



STAFFORDSHIRE
POLICE

Public Performance Meeting

4th October 2022

Published - September 22

Data to 31st August 2022

This document is classified as
OFFICIAL

Transparency:
Full – proactively published

Contents

1. Emerging Challenges

1.1.Chief Constable's Foreword	3
1.2.HMICFRS Police Effectiveness, Efficiency & Legitimacy (PEEL) report	4

Staffordshire Priorities including National Crime and Policing Measures (NCPM)

2. Key Headlines 6

3. A Local and Responsive Service

3.1.Contact and Response: Emergency and Non-Emergency	7
3.2.Response: Grade 1 and Grade 2	11
3.3.Tackle Anti-Social Behaviour	14
3.4.Reduce Neighbourhood Crime (Beating Crime Plan Measure).....	15
3.5.Road Safety: Enforcement and Community Speed Watch.....	16

4. Prevent Harm and Protect People

4.1.Reduce Murder and other Homicide (Beating Crime Plan Measure)	21
4.2.Reduce Serious Violence (Beating Crime Plan Measure): inc Domestic Abuse & Violence against Women & Girls.	22
4.3.Disrupt Drugs Supply and County Lines (Beating Crime Plan Measure)	27
4.4.Tackle Cyber Crime (Beating Crime Plan Measure)	30

5. Support Victims and Witnesses

5.1.Victims' Code of Practice Compliance.....	32
5.2.Improve Satisfaction among Victims and Witnesses, with focus on Victims of DA (Beating Crime Plan Measure).....	34
5.3.Public Confidence.....	35

6. Reduce Offending and Re-offending

6.1.Outcomes	40
--------------------	----

7. A More Effective Criminal Justice System

7.1.Criminal Justice – Timeliness	44
---	----

8. Enabling Services: HR & Finance Update

8.1.Operation Uplift, Officer Recruitment.....	45
8.2.Collaboration.....	46
8.3.Finance	47

1.1 Chief Constable's Forward



Last week (22 September), His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) published its latest inspection of Staffordshire Police under the Police Efficiency, Effectiveness and Legitimacy (PEEL) programme. The report rates Staffordshire Police as 'inadequate' in its ability to respond to the public, investigate crime and manage offenders and suspects. It further rates the force as requiring improvement in a number of other areas, while rating it as adequate in its ability to prevent crime and anti-social behaviour. Within the report, HMICFRS makes a number of recommendations of what the force needs to do to improve its performance.

I fully accept the findings of the HMICFRS' PEEL report and I am committed to addressing its recommendations. We are already well under way with these improvements, a fact recognised by the Inspectorate, and this Public Performance Meeting report highlights the progress we are making against our ambitions for continuous and sustained improvement.

We have specific and clear plans to deliver the standard of service our communities expect and deserve and our progress will continue to be scrutinised by the Police, Fire and Crime Commissioner. It will be an extensive and challenging journey and it will take time to embed and fully realise improvements – but it is one I and my staff are fully committed to.

Policing continues to operate under significant post-pandemic pressure, with sustained increases in crime and demand being seen nationally. Despite these challenges, the most recent national crime data shows that Staffordshire Police remains one of the safest places in the country, with one of the lowest levels of crime recorded out of all 43 forces.

While the overall volume of crime remains low, increases are seen in personal robbery, public order, theft of motor vehicles and domestic abuse. Analysis of these increases have not found any specific causes or factors and indeed they are in line with national upward trends, however we are proactively monitoring increases and putting proactive policing operations into effect including Operation Cadence which puts our new local policing model on the front foot and focused on proactive policing.

We are now three months' in to this new local approach to policing which launched in June of this year. Our emergency response teams are based at the same local police stations as neighbourhood officers, working more closely together and with other local agencies to problem solve the issues that really matter to our communities. This increase in locally based officers also means we are able to respond quicker to emergencies and ensure more incidents are attended to by an officer, if they are not triaged to be resolved over the phone, or via our Resolution Centre. I do recognise that there is still more to do to ensure we can get to the public when they need us, as quickly as possible.

In other changes, we are bringing together the teams that investigate our most serious crimes, such as serious violence and sexual assault, which will allow us to provide a more consistent service for victims of these crimes and other vulnerable people.

We have also invested in our Force Contact Centre, recruiting significant numbers of additional staff to help reduce wait times on 999 and 101 calls. We are starting to see call waiting times reduce, but call volumes are unprecedented and we are trialling and adopting technology to ensure we can respond to calls for service proportionately and effectively. We do however need to ensure that the demand that comes in to policing is dealt with by the most appropriate service and lead agency.

To focus everyone in force, we have recently launched a new Policing Plan which clearly sets out our plan of work for the next 12 months. This is closely aligned to the delivery of the Commissioner's Police and Crime Plan and was developed collaboratively with staff.

I am confident that this, alongside our bespoke improvement plans against the HMICFRS recommendations, will allow us to deliver a better service for the communities of Staffordshire and Stoke-on-Trent.

A handwritten signature in black ink, appearing to read 'Chris Noble'.

Chris Noble
Chief Constable

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

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) has today (Thursday 22 September) published its latest inspection of Staffordshire Police under the Police Efficiency, Effectiveness and Legitimacy (PEEL) programme.

The report rates Staffordshire Police as 'inadequate' in its ability to respond to the public, investigate crime and manage offenders and suspects. It further rates the force as requiring improvement in a number of other areas while rating it as adequate in its ability to prevent crime and anti-social behaviour. Within the report, HMICFRS makes a number of recommendations of what the force needs to do to improve its performance.

