Public Performance Meeting Report

23 January 2024

Published - January 2024

Data to 31 December 2023

Contents

I'm pleased to report that we have had one of our two Accelerated Causes of Concern (ACoC), *Responding to the public*, discharged by our HMICFRS Inspector Wendy Williams. Ms Williams wrote to me, just before Christmas, confirming her decision based on our continuing improvement over several months and the findings of her inspectors during onsite 'reality testing' in the autumn.

We are seeing further improvements in call handling times following recent process changes we have made in our Force Contact Centre. While there is still much more to do before we can exit our 'Engage' status, the decision by HMICFRS is an important step in our journey to becoming, once again, an outstanding local police service.

I'm also pleased to say that all crime volumes have begun to stabilise after a number of months where we have seen increases, albeit the level is at a higher rate than the 2019/20 (pre-Covid) baseline. Phase 1 of our Crime and Victims Bureau Project has now been implemented and the department has now taken full responsibility for applying the correct outcomes and closing all force crime, which will lead to more accurate crime recording and enable victims to receive support more quickly than was previously the case. As importantly, more victims are receiving the justice they deserve, as we have also seen, in our latest December figures, an increase in criminal justice outcomes for victims. The December rate of 16.7 per cent is a 3.5 percentage point improvement over the last 12 months.

Tragically, over Christmas, we saw further fatalities on Staffordshire's roads. This brings the total number of fatal incidents on our roads in 2023 to 42 (leading to 44 deaths), an increase of 6 road deaths on 2022, and a picture that is, tragically, reflective of increases in road deaths across other regional forces. Each one of these deaths is a tragedy, leaving behind grieving families and friends. There's no single reason, or location, behind the rise in deaths we have seen. But in response, we relaunched Operation Lightning, investing more staff into a 24/7 roads policing unit to tackle those who put other road users at risk, and will continue to educate the wider driving community about the importance of road safety.

Looking ahead, from the 1 February we will be starting the phased implementation of Right Care, Right Person. Right Care, Right Person is an approach designed to ensure that when there are concerns for a person's welfare linked to mental health, medical or social care issues, the right person with the right skills, training and experience will respond. In many cases, this may not be the police. Similar schemes have already been successfully adopted by forces in Humberside, Lincolnshire, Hampshire and London.

We have been working closely with stakeholders since the summer, including local authorities, the NHS and ambulance service, to ensure that all organisations understand what Right Care, Right Person will mean and what they need to put in place. In the first instance, we will focus on 'concern for welfare' calls, where there is no immediate risk to life, and which are better served by our health and social care colleagues. I'm convinced that Right Care, Right Person will lead to a better service for our most vulnerable citizens, when a police response is not the most appropriate. And it will free up time for police officers to respond to those calls for which we are best placed to respond, including tackling crime.

Finally, I want to welcome our new Deputy Chief Constable, Jon Roy, who has joined the force from Merseyside Police, where he was an assistant chief constable. Jon has taken over from Emma Barnett, KPM, and I want to thank her for her service to Staffordshire Police and policing more widely, and wish her an enjoyable retirement after 30 years' service.

Chris Noble
Chief Constable

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

Police, Fire and Crime Commissioner, Ben Adams, and Chief Constable Chris Noble recently attended the quarterly Police Performance Oversight Group as part of the Engaged monitoring, which reviews progress against the areas for improvement identified by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

The meeting, which is attended by colleagues from HMICFRS, the Home Office, the National Police Chiefs' Council (NPCC), the College of Policing and the Association of Police and Crime Commissioners (APCC), focuses on the steps the force is taking to improve our performance in the following areas for improvement.

ACoC1 - Responding to the public – *Discharged Dec 23*

Data, Oversight, Grip

- Contact performance dashboards, real time monitoring and interventions
- Daily, weekly, monthly performance oversight
- Ongoing commitment to Triage
- Local model of operational leadership
- Revised incident graded response policy Sept 2023 – ongoing monitoring and mitigations
- Fast time investment in FTE (Red snapper recruitment)

Impact

- Improved morale and working environment with consistent performance focus
- Significant sustained improvement - THRIVE compliance and quality
- Significant sustained improvement – Appropriate advice preservation of evidence / crime prevention
- Significant sustained improvement - reduction in time to answer emergency calls – top 10 within national target
- Increased recording of repeat ad vulnerable callers
- HMICFRS review Sept/Oct 23 supportive of forces assessment
- Early signs of 101 and attendance time improvement
- December 23 ACOC discharged
- Have shown excellent THRIVE quality in reality testing – as acknowledge by HMICFRS colleagues in Sept/Oct.
- Top 10 currently for National SLA's.
- New intake in New Year – continue to build on solid foundations and striving for excellence
- Attendance times for G2 last qtr average 3 hours – Dec 23 average 2 hours 19 mins
- Internal VSA confirms improvements

At a Glance

PPOG	16/01/2024	
ACOC 1 – Responding to the Public: Force Contact	Ensure that call handlers use and correctly record structured initial triage and risk assessments, to inform the prioritisation given to the call and the most appropriate response.	DISCHARGED
	Vulnerable and repeat callers are routinely identified, as are other people in the household who may be vulnerable	DISCHARGED
	Ensure that call takers give appropriate advice on the preservation of evidence and crime prevention.	DISCHARGED

ACoC2 – Quality of Investigation

Data, Oversight, Grip

- Invested in audit capability and accuracy – mature, systematic approach and reliable processes now embedded, acting and learning where issues found

- Internal VSA process aligned with HMICFRS methodology and informing intrusive assurance activity over next quarter

- Increased supervisory oversight and grip demonstrated with performance data

- Uplift of 10 Investigation Quality Sgts – directing and supervising OICs

- Masterclasses for Sgts and OIC's, IQSSA, Sgts Sprint work – related benefits tracking

- Local command and leadership in place - LOIs & OJIs

- Dedicated Detective Superintendent appointed as Quality of Investigations lead

- Crime Bureau phase 1 completed – Crime administration function growth to release capacity for frontline Sgts to focus on quality across investigations

- Systemic review of approach and outcomes especially OoCD – expert consultant

- Improvement plan for outcomes for low level crime including policy, training and performance enhancements

Impact (largely compliance related)

- Reduction in work in tray and average time to investigate – Op Tenon

- Increased investigation plans in place

- Increased supervisory oversight evident

- Improvements in timeless to investigate – improved MSF position

- Emerging signs of improvement around victim satisfaction

- Increase in OoCD usage rate (17% Dec 23)

ACOC 2 – Effective Investigations		
	Ensure investigations are completed	ON TRACK
	Make sure evidence led prosecutions are pursued	ON TRACK
	Ensure crimes are actively and regularly supervised	OFF TRACK
	Ensure VCOP is complied with	ON TRACK

Ongoing HMICFRS Activity

Focus Since PPOG September 2023

- Ongoing systemic improvement programme across the force – not confined to ACoC

- Internal VSA process: Invested heavily in audit and assurance – fully aligned with HMICFRS methodology to provide confidence in the insight it provides regarding remaining issues

- Progress around AFIs for Q7 Managing Offenders

- Key Investment areas since last PPOG

  - 10 Investigation Quality Sergeants to support Local Policing management of risk and crime investigation quality

  - Op Dare – intensified intrusion into quality of investigations to address individual case issues and root causes

  - Crime Bureau Phase 1 – Uplift to support administration function

  - Op Tenon – focus on work in tray and suspect management

- Benefits of enhanced collaborative approach with HMICFRS – AFIs and PEEL framework

OFFICIAL

Next steps / Focus for next Quarter

- Continued monitoring to ensure sustained good performance across improved areas
- Focus on enduring challenges with clear plans to address e.g. Op Dare, Op Tenon, OoCD, development of Crime Bureau model
- Mass casefile audit and review to further drive standards
- Invest and build capacity in other key areas – DDAT, Proactivity, PPU
- DCC focus on driving change and improvements
- Integrate HMICFRS fieldwork and VSA findings into ongoing activity
- Appoint new and key leaders
- Further work with partners linked to Right Care Right Person
- Utilise MTFS and precept decision to enable investment in key areas

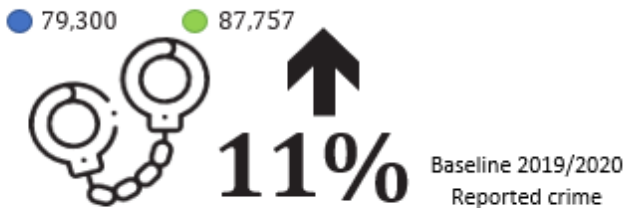OFFICIAL

Summary overview

STAFFORDSHIRE POLICE

- Statistics from **2019/2020 baseline or National baseline for crime calendar year 2019**
- Statistics from **01/01/2023 to 31/12/2023**

Prevent harm and protect people

All crime in Staffordshire
- 79,300
- 87,757

11% Baseline 2019/2020 Reported crime

Sexual offences
- 2,997
- 3,349

12%
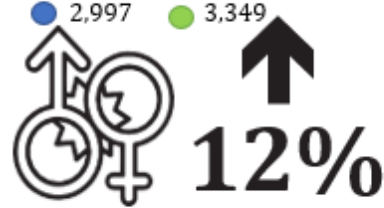
Prevent harm and protect people – National Beating Crime Plan

Neighbourhood crime
- 9,426
- 9,578

2%

Knife Crime
- 599
- 768

28% National baseline (2019) – Validated crime

Domestic Abuse (Crime)
- 15,087
- 20,368

35%

Local and responsive service

999 Calls (Emergency demand)
- 184,225
- 238,489

29%
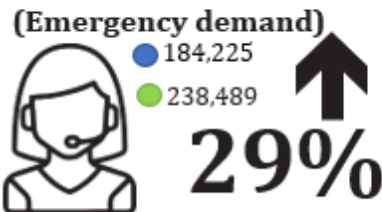
Non-Emergency demand (101 calls and digital contact)
- 390740
- 365804
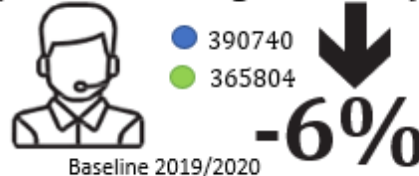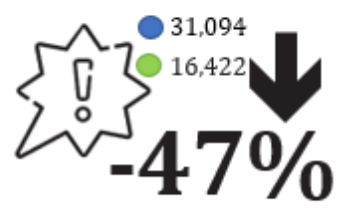
-6% Baseline 2019/2020

Anti-Social Behaviour
- 31,094
- 16,422

-47%

Reduce Offending and Reoffending

Criminal Justice Outcome Rate
- 13.4%
- 13.1%

0% Baseline 2019/2020

More effective Criminal Justice System

Charge & Postal Requisition Rate
- 9.2%
- 9.0%

0%
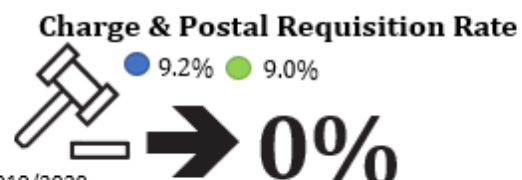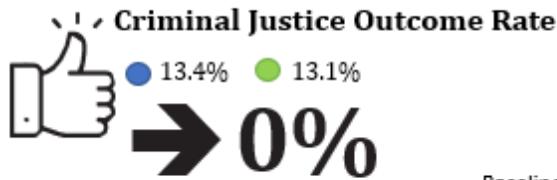
Support Victims and Witnesses

Positive opinion after contact with the police
- 57%
- 55%

-2% Previous Year 2022

Public Confidence in the police
- 63%
- 67%

4% Previous Survey in June 22

Enabling Services
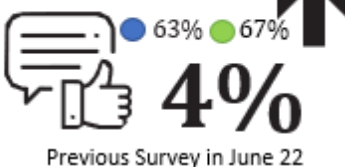
Officer Uplift (number of officers)
- 1,673
- 1,961 (FTE)

17% Baseline 2019/2020
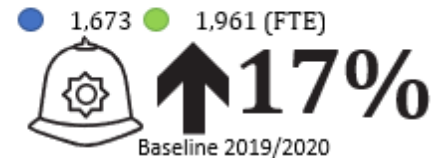
OFFICIAL

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 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?

Improving Performance
Improved computer system to monitor dynamic demand and performance ensuring sustained 999 performance by prioritising those most at risk. Resulting in a high percentage of 999 calls being answered within 10 seconds. A review of process for 101 contact handling has been conducted, highlighting the need to introduce a slow-time desk to reduce front-end demand and wrap-up times, to recirculate call takers quickly back to receiving calls. This should reduce waiting times and abandoned rates whilst improving the quality of THRIVE assessments.

Quality
Consistent Thrive assessments are monitored through a performance system broken down by teams and individuals. This is supported by a Quality and Assurance (Q&A) team monitoring live time quality. Feedback is provided direct to individuals. Control Room Managers (CRMs) are tasked with reviewing Anti-Social Behaviour (ASB) incidents to ensure the correct recording of incidents and identification of vulnerability.

Recruitment
Force Contact Centre (FCC) operators assessment centres are now being held on weekends to improve accessibility. Innovation in recruitment through agencies to explore opportunities to bring in staff to cover core times and to look to improve the 101-abandonment rate and waiting times.

Structure
Having successfully advertised and interviewed we have appointed a dedicated performance manager to review staffing profiles, response times, team balances and attendance to support continuous improvement.

999 calls

Volume

- 999 call volume has increased by 7.0 per cent (15,674) in the last 12 months compared to the previous year, an average of 43 calls extra a day
- May and June 2023 saw considerably higher volumes of 999 calls compared to other years with over 1,000 999 calls experienced on one day in June.
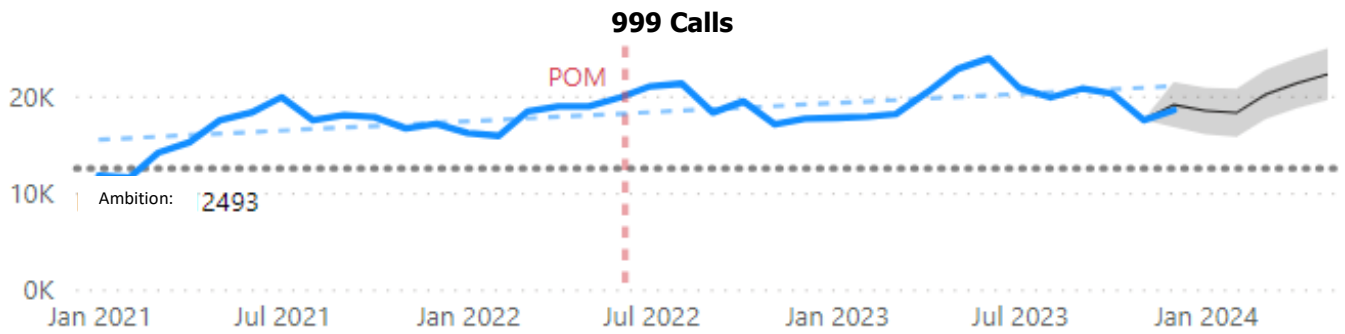
999 Calls

999 Calls	Calls 12 Months	Previous 12 Months	Difference	% Difference	Calls Trend
	238489	222815 ⬆ 15674		7.03 %	∿

Timeliness

- Average time to answer 999 calls has reduced and stabilised in the last 13 months to between six and 13 seconds, with 6.0 seconds in December 2023.
- In the previous year (summer 2022), there was a significant increase in the average time to answer 999 calls.
- Percentage of 999 calls answered in 10 seconds increased and has stabilised in the last 12 months between 83 per cent and 88 per cent, and in December 2023 achieved the SLA of 90 per cent with 90.3 per cent being answered within 10 seconds.

Average time to Answer 999 Calls
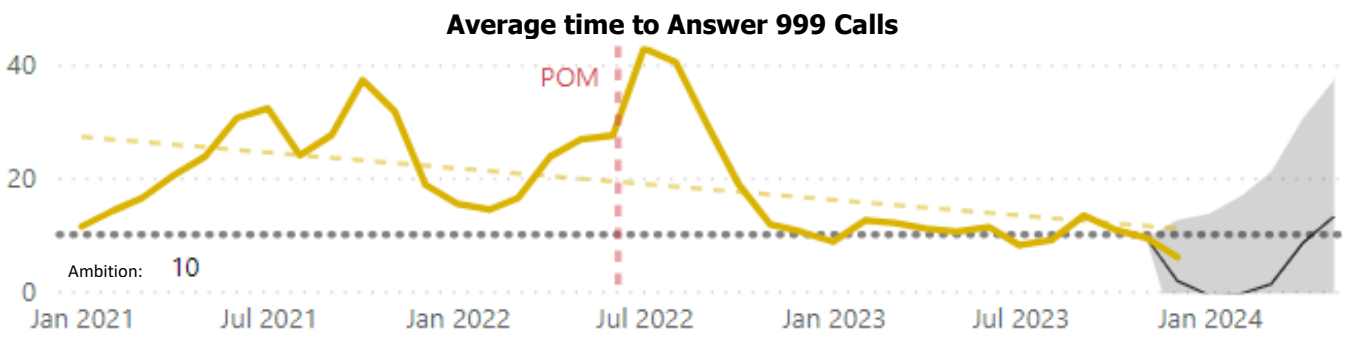
Average ATA	ATA 12 Months	Previous 12 Months	Difference	Difference %	ATA Trend
	10.28	23.72 ⬇ -13.44		-56.65 %	∿

Average Time to Answer 999 Heatmap – Last 12 months

Percentage of 999 Calls Answered in 10 seconds

	Answered in 10 secs %	12 Months	Previous 12 Months	Difference	Ans. 10 secs % Trend
	85.62 %	76.71 %	⬆ 8.91 %	
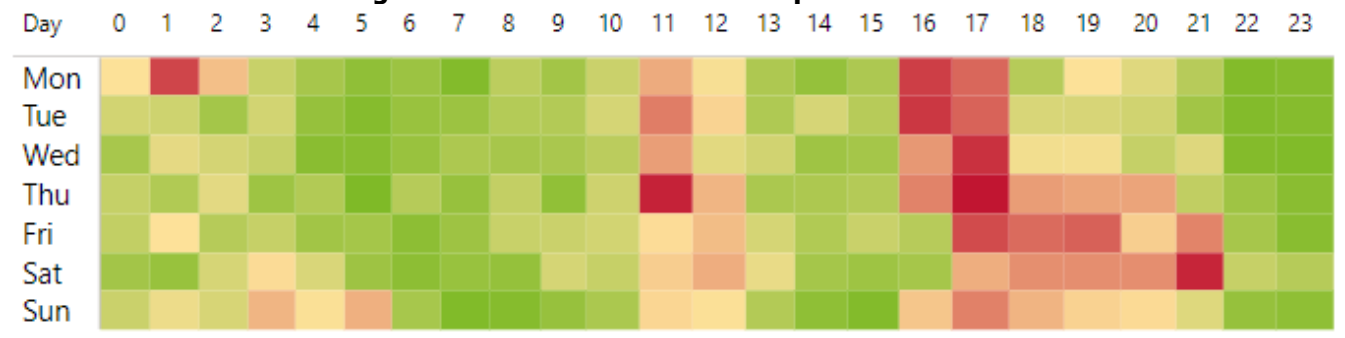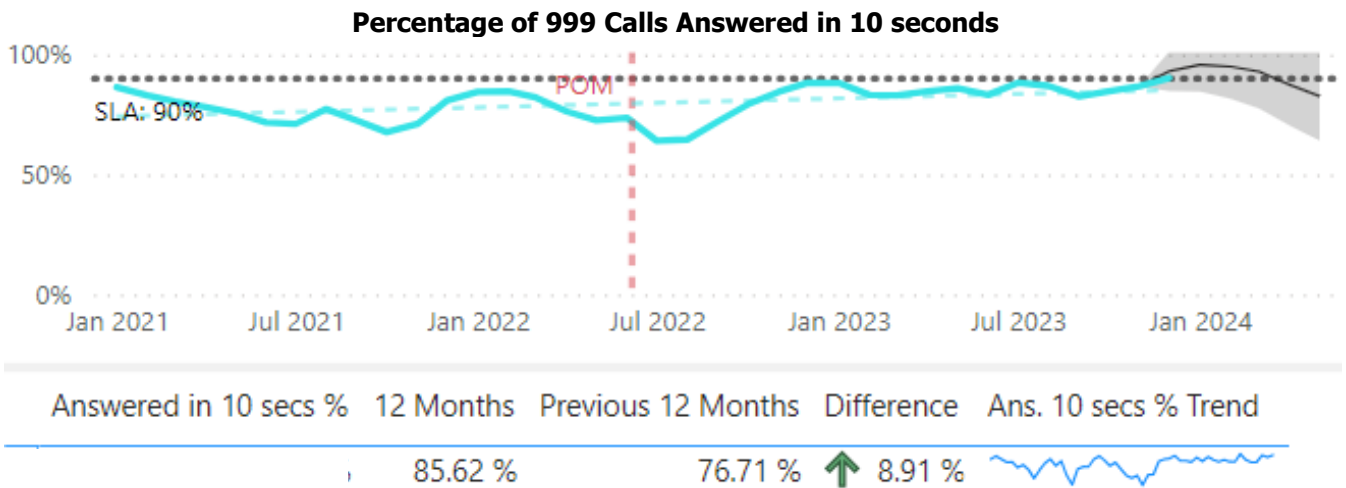
National 999 Data

Data is for the last 12-month period to the end of November 2023, and this meeting has the first 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 **26th out of 42** forces. Compared to the previous 12 months Staffordshire was 25th, a decrease of one position.
- In the last three months (September to November 2023) Staffordshire is **26th out of 42** forces

- In the last 12 months, Staffordshire was **30th out of 42** forces for the average answer time in seconds for 999 calls. Compared to the previous 12 months Staffordshire was 35th, an improvement of five positions.
- In the last three months (September to November 2023) Staffordshire to **35th out of 42** forces.

- In the last 12 months, Staffordshire was **10th out of 42** forces for the percentage of 999 calls answered within 10 seconds. Compared to the previous 12 months Staffordshire was 15th, an improvement of five positions.
- In the last three months (September to November 2023) Staffordshire to **14th out of 42** forces.

101 Calls and Digital Demand

Volume

- 101 call volumes (including triage) are increasing with 8.1 per cent (+23,539) more 101 calls in the last 12 months compared the previous year. The average equals 64 extra calls per day
- Digital demand has decreased by -40 per cent (-33,867) in the last 12 months compared the previous year.

OFFICIAL

101 Calls (Triage and direct to 101)
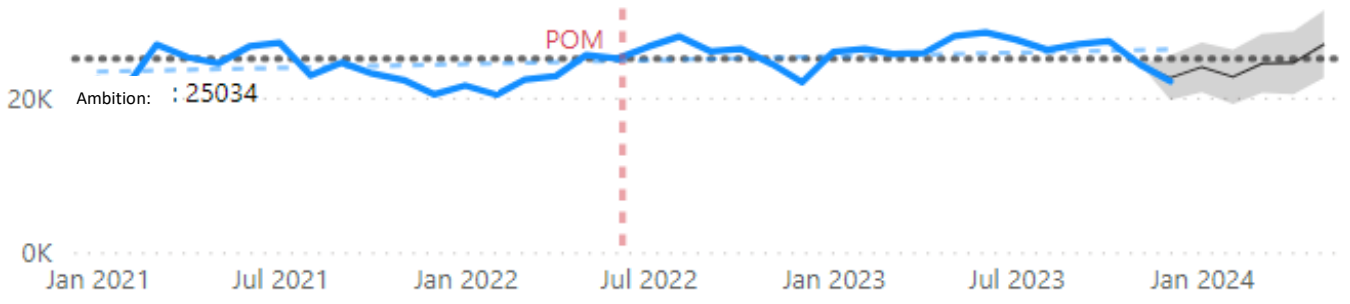
	Calls 12 Months	Previous 12 Months	Difference	Difference %	Calls Trend
	314426	290887 ↑	23539	8.09 %	

Timeliness

- Improved average time to answer 101 calls has been under 10 minutes for the majority of the last 12 months. Slight increases were seen in October 2023, when new staff were introduced in the Force Contact Centre, this has since reduced and December 2023 saw an average time to answer of 6.8 minutes.
- This increase is linked to the utilisation of the FCC's resilience, which allows call takers to transfer between 101 and 999 calls in a surge capacity model, in order to deal with the increases in 999 calls which carry a higher harm and risk to the public. This is balanced on the increase in overall demand.

