft form, they continue to show across a number of key metrics that the force is strong at delivering economy and efficiency. Further work has been undertaken to strengthen the effectiveness of how money is spent in terms of aligning spending to intended outcomes. This has been undertaken through the resource allocation and challenge panels over the last three months.

These panels aim to identify areas where spending does not align to intended outcomes and savings that can be included in the Medium Term Financial Statement (MTFS) process and also critique capital or revenue investment plans ahead of any inclusion in the MTFS. Within this, key performance data is also scrutinised to ensure agreement with spending and areas of high spend (based on benchmarking) and low performance are analysed in depth.

In terms of benchmarking data, the following are some key highlights:

- Staffordshire Police is the sixth lowest funded/spending force per head of population in England and Wales. Spend is £194.89 per person per year (the group is the twelfth lowest funded in England and Wales)
- Staffordshire has the fourth lowest number of police officers per head of population in England and Wales
- Staffordshire has the seventh highest spend per head of population on PCSOs
- Support function spending is the fifth lowest per head of population in England and Wales (and within this finance is the lowest spend in England and Wales).

The diagram on the next page shows the position in Staffordshire relative to other forces as of 30 March 2022:

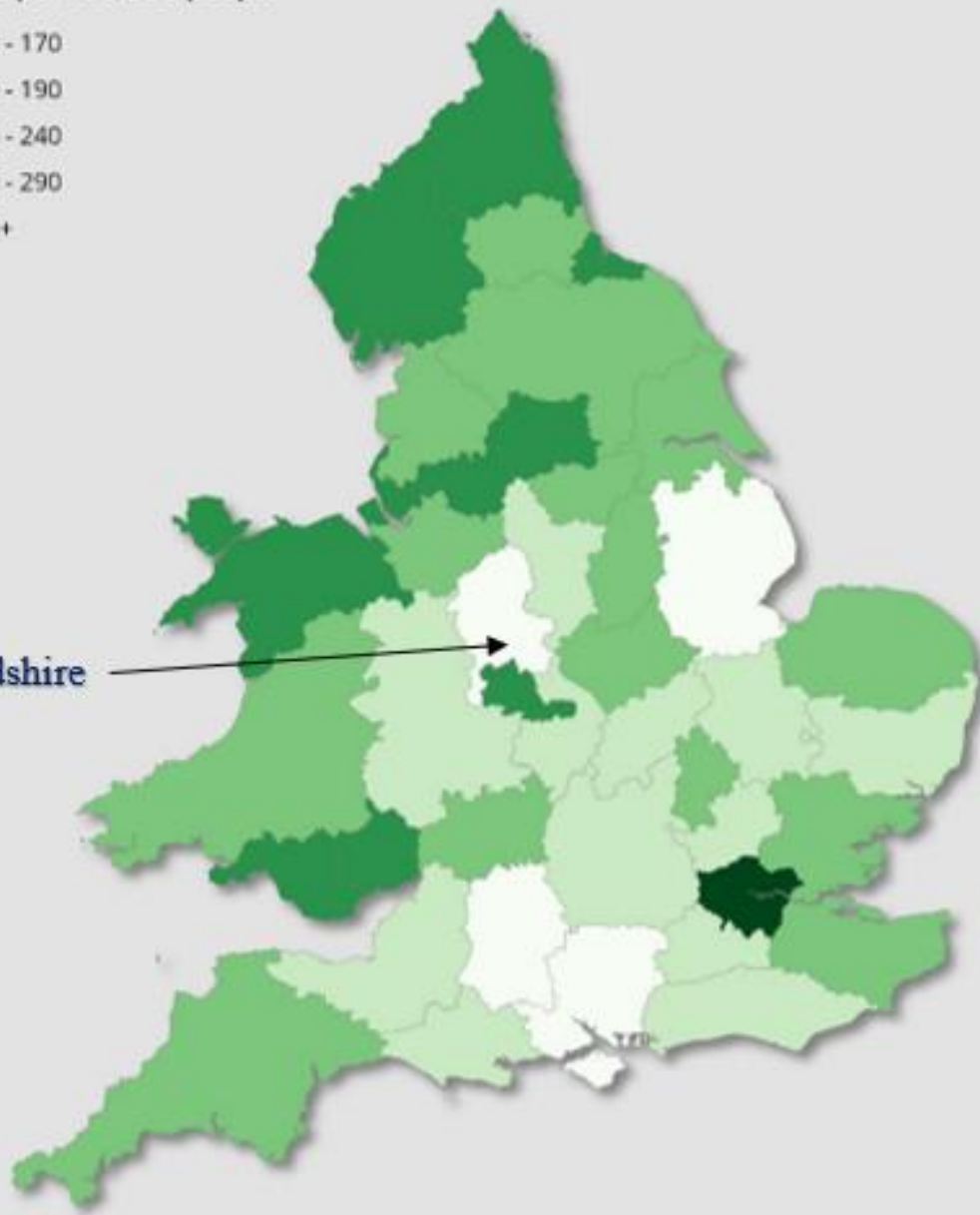
Police officers by police force area

FTE including long term absentees, at 30 March 2022
England & Wales

Officers per 100,000 people



Staffordshire



Notes: Metropolitan Police Service and City of London forces have been combined.

Sources: Home Office, [Police Workforce: England and Wales: ONS, Census 2021, first results](#), released 28 June 2022.

Conversely the number of Staffordshire Officers in 'front line' roles is the third highest in the UK based on the same Home Office data set.



Source: Home Office, [Police Workforce, England and Wales: 31 March 2022](#), Table F5

Tying the two data sets together explains, to some degree, the challenges faced in Staffordshire around front-line resilience and our ability to flex resource to meet operational requirements.

Taking account all of the above, we will be aiming for a headcount of 2,000 police officers by the end of March 2024 (an addition 60 officers in 2023/24). This would move officer headcount to 176 per 100,000 population. In light of the funding settlement, this will be challenging and require significant changes elsewhere across the groups spend.