The force fully accepts the findings of the HMICFRS' PEEL report and are committed to addressing its recommendations as a matter of urgency with activity already underway, a fact recognised by the Inspectorate

Despite these challenges the most recent national crime data shows that Staffordshire Police remains one of the safest places in the country, with one of the lowest levels of crime recorded out of all 43 forces. We want to make it the safest.

Summary of the findings from HMICFRS PEEL 2021/22 Assessment

Causes of Concern

- Responding to the public (identifying vulnerable victims at the first point of contact).
- Investigating crime (making sure effective investigations are carried out and, victims get the support they need).

Other Key Areas for Improvement

- Recording data about crime (timeliness and quality)
- Treatment of the public (aspects of stop and search, neighbourhood policing and problem solving)
- Protecting vulnerable people (enhanced performance and governance and specialist staffing levels)
- Developing a positive workplace (supervisory oversight, manageable workload and work life balance)
- Good use of resources (better understanding of future demand and resources needed)
- Managing offenders (improving the management offenders and outstanding suspects).

Areas recognised as positive practice

- Working with partners and academics to identify roots causes and prevent crime at the earliest opportunity.
- Good partnership working towards the rehabilitation of offenders.
- Providing safeguarding support for vulnerable people and assessing vulnerability during initial response.
- Clear understanding around expected standards of behaviour and confidence to report unacceptable behaviour
- Effective action to build a workforce that better reflects communities.
- Effective long-term planning
- Affordable financial plans to meet future demands.
- Effective collaboration processes in place with SFARS

Key activity to address issues

- Immediate response to the causes of concerns raised in March 2022 with rapid improvement plans put in place and progress monitored as part of a strengthened strategic governance structure including enhanced scrutiny and challenge.
- Investment in rebuilding a robust Corporate Services Department to support preparation and launch of the new policing plan and performance framework.
- Development of Business Intelligence capability and significant strengthening of the force's change, audit and scrutiny functions.
- Significant change to the operating model (June 2022) with a focus on local policing to improve responsiveness, quality of investigations and problem solving.
- Largescale (1000) casefile audit and focus group activity to inform root cause analysis and training needs analysis.
- Review of Force Contact Centre (including staffing model) and Public Protection Unit as part of next phase of programme of change.
- Regular contact and oversight from HMICFRS via Formal Policing Performance Oversight Group (PPOG) and checkpoint meetings (as part of the 'engaged' process) and continued in force challenge and support around the areas of most concern.
- Continued peer to peer support from other 'best in class' forces, the College of Policing and NPCC.
- Development of a new Policing Plan to clearly identify our ambition and activity to achieve improvements. This plan has 4 pillars to focus our efforts Our Communities, Our People, Our Partnerships and Our Resources which will be used collectively to make a safe and confident Staffordshire.
- Set clear strategic priorities to assist us in on focusing on what matters most.

2. Key Headlines / Performance Summary

Demand profile overview

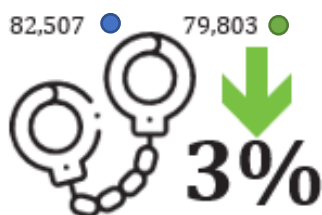


● Statistics from 2019/2020 baseline or National baseline for crime 01/07/2018 to 30/06/2019

● Statistics from 01/09/2021 to 31/08/2022

Prevent harm and protect people

All crime in Staffordshire



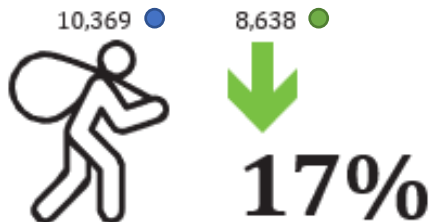
Knife Crime



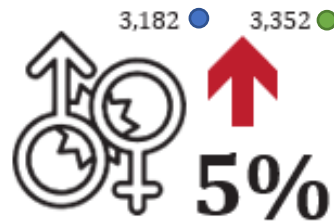
Domestic Abuse (Crime)



Neighbourhood crime

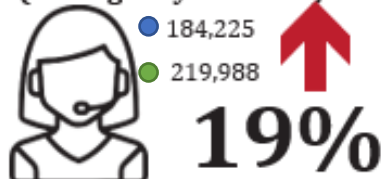


Sexual offences

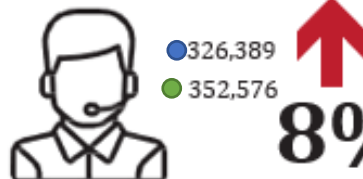


Local and responsive service

999 Calls (Emergency demand)



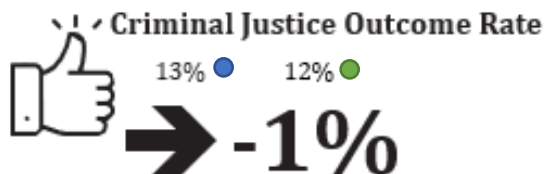
Non Emergency demand (101 calls and digital contact)



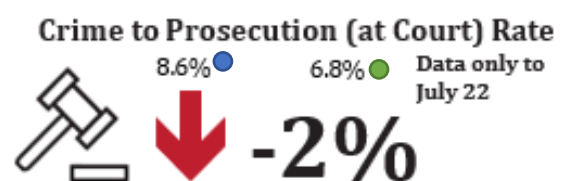
Anti-Social Behaviour



Reduce Offending and Reoffending

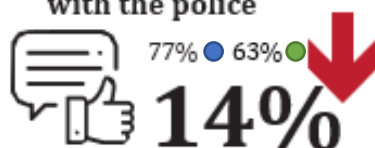


More effective Criminal Justice System



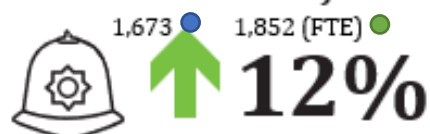
Support Victims and Witnesses

Positive opinion after contact with the police



Enabling Services

Officer Uplift (number of additional officers)



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 over the national Single Online Home platform and from late April 2021 a new 'online' chat service 'live chat'. The force manages its contact services via our Force Contact Centre (FCC).