Average Time to Answer 101 (Triage and direct to 101)
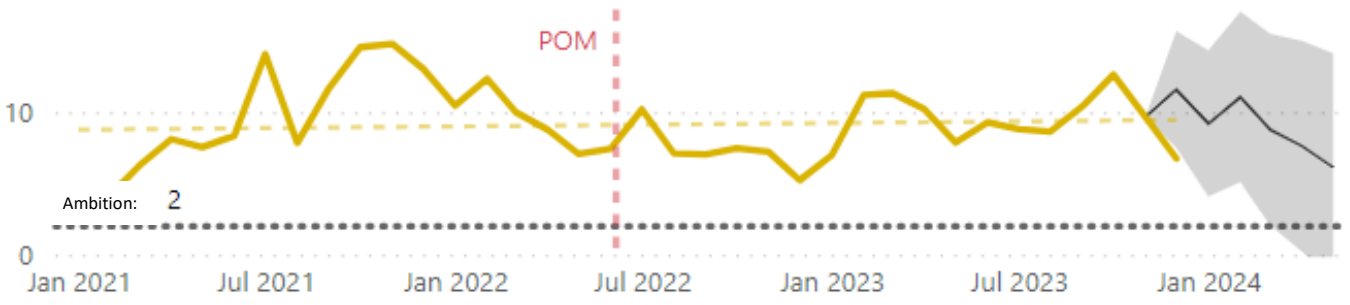
	ATA 12 Months	Previous 12 Months	Difference	Difference %	ATA Trend
	9.39	8.27 ↑	1.12	13.59 %	

Average Time to Answer 101 Heatmap – Last 12 months
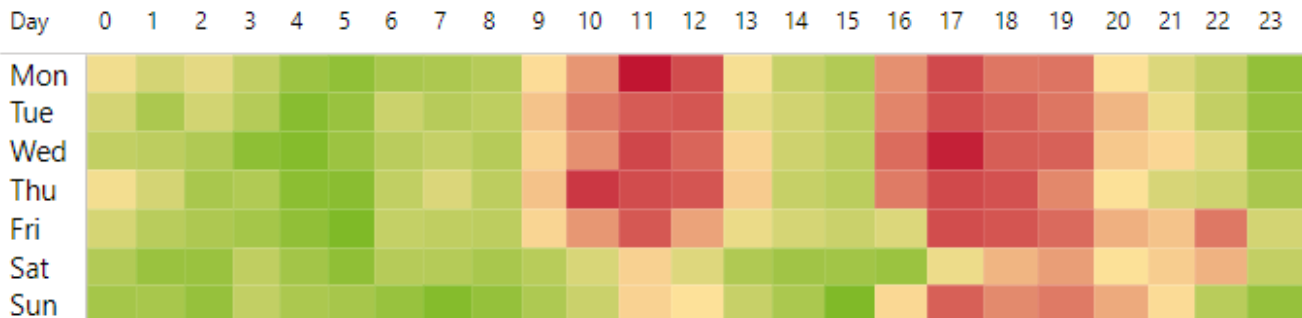
101 Triage

The triage approach to calls for service is now in place and operating, where possible, between 8am and 10pm, seven-days-a-week. This service supports the force to identify and prioritise vulnerability quickly, ensuring immediate support when appropriate. It also allows for the force to direct members of the public's enquires more effectively, with 63.1 per cent fewer calls 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, 562,707 calls have been answered and assessed - which is 74 per cent of all 101 calls received. 58.5 per cent (329,303) of these have been resolved or finalised at triage.

Routing of Triage Calls – Last 12 months

Triage Transfer Groups	Triage Calls	%
Resolved	188973	63.14%
101	67811	22.66%
Transferred Other	25328	8.46%
Queuebuster	16712	5.58%
999	484	0.16%
Total	**299308**	**100.00%**

Digital non-emergency demand
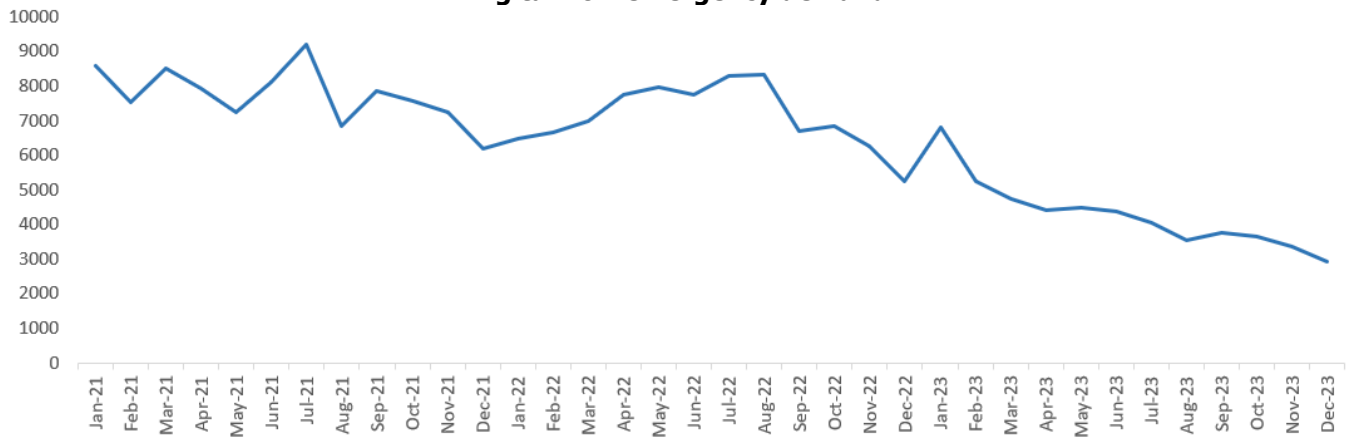
Since February 2023, the public and businesses have not been able to report crime on Facebook or Twitter. They are able to speak to a force control room operator 24/7 via the 'Live Chat' option on our website (www.staffordshire.police.uk). Crime can also be reported directly on our website.

Digital Contact Types

Feb 2023 - Change to Digital Contact options and introduction of Live Chat
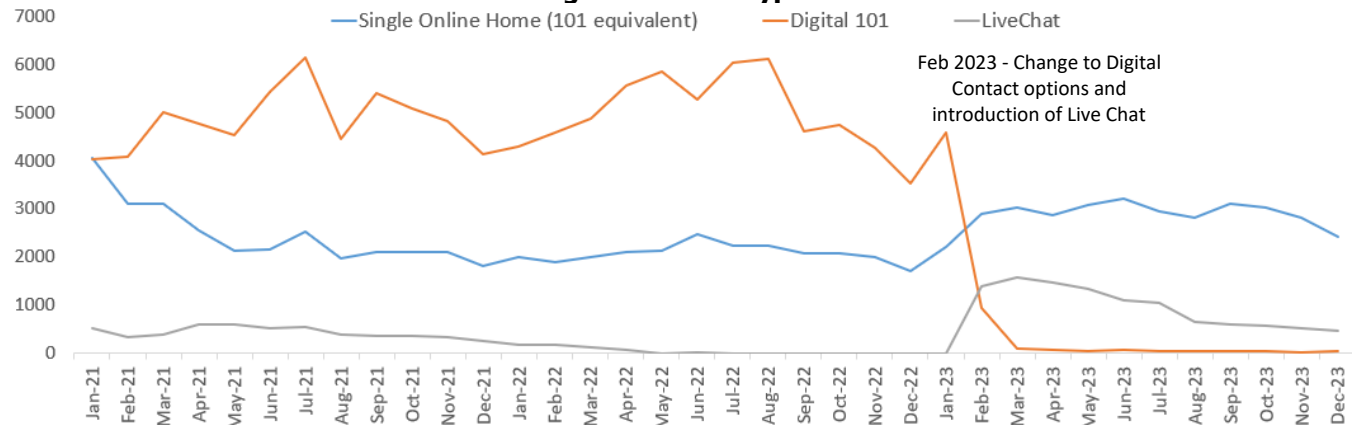
Abandoned Calls

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.

- 0.8 per cent of 999 calls were abandoned in the last 12 months. This has decreased by 2.5 per cent compared to the previous 12 months
- Summer 2022 saw increased numbers of abandoned 999 calls with seven per cent in July 2022 and six per cent in August 2022 which coincided with increased volumes of calls and higher average answer times
- The abandoned 999 rate has improved and stabilised in the last 13 months between 0.5 per cent and 1.3 per cent with 0.5 per cent abandoned in December2023.

Abandoned 999 Call Rate
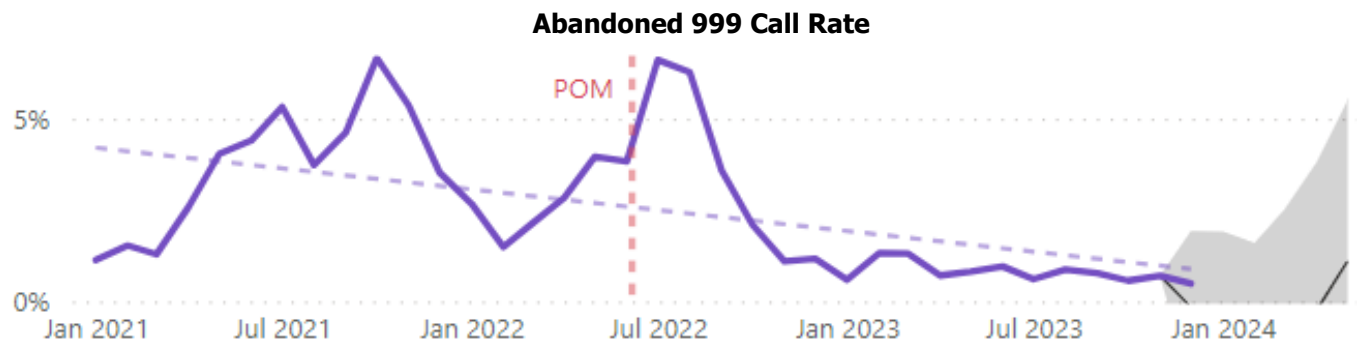
Abandon Rate %	Abandon 12 Months	Previous 12 Months	Difference	Abandon % Trend
	0.81 %	3.27 % ⬇	-2.46 %	

Triage Abandoned Calls – Never answered

- Analysis indicated that some of the abandoned calls above had been answered by the triage team and then subsequently abandoned whilst awaiting the 101 call taker. The following data only shows abandoned calls to the triage team (which would not have previously been answered)
- There is no comparison with the previous period due to triage commencing in April 2022.
- A proportion of 23.3 per cent calls to triage were abandoned in the last 12 months, and of the abandoned triage calls, 26 per cent (18,319) are abandoned within 86 seconds.

- If calls are abandoned in the initial 86 seconds this would suggest the caller either chose the digital route through the alternative options messages or made an informed decision to call back later once their position in the queue was provided.

Abandoned Triage Call Rate

Abandon % Abandon 12 Months		Abandon % Trend
	23.32 %	
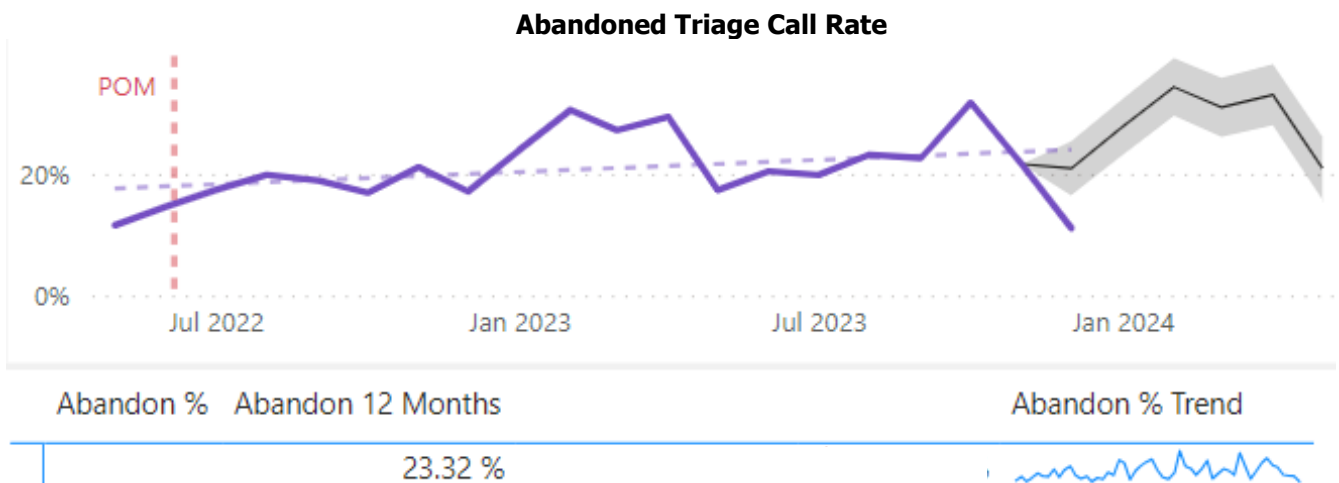
Data

Abandoned Call wait times	0 - 86 secs	87 secs - 5 mins	5 - 10 mins	10 - 20 mins	20 mins +
Last 12 months - volume	18319	27342	15004	7578	1561
Last 12 months - Proportion	26%	39%	21%	11%	2%

3.2 Response: Grade 1 and Grade 2

Response officers respond to incoming calls for service that are identified by the Force Contact Centre as an emergency (grade 1) or priority (grade 2) and which require physical attendance. Some incidents are also dealt with at a time suitable to the victim by using appointments. The Investigation Bureau also supports by dealing with calls for service that are suitable for telephone or remote support.

A new graded response model was introduced in August 2023, the changes mean that incidents will be prioritised around three key factors:
- THRIVE risk assessment (THRIVE touchpoint one)
- Grading by THRIVE Consideration – HIGH/ MEDIUM/LOW
- Prioritising factors and Vulnerability Assessment Framework (VAF)

The main changes to the policy were around grade 2 and the re-introduction of grade 3.
- Grade 2 incidents will be for incidents assessed as high risk using the THRIVE assessment.
- Grade 3 incidents will be for incidents assessed as medium/low risk from the THRIVE assessment, in the first instance a scheduled appointment should be offered to ensure officer attendance, if there are no appointments available at a time suitable to the informant, this should remain as a grade 3 and a local officer will be assigned via dispatch.

The changes help dispatchers to be able to prioritise demand based upon the above three keys risk factor as a result of the comprehensive THRIVE and VAF assessment completed on the initial call and any subsequent re-THRIVE should there be any changes in circumstances so the force understands the current risk.

In the last 12 months, 55 per cent of all incidents (132,253 incidents) were resourced (attended in person) which has increased by 4 per cent (+6,601 incidents) compared to the previous 12 months. Since the new operating model was introduced on 27 June 2022, the proportion of incidents resourced is between 52 per cent and 56 per cent, and was 57 per cent in December 2023.

Incidents by Grade: 1, 2 and 3

New Policing Model 27-Jun-22 and removal of Grade 3 incident type

New Graded Response Policy 4-Aug-23 and reintroduction of Grade 3 incident type

GRADE 1   GRADE 2   GRADE 3

Resourced Incidents

New Local Policing Model 27th June 22
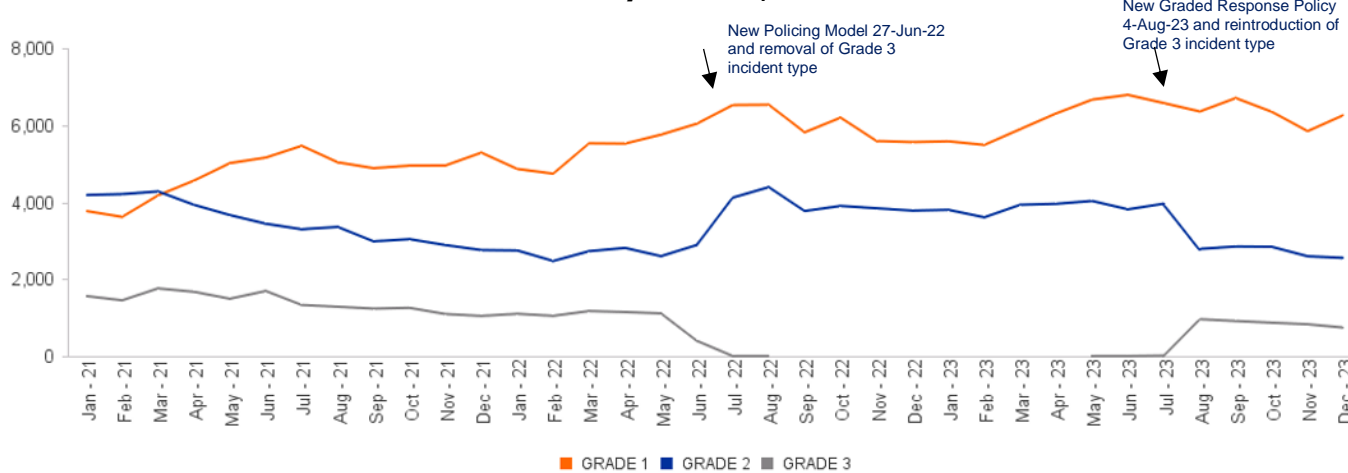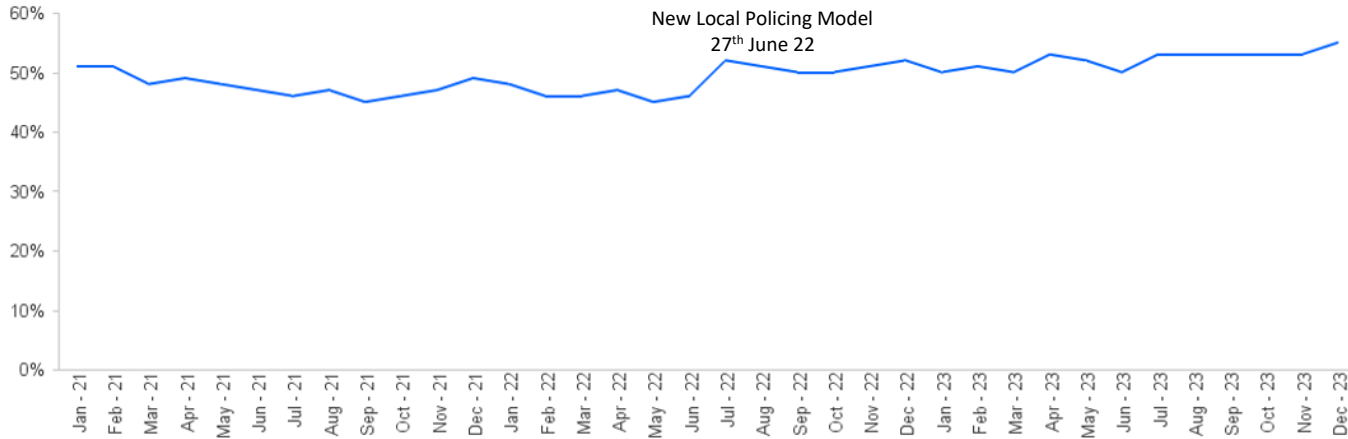
We have achieved a significant shift in the direction of performance since the implementation of the local policing operating model and continue to monitor and report our Grade 1 attendance times which have been stable.

Average Attendance Time Grade 1

New Local Policing Model 27th June 22

OFFICIAL
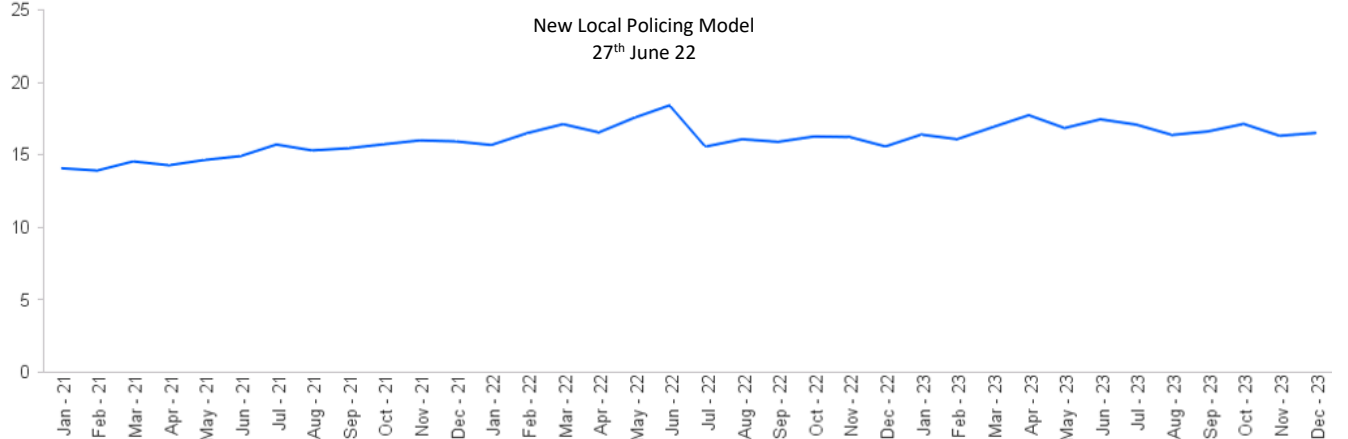
Grade 1 % attended within 15 mins

New Local Policing Model
27th June 22
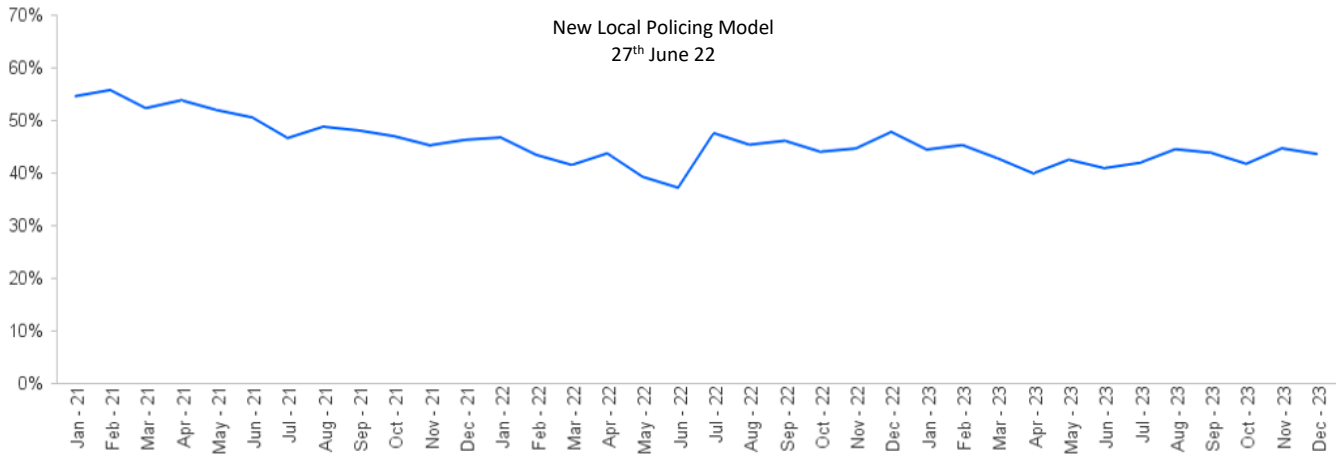
Part of the overall national attendance time is based on the time taken for the Force Contact Centre to dispatch the incident to the officer. To demonstrate our current position clearly, we have split the average attendance time to show a contact centre and a response officer split.

Grade 1 opened to dispatched - Average Attendance Time

New Local Policing Model
27th June 22
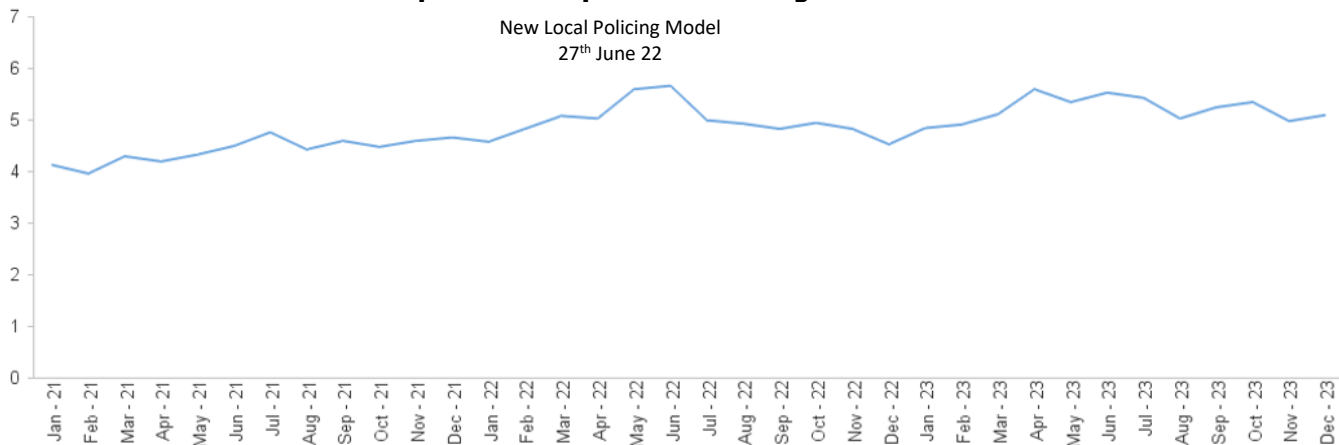
This open to dispatch time, can be further split to understand the time taken for the call taker to answer the call and take the initial details (transfer sent), the time for the dispatcher to pick up the call (transfer accepted) and the time taken to locate and send an officer (transfer dispatch).