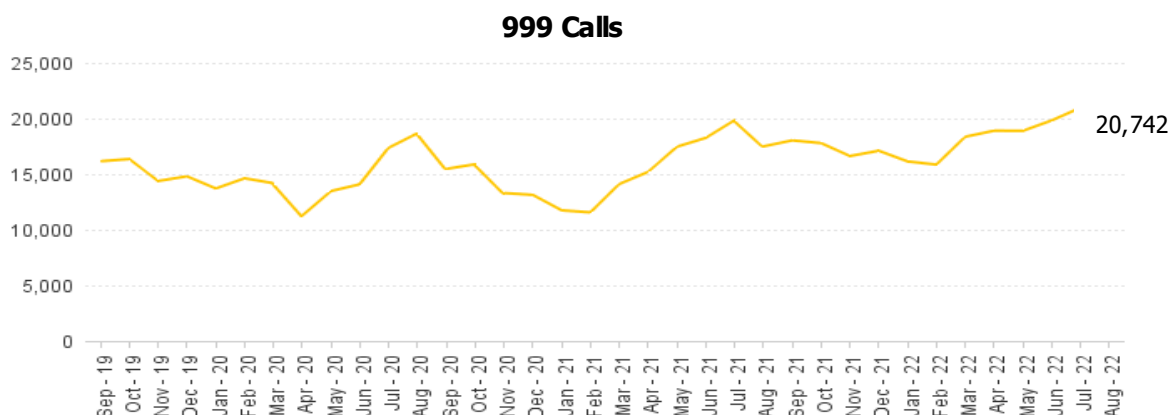
These contacts are classified as emergency, non-emergency, general enquiries and outgoing calls. Contact is also received from other partners and agencies such as ambulance and fire and rescue.

What have we done since our last meeting

- Prioritised a full review of our Force Contact Centre functions and capabilities as one of our main priority change projects.
- Commenced a review of our shift patterns to ensure we are operating the most effective and efficient model possible.
- Recruited staff to support our ambitions for improvement to ensure, not just compliance, but a sustained improvement in quality.
- Implemented improvement plans around individual and team performance delivered across our Contact teams.
- Review of our business needs based on today's challenges and predicted increases to support call handling performance and a new approach to Triage.
- Full review of Recruitment, Training and Retention within the Force Contact Centre to commence to ensure our staff have all the skills required to undertake their roles and responsibilities.
- A new approach to work with regional colleagues to support the implementation of Right Care, Right Person, to ensure that vulnerable callers are identified and receive the most appropriate support from the very initial point of contact.
- Set clear ambitions with additional performance visualisation and products to drive our understanding of the impact of our improvement plans.

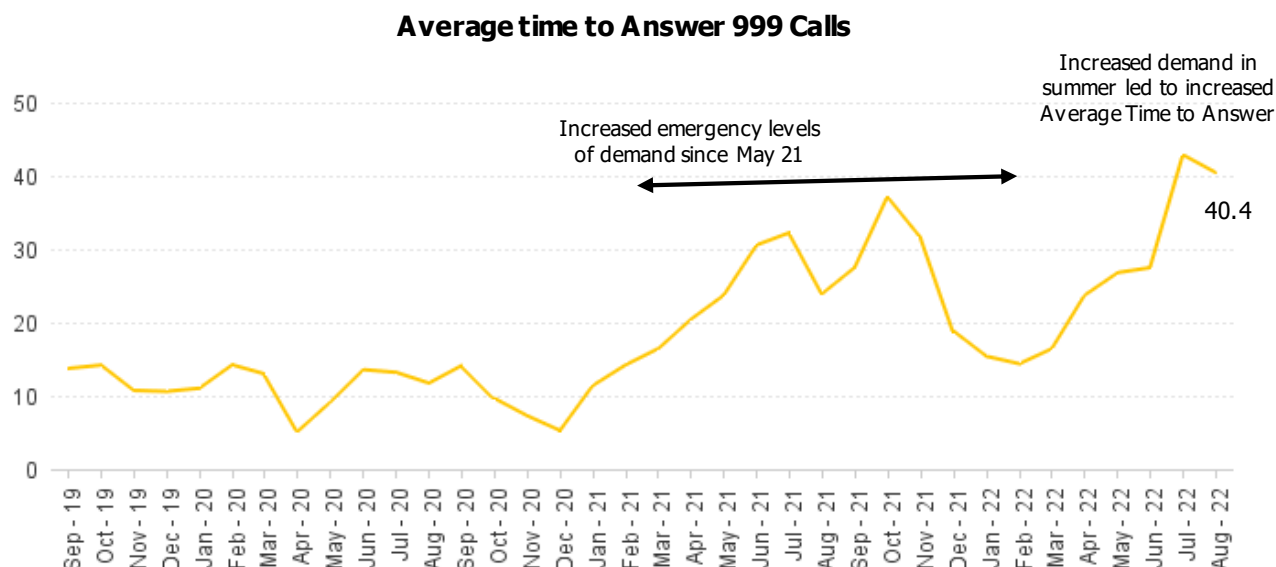
999 calls

999 call volume has increased by 20% (36,338) in the last 12 months compared the previous year, an average of 86 calls extra a day.



Timeliness

- Average time to answer 999 calls remains high with 40.4 seconds in August
- % of 999 calls answered in 10 second is reducing with 65% being answered in August within 10 seconds.
- Positive indications have been seen in September 2022 with the percentage of calls answered within 10 seconds increasing, and average time to answer is starting to see reductions. The latest week saw 73% of 999 calls answered in 10 seconds and an average time to answer of 33.6 seconds.



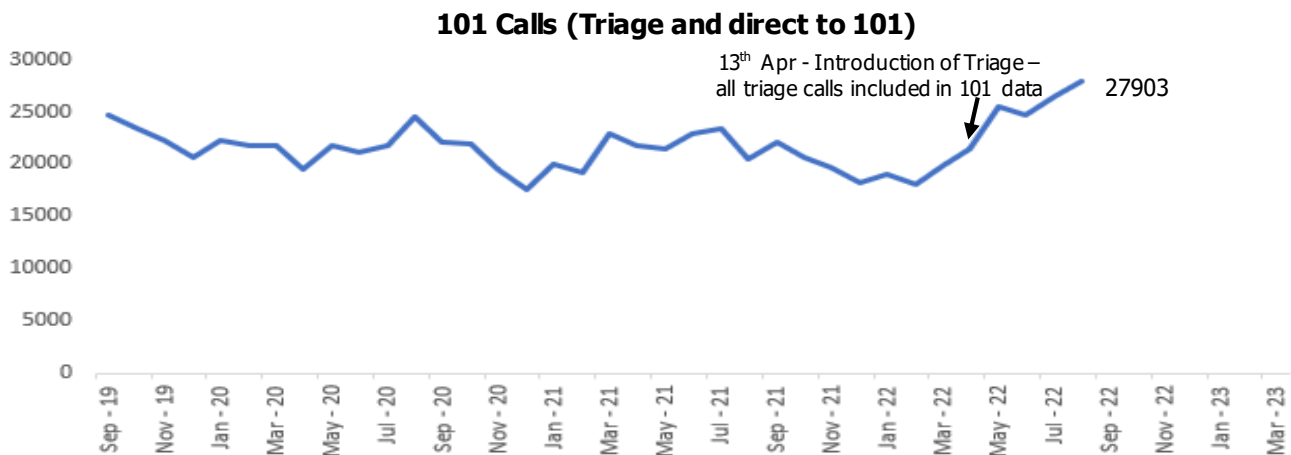
National 999 data is only available since November 2021, therefore the national position for Average time to answer and percentage of calls answered within 10 seconds is only available on a monthly basis and August 2022 is used for comparisons.

- For volume of calls the last 10 months Staffordshire is 25th of 42 forces.
- In August 2022, Staffordshire was 26th out of 42 forces for the percentage of 999 calls answered within 10 seconds. Highest position was in February 2022 at 7th of 42 forces.

101 Calls

Volume

- 101 call volumes are stable with 4% (+10,180) more 101 calls in the last 12 months compared the previous year, average equates to 28 extra calls per day.
- Digital demand has decreased -9% (-8,919) in the last 12 months compared the previous year.

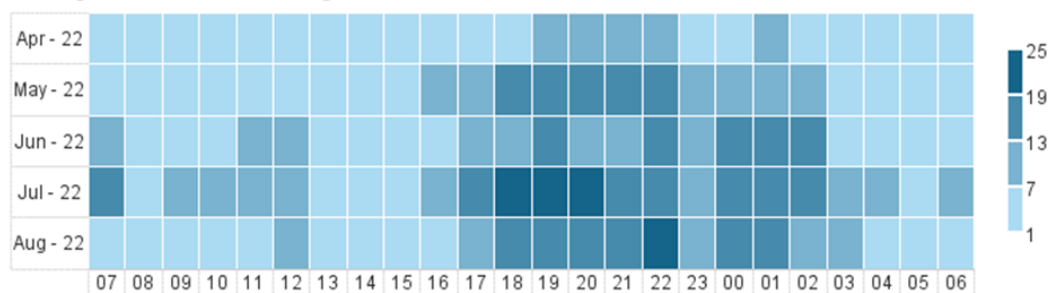


Timeliness

Improvements to average time to answer 101 calls have continued since the implementation of Triage, with 7.1 mins in August 2022.

The average time to answer triage and 101 calls is impacted by higher wait times at certain time of day. The longest wait times were between 6pm to 8pm. Shorter wait times existed when higher volumes of calls are received.

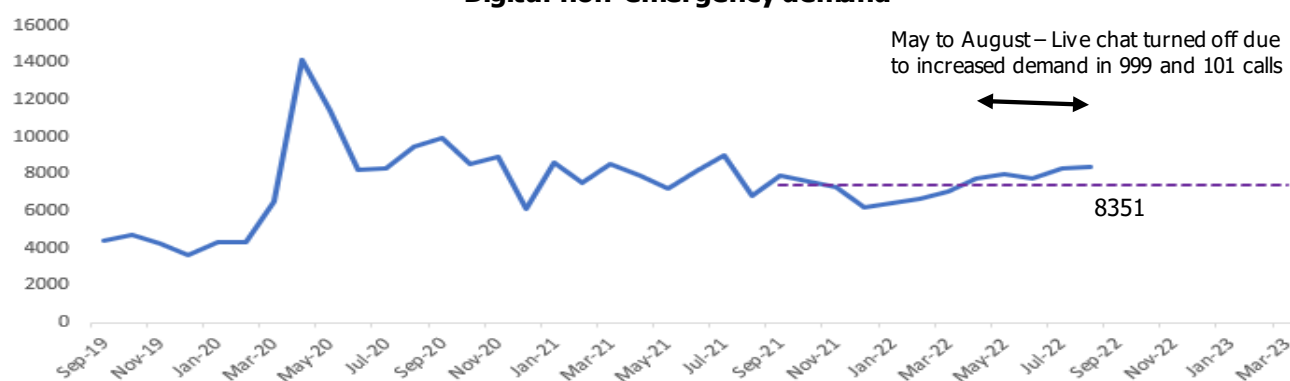
Average time to Answer Triage and Direct to 101 calls