Time (secs) to answer and send call to dispatcher and time from sent to dispatcher until resource allocated

● Median of Transfer Sent ● Median of Transfer Accepted ● Median of Transfer Dispatch

OFFICIAL
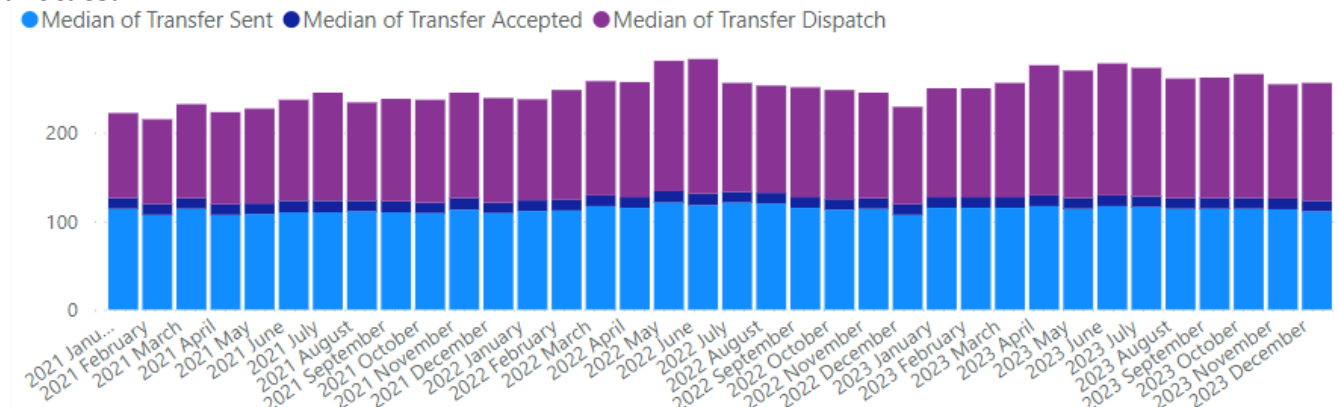
Grade 1 dispatched to arrived – Average Attendance Time

New Local Policing Model
27th June 22

Average Attendance Time Grade 2

	Aug - 23	Sep - 23	Oct - 23	Nov - 23	Dec - 23
% Open to Arrived within 2 hours	43.3%	41.1%	44.1%	42.7%	47.0%

■ % Open to Arrived within 2 hours   ━━ Average time to arrive (mins)
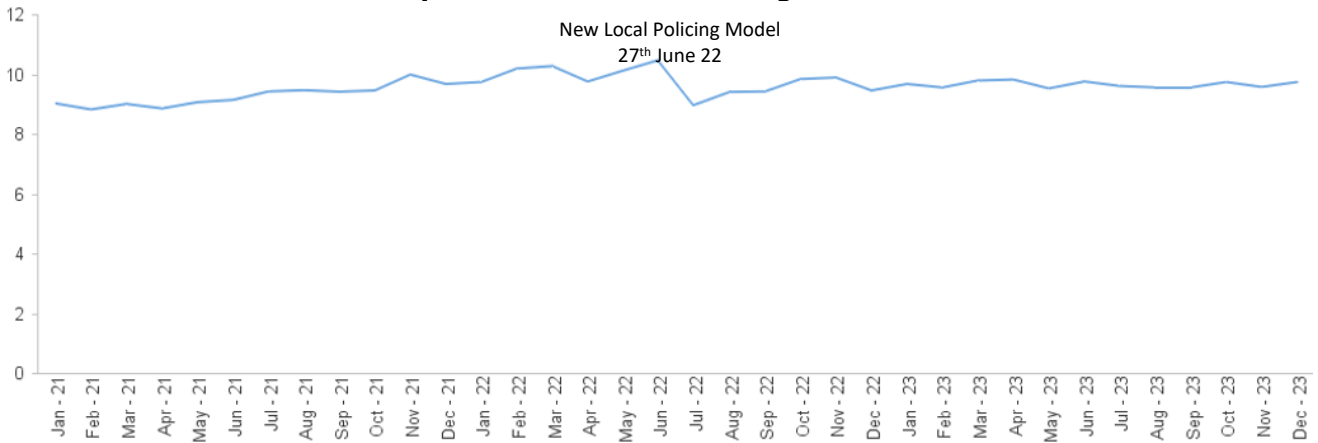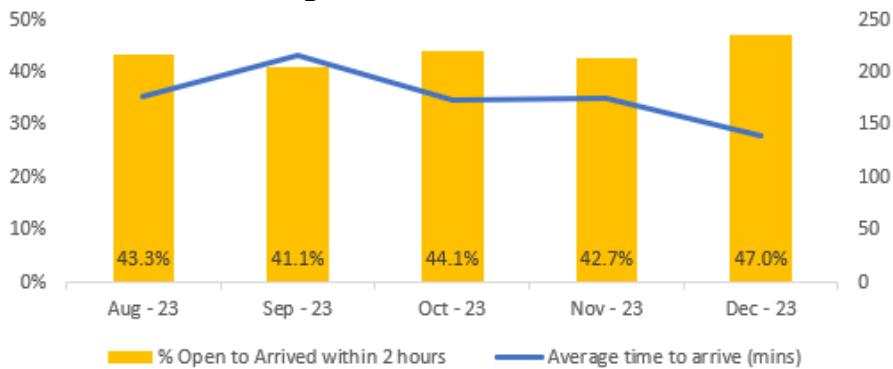
Between August and December 2023, 44 per cent of Grade 2 incidents were attended within two hours of the call being received, with an average attendance time of two hours and 53 minutes. In December 2023, 47 per cent of Grade 2 incidents were attended within two hours of the call being received, with an average attendance time of 2 hours and 19 minutes. It has only been possible to measure this since the new graded response policy was implemented on 4 August 2023, as prior to this Grade 2 incidents included scheduled appointments which impacted on the data.

The changes to the graded response policy now see Grade 2 being utilised only for high-risk THRIVE incidents rather than any incident which required the attendance of an officer and do not include any scheduled appointments. This change allows the force to have a greater focus on threat harm and risk of these incidents.

THRIVE

DEFINITION

THRIVE is the assessment tool that we use to assist us in assessing how best to respond to calls for service. It includes assessment of Threat, Harm, Risk, Investigative Opportunities, Vulnerability and Engagement. It provides and 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, and the introduction of a quality assurance manager in April 2022, the compliance rate has been 100 per cent. Initially, this was for incidents Grade 2 and below, but since February 2023, THRIVE has been compulsory for all incidents (including grade 1).

The line chart on the following page demonstrates the proportion of THRIVE which include a risk level, as there are some incident types which have no priority included. The change to introduce THRIVE on

OFFICIAL

all incidents has led to an increase in the volume of incidents, especially those with high THRIVE. Validation work has also been completed recently with the Audit and Assurance team, and an audit tool has been developed which replicates the audit process used by HMICFRS.

Thrive grading

Note: Grade 1 incidents are not included in the below calculations up until 1st Feb 2023, where they were added following a policy change. After this date all incidents are included.
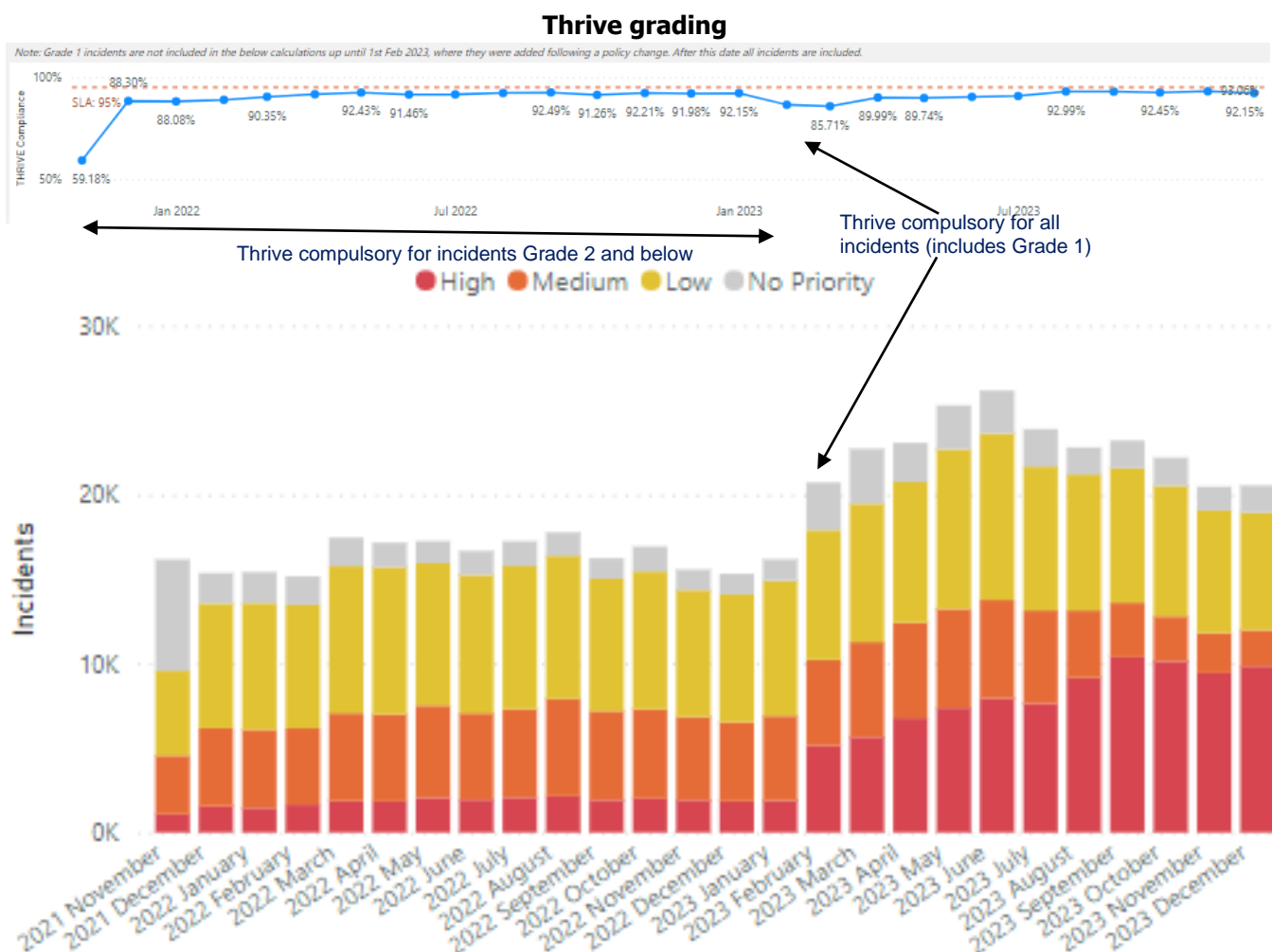
3.3 Tackle Anti-Social Behaviour

Anti-social behaviour (ASB) has shown a significant reduction from November 2022 onwards and is a more significant decrease than the expected seasonal variation. ASB has a seasonal pattern with volumes higher in the summer months compared to the winter. The overall volumes have been decreasing for the last three years.

In June 2023, we were selected to take part in the delivery of the national ASB pilot programme. The programme trials concentrated police and partner intervention in high-volume ASB areas with the intended strategic impact of:
- More effective tackling of ASB
- Increased likelihood of public in hotspot areas reporting on ASB
- Reduction in proportion of people in hot spot areas concerned about ASB
- Reduction in proportion of people in hot spots reporting experiencing or witnessing ASB.

Five areas were initially identified following detailed data analysis and in consultation with community safety partners. These are: Stafford town centre; Newcastle town centre; Burton urban ward; Hanley and Etruria; and Fenton West and Mount Pleasant. The pilot went live with phase 1 on 1 July 2023 with high-visibility foot patrols by police officers and PCSOs across the locations. So far, this has provided 3,932 hours of patrols took place across these five areas. Cannock South & West, which covers the town

centre/Cannock Park and the McArthur Glenn outlet village, has recently been added to the list of areas for extra patrols. This started on 2 January 2024.

There are two further phases of this pilot programme. Phase 2 planning focuses on the introduction of community wardens into the pilot areas to enhance police visibility provision alongside targeted interventions to problem solve the causes of ASB. It is anticipated this additional capability will go live in late 2023. Phase 3 is focused on new mobile platforms for community engagement to support intervention in the pilot and wider. Three new mobile police stations will be deployed into the pilot areas and wider to bring community engagement opportunities into local communities at a variety of locations and times. A training programme has been developed for police and partner agencies to build capability to tackle ASB in the longer term. The training has already started in some areas with each local authority area setting up dates for local officers and other stakeholders (LA staff, housing teams etc) to attend. The programme commenced in December 2023 with four modules covering various aspects of ASB and runs until December 2024 across all local authority areas.

In addition to the ASB pilot programme, two funding proposals have been submitted to the Home Office under Round 5 of the Safer Streets Fund, both of which were successful. The Cannock bid has been successful and the local authority are already tendering for contracts re enhanced CCTV, street lighting, taxi marshal initiative and various other proposals that will be paid for by the safer streets funding. The Longton and Tunstall bid has been successful and plans are in place to enhance the CCTV to provide greater coverage of the town centre and for alleyway gating. Some of this work will cross over in the violence against woman and girls area of business in making the streets safer after dark.

Volume

- 16,422 ASB occurrences in the last 12 months, a decrease of -24 per cent (-5,072) compared to the previous 12 months, on average 14 less occurrences a day
- Al types of ASB have decreased. However, the majority of the decrease is in the personal nuisance category -45 per cent (-3,869), due to the better identification and classification of behavioural crimes.

Anti-Social Behaviour

Extra Scrutiny placed around how contact centre categorises ASB and crimes
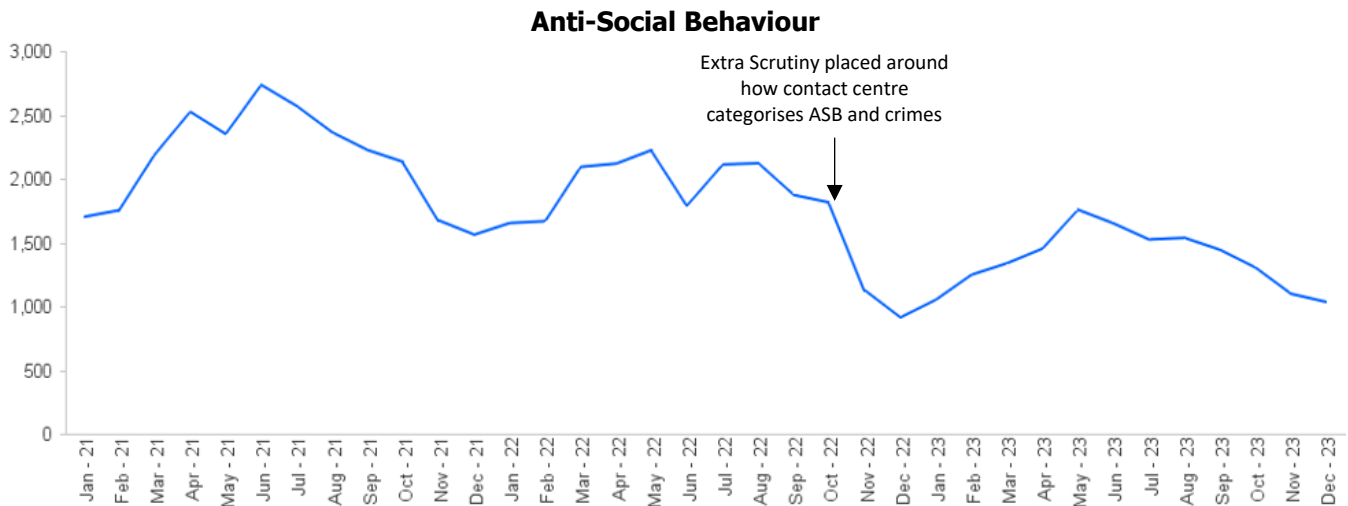
Data

	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	12467	11403	-1064	-8.5%	19260	-7857	-40.8%
ASB - Personal Nuisance - E1	8674	4805	-3869	-44.6%	11345	-6540	-57.6%
ASB - Environmental - E3	353	214	-139	-39.4%	489	-275	-56.2%
ASB	**21494**	**16422**	**-5072**	**-23.6%**	**31094**	**-14672**	**-47.2%**

DEFINITION	**The definition for Anti-Social Behaviour types**
	Community Nuisance ASB
	A condition, thing or person which causes trouble, annoyance, inconvenience or offence to the local community in general rather than to an individual victim. Includes behaviours which are beyond the bounds of acceptability. This may vary between communities who will have different ideas about what is socially acceptable.
	Personal Nuisance ASB
	Is targeted at an individual or group and is likely to cause concern, stress or irritation and have an impact on people's quality of life, from a minor annoyance to disruption to mental or emotional wellbeing.
	Environmental ASB
	Individuals or groups who impact on their surroundings including natural, built and social environments, this includes public, shared and private spaces.

Repeat Anti-Social Behaviour

- 21 per cent (922) of suspects/offenders have been linked to more than one ASB occurrence in the last 12 months. 55 per cent (509) repeat suspects or offenders were linked to two ASB occurrences. Reduction in repeat suspects or offenders of 27 per cent compared to previous year (-334)
- 11 per cent (670) of victims have reported more than one ASB occurrence in the last 12 months. 71 per cent (474) repeat victims have experienced two ASB occurrences. Reduction in repeat victims of 52 per cent compared to previous year (-718)
- 21 per cent (1,765) of addresses have reported more than one ASB occurrence in the last 12 months. 61 per cent (1,071) of repeat addresses have experienced two occurrences. Reduction in repeat locations of 33 per cent compared to previous year (-874)
- Repeat ASB suspects are the 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 of instances to support problem solving.

3.4 Reduce Neighbourhood Crime (NCPM)

DEFINITION	**The definition for Neighbourhood Crime derives from 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.

Visible neighbourhood policing is the bedrock of British policing, and is central to how we, in Staffordshire, police our communities. Recently the force updated its new neighbourhood strategy, which placed visible, accessible and responsive policing at the heart of our ambitions. This is key to modern policing: we need all our communities to have trust and confidence in what we do, as when this is the case, communities engage more, support us more, and together help us tackle crime. But being visible in the heart of our communities remains key. We're planning a significant expansion of our face-to-face activity, with more focus on being at those events and locations where we can meet more of our communities, in addition, we'll focus our patrols on known hotspots, using intelligence provided by our communities and our partner organisations to identify where we can have most impact.

Neighbourhood crime is stable (+1) in the last 12 months compared to the previous 12 months. Neighbourhood crime has increased by 1.6 per cent (152) compared to the national Beating Crime Plan baseline which is the calendar year 2019.
Burglary residential and vehicle interference have both increased by 10 per cent in the last 12 months compared to the previous 12 months and have also increased compared to the national Beating Crime Plan baseline.

Neighbourhood Crime (Beating Crime Plan)
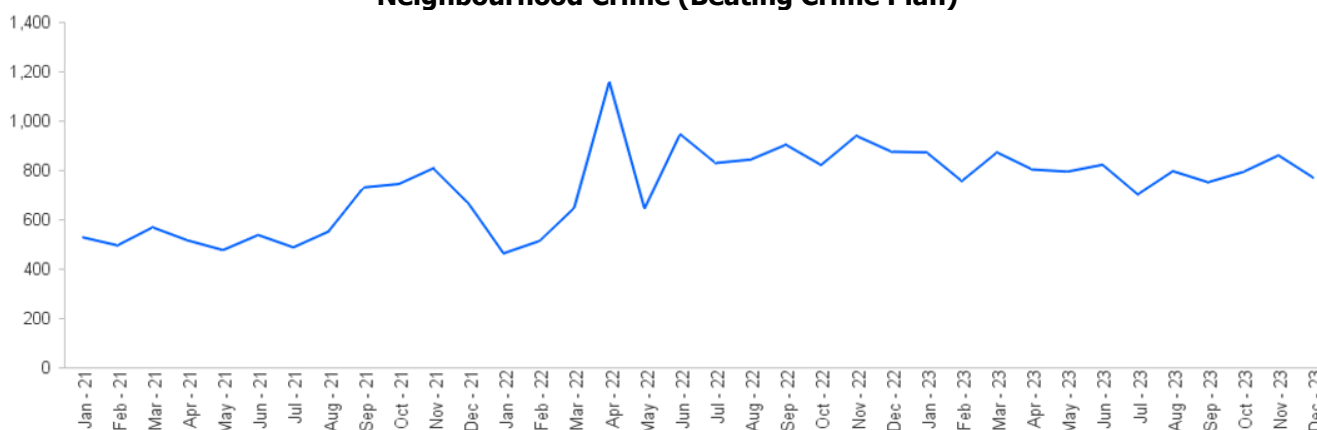
Data

DCPP National Beating Crime Plan Neighbourhood Crime	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Burglary Residential	2773	3051	278	10.0%	2831	220	7.8%
Personal Robbery	757	752	-5	-0.7%	711	41	5.8%
Theft From Motor Vehicles	2292	2077	-215	-9.4%	2985	-908	-30.4%
Theft from the Person	502	368	-134	-26.7%	590	-222	-37.6%
Theft Of Motor Vehicles	2466	2462	-4	-0.2%	1720	742	43.1%
Vehicle interference	787	868	81	10.3%	589	279	47.4%
Neighbourhood Crime	**9577**	**9578**	**1**	**0.0%**	**9426**	**152**	**1.6%**

3.5 Road Safety: Enforcement

The Roads Policing Unit (RPU) were introduced in September 2019 and since this time resources have increased. The RPU is 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). It also focuses on 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. The RPU has now all undertaken professional accreditation and now meet the national profile and standard for RPU officers. We have recently recruited an abnormal load manager who will increase scrutiny and ensure compliance with legislation for all hauliers moving loads through Staffordshire. This is a significant improvement in our aim to make the roads of Staffordshire safer.

Killed and Serious Injury Road Traffic Collisions

Killed and serious injury (KSI) road traffic collisions have increased by 38 per cent (+83) compared to the previous year, and have increased by 28 per cent (+66) in the last 12 months compared to the 2019-2020 baseline. December 2023 saw higher numbers of fatal collisions (nine), three of which were pedestrians.