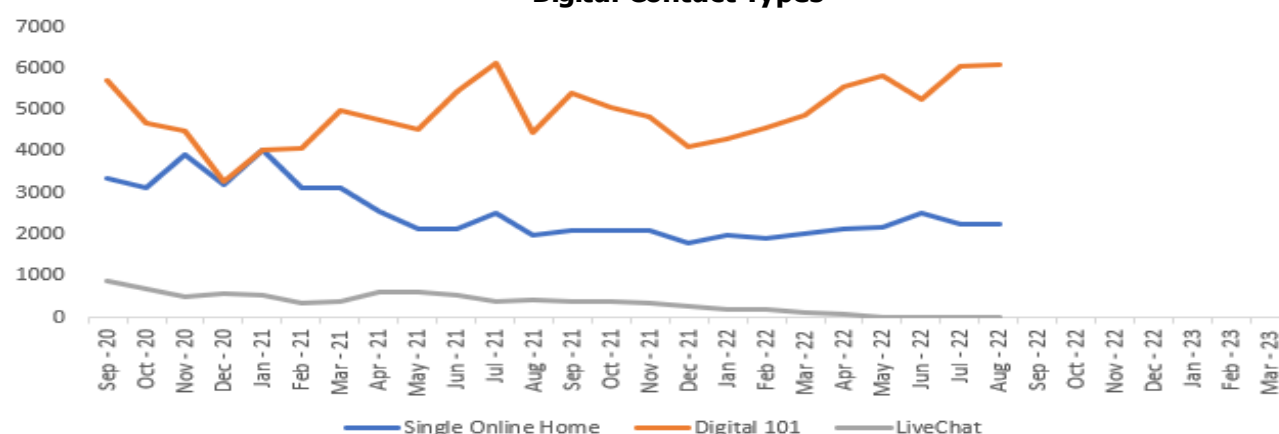
Average Time to Answer 101 (Triage and direct to 101)



Digital non-emergency demand



Digital Contact Types



Abandoned Calls

999 Abandoned Calls

Abandoned 999 calls cause increased demand on the force contact centre as 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

- 4.3% of 999 calls were abandoned in the last 12 months, this has increased by 1.7% compared to the previous 12 months.
- Of the abandoned 999 calls, 34% (3,148) are abandoned within 93 seconds, and this has reduced by 2% compared to the previous year.
- July and August 2022 saw increased proportions of abandoned 999 calls with 7% in July and 6% in August 22.
- A media campaign was launched in August 2022 targeted at reducing 'accidental' abandoned 999 calls.



101 and Triage Abandoned Calls

- 37% of 101 and Triage calls were abandoned in the last 12 months, this has increased by 7% compared to the previous 12 months.
- Of the abandoned 101 and Triage calls, 34% (33,193) are abandoned within 93 seconds, and this has reduced by 5% compared to the previous year. This would suggest the caller either chose the digital route through the alternative options messages or made an informed decision to call back later when their position in the queue was provided.

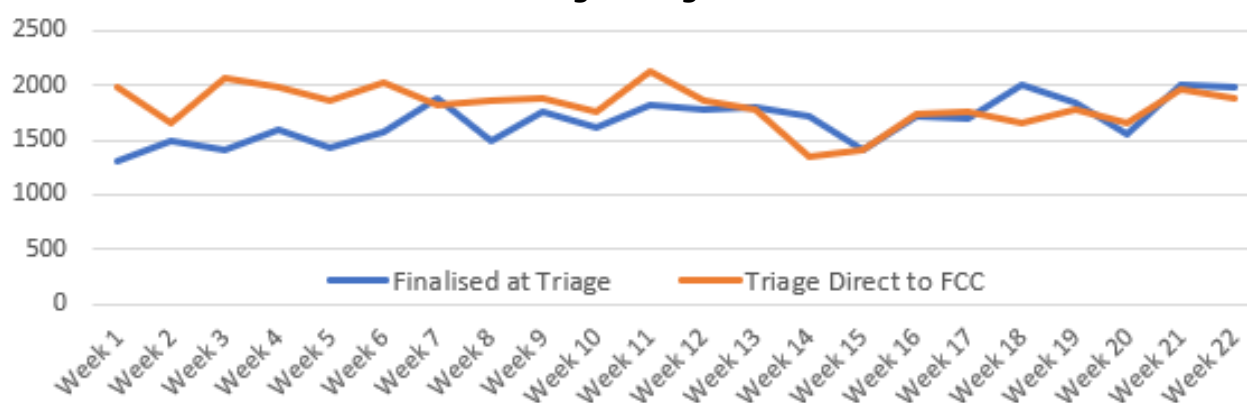
Abandoned 101 & Triage Calls	Proportion Abandoned	Time to Abandon				
		less 93 secs	94 sec to 5 mins	5 to 10 mins	10 to 20 mins	20+ mins
Last 12 Months	36.6%	34.4%	30.2%	15.1%	10.4%	9.9%
Previous 12 Months	29.4%	38.9%	30.7%	14.1%	9.5%	6.9%

101 Triage

Triage approach to calls for service now in place and operating, where possible, between 0800-2200hrs, 7 days a week. 49.7% fewer calls are being transferred to 101 as they are being resolved at the initial point of contact. The ambition of Triage is to enable us to provide an enhanced service to people trying to contact the force and improve their experience.

Since introduction of Triage 90,535 calls have been assessed which is 34% of all calls received.

Routing of Triage Calls



3.2 Response: Grade 1 and Grade 2

Response officers respond to incoming calls for service that are identified by the Contact Centre as an emergency (Grade 1) or priority (Grade 2) and which require physical attendance. An investigation bureau is also located at each response hub location to support service delivery who deal with calls for service that are suitable for telephone or remote support.

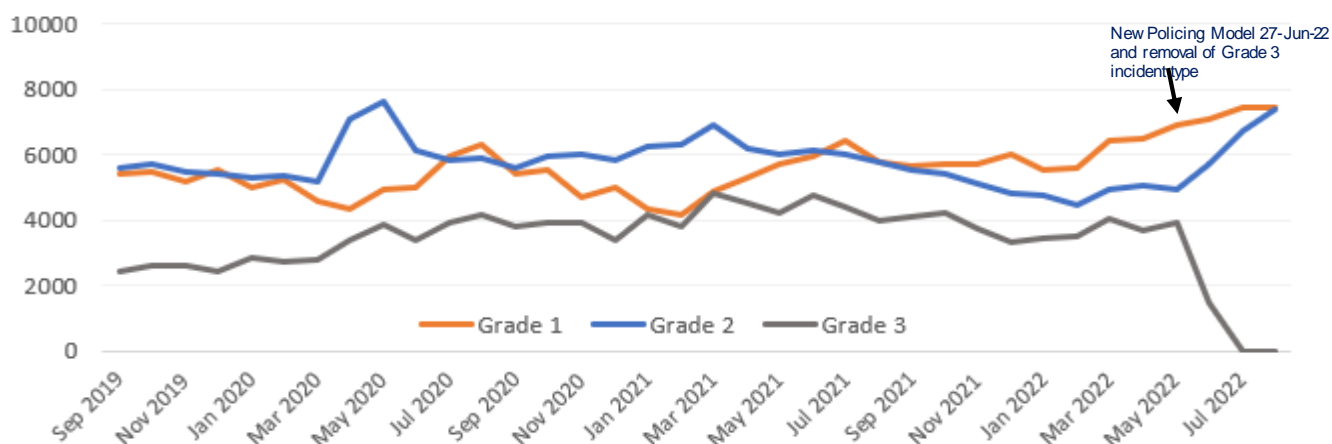
Overall, 49% of all incidents are resourced (attended in person) and this proportion has remained stable for the last three years, since the new operating model was introduced on 27th June 2022, the proportion of incidents resourced has increased to 54%.

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

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

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

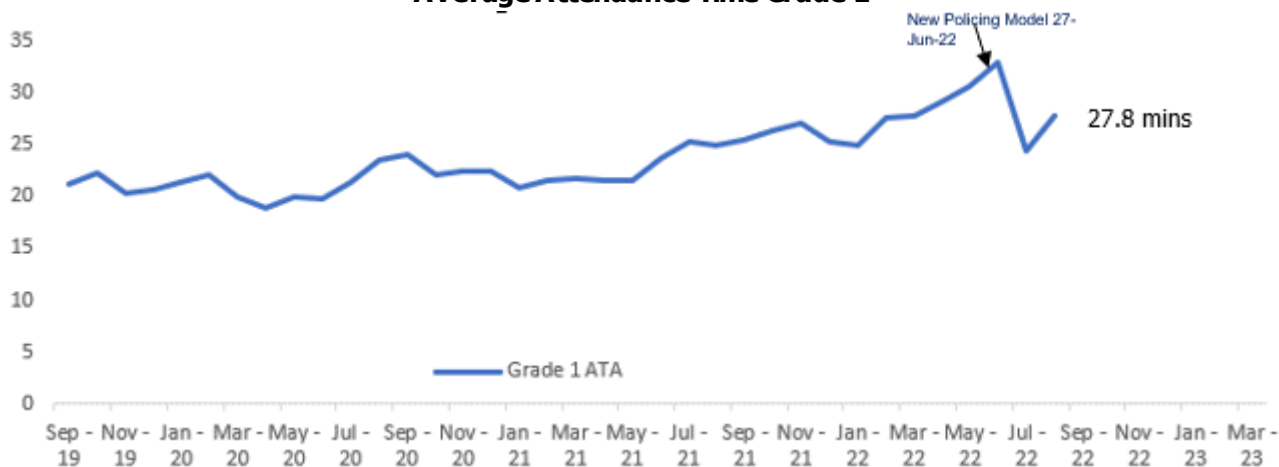
Incidents by Grade: 1, 2 and 3



We have achieved a significant change in performance in July and August 2022 and will continue to monitor and report our Grade 1 attendance times to show further improvement or stabilisation.