In December 2023, the force relaunched Operation Lightning in response to the volumes of fatal collisions with a focus on making our roads in Staffordshire safer. Operation Lightning has two main aims: to prevent killed and serious injuries (KSI) collisions on the roads of Staffordshire; and to prohibit criminal use of our roads – essentially making the roads in our county safer for legal purposes.
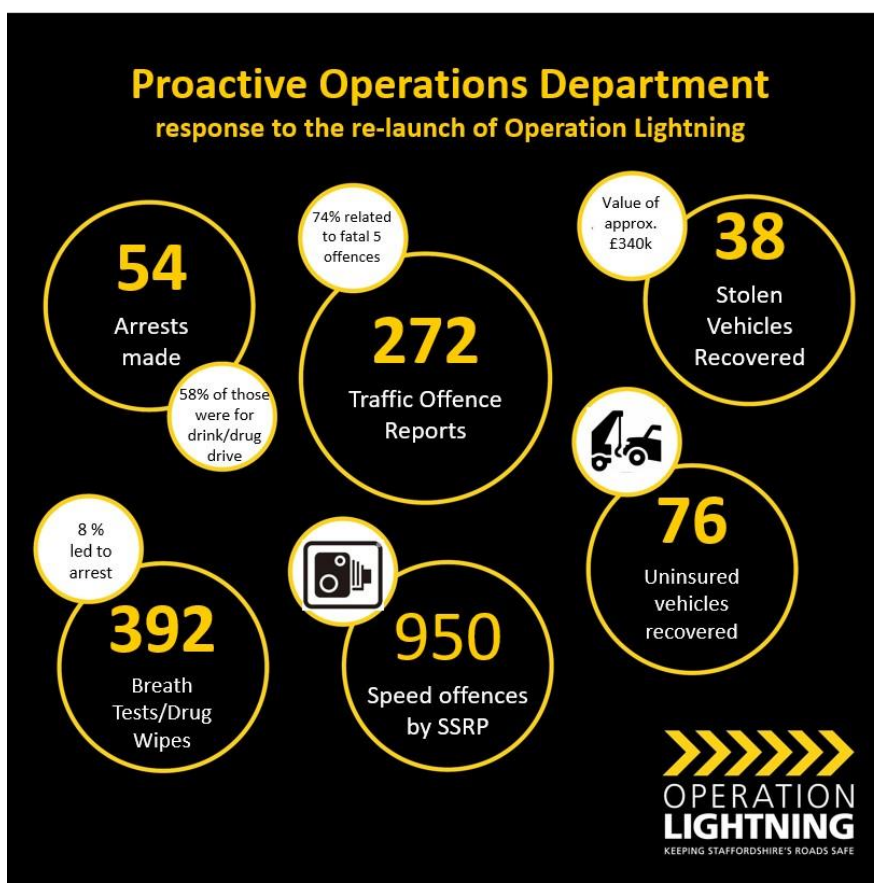
Analysis of fatal collisions in the 12 months to December 2023 indicates that of the 42 fatal collisions, there were 44 fatalities:
- 29% (12) of the fatal collisions involved riders of motorcycles
- 26% (11) fatal collisions involved pedestrians.

Age ranges of fatal collisions:
- 7% (3 fatalities) under 18
- 24% (10 fatalities) aged 18 to 34
- 17% (7 fatalities) aged 35 to 44
- 26% (11 fatalities) aged 45 to 64
- 26% (11 fatalities) aged 65 and over.
-

Killed and Serious Injury (KSI) Road Traffic Collisions
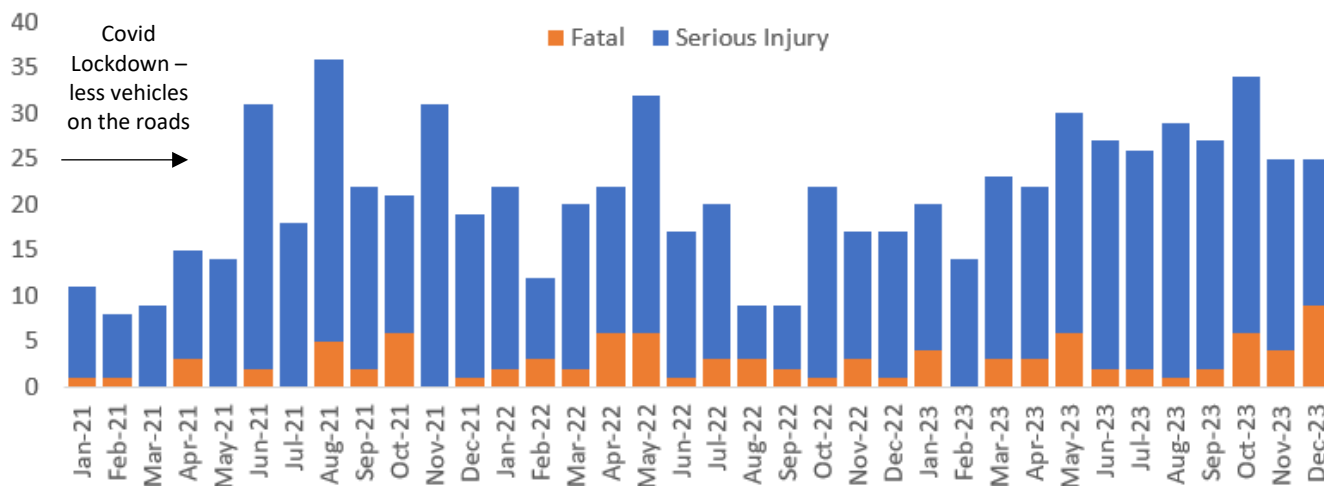
Data

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	33	42	9	27.3%	23	19	82.6%
Serious Injury	186	260	74	39.8%	213	47	22.1%
Total	219	302	83	37.9%	236	66	28.0%

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 2023 to December 2023). Tickets issued for offences relating to driving documents, manner of driving or condition of the vehicle
- The force made 1,088 arrests for drink driving and this has decreased by one per cent compared to the previous 12 months
- The force made 397 arrests for drug driving and this has decreased by five per cent compared to the previous 12 months
- There have been more mobile phone offences and driving without due care and attention offences in the last 12 months compared to the previous 12 months.

Speed camera offences

Last 12 months (January 2023 to December 2023)

- The force has recorded 44,956 speed camera offences and when comparing these volumes to the previous 12 months there has been a decrease of 13 per cent (-6,643 offences).

Speed Camera Offences

Implementation of A500 average speed cameras in September 2020
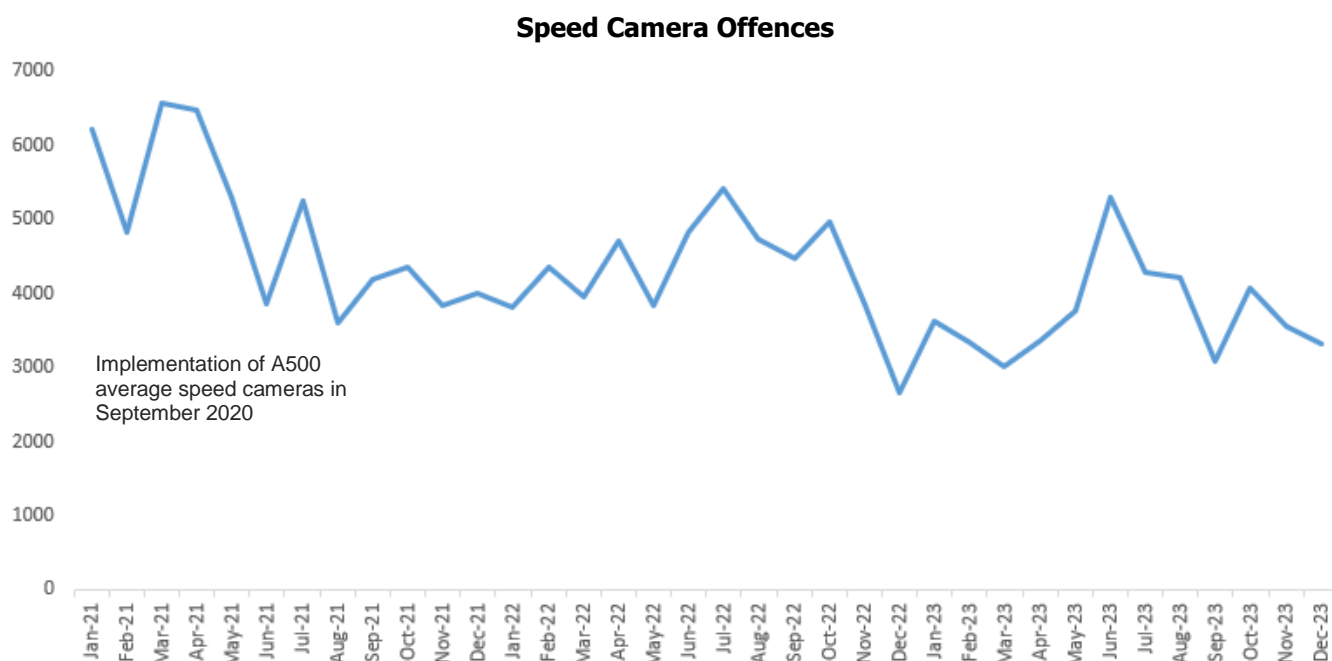
Data

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	51599	44956	-6643	-12.9%	52332	-7376	-14.1%
Mobile Phone	979	1076	97	9.9%	653	423	64.8%
Seatbelt	857	850	-7	-0.8%	832	18	2.2%
No MOT	467	474	7	1.5%	551	-77	-14.0%
Due Care	395	525	130	32.9%	311	214	68.8%
Drink Driving Arrests	1102	1088	-14	-1.3%	1060	28	2.6%
Drug Driving Arrests	418	397	-21	-5.0%	278	119	42.8%

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 reduced below pre-Covid levels although subject to a degree of variance as can be seen in the graph on the following page. 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 2022 to June 2023.

Speed Camera Prosecutions

- In the 12 months to June 2023, 45 per cent of people issued with a ticket for speeding (detected by a camera) attended a retraining course
- In the 12 months to June 2023, 20 per cent of people issued with a ticket for speeding (detected by a camera) were prosecuted
- In the 12 months to June 2023, 27 per cent of people issued with a ticket for speeding (detected by a camera) paid a fine and had their license endorsed.

Motoring Offence Enforcement
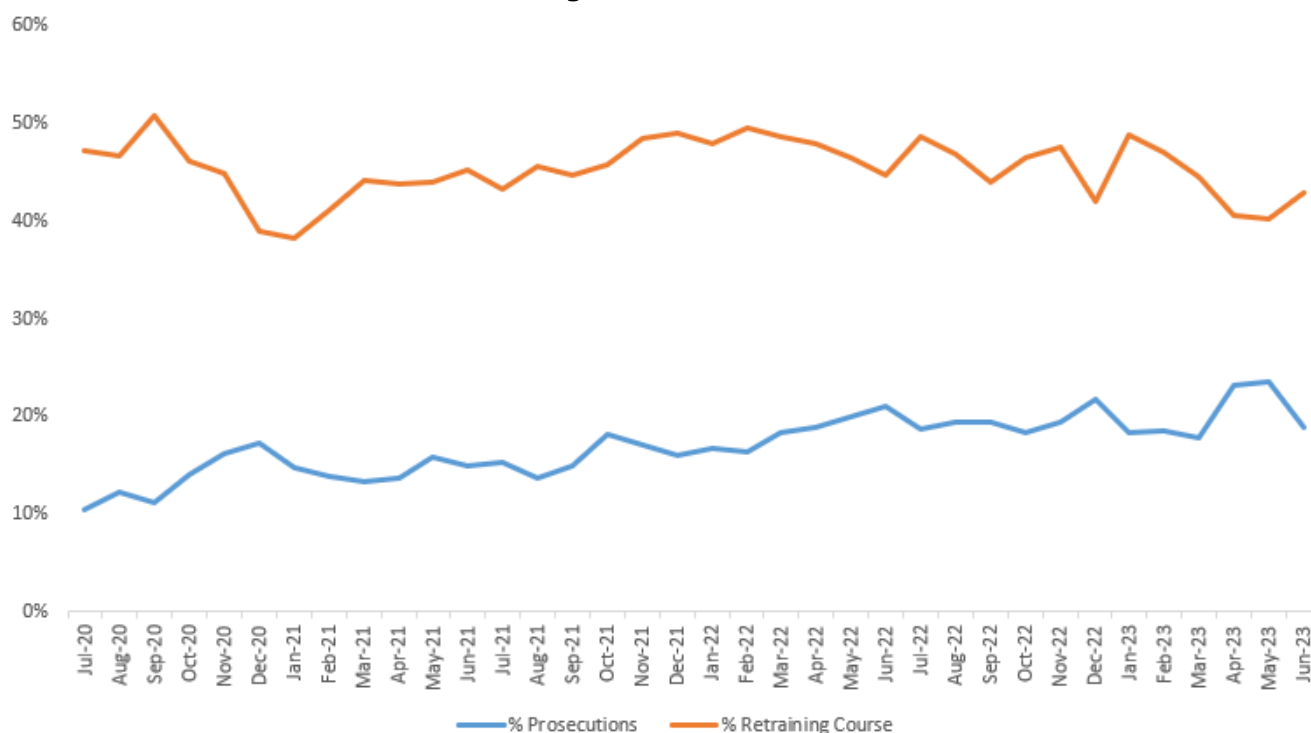
Data

	Previous Year Jul 21 to Jun 22	Current Year Jul 22 to Jun 23	12 month difference	12 month % Change	Baseline Apr-19 to Mar 20	Baseline difference	Baseline % Change
Speed Cam Offences	50726	48537	-2189	-4.3%	52332	-3795	-7.3%
Prosecutions	8767	9544	777	8.9%	6113	3431	56.1%
Pros %	17.3%	19.7%	2.4%		11.7%	8.0%	
Retraining course	23720	21942	-1778	-7.5%	23124	-1182	-5.1%
Retraining %	46.8%	45.2%	-1.6%		44.2%	1.0%	

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
2023 to 30th November	80	424	1100

January 2023 to November 2023	
Total number of monitoring sessions	1,170
Total hours of monitoring	1,100 hours

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%
2023 to 30th November	10598	540	5.1%	44	0.4%

Recent Updates:

- Students from Denstone College have re-joined their local community speedwatch team in the village and there has been some interest from Wightwick Hall School to include community speedwatch for their Duke of Edinburgh students.
- 64 volunteers have been put forward to receive recognition for a long service award (17 volunteers with 10+ years and 47 volunteers with 6-9 years' service)

Ongoing Projects:

Instead of making Community Speedwatch bigger (growth of groups/volunteers) the plan is to make it better, and by doing so growth will follow.
We can achieve this by:

- Increasing the links with PCSOs in order to strengthen community engagement within policing.
- 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, Roads Policing Unit and the Safety Camera Team.

Additional Context

- Out of the 80 active groups so far this year, 13 are new
- Twelve groups have failed to go out over the past 12 months, so are no longer classed as 'active'
- Four new groups are expected in the next quarter
- 60 per cent of our volunteers have been active so far this year (424/708).

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 crimes which were checked and validated.

All Crime (Reported)

Reported crime relates to when the crime was reported to the police, and this measure is different to the other data included in this report which is focused on the date the crime was validated (recorded), this is the data reported on nationally. In the last 18 months reported and validated crime are very similar in volumes, however in the first six months of 2022 there were differences in the volumes of crime reported compared to volumes of crime reported.

All reported crime has increased by 2.5 per cent (2,118) in the last 12 months compared to the previous 12 months, but has increased by 10.7 per cent (8,457) compared to the baseline 2019/20. More serious violence with injury, public order, theft of motor vehicles, vehicle interference, possession of weapons,

other violence against the person, and rape have increased in the last 12 months compared to both the previous 12 months and the baseline.

A new offence of non-fatal suffocation and strangulation was implemented in June 2022, and is the cause of the increase in more serious violence. Prior to the change non-fatal strangulation was split across the different violence categories but was not as clearly visible within the data.

Burglaries of unconnected residential buildings (sheds or garages) have been separated from burglaries to a residence (home). However, there are no new crimes so this change will not have impacted on the overall volumes of burglary residential. Therefore, the increase in the last 12 months compared to the previous year is due to an increase in crimes rather than due to the changes to recording.

From June 2023, changes have been made in the recording of conduct crimes (harassment, stalking or controlling /coercive behaviour), all of which are part of other violence against the person. All stalking and harassment are recorded above the majority of other crimes including violent offences such as actual bodily harm (ABH). Only crimes such as murder, rape, grievous bodily harm with intent (section 18), robbery or arson would be recorded as a principle offence over stalking.

Where stalking, harassment or controlling or coercive behaviour is disclosed at the same time as other less serious crimes (committed by the same offender), the principal crime should be the conduct crime. This has led to a reduction in the volume of malicious communications, as a harassment offence would be the principle crime. Where there is a combination of stalking, harassment or control and coercive behaviour offences only the most serious conduct offence is recorded. Stalking would be the most serious of these conduct offences.

The baseline period, previous year and half of last year (January to May 2023) counted both crimes, where the course of conduct crime (stalking, harassment or controlling or coercive behaviour) was recorded in addition to the most serious additional notifiable crime reported at the same time (per victim-offender relationship). For example, an assault would be recorded as well as the harassment. The change to the recording rules for conduct crimes has only been in effect for seven months, and so the changes have not yet had a significant impact on the data.

The 4.3 per cent increase in other violence is mainly impacted by the increases in stalking (+608) common assault (+389), coercive and controlling behaviour (+177) and constable assault (+139). The increase in harassment (+3,071) is similar in volume to the decrease in malicious communications (-3,177) which is linked to the changes in the crime recording rules, therefore the changes in the data cannot be explained solely by the changes made to recording.

The crime recording backlog in April and May 2022 will not impact on the reported crime data, but does impact on the validated crime data shown on page 44.

Covid had an impact on some crime types with higher levels of public order being reported compared to the 2019/20 baseline period, this increase is also linked to the improvement in recording of behavioural crimes since October 2022 which had previously been recorded as anti-social behaviour (ASB). The start of 2022 was also impacted by the decreases in acquisitive crime due to Covid, decreases in acquisitive crime volumes in the first few months of 2022 has impacted on the previous year's data, however the increases in theft of motor vehicles towards the end of 2022 make the data look stable when compared to the previous 12 months.

All Crime
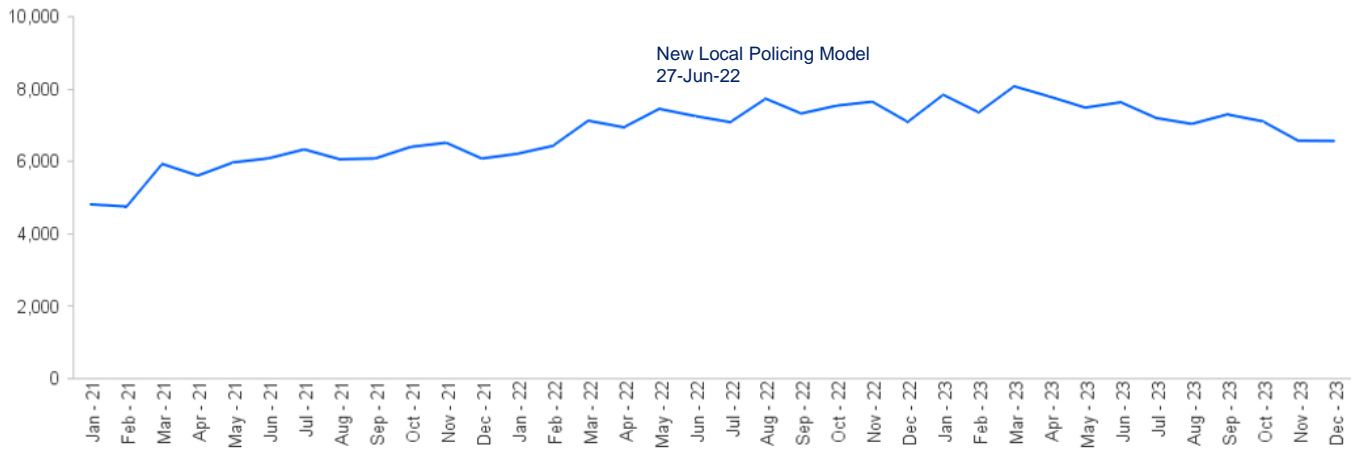
National Comparison	Per 1,000 population Staffordshire ranks **21st in the 43 forces** for total recorded crime to July 2023.

Data (based on reported date)

Local Offence Group (Tier 1)	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Apr 19 to Mar 20)	Baseline Difference	% Change From Baseline
Sexual Offences	3459	3349	-110	-3.2%	2997	352	11.7%
Acquisitive crime	24476	24763	287	1.2%	26782	-2019	-7.5%
Other	17079	17519	440	2.6%	15757	1762	11.2%
Violence against the person	38484	39558	1074	2.8%	30725	8833	28.7%
Police-generated crime	2141	2568	427	19.9%	3039	-471	-15.5%
All Crime	**85639**	**87757**	**2118**	**2.5%**	**79300**	**8457**	**10.7%**

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	482	475	-7	-1.5%	479	-4	-0.8%
Burglary Business and Community	1302	1346	44	3.4%	1658	-312	-18.8%
Burglary Residential	2733	3057	324	11.9%	3097	-40	-1.3%
Business Robbery	99	60	-39	-39.4%	80	-20	-25.0%
Criminal Damage (exc Arson)	8048	7578	-470	-5.8%	9535	-1957	-20.5%
Drug Offences	1435	1598	163	11.4%	2240	-642	-28.7%
Handling stolen goods	7	12	5	71.4%	73	-61	-83.6%
Less Serious Violent Crime with Injury	9911	9676	-235	-2.4%	7781	1895	24.4%
More Serious Violent Crime with Injury	1346	1496	150	11.1%	824	672	81.6%
Other Offences	1700	1640	-60	-3.5%	1563	77	4.9%
Other Serious Sexual Offences	1636	1519	-117	-7.2%	1424	95	6.7%
Other Sexual Offences	637	594	-43	-6.8%	551	43	7.8%
Other Theft	14103	14131	28	0.2%	15718	-1587	-10.1%
Other Violence against the person	27227	28387	1160	4.3%	22120	6267	28.3%
Personal Robbery	751	753	2	0.3%	704	49	7.0%
Possession of weapons	699	962	263	37.6%	726	236	32.5%
Public Order	6849	7834	985	14.4%	4180	3654	87.4%
Rape	1186	1223	37	3.1%	1022	201	19.7%
Theft From Motor Vehicles	2277	2078	-199	-8.7%	3099	-1021	-32.9%
Theft Of Motor Vehicles	2437	2465	28	1.1%	1839	626	34.0%
Vehicle interference	774	873	99	12.8%	587	286	48.7%
All Crime	**85639**	**87757**	**2118**	**2.5%**	**79300**	**8457**	**10.7%**

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 family and the wider community. Murders across Staffordshire are predominantly committed by people who know the victim. We have 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.

OFFICIAL

Data

DCPP National Beating Crime Plan Indicators	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Manslaughter	2	2	0	0.0%	2	0	0.0%
Murder	8	9	1	12.5%	7	2	28.6%
Homicide	**10**	**11**	**1**	**10.0%**	**9**	**2**	**22.2%**

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 our position.

DEFINITION

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.
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 decreased by 4.2 per cent (-34) in the last 12 months compared to the previous 12 months, but has increased by 28.2 per cent (169) compared to the national Beating Crime Plan baseline. There has been a recent change in the definition of knife crime and broken bottles will be excluded, whereas they were previously included in the data.

National Comparison | Compared to our most similar forces (MSF), Staffordshire had **0.77 knife crimes per 1,000 population** in the 12 months to March 2023, and was **6th (6 of 8 compared to MSF)**. This is comparable to the most similar force average.

In May and November, we take part in a national week of action aimed to tackle knife crime. A range of activities are undertaken to reduce repeat offenders and focus on hotspot locations, alongside engagement activity including increased prevention targeted at young people and within schools. The force has also obtained knife wands which are to be placed in police cars and have supported the knife bleed kits in publicly accessible locations.

Gun crime has increased by 48.6 per cent (35) in the last 12 months compared to the previous 12 months, and has also increased by 10.3 per cent (10) compared to the national Beating Crime Plan baseline.
This increase is linked to the spike in offences in June 2023 during which time there was a social media craze where toy guns with gel pellets (Orbeez) were being fired out of car windows. Work was completed to remove any crimes which had been recorded incorrectly due to weapon being a toy, however not all

offences of this type were identified if the details of what had been fired were unable to be clarified, therefore some of these incidents may be recorded as crimes.

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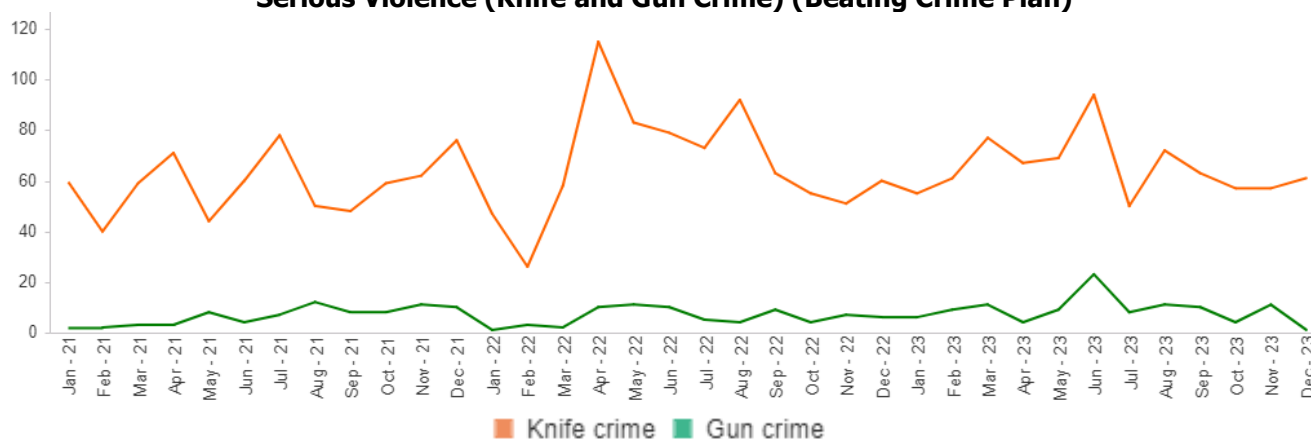
Data

DCPP National Beating Crime Plan Indicators	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Serious Violence - Gun Crime	72	107	35	48.6%	97	10	10.3%
Serious Violence - Knife Crime	802	768	-34	-4.2%	599	169	28.2%

Serious Violence

Serious violence has decreased by 3 per cent (-369) in the last 12 months compared to the previous 12 months, and has seen a 30.4 per cent (2,793) increase compared to the national Beating Crime Plan baseline.

Violence is split into more and less serious violence with injury.
- Volumes of less serious violent crime with injury have decreased by 4.5 per cent (-455) compared to the previous 12 months, as have increased by 26.6 per cent (2,035) compared to the national baseline
- Volumes of more serious violent crime with injury have increased by 9.7 per cent (133) compared to the previous 12 months, as well as by 97.1 per cent (740) compared to the national baseline
- In June 2022, a new offence of non-fatal strangulation and suffocation came in to force. This makes up 41 per cent (622) of all more serious violence crimes, and is the cause of the increase seen compared to the previous 12 months and national Beating Crime Plan baseline. Prior to the change non-fatal strangulation was split across the different violence categories and was not as clearly visible within the data.

OFFICIAL

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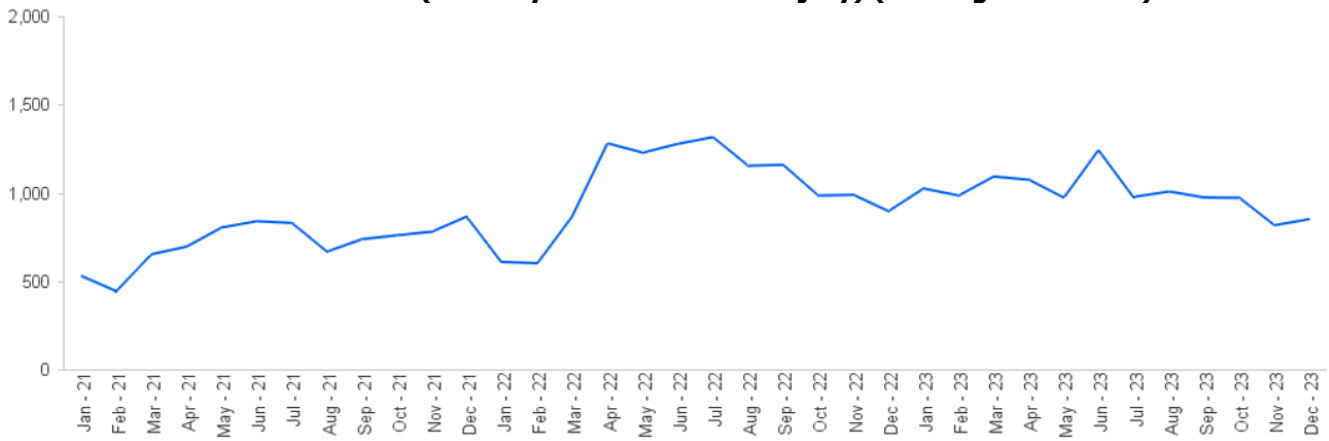
Data

DCPP National Beating Crime Plan Serious Violence (Robbery & Violence with Injury)	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Business Robbery	102	60	-42	-41.2%	83	-23	-27.7%
Less Serious Violent Crime with Injury	10127	9672	-455	-4.5%	7637	2035	26.6%
More Serious Violent Crime with Injury	1369	1502	133	9.7%	762	740	97.1%
Personal Robbery	757	752	-5	-0.7%	711	41	5.8%
Serious Violence (Robbery & Violence with Injury)	**12355**	**11986**	**-369**	**-3.0%**	**9193**	**2793**	**30.4%**

Domestic Abuse

Domestic crime has decreased by 10.2 per cent (-2,311) in the last 12 months compared to the previous 12 months, and has increased by 35.0 per cent (5,281) compared to the national Beating Crime Plan baseline.

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 20,376 children, although some of these children will have been subject of more than one notification.

Since the implementation of the new non-fatal strangulation and suffocation offence in June 2022, which is included in the more serious violence crime type, there has been a significant increase in more serious violence compared to the previous 12 months and the baseline. 72 per cent (494) of more serious violent domestic crime is non-fatal strangulation and suffocation.

In the last 12 months, 69 per cent (11,485) of victims of domestic abuse made one report in a 12-month period, 24 per cent (3,938) of victims made two or three reports in the last 12-month period and 8 per cent (1,310) of victims of domestic abuse have experienced domestic abuse four or more times in the last 12-month period. These proportions have changed over the last 12 months with a higher proportion (+6 per cent) of victims only making one report of domestic abuse. The proportion of victims making two or three reports has also reduced (-4 per cent). There has been little variation in the proportion of victims reporting domestic abuse on six or more occasions.

Domestic Crime (Beating Crime Plan)
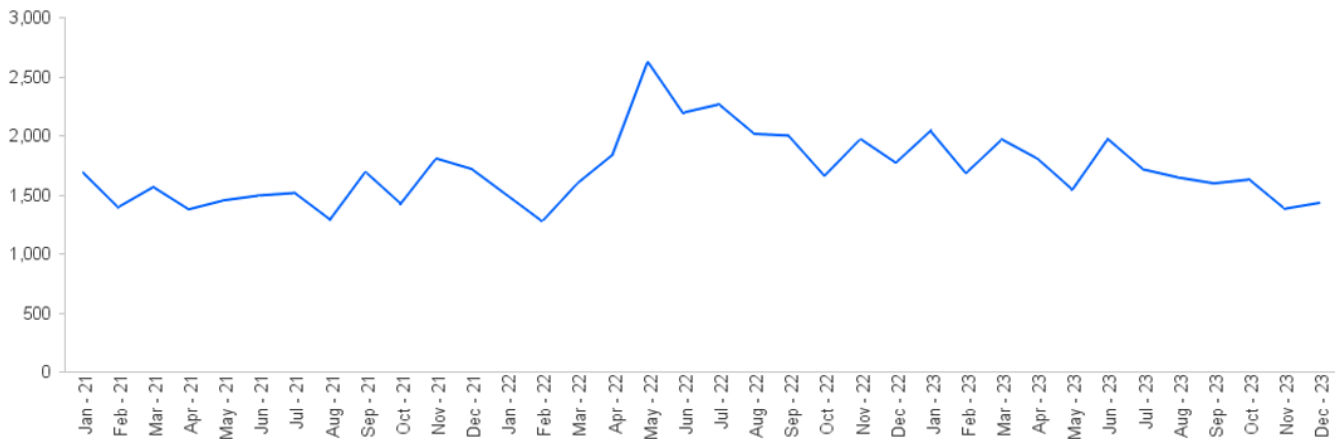
Data

Domestic Abuse - Recorded Crime	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Criminal Damage (exc Arson)	1231	1102	-129	-10.5%	1143	-41	-3.6%
Less Serious Violent Crime with Injury	3979	3095	-884	-22.2%	2558	537	21.0%
More Serious Violent Crime with Injury	537	688	151	28.1%	157	531	338.2%
Other Offences	333	332	-1	-0.3%	199	133	66.8%
Other Serious Sexual Offences	163	130	-33	-20.2%	82	48	58.5%
Other Sexual Offences	16	14	-2	-12.5%	19	-5	-26.3%
Other Theft	739	698	-41	-5.5%	643	55	8.6%
Other Violence against the person	13356	12193	-1163	-8.7%	8908	3285	36.9%
Public Order	1479	1200	-279	-18.9%	737	463	62.8%
Rape	387	397	10	2.6%	289	108	37.4%
Domestic Crime	**22679**	**20368**	**-2311**	**-10.2%**	**15087**	**5281**	**35.0%**

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. A second performance and insights report was published in March 2023, which focused on police-perpetrated violence against women and girls, safer spaces and the relentless pursuit of perpetrators. We have revised our strategy and our action plan to ensure that our priorities remain relevant. We have considered the new national delivery framework and continue to work closely with the national and regional VAWG taskforces to understand the national priorities, identify good practice and build on existing partnerships to enable us to tackle violence against women and girls. We aim 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.

Violence against women and girls has seen a 1.1 per cent (230) increase compared to the previous 12 months, and a 70.3 per cent (11,929) increase compared to the national Beating Crime Plan baseline. Recent increases (compared to the previous year) can be seen in non-domestic crimes.

Domestic crimes account for 39.4 per cent (8,005) of violence against women and girls, compared to non-domestic crimes which account for 60.6 per cent (12,308) in the last 12 months.
The following tables indicate the changes seen across the different crime types which make up violence against women and girls.

Volumes of violence against women and girls will have been impacted by the changes in recording of conduct crimes (harassment, stalking or controlling/coercive behaviour) following changes made in the June 23 Home Office Counting Rules Guidance
- Where a conduct crime has been disclosed by a victim at the same time as other crimes committed by the same offender, in most cases the principal crime should be the conduct crime. This has led to a reduction in the volume of malicious communications as a harassment offence would be the principle crime.
- Where there is a course of conduct that involves a combination of stalking, harassment or control and coercive behaviour offences between the same victim and offender then only the most serious conduct offence needs to be recorded.

Violence against Women and Girls (Beating Crime Plan)
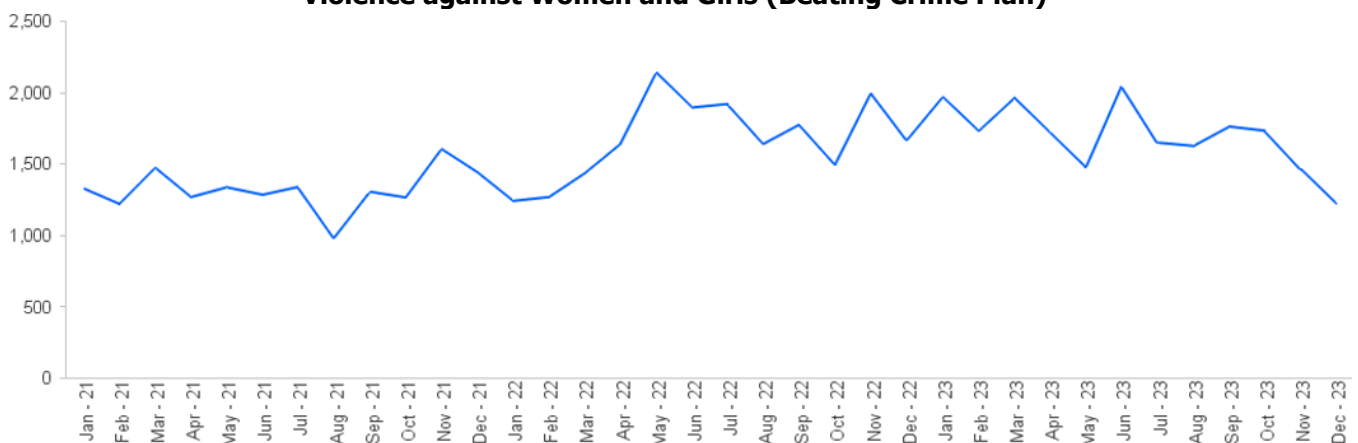
Data

DCPP National Beating Crime Plan Violence Against Women & Girls (VAWG)	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Domestic VAWG	8680	8005	-675	-7.8%	4763	3242	68.1%
Non Domestic VAWG	11403	12308	905	7.9%	7166	5142	71.8%
Violence against Women & Girls	**20083**	**20313**	**230**	**1.1%**	**11929**	**8384**	**70.3%**

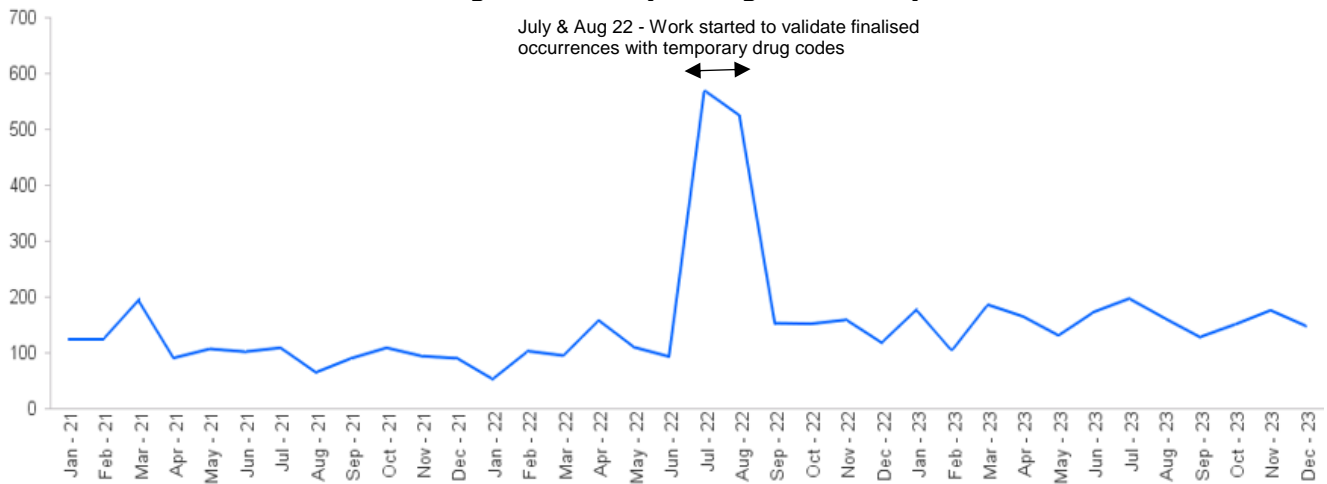| DCPP National Beating Crime Plan Violence Against Women & Girls (VAWG)	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Other Serious Sexual Offences	1663	1567	-96	-5.8%	1317	250	19.0%
Other Sexual Offences	658	609	-49	-7.4%	534	75	14.0%
Rape	1226	1224	-2	-0.2%	943	281	29.8%
Controlling/Coercive Behaviour	1005	1163	158	15.7%			
Harassment	5401	8397	2996	55.5%	4049	4348	107.4%
Malicious Communications	6188	2875	-3313	-53.5%	4159	-1284	-30.9%
Racially Aggravated Harassment	158	214	56	35.4%	220	-6	-2.7%
Stalking	3784	4264	480	12.7%	707	3557	503.1%
Violence against Women & Girls	**20083**	**20313**	**230**	**1.1%**	**11929**	**8384**	**70.3%**

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.

Whilst drug activity is widespread, it is the more densely populated areas that generally attract the largest focus from organised crime groups involved in this criminality. This is due to demand readily outweighing supply with regular custom in the night-time economy. Drugs is often a force priority with a number of significant operations in existence at any one time, tracked via force tasking and tackled through a combination of intervention and prevention work with partners. The work utilises local policing resources, Early Intervention and Prevention Unit (EIPU) and the Knowledge Hub, alongside proactive pursue targeting through operations and investigations owned by our dedicated proactive teams, tackling the highest levels of criminality and those causing misery to communities. The force is a statutory member of the Combatting Drugs Partnership and holds the chair for the specific action plan to disrupt /reduce supply and potential additional focus on naloxone and pre-arrest diversions.

The volume of drugs offences recorded has been stable since August 2020, with the main volume 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.

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 which led to the spike shown in the graph. There are currently 41 finalised incidents with temporary drug codes awaiting validation and 402 drug offences remain open and under investigation.

OFFICIAL

Drugs Recorded (Beating Crime Plan)

July & Aug 22 - Work started to validate finalised occurrences with temporary drug codes

Data

Drugs - Recorded Crime	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Supply	318	244	-74	-23.3%	258	-14	-5.4%
Production	301	234	-67	-22.3%	115	119	103.5%
Possess	1525	1274	-251	-16.5%	1530	-256	-16.7%
Other Drugs	131	136	5	3.8%	69	67	97.1%
Drug Crime	**2275**	**1888**	**-387**	**-17.0%**	**1972**	**-84**	**-4.3%**

County Lines

DEFINITION	**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 a successful county lines intensification week in October 2023.

The highlights of the week of action were:
- 26 arrests (nine of which were charged and remanded)
- Four county lines closed down with the line seized and line holder charged/remanded
- 14 people safeguarded
- 46 potential 'cuckoo' addresses visited
- 82 mass county line education engagements
- 90.6 grams of crack cocaine, 95.8 grams of heroin, 735.3 grams of cocaine and 932 cannabis plants seized (nearly £80,000 worth of class A drugs)
- £4,843 cash seized
- Two lock knives, two knives, a meat clever, a kitchen knife and an axe were seized.

It is not specifically the volume of arrests which made the week such a success but the high threat/harm/risk associated with some of the individuals which were arrested and the significant lines which were seized and which have remained closed down, since this enforcement.

OFFICIAL

There were 228 arrests related to county line offending in 2023 (calendar year). This is compared to 276 at the same period last year. The fall in numbers will be directly related to the ongoing joint working with the West Midlands county lines task force, whereby we now firmly focus on arresting the heads of the drugs lines, who sit in the West Midlands areas, which ensures that the line ceases being active and is brought to a successful conclusion at the earliest opportunity. This prevents further drug runners being recruited, arrested and then instantly replaced by another vulnerable person, who in turn is arrested. The line is dismantled at the earliest opportunity to prevent further vulnerable people being recruited/exploited.

We have maintained the mapped county lines in Staffordshire to under ten for the past year now, demonstrating that we continue to be relentless in ensuring Staffordshire is a hostile environment for county lines to operate in. The number of lines operating in similar areas within our region are significantly higher.

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, we continually scan for other county lines from other geographical areas.

Cannabis cultivation

The majority of cannabis factories in Staffordshire are found within private rented dwelling houses converted for cannabis cultivation. A number of large grows have been identified across the force this year, including large-scale commercial properties. Organised cannabis cultivation constitutes polycriminality, including modern slavery and human trafficking (MSHT) with the majority of those arrested being Albanian nationals.

Operation Levidrome is the force-wide operational approach to pro-actively target this organised criminality, in conjunction with partners. A force lead has been assigned and forensic strategy in place. We are committed to improving our response to cannabis cultivation, ensuring Staffordshire is a hostile environment for such criminality.

Staffordshire has identified 162 cannabis cultivations under Operation Levidrome in 2023, which include large-scale commercial or residential properties procured for the sole purpose of cultivation. Over 25,000 plants were seized with an estimated value of over £15m.

Approximately 70% of the grows were located in Stoke on Trent. The grows identified demonstrate various examples of the risks associated with this criminality, including a fire in Rugeley, a flooding in Shelton and an aggravated burglary in Hanley. There was a further incident in Stoke-on-Trent North in which a neighbour was found to be suffering ill health as a consequence of a nearby cannabis grow extracting fumes directly into a shared chimney.

This criminality continues to cause an impact on resources and ability to service other demand.

Monkey Dust

Monkey dust is a Class B substance which comes in the form of crystalline powder in a number of colours (white, off-white, yellow, pale brown, orange) that is most commonly smoked on a 'pipe' but can be swallowed. It is from a family of drugs known as substituted cathinones. Monkey dust is highly addictive and unpredictable, it dampens perceptions of pain and causes powerful hallucinations which lead to severe paranoia. Operation Rivent is the force approach to understand and mitigate the scale of the impact of Monkey dust in our area, both in terms of the organised criminality of supply; through

disruption and enforcement, and also working specifically with partners to support those affected by Monkey dust use.

- Ministerial involvement regarding reclassification has led to increased media interest and further working with local partners.
- The Home Office-led Advisory Council for the Misuse of Drugs (ACMD) are subsequently now creating a working group to assess via a harm assessment
- A tactical steering group is in place to address next steps to formulate an action plan to ensure a joined up and coherent referral pathway for users, providing rehabilitative options and support
- A research pilot has been agreed with Staffordshire University (Staffordshire Forensic Partnership) to widen understanding of depth and breadth, inform rehabilitation solutions and identify key local hotspots
- Recent significant border force seizures have led to arrests and intelligence-led street level disruption and enforcement continues.

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. **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 (5,665) Action Fraud cases were reported by Staffordshire residents to Action Fraud which is an increase of 13 per cent (+664) compared to the previous 12 months, and an increase of 17 per cent (865) compared to the national baseline in 2019. Of the cases in the last 12 months, the force received 13 per cent back from Action Fraud to assist by conducting local investigations, and this proportion is stable (-1.8 per cent) compared to the previous 12 months, and decreased by nine per cent compared to the national baseline in 2019.

Of the Action Fraud cases in the last 12 months reported by Staffordshire residents to Action Fraud, 11 per cent were identified as cyber-crime (this includes hacking and computer viruses/malware), and 89 per cent were identified as fraud (this includes online shopping and banking fraud)

A new recording system for fraud and cyber crime is being released in April 2024 which is likely to have a positive impact on quality of disseminations from Action Fraud, and this will likely have an impact on outcomes. How this will affect demand for Staffordshire Police at this time is unknown.

Seven hundred and fifty-four Action Fraud local investigations were completed by Staffordshire Police in the last 12 months, which is a decrease of 0.5 per cent (-4) compared to the previous 12 months, but has decreased by 30.5 per cent (-331) compared to the national baseline in 2019.

Action Fraud Cases (Beating Crime Plan)
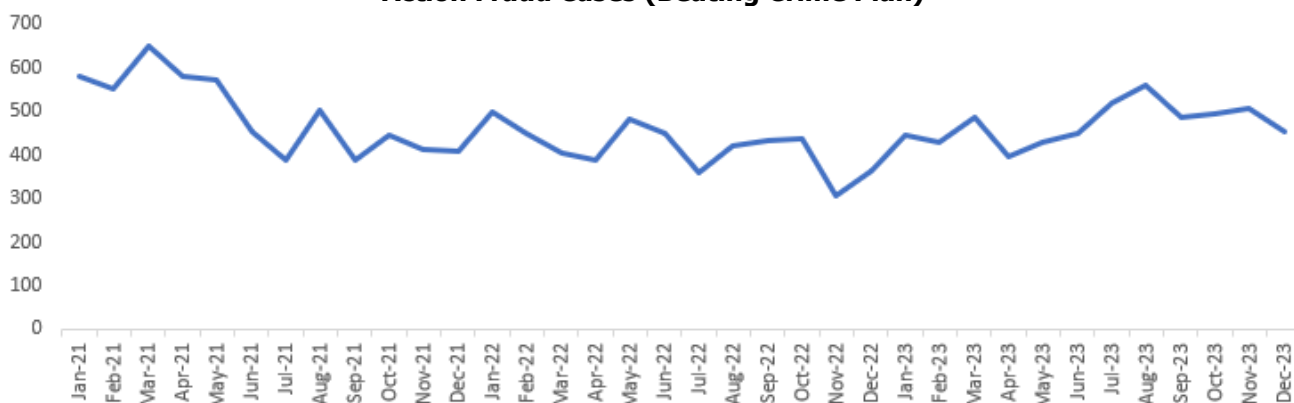
Action Fraud Investigations (Beating Crime Plan)
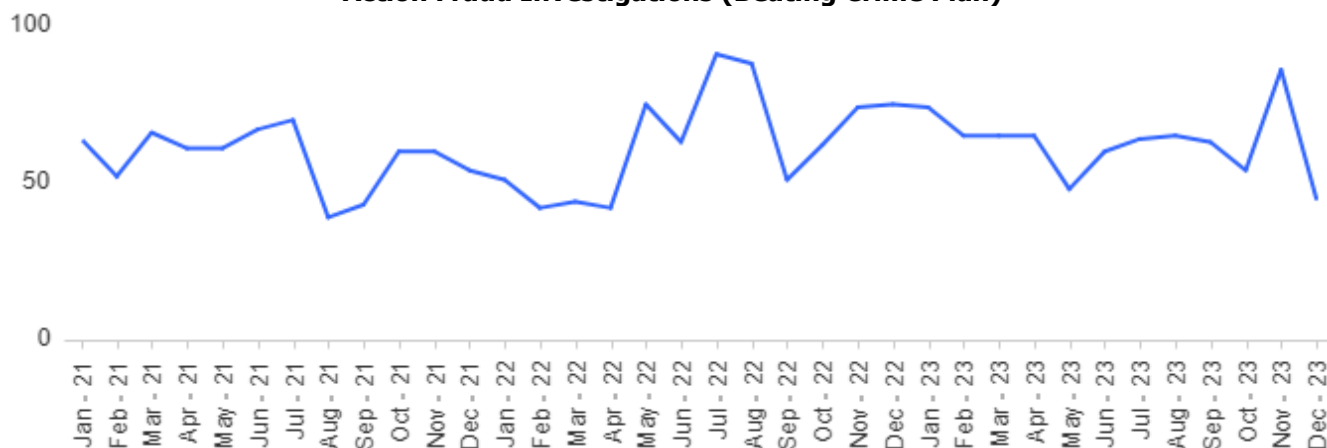

Data

Fraud	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Cases reported to Action Fraud	5001	5665	664	13.3%	4840	825	17.0%
Action Fraud Investigations	758	754	-4	-0.5%	1085	-331	-30.5%
Proportion of cases investigated	15.2%	13.3%	-1.8%		22.4%	-9.1%	

Fraud Outcomes

The criminal justice outcomes rate for Action Fraud investigations is 6.9 per cent in the last 12 months to December 2023 and has decreased by 1.1 per cent compared to the previous year. The majority (74 per cent) of these are charges or postal requisitions (summons received by post).
The team has worked to improve the recording of outcomes in the last 18 months which has reduced the outstanding outcomes, so the change in the data could reflect accurately and timely updating of outstanding crimes meaning more no further action outcomes, rather than the work remaining in officers' trays unresolved.