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

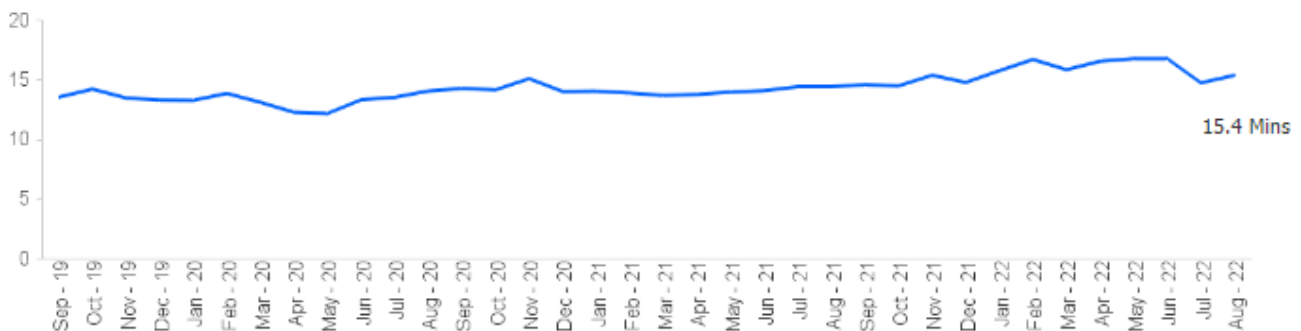
Average Attendance Time Grade 1



Grade 1 attended within 15 mins



Grade 1 dispatched to arrived



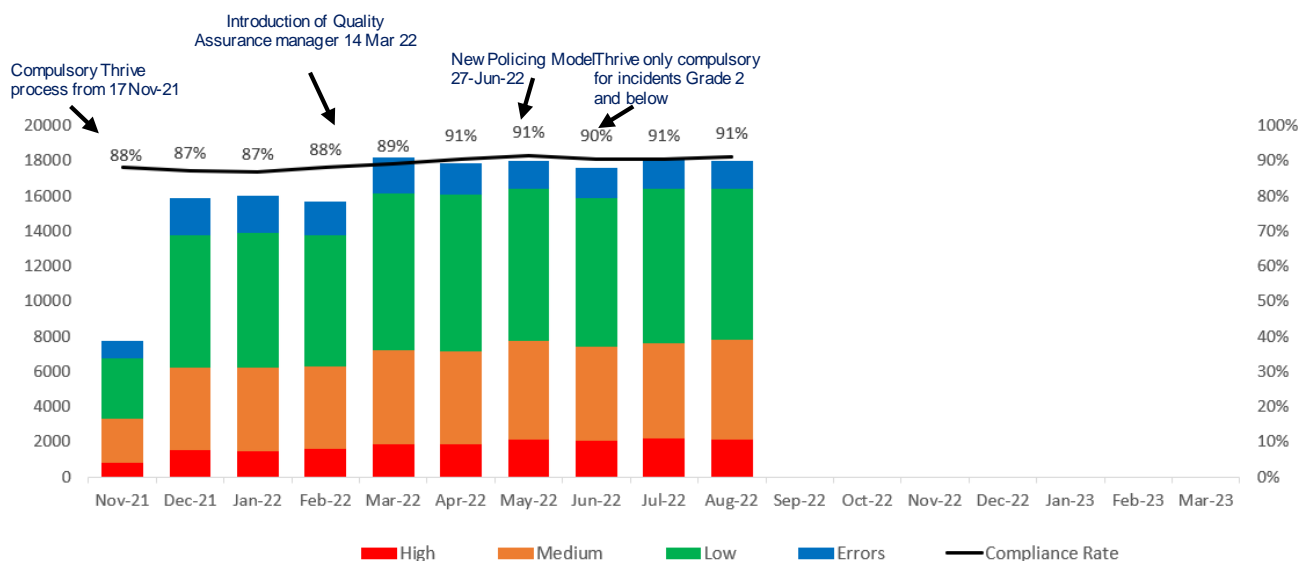
THRIVE

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

Since the introduction of the compulsory Thrive process, the compliance rate is 90% and is gradually improving, with the last 5 months at 90% to 91% despite an increase in volumes of incidents (grade 2 and below).

Since the introduction of the Quality Assurance Manager, the percentage of errors are reducing with over 90% compliance rate each month following the introduction of the post

Thrive compliance



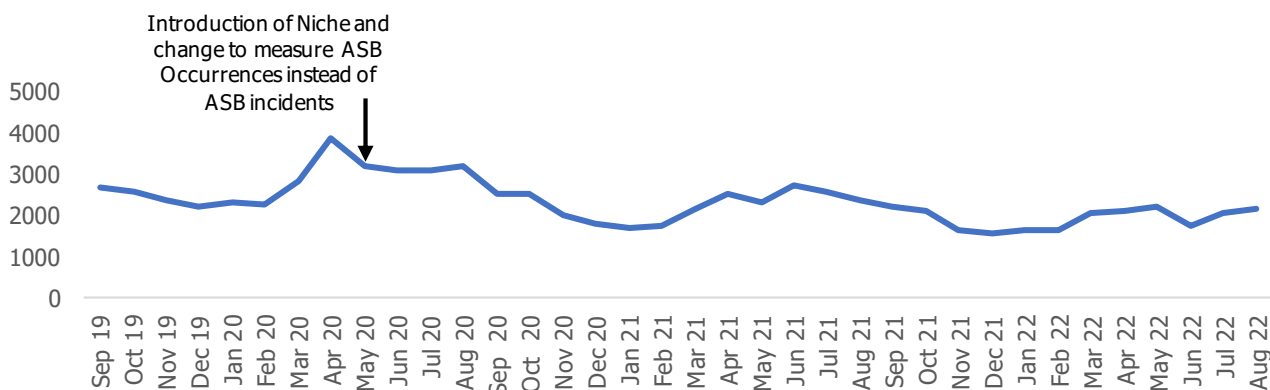
3.3 Tackle Anti-Social Behaviour

Anti-Social Behaviour (ASB) is showing its normal seasonal variation across all Local Policing Teams (LPT's), but at lower volumes than in previous years. ASB has a seasonal pattern and is higher in the summer months compared to the winter.

23,114 in the last 12 months to August 22, a decrease of -14% (-3,653) in ASB occurrences compared to the previous 12 months, on average 10 less occurrences a day.