The majority of outcomes of Action Fraud investigations result in a disposal of unable to progress the investigation (58 per cent). 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 increased

by 2.4 per cent compared to the previous year, and has decreased by eight per cent compared to the national 2019 baseline.

Other rate is mainly the other agency has investigation primacy outcome, and this accounts for 24.5 per cent of outcomes for Action Fraud investigations. The other agency has investigation primacy rate remains stable (no change) compared to the previous year, and increased by 10.8 per cent compared to the national 2019 baseline.

Data

Fraud Outcomes	Previous 12 Months	Last 12 Months	12 Month % Change	Baseline (Jan to Dec 2019)	% Change From Baseline
CJ Outcomes	7.9%	6.9%	-1.1%	11.7%	-4.8%
Diversionary Activity (Outcome 22)	2.0%	1.8%	-0.2%	0.0%	1.8%
Other	24.5%	24.5%	0.0%	13.7%	10.8%
Outcome 16	10.1%	9.4%	-0.7%	9.1%	0.3%
Prosecution Prevented	0.4%	0.0%	-0.4%	0.0%	0.0%
Unable to Progress Investigation	55.1%	57.5%	2.4%	65.4%	-8.0%

5. Support Victims and Witnesses
5.1 Victims' Code of Practice Compliance

In April 2021, the 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 through to court; or any 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.

Repeat Victims

Twenty-one per cent (10,883) of victims of crime are repeat victims, this proportion has decreased from Twenty-five per cent (11,941) in the previous 12-month period.

Eighty-three per cent (9,040) of repeat victims are victims of two to three crimes in the last 12 months which is eighteen per cent of all victims of crime. This proportion has reduced slightly (-0.7 per cent) compared to the previous 12 months where 82 per cent (9,841) of repeat victims were victim of two to three crimes, this constituted twenty per cent of all victims of crime.

Forty-eight per cent (5,248) of repeat victims are repeat victims of domestic abuse, and fifty-six per cent (17,112) of crimes linked to repeat victims are domestic abuse. This proportion has decreased compared to the previous 12 months where 51 per cent (6,145) of repeat victims were repeat victims of domestic abuse, and 59 per cent (20,127) of crimes were linked to repeat victims were domestic abuse.

Repeat Victims of All Crime

Groups	Last 12 Months		Previous 12 Months	
	Victims	Crimes	Victims	Crimes
1 report	40,615	40,615	36,213	36,213
2-3 reports	9,040	20,131	9,841	22,024
4-5 reports	1,242	5,392	1,400	6,097
6-10 reports	515	3,672	590	4,210
Eleven & Over	86	1,238	110	1,625
Total	51,498	71,048	48,154	70,169
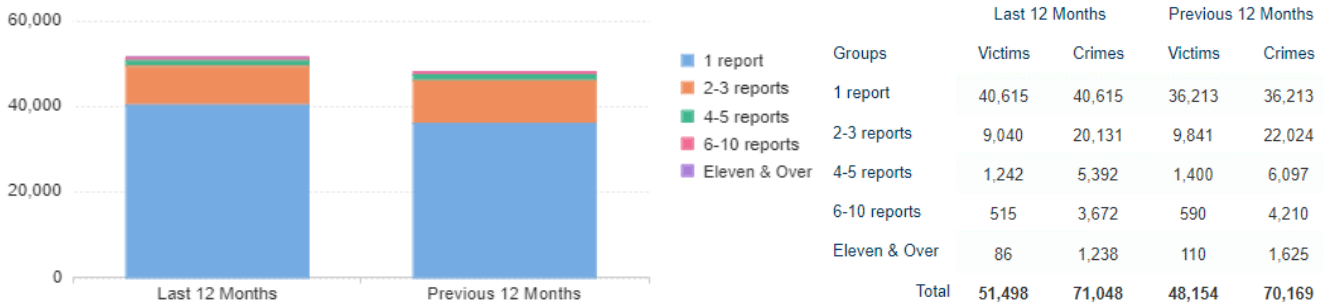
Of note, the volume of repeat victims will start to be impacted by the changes to crime recording from June 2023 as harassment and additional offences are no longer being counted as two separate crimes. However, this may take some months for the impact of this change to show in the data due to the rolling 12-month comparisons.

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. The improvement seen at end of 2022 was generally sustained until April 2023, when an additional process of adding crimes filed on initial attendance was added to the team's workload. Between August and November 2023, the proportion of crimes meeting the service-level agreement of 48 hours has met the ambition of 75 per cent[1]. Since August 2022, the average days to send referrals to the Victim Gateway is within two days or less, except for the three months between April and June 2023, during the change of processes with the implementation of phase one of the crime bureau.

Victim Gateway (% Validated within 48 hours)

---
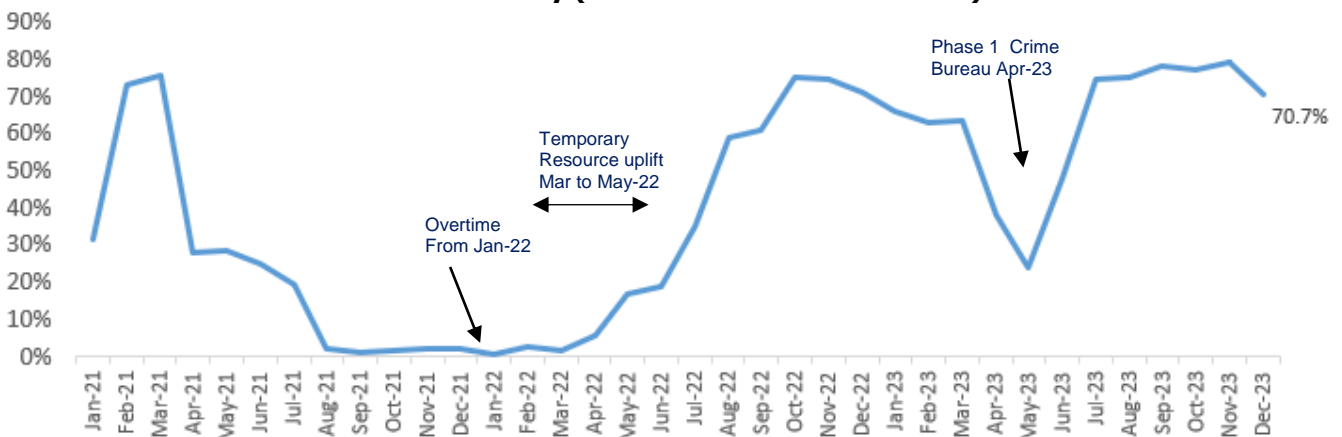
[1] The force has calculated what percentage of crimes it is possible to record in 48 hours (based on 365 days) as only working days are included in the service level agreement. 75% has been calculated as the proportion of crimes it would be possible to validate within 48 hours. This is based on crimes reported compared to crimes validated on average over the last 5 years. 75% has been met in the last two months (July and August 2023).

Victim Gateway (Average days to send referral to Victims Gateway)
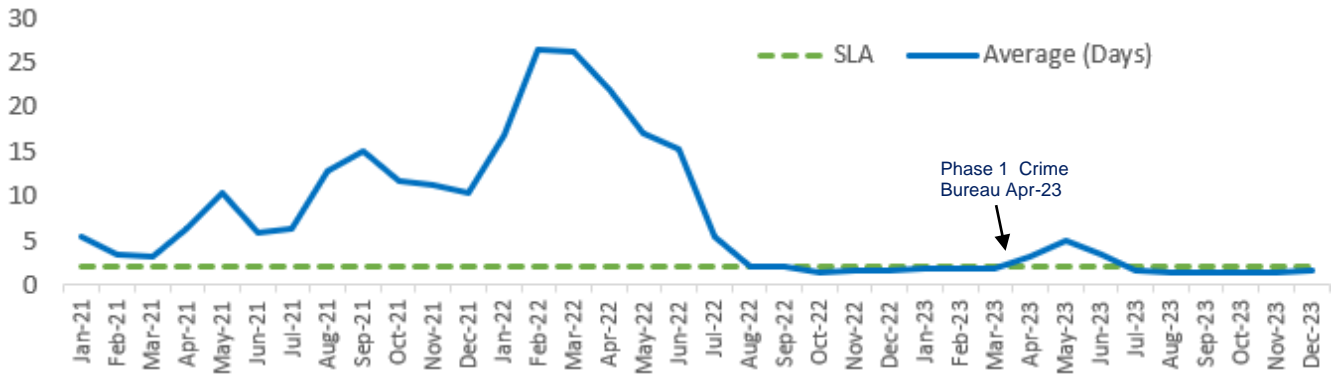
Crime Validation Backlog

Crime validation is an administration process that all reported crime has to undergo in force. This is to ensure adherence to National Crime Recording Standards and accurate data integrity of crime. In March 2022, this backlog level peaked at 7,141. There were 397 crimes waiting to be validated as of 4 January 2024. Additional responsibilities were taken on from April 2023, of finalising crimes dealt with by officers on their initial attendance, this initially led to an increase in crimes waiting to be classified, which was resolved by mid-June 2023. From 11 September 2023, the crime validation function came under Contact Services and from 11 December 2023 all outcomes were added and crimes closed for filing by the team. Bank holidays impact on the volume of crimes to be validated as the team work Monday to Friday.

Crimes to be Validated

Data

	Sep-22	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24
Total Crimes to be validated (1st of the month)	839	254	642	349	1124	413	674	512	935	1675	256	595	269	548	333	189	1015

All Crime (Validated)

The Crime and Victims Bureau project is designed to take a detailed look at how we manage crime – from point of contact with the victim, right through to the final outcome of the investigation. The project will examine the most effective support processes that can be given to victims, whilst at the same time, scrutinise the investigatory outcomes which have been applied to the suspected offenders.
The project will also examine crime data quality, crime performance management and broad-based crime information elements, to ensure that we are as effective as possible when reporting its crime

management continuum to the various inspectorate and Home Office bodies. In line with new Government proposals, a significant part of the work will be to examine the administrative burden placed upon police officers who work on the frontline. The remit will be to look at ways to ensure that those frontline officers have more time to investigate crime and offer greater support to the victims.

The impact of the changes within the Crime and Victims Bureau, has led to stabilisation of crime validation. The volume of crimes recorded in the last 12 months is stable with 0.2 per cent (+202) increase compared to the previous 12 months, which is now a more accurate reflection of the reported crime in the same period (+2.5 per cent). There is now only a small difference (0.2 per cent or 217 crimes) between the volumes of crime reported and validated in the last 12 months.

All Crime Validated

Data

Local Offence Group Tier 1	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Apr 19 to Mar 20)	Baseline Difference	% Change From Baseline
Acquisitive crime	24745	24700	-45	-0.2%	26927	-2227	-8.3%
Other	17408	17630	222	1.3%	15663	1967	12.6%
Police-generated crime	2500	2648	148	5.9%	2767	-119	-4.3%
Sexual Offences	3547	3412	-135	-3.8%	2938	474	16.1%
Violence against the person	39575	39584	9	0.0%	30198	9386	31.1%
All Crime	**87775**	**87974**	**199**	**0.2%**	**78493**	**9481**	**12.1%**

Victims' Code of Practice (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.

Eighty-five per cent of victim-based crimes have a victim contract added in the last 12 months. This includes both active (open) and closed crimes.

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.

Victim Contracts Applied

Legend: ■ Victim Contract Compliance ■ VPS Taken when Offered ■ Referred to Restorative Justice ■ Eligible for Special Measures and Support
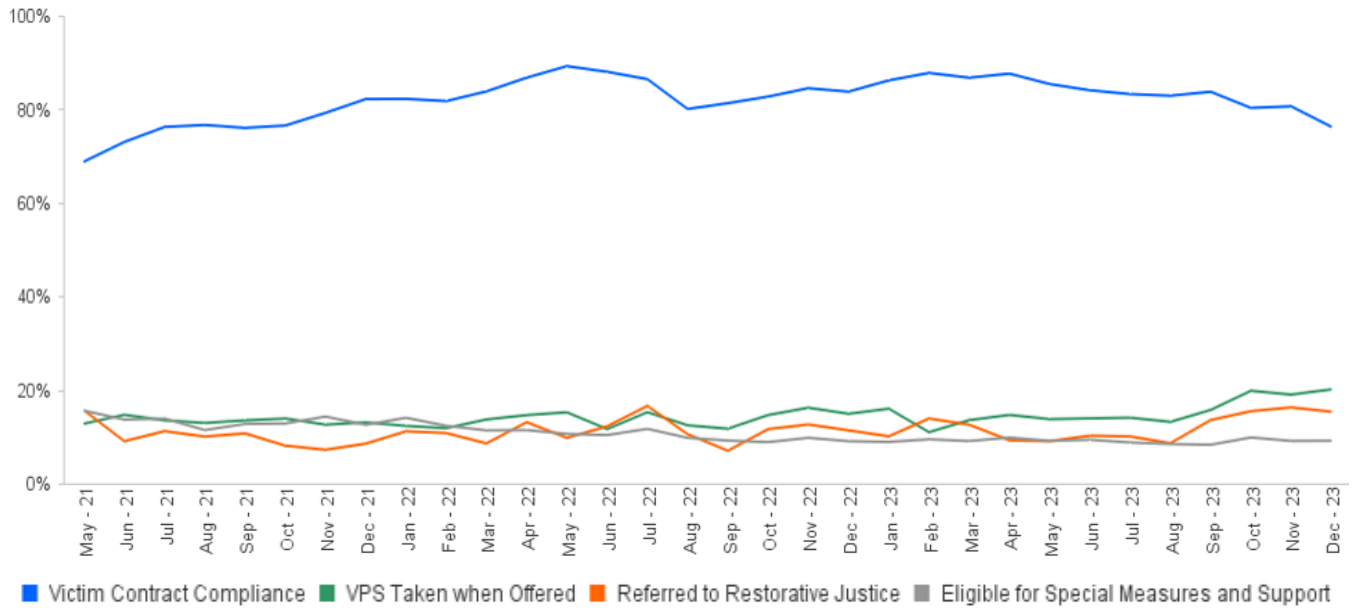
Data

VCOP	Jan - 23	Feb - 23	Mar - 23	Apr - 23	May - 23	Jun - 23	Jul - 23	Aug - 23	Sep - 23	Oct - 23	Nov - 23	Dec - 23
Overall Victim Contract Compliance	86%	88%	87%	88%	85%	84%	83%	83%	84%	80%	81%	76%
VPS Taken when offered	16%	11%	14%	15%	14%	14%	14%	13%	16%	20%	19%	20%
Referred to Restorative Justice	10%	14%	13%	9%	9%	10%	10%	9%	14%	15%	16%	15%
Eligible for Special Measures and Support	9%	9%	9%	10%	9%	9%	9%	8%	8%	10%	9%	9%

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

Victim Satisfaction

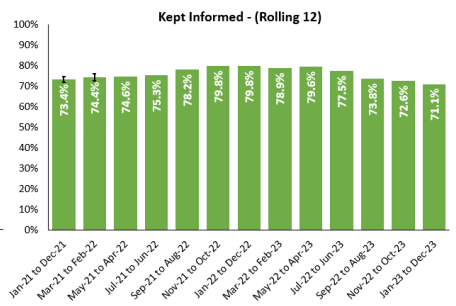Nationally, this will most likely be measured through the Crime Survey England and Wales.

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.
The force works closely with the OPFCC to identify potential changes or opportunities for bespoke or specific surveys.

The victim satisfaction survey indicates that:
- The number surveys conducted in the last rolling 12-month period has increased by nine per cent to 5,312
- Of those surveyed, eighteen per cent of people had a more positive view of the police after contact
- The proportion of respondents with a more negative view reduced by one per cent to nineteen per cent
- 78 per cent were satisfied with the ease of contact and this is showing a stable trend (- 1 per cent)
- 82 per cent were satisfied with the follow up contact and this is showing a slight reducing trend (- 3 per cent)
- 71 per cent were satisfied that they have been kept informed and is showing a reducing trend (- 9 per cent)
- 75 per cent were satisfied with investigation and this is showing an increasing trend (+10 per cent).

Victim Satisfaction – Satisfaction after Contact

54.6%

Before Contact - Positive - (Rolling 12)

65.6% 63.8% 62.2% 59.5% 55.6% 51.4% 47.8% 45.6% 45.5% 46.5% 48.0% 49.9% 50.7%

More Negative - (Rolling 12)

10.9% 11.9% 12.1% 14.3% 16.4% 18.2% 20.3% 20.9% 21.8% 21.7% 20.3% 19.4% 18.9%

Kept Informed - (Rolling 12)

73.4% 74.4% 74.6% 75.3% 78.2% 79.8% 79.8% 78.9% 79.6% 77.5% 73.8% 72.6% 71.1%
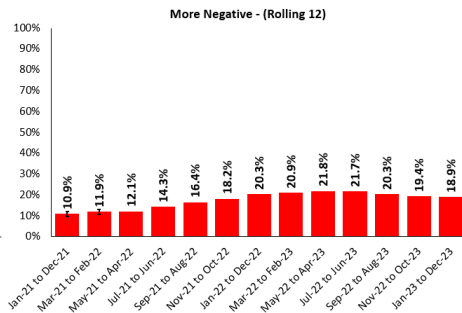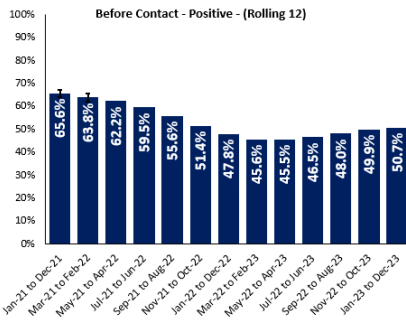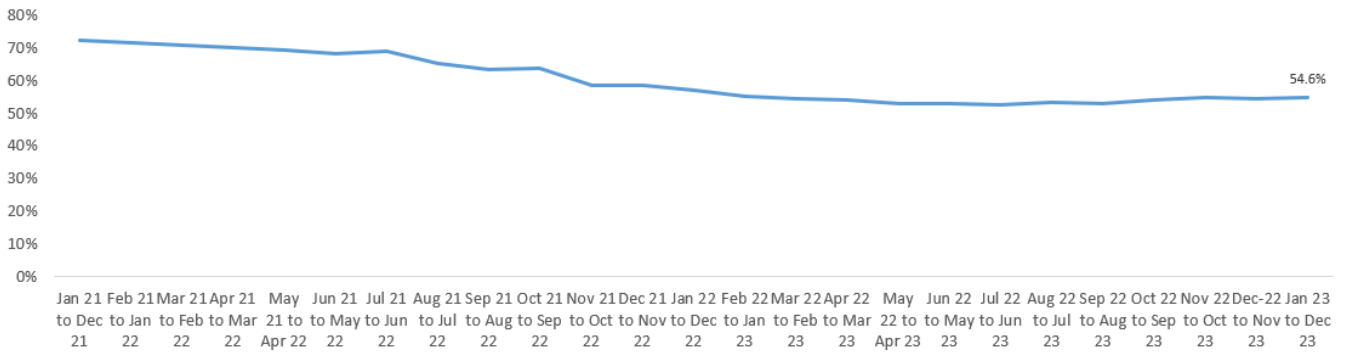
5.3 Public Confidence

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 results of the third survey have been received and these show an improving public perception of Staffordshire Police compared to June 2022 (before the changes were made). Compared to the survey in January 2023 the results are showing reductions in some areas.
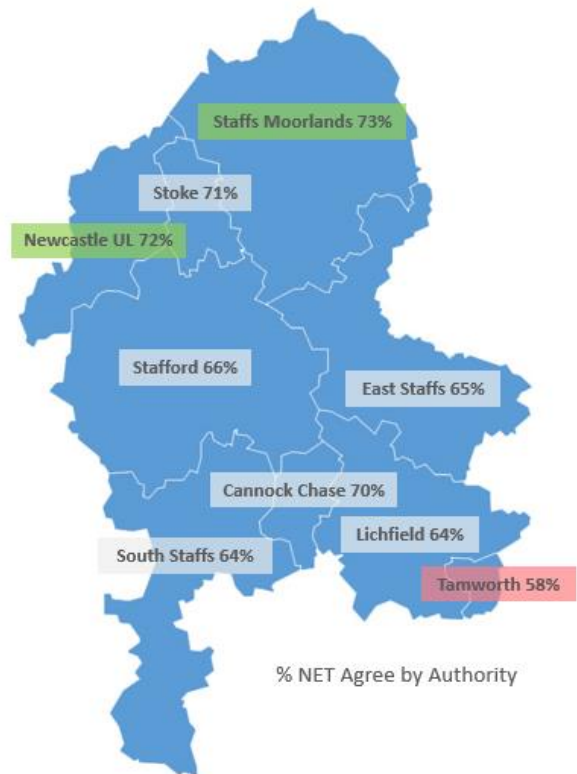
In August 2023, 1,600 telephone surveys were conducted and the results indicated that increases in for areas, reductions in five areas, and others remained stable.

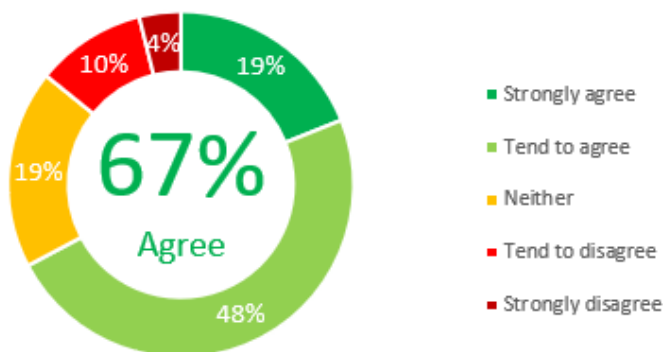There has not been a further survey since the last Public Performance meeting in October 2023.

OFFICIAL

Data

Question	Survey in June 22	Survey in Jan 23	Survey in Aug 23	Change from Jan 23 (7 months)	Change from Jun 22 (14 months)
Q1 How important, if at all, do you think it is to have a visible police presence in the area where you live? (Important)	93%	93%	94%	1%	1%
Q4 Do you feel you could rely on your local police team if you needed them? (Yes)	72%	77%	77%	0%	5%
Q5 Compared to the last 12 months do you feel there has there been a change in the number of police officers or PCSOs in your local area? (Increase)	4%	7%	6%	-1%	2%
Q6a To what extent do you agree or disagree that Staffordshire Police is dealing with crime and ASB? (Agree)	49%	49%	49%	0%	0%
Q6b To what extent do you agree or disagree that Staffordshire Police is responding effectively to emergencies? (Agree)	51%	55%	65%	10%	14%
Q8 How safe do you feel in your local area during the day? (Safe)	94%	95%	94%	-1%	0%
Q9 How safe do you feel in your local area after dark? (Safe)	59%	61%	67%	6%	8%
Q12 Taking everything into account, I have confidence in Staffordshire Police? (Agree)	63%	68%	67%	-1%	4%
Q16 How confident are you that Staffordshire Police treat people fairly? (Confident)	85%	90%	87%	-3%	2%
Q17 My local police treat people from different backgrounds equally? (Agree)	62%	69%	73%	4%	11%
Q23 Overall, how well informed do you feel about what the police in your local area are doing? (Informed)	31%	39%	34%	-5%	3%

There is some variation between the Local Policing Teams in terms of confidence in the police.

Newcastle and Staffordshire Moorlands have higher levels of confidence and Tamworth has lower levels of confidence.

Other questions had variances in the responses by Local Policing Team, see table below.

Taking everything into account, I have confidence in Staffordshire Police?

67% Agree

19% Strongly agree
48% Tend to agree
19% Neither
10% Tend to disagree
4% Strongly disagree

Staffs Moorlands 73%
Stoke 71%
Newcastle UL 72%
Stafford 66%
East Staffs 65%
Cannock Chase 70%
Lichfield 64%
South Staffs 64%
Tamworth 58%

% NET Agree by Authority

OFFICIAL

Q Nos	SMSR Public Perception Survey Results	LPT Comparison
Q1	% Important - **Visible** Police Presence	All LPTs above 92% apart from Moorlands (89%)
Q2	% At least monthly - **see Police Officer or PCSO**	All LPTs between 32%-49% apart from Tamworth (25%) and Cannock (27%)
Q3a	% **Any Contact** with SP - in last 12 months	Most LPTs range between 11%-25%. Moorlands, Lichfield and East Staffs all had 11%.
Q4	% Agree - **Rely on** local police team	Most LPTs range between 72%-82% apart from Tamworth (69%)
Q5a	% Feel there has been a **Decrease** - in Police Officer or PCSO **Numbers**	Most LPTs range between 19%-30% (% of public who feel there is less police presence). 6 LPTs have seen Improvements, largest are South Staffs (24%) from 54%, Lichfield (23%) from 51% and Tamworth (30%) from 47%.
Q9	% **Feel Safe -** after **dark** in local area	Most LPTs range between 65%-73% apart from City (59%)
Q11	% **Likely - to be a victim** of crime	Most LPTs range between 17% to 25% apart from City (16%) and Moorlands (16%)
Q12	% Agree - **Confidence** in SP	Most LPTs range between 64%-73% apart from Tamworth (58%)
Q16	% Confident - **treat** people **fairly**	Cannock LPT has seen an improvement since January 23 with a 2% change. All LPTs range from 81% to 92%.
Q17	% Agree - **treat** people from **different backgrounds equally**	Most LPTs range between 70%-81% apart from Lichfield (60%)
Q18	% **Victim of crime or ASB** - in last 12 months	Most LPTs range between 5%-11% apart from Moorlands (3%)
Q23	% Well **Informed** - police are doing in your local area	Most LPTs range between 31%-45% apart from Stafford (24%) and Newcastle (28%)

Local Complaints, IOPC Bulletins and Complaint Reviews

The Professional Standards Department (PSD) are still having predicated increases in dissatisfaction reporting which is predominantly lower level around key themes of police action following contact and information provision. To meet the increasing demand, PSD have more staff involved in triage. This is enabling the force to provide timely, immediate reparation and to provide the public with agreed outcomes to address dissatisfaction. The success of the triage process is instrumental in keeping ownership of over 95 per cent of all dissatisfaction reporting into force within the PSD, and not being serviced by front-line staff to ensure they can provide the best possible response to the public.

Work has been completed by PSD regarding 'Know the Line', which relates to abuse of position for sexual purposes. Abuse of position is one of the most significant corruption threats facing policing. Staffordshire Police, like other forces across the country, have an increasing number of live investigations regarding this kind of behaviour and we are doing all we can to educate officers and staff to understand what sexual misconduct is and how they can report matters. A force-wide action plan involving a range of stakeholders has been developed and lots of activity has taken place to hopefully reduce instances of this kind of offence in future. Recent misconduct hearings demonstrate how these types of behaviours will not be tolerated.

Independent Office for Police Conduct (IOPC) statistics evidence that Staffordshire is performing better than our most similar forces around timeliness for complaint handling and response to the public. PSD have a dedicated prevent officer to address the keys themes of dissatisfaction received, by providing local policing commanders with relevant data to address performance matters and delivering bespoke inputs around emerging trends and patterns.

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:

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

Outside Schedule 3 is a logged complaint. The allegation if proven must not justify misconduct proceedings and there is no Right to Review.
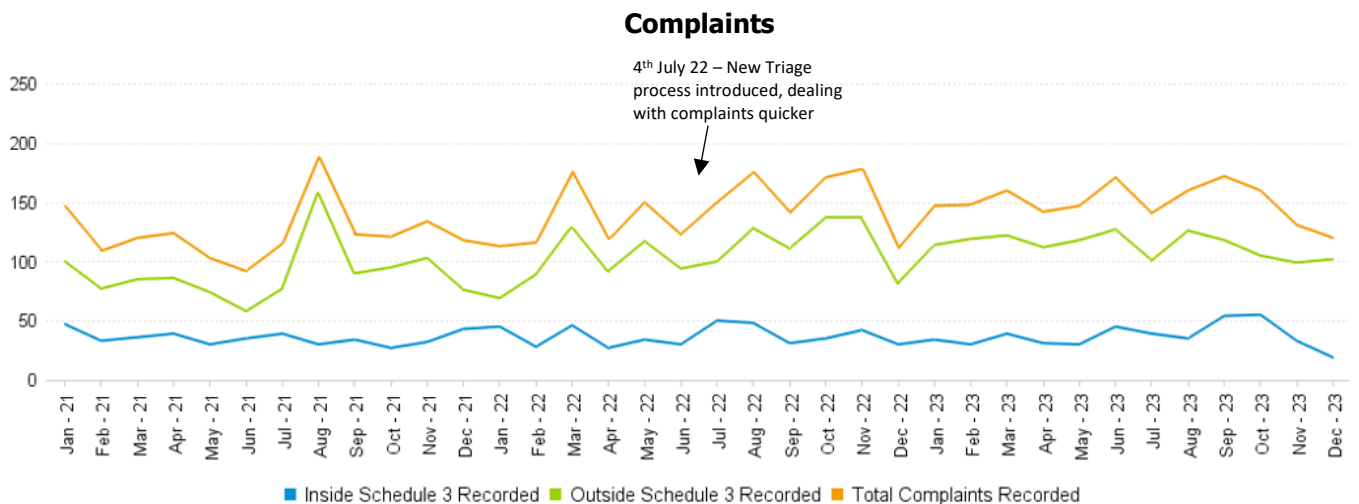
In the last 12 months compared to the previous 12 months:
- 4.5 per cent increase in total complaints
- 0.4 per cent decrease in inside schedule 3 (recorded) complaints
- 6 per cent increase in outside schedule 3 (logged) complaints
- 9.4 per cent increase (+10) in all conduct matters
- Local Police Review Body (LPB) decisions – 89 per cent (33) Outcome of complaint reasonable and proportionate and 11 per cent (4) Outcome of complaint not reasonable and proportionate.

Lessons Learned

For LPB decisions in the last 12 months, there has been seven lessons learnt – four learning by reflection and three where feedback was given to officers.
For conduct matters in the last 12 months, there have been 45 lessons learnt – 17 learning by reflection, 27 reflective practice review process, and one professional discussion.

Complaints

4th July 22 – New Triage process introduced, dealing with complaints quicker

■ Inside Schedule 3 Recorded ■ Outside Schedule 3 Recorded ■ Total Complaints Recorded

Data

	Previous 12 Months	Last 12 Months	12 Month % Change
Inside Schedule 3	446	444	-0.4%
Outside Schedule 3	1286	1363	6.0%
Total Complaints	1733	1811	4.5%

	Previous 12 Months	Last 12 Months	% Change
All Conduct Matters	106	116	9.43%

Local Police Review Body (LPB) Decision	Last 12 Months	Proportion %
Outcome of complaint reasonable and proportionate	33	89.2%
Outcome of complaint not reasonable and proportionate	4	10.8%
Live	11	
Not valid	1	
Total:	**49**	

Top three allegation types in the last 12 months: police action following contact (41 per cent), information (12 per cent) and decisions (nine per cent) These are the same top three allegation types as the previous 12 months.
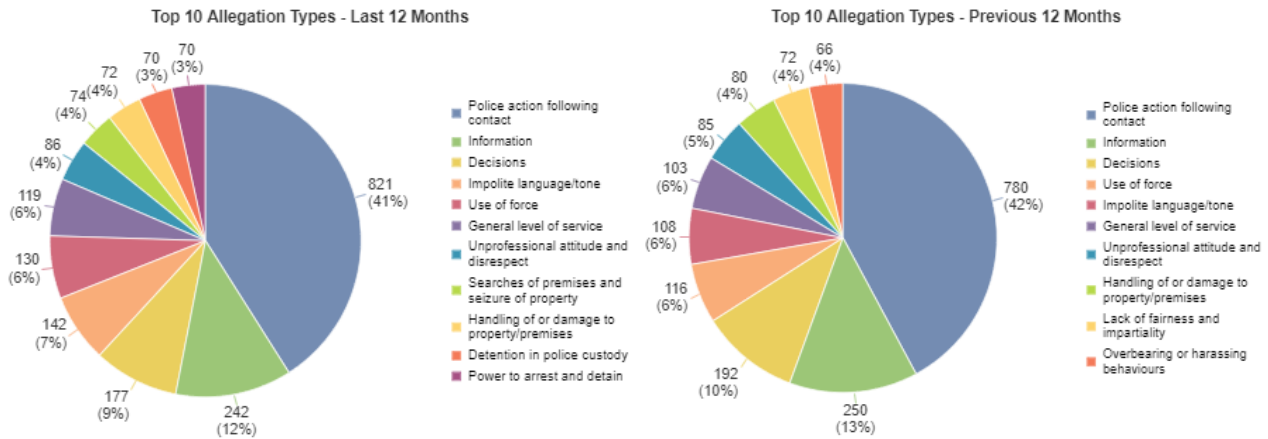
An IOPC report for the six months (1 April 2023 - 30 September 2023) found that of the 204 complaints recorded, 40 (20 per cent) went for review: 30 to the local review body (OPFCC) and 10 went to the IOPC. This is lower than our most similar forces with an average of 23 cases sent to IOPC.

We proactively scan incidents which are linked to any deaths or serious injury following contact with the police and refer these to the IOPC to ensure transparency.
- In the first 2 quarters of 2023/24 (1 April to 30 September 2023) we referred 38 cases to the IOPC which is lower than most similar force average of 68.
- Of these 36 referrals have been completed, four were independently investigated (by the IOPC), 23 were local investigations (conducted by Staffordshire and the final report sent to IOPC and any complaint if applicable), and nine were deemed as no investigation necessary by IOPC.

# 6. Reduce Offending and Reoffending

6.1 Outcomes

The criminal justice outcome rate is 13.1 per cent in the last 12 months to December 2023, and is stable (+0.7 per cent) compared to the previous 12 months.
The criminal justice outcome rate was 16.7 per cent or 1,258 outcomes in December 2023, which included 813 charges/summons, 108 cautions/conditional cautions, and 334 community resolutions, and three TICs (taken into consideration).
Outcome 16 rate (victim does not support the investigation) is 28 per cent in the last 12 months to December 23, and has decreased (-1.7 per cent). A higher rate was seen in November 2023 (29.2 per cent), but the outcome 16 rate has been below 30 per cent for the whole of 2023.

The newly established Crime Bureau have now taken full responsibility for applying the correct outcome and closing all force crime. The department will improve the quality of the force's outcome data, ensuring that the information we provide which is disclosable through any of the statutory obligations and data sharing agreements worked under by the Central Disclosure Unit is accurate.

Criminal Justice Outcomes (1 to 8 minus 5)
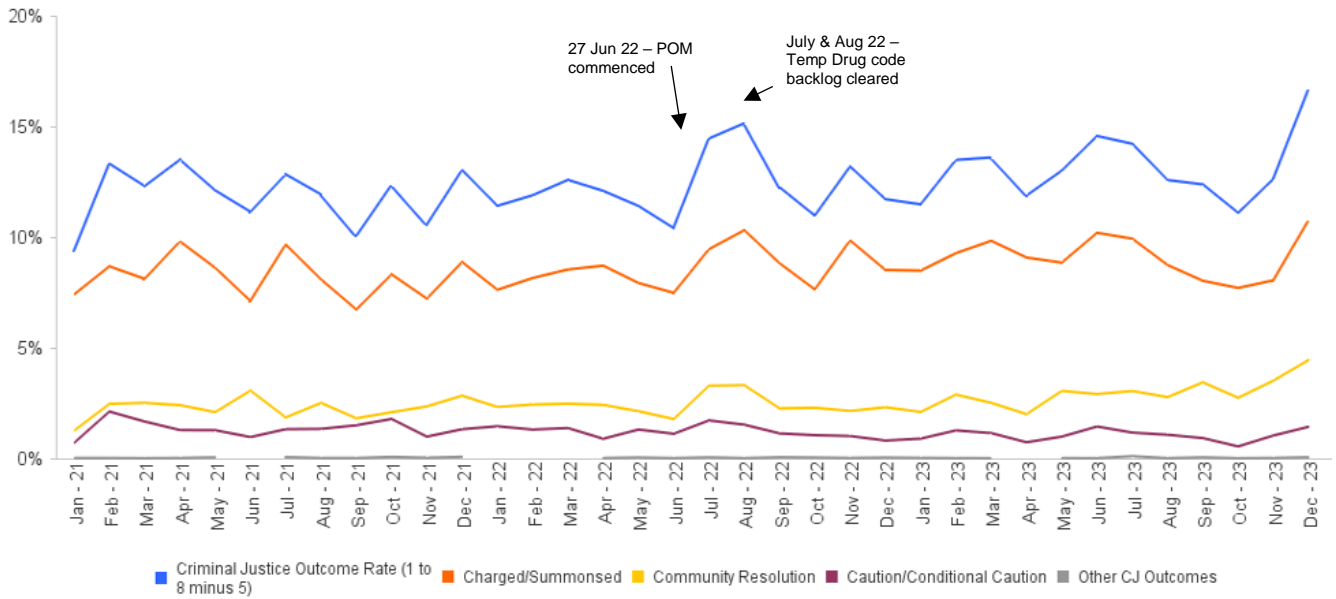
Data

Outcome Rate	Previous 12 Months	Last 12 Months	Change (Diff.)	Sep - 23	Oct - 23	Nov - 23	Dec - 23
CJ Outcomes	12.3%	13.1%	0.7%	12.4%	11.1%	12.6%	16.7%
Charge / Postal Requisition	8.6%	9.0%	0.4%	8.0%	7.7%	8.0%	10.8%
Outcome 16	29.6%	28.0%	-1.7%	26.5%	26.8%	29.2%	25.4%
Unable to Progress Investigation	52.7%	54.1%	1.4%	57.8%	58.0%	54.0%	52.7%
Diversionary Activity (Outcome 22)	1.3%	1.4%	0.1%	0.6%	0.5%	0.5%	1.6%
Prosecution Prevented	0.6%	0.6%	0.0%	0.6%	0.8%	0.7%	0.4%
Other	3.5%	2.9%	-0.6%	2.1%	2.8%	2.9%	3.1%

National Comparison	Staffordshire ranks **11th in the 43 forces** for charge and postal requisition rate to July 2023, and **2nd in its 8 most similar forces** at 9.3%.

| DEFINITIONS	Criminal justice outcomes include 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.

OFFICIAL

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 2023 saw the increase in arrests continue with the highest monthly volume in the last three years.

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. 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 have reduced by nine per cent in the last 12 months compared to the previous 12 months. Waiting times have been gradually increasing in line with the increase in volumes within custody. There has been a 37.5 per cent increase in the last 12 months compared to the previous 12 months.

Arrests
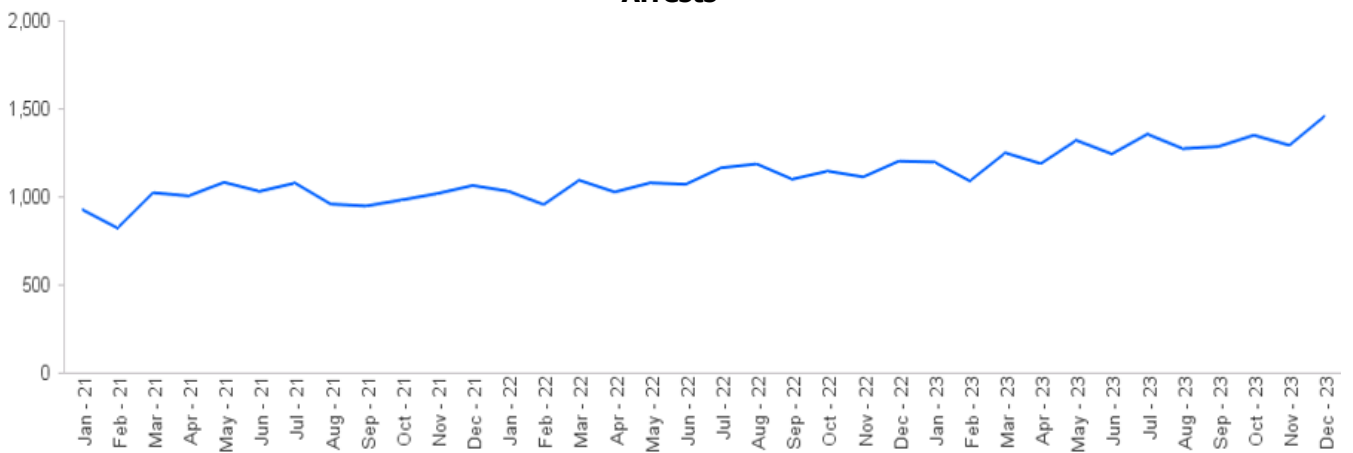
Bail and Released Under Investigation (RUI)

28 Oct 22 – New bail legislation commenced

■ Bail Rate   ■ RUI Rate
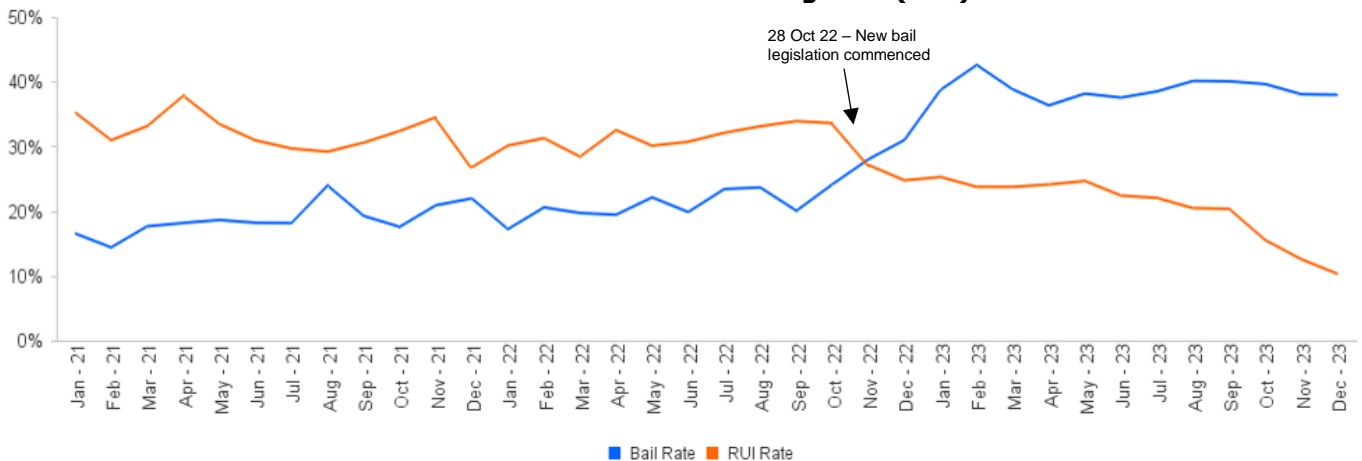
Data

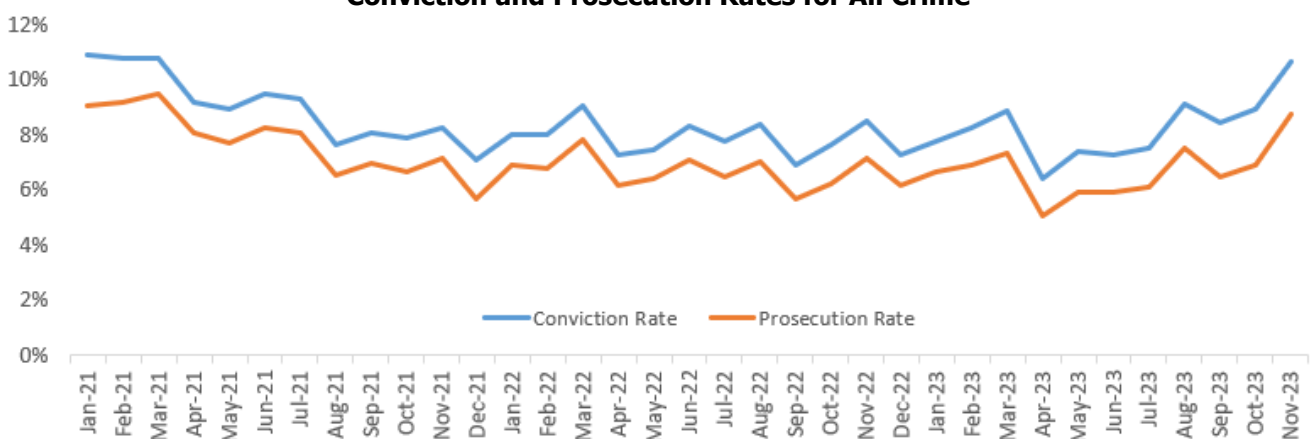| Custody	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Sep - 23	Oct - 23	Nov - 23	Dec - 23
Arrests	13137	15274	2137	16.3%	1283	1347	1290	1456
Average Detention Duration (hours)	19.0	17.3	-1.7	-9.0%	16.9	16.3	15.5	17.0
Children in Custody	574	874	300	52.3%	78	94	80	56
Average Detention Duration (hours)	15.9	11.0	-4.8	-30.5%	10.9	11.6	10.3	8.0
Waiting Times in Custody	24.6	33.8	9.2	37.5%	32.8	34.5	35.3	35.7
Bail Rate	22.6%	38.8%	16.3%		40.1%	39.6%	38.1%	38.0%
Released Under Investigation Rate	30.6%	20.2%	-10.4%		20.3%	15.5%	12.6%	10.3%
Voluntary Attendees	3065	3423	358	11.7%	272	291	255	248

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.

- 8.1 per cent of all crimes in the last 12 months (December 2022 to November 2023) are prosecuted at court which is stable compared to the previous 12 months, but has decreased slightly (-1.9 per cent) compared to the baseline in 2019/2020.
- 6.6 per cent of all crimes in the last 12 months (December 2022 to November 2023) end in a conviction at court which is stable compared to the previous 12 months, but has decreased slightly (-2 per cent) compared to the baseline in 2019/2020.
- Finalised cases in the last 12 months (December 2022 to November 2023) have increased by 7 per cent compared to the previous 12 months, but have decreased by -10 per cent compared to the 2019/20 baseline, due to the continuing issues with backlogs and delays of court cases due to court availability which is predicted to remain an issue for the foreseeable future.

Conviction and Prosecution Rates for All Crime

Data

	Previous 12 Months (Dec 21 to Nov 22)	Last 12 Months (Dec 22 to Nov 23)	12 month difference	12 month % Change	Baseline (Apr 19 to Mar 20)	Baseline Difference	% Change
All Crime	84,871	88,315	3,444	4%	79,300	9,015	11%
Finalised cases	6,706	7,194	488	7%	7,998	-804	-10%
Convictions at court	5,642	5,858	216	4%	6,875	-1,017	-15%

CPS data for December 23 not currently available

	Previous 12 Months (Dec 21 to Nov 22)	Last 12 Months (Dec 22 to Nov 23)	12 month % Change	Baseline (Apr 19 to Mar 20)	% Change from baseline
crime to court rate	7.9%	8.1%	0.2%	10.1%	-1.9%
crime to conviction rate	6.6%	6.6%	0.0%	8.7%	-2.0%

Convictions at Court

- Magistrates' court convictions rates have reduced (-3.1 per cent) compared to the previous 12 months
- Crown court convictions rates have reduced (-4.6 per cent) compared to the previous 12 months.

Staffordshire's conviction rates for magistrates' courts are lower compared to our regional forces and nationally. However, crown courts conviction rates are similar to the regional and national rates.

Conviction Rates at Court
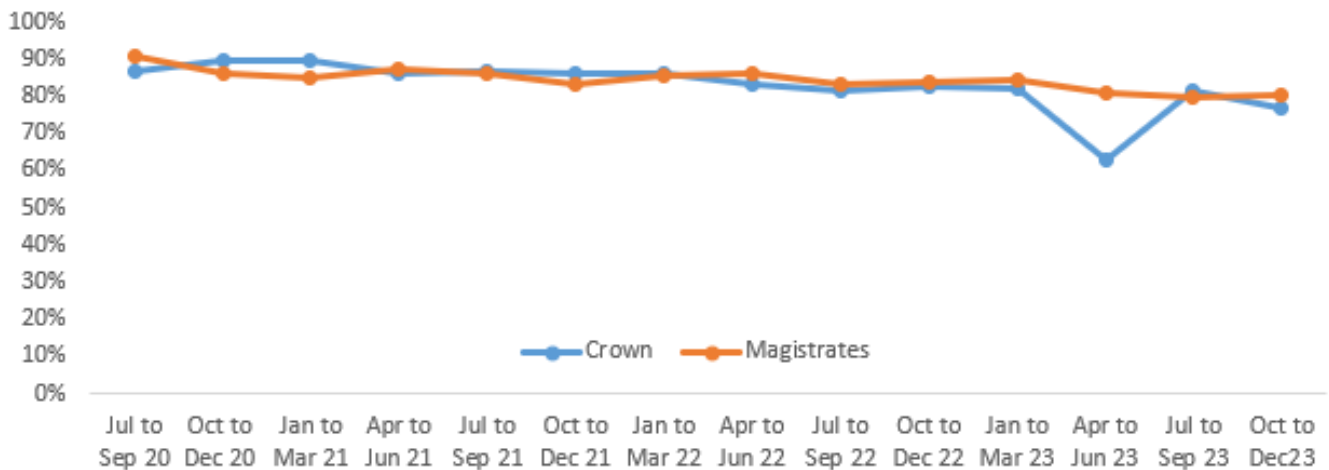
Data

Conviction Rate	Previous 12 Months	Current 12 Months	Change	Jan to Mar 23	Apr to Jun 23	Jul to Sep 23	Oct to Dec 23
Crown Court	83.4%	78.8%	-4.6%	82.2%	62.7%	81.3%	76.7%
Magistrates Court	84.6%	81.5%	-3.1%	84.2%	81.1%	79.7%	80.5%

The latest quarter only includes a partial month of data for December 2023.

There were 1,000 outstanding cases at crown courts in Staffordshire at the end of December 2023. This is an increase of 94 per cent (+485) compared to March 2020 (pre covid) baseline (515), with demand continuing to exceed supply during the current period. In the magistrates' courts, there were 1,561 outstanding cases in Staffordshire at the end of December. This is an increase of 158 per cent above the March 2020 (pre covid) baseline (604). Demand has risen significantly since October 2022 and is cases coming in (receipts) outstrip completed cases (disposals).

7. A More Effective Criminal Justice System
## 7.1 Criminal Justice – Timeliness

Data for the period April to June 2023 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.

National Comparison	The average (median) time to investigate in Staffordshire is above the national average, with an average (median) of **54 days to record a successful outcome** for a victim-based crime in the latest quarter (Q2 2023) compared to an average (median) of **34 days nationally in the latest quarter** (Q2 2023).

Staffordshire is now included in the national statistics as the force has been linked to the Home Office data hub. Since the fix to the connection, the data has improved slightly as the data is based on recorded rather than reported date, and is based on the first date a crime was validated. Once the data is updated it is expected that the median days to investigate victim-based crime will change slightly.

Victim-based crimes with CJ Outcome – Median Days to Investigate
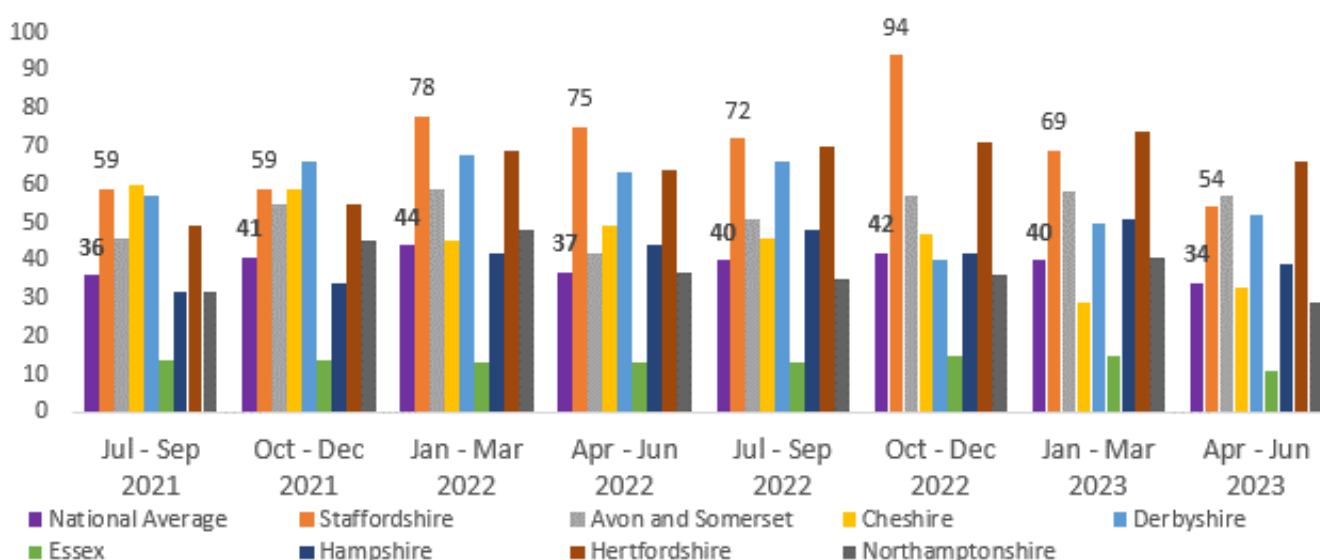
A monthly view is provided on the following page to demonstrate the variability of the timeliness data, and to show that one month of higher than normal timeliness can impact on the national quarterly data, and that the data has been more stable in the last 12 months.

Victim-based crimes with CJ Outcome – Median Days to Investigate
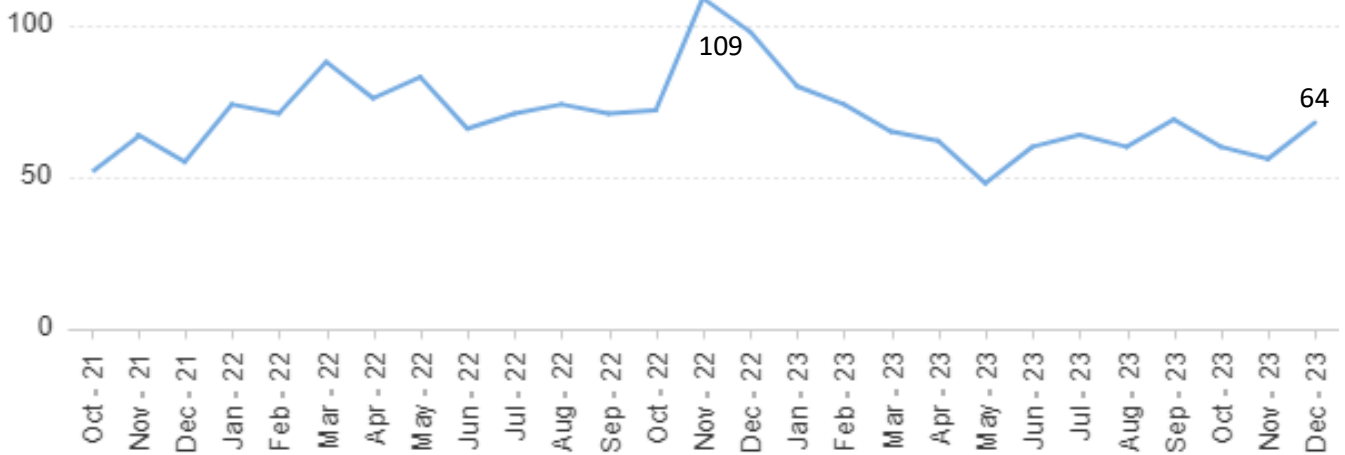
In the last 12 months, overall timeliness was 63 days to investigate victim-based crimes with a criminal justice (CJ) outcome, which is a reduction of 22 per cent (-18 days) compared to the previous 12 months. However, the more serious and complex crime types take longer to investigate, and the teams who deal with the more complex crime types spend longer investigating. For example, a domestic-related crime takes on average 82 days to investigate compared to 58 days for a non-domestic crime.

8. Enabling Services: HR and Finance Update
8.1 Officer Recruitment and Workforce Diversity

Headlines
- We exceeded the police uplift target for 31 March 2023 by 32 officers. The current focus is to maintain this level and we are on schedule to achieve our target of a police officer headcount of 2,000 officers by 31 March 2024
- We promoted 33 sergeants this year, with a further sergeants promotion process planned to start on 29 January 2024
- We have a continued focus on recruiting transferees into detective roles, with a new transferee initiative to attract new and existing detectives from other forces to add to our blend of experience and new detectives within investigations
- Retention is a big focus for us this year. The retention strategy, including the talent bank of retiring officers to improve skills retention, and 'Say and Stay' interview to improve general retention of skilled and experienced staff. The force is complying with the National Data Recording Standards and capturing more granular detail relating to officer leaving reasons
- There has been extensive recruitment for the Force Contact Centre (uplift in numbers) to reduce the response time of our officers and to manage the high volume of calls we receive on a daily basis.

Police officer full-time equivalent (FTE) in March 2022 was 1,805, and increased by 131 to 1,971, by 31 March 2023. It is currently at 1,961 at 1 January 2024.

Police Officer FTE
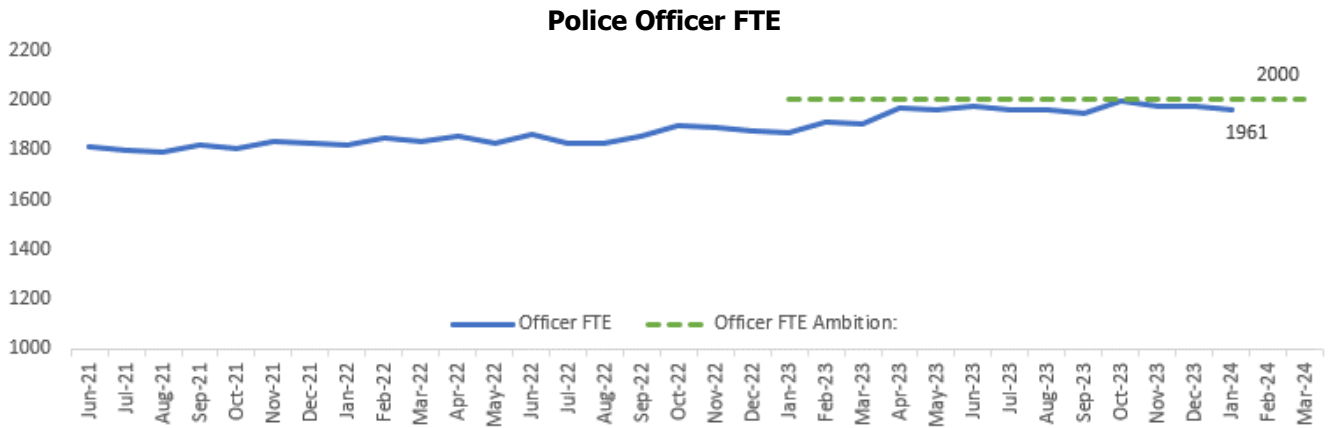
Officer Recruitment

Prior to the implementation of Operation Uplift, the baseline headcount for police was agreed at 1,648. Since then numbers of officers has increased, with a target headcount by March 2023 of 1,948. This equates to an 18 per cent increase. The actual headcount at the end of March 2023 was 1,980 (excl. secondments).

The current headcount as at the end of Dec is 1,978, with a planned intake of 30 new officers in January 2024, plus 60 in March 2024. These 90 officers join the organisation on either IPLDP Plus, DC DHEP or DC Police Now programme. There are further intakes are planned for June and September 2024 and January 2025, plus transferees from other police forces into Staffordshire in February, May, July, September, October and November 2024.
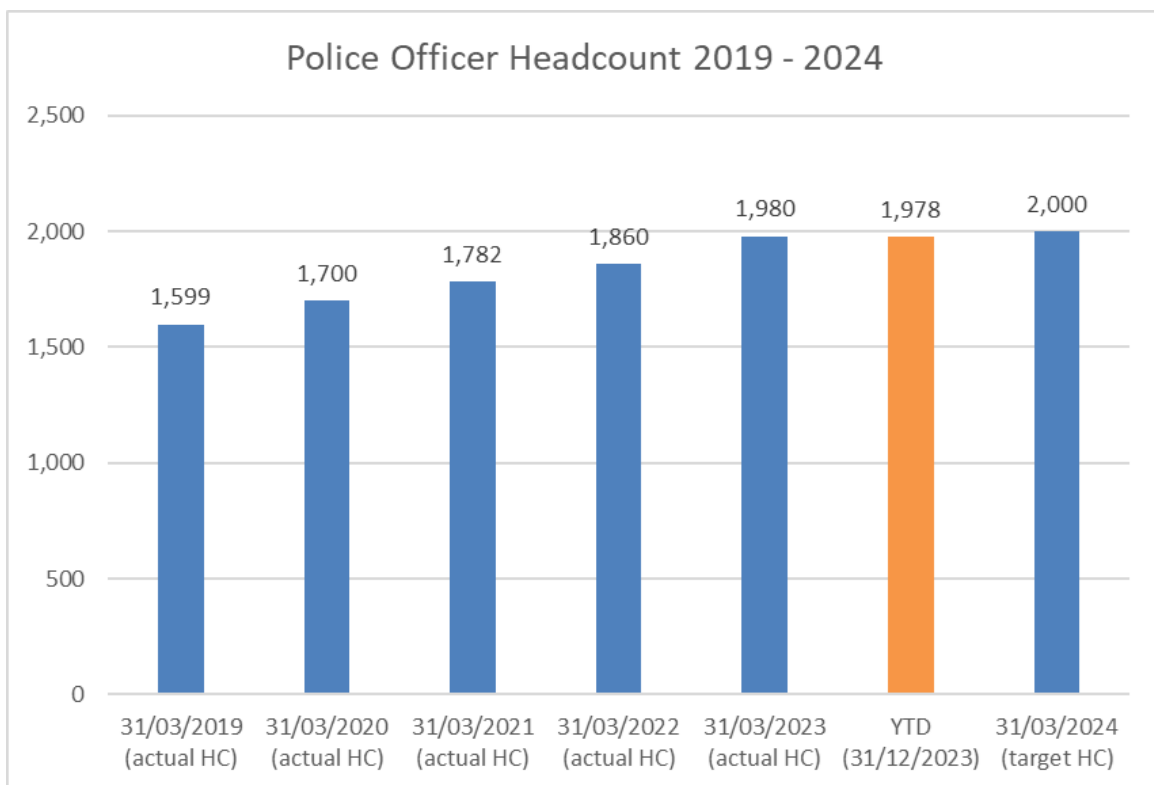
The actual numbers shown in the chart are inclusive of precept investment since 2018/19 and the current prediction is to exceed the target for March 2024. This is due to a variety of attraction and recruitment activities including a blended mix of Policing Education Qualifications Framework (PEQF), IPLDP Plus, transferees and promotion processes.

OFFICIAL

The variety of 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)
- Transferees (Constables/ Sergeants/Inspectors)
- Transferees (Detective constables / Sergeants)
- Re-join (pre 30 years)
- Re-join (post 30 years)
- IPLDP Plus.

Workforce Diversity

Ethnicity

In Staffordshire, as of 31 December 2023, the force employs the following breakdown of black, Asian, mixed and other minority ethnic colleagues compared to the local population of 6.38 per cent:

- Whole force 4.02 per cent   An increase of 0.26 per cent since Dec 2022
- Police officers 3.70 per cent   An increase of 0.19 per cent since Dec 2022
- Police staff 4.07 per cent   An increase of 0.19 per cent since Dec 2022
- Special Constabulary 7.59 per cent   An increase of 2.36 per cent since Dec 2022

Since January 2023, 4.42 per cent of police officers joining the force are black, Asian, mixed and other minority ethnicities.

Gender

In Staffordshire, as of 31 December 2023, the force employs the following breakdown of genders (compared to the female population of 50.5 per cent):
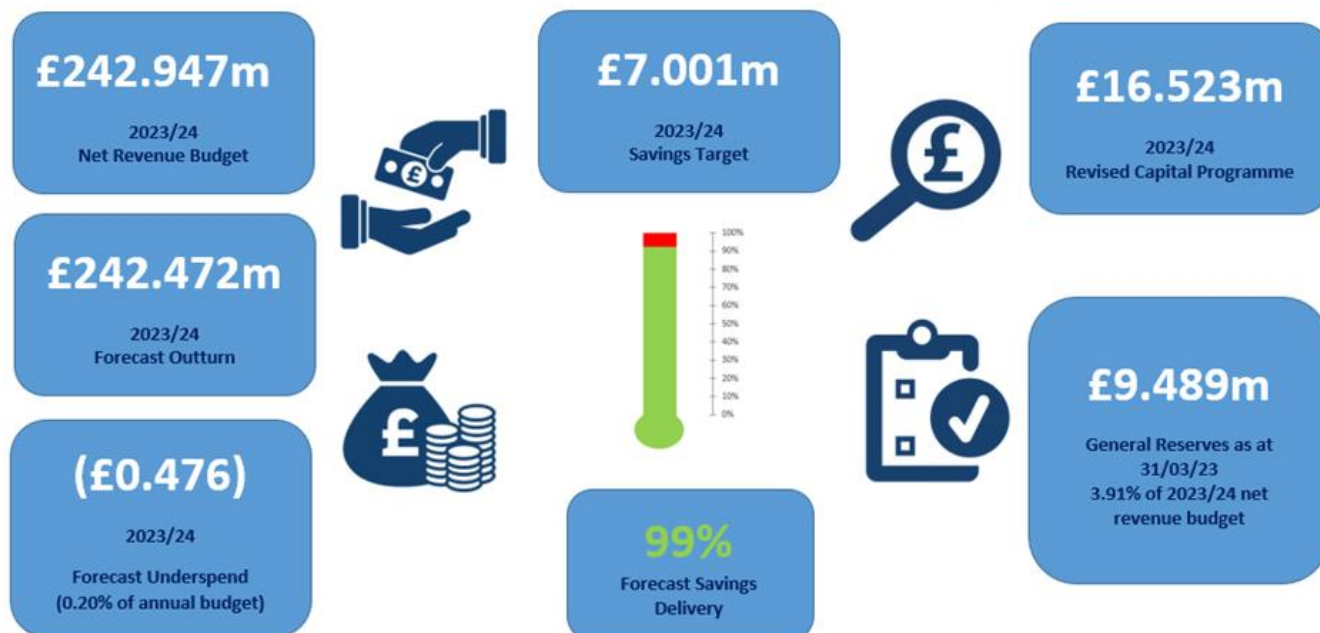
- Police officers – 63.93 per cent male and 36.07 per cent female - an increase of 1.66 per cent of female police officers since December 2022.
- Police staff – 35.69 per cent male and 64.31 per cent female – an increase of 0.30 per cent of female police officers since December 2022.

Since January 2023, 44.58 per cent of police officers joining the force were female.

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 the end of Quarter 2 for the 2023/24 financial year.

Staffordshire Police & Staffordshire Commissioner's Office Finance Update

£242.947m	£7.001m	£16.523m
2023/24 Net Revenue Budget	2023/24 Savings Target	2023/24 Revised Capital Programme
£242.472m		£9.489m
2023/24 Forecast Outturn		General Reserves as at 31/03/23 3.91% of 2023/24 net revenue budget
(£0.476)	99%	
2023/24 Forecast Underspend (0.20% of annual budget)	Forecast Savings Delivery	

As outlined in the above summary, the group is forecasting an underspend of £0.476m for the 2023/24 financial year, representing 0.20% of the annual budget.

The position reflects the pay award of seven per cent awarded to officers and staff, which was fully-funded by the Home Office.

The force is on target to achieve 2,000 officers by the end of March 2024 and will benefit from funding through the Home Office's Additional Recruitment Scheme.

The savings target for the year is £7.001m with the current forecast delivery being 99%; this will be kept under review throughout the year.

Reserves remain in a healthy position, in line with the wider sector. There are plans to unwind a number of these reserves over the life of the Medium-Term Financial Strategy (MTFS).

Work is on-going on the group MTFS, as set out in the update to the current MTFS was provided to Police Fire and Crime Panel on 13 November.

The table on the following page sets out the detailed revenue financial position showing the year to date and forecast outturn for the group for the 2023/24 year.

	YTD			Forecast		
	Budget £'000	Actual £'000	Variance £'000	Budget £'000	Actual £'000	Variance £'000
Pay						
Police Officer Pay Costs	58,744	59,019	275	120,541	121,149	608
Pcso Pay Costs	4,365	4,325	(40)	9,012	8,866	(146)
Police Staff Pay Costs	33,723	32,801	(921)	69,674	68,348	(1,326)
Other Employee Costs	2,229	2,007	(223)	4,436	4,697	261
Police Officer Pensions	2,331	1,805	(526)	4,663	4,663	0
	101,392	**99,957**	**(1,435)**	**208,326**	**207,723**	**(603)**
Non Pay						
Repairs & Maintenance	16	13	(3)	31	31	(0)
Other Premises Costs	3,145	3,326	181	6,290	7,328	1,038
Vehicle Costs	2,028	2,245	217	4,045	3,964	(82)
Other Travel Costs	283	340	58	568	663	95
Operational Supplies & Service	3,358	3,205	(153)	6,776	7,613	837
Communications & Computers	6,271	5,782	(489)	12,586	12,185	(401)
Administration	940	854	(86)	1,902	2,170	268
Other Supplies & Services	434	250	(184)	1,072	825	(247)
	16,474	**16,015**	**(459)**	**33,271**	**34,778**	**1,508**
Contracted						
Third Party Payments	9,719	7,072	(2,647)	19,941	20,366	425
	9,719	**7,072**	**(2,647)**	**19,941**	**20,366**	**425**
Capital Financing						
Capital Financing Costs	6,941	6,748	(193)	8,066	8,277	212
	6,941	**6,748**	**(193)**	**8,066**	**8,277**	**212**
Income						
Grants & Contributions	(5,245)	(4,958)	288	(17,823)	(17,828)	(5)
Reimbursements	(2,764)	(4,350)	(1,585)	(6,882)	(7,348)	(465)
Sales, Fees & Charges	(430)	(636)	(206)	(943)	(1,091)	(148)
Other Income	(601)	(1,037)	(436)	(1,330)	(2,385)	(1,055)
	(9,041)	**(10,980)**	**(1,940)**	**(26,978)**	**(28,652)**	**(1,674)**
Funding						
Reserve Transfers	(2,085)	(508)	1,577	(89)	(22)	67
Use of capital receipts	0	0	0	0	0	0
Recharge direct to capital	0	0	0	0	0	0
Intra Group Transfers	0	0	0	0	0	0
	(2,085)	**(508)**	**1,577**	**(89)**	**(22)**	**67**
Unallocated Savings						
Unallocated Savings	224	0	(224)	411	0	(411)
	224	**0**	**(224)**	**411**	**0**	**(411)**
Total Revenue Budget	**123,625**	**118,304**	**(5,321)**	**242,947**	**242,472**	**(476)**

OFFICIAL

8.3 Value for Money

Value for money (VfM) 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 force has undertaken an analysis of the 2022/23 HMICFRS value for money profiles published in February 2023. This highlights the following:

National Comparison	- Funding for policing has historically been low in Staffordshire, in 2022/23 it was the **12th lowest funded** force per population. - Staffordshire has the **4th lowest number of police officers** per 1,000 population in the country and is the 2nd lowest in MSG. - When reviewing outliers, **Staffordshire remains a heavy investor in PCSOs**, being 67 higher compared to MSG. - Overall support functions overall are the **4th lowest in the MSG** based on net revenue expenditure per population.

The focus of the VfM Profiles is on cost, so these should be considered alongside the performance of individual areas.