City accounts for 39% (8,920) of Staffordshire's Anti-Social Behaviour occurrences and the County accounts for 61% (14,116).

Anti-Social Behaviour



Data

	Previous 12 months	Last 12 months	Difference	% Change
ASB - Community Nuisance - E2	14071	12653	-1418	-10.1%
ASB - Personal Nuisance - E1	12267	10115	-2152	-17.5%
ASB - Environmental - E3	429	346	-83	-19.3%
ASB	26767	23114	-3653	-13.6%

Repeat Anti-Social Behaviour

- 22% (1,325) of suspects/offenders have been linked to more than one Anti-Social Behaviour occurrence, an increase of 6% compared to the previous year. 77% (1,022) of repeat suspects/offenders have been linked to two occurrences. These repeat suspects are subject of focus with our neighbourhood teams and partners to deter ongoing behaviour, which results in improved tracking and monitoring of behaviour and proactive reporting to support raised repeat reporting rates.
- 16% (1,606) of victims have reported more than one Anti-Social Behaviour occurrence, a decrease of -10% compared to the previous year. 82% (1,317) of repeat victims have made two reports.
- 27% (3,728) of addresses have reported more than one Anti-Social Behaviour occurrence, a decrease of -17% compared to the previous year. 73% (2,712) of repeat addresses have experienced two occurrences.

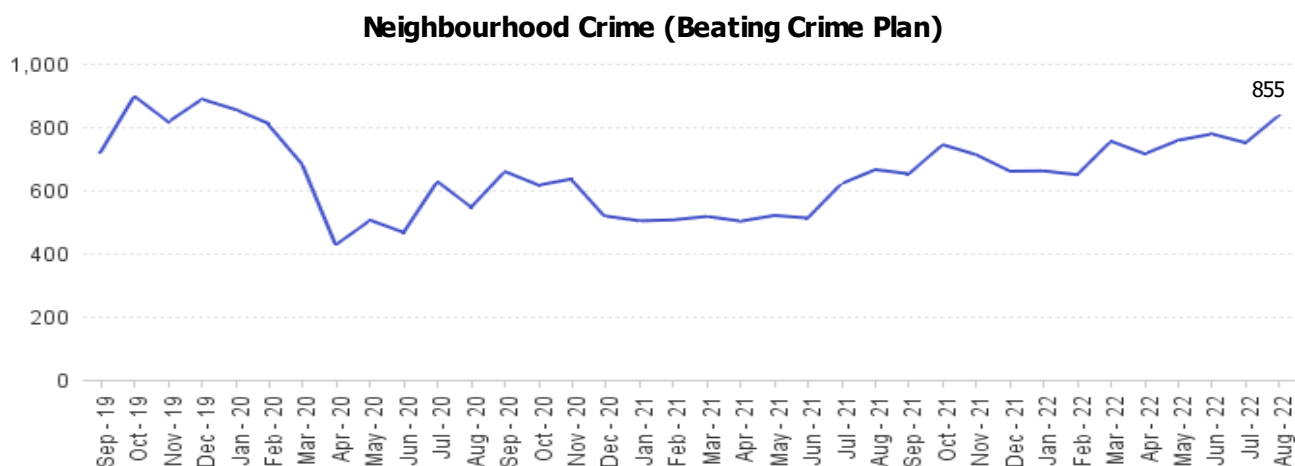
3.4 Reduce Neighbourhood Crime (NCPM)

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

Neighbourhood Crime has increased by 27.6% (1,866) in the last 12 months compared to the previous 12 months, this was expected due to the significant drop in crime recorded during COVID. We have decreased with a -16.7% reduction compared to the national beating crime plan baseline. (2019-2020 used as a relevant comparison to expected levels)

Theft of Motor Vehicles and Vehicle Interference have increased in the last 12 months compared to the previous 12 months and the national beating crime plan baseline. The increase in Theft of Motor Vehicles is supported by a force priority operation which focuses on the activity of groups involved in organised targeting of vehicles.

City accounts for 32% (2,729) of Neighbourhood crimes and the county accounts for 68% (5,899). The city and county have both seen the same increased proportion of Neighbourhood crimes (+28.5%) in the last 12 months compared to the national baseline in 2018/19.



Data

	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline July 18 to June 19	Baseline Difference	% Change from Baseline
Neighbourhood Crime							
Burglary Residential	2061	2628	567	27.5%	3568	-940	-26.3%
Personal Robbery	532	732	200	37.6%	830	-98	-11.8%
Theft From Motor Vehicles	1873	2031	158	8.4%	3025	-994	-32.9%
Theft from the Person	316	454	138	43.7%	557	-103	-18.5%
Theft Of Motor Vehicles	1418	2039	621	43.8%	1749	290	16.6%
Vehicle interference	572	754	182	31.8%	640	114	17.8%
Neighbourhood Crime	6772	8638	1866	27.6%	10369	-1731	-16.7%

3.5 Road Safety: Enforcement

The Roads Policing Unit (RPU) were introduced in September 2019 and since this time resources have increased. The Roads Policing Unit are also working more closely with Neighbourhood Policing Teams addressing the concerns of residents in the communities. This includes supporting Community Speed Watch which is now re-starting after Covid-19 restrictions and also targeting areas of criminality such as insecure loads, tachograph offences and proactively policing the roads concentrating on speed, mobile phone, drink/drug driving and seat belt offences (fatal 4), and also utilising Bike safe to educate riders and enhance biking skills.

Killed and Serious Injury (KSI) Road Traffic Collisions have increased by 11% (23) compared to the previous year, where volumes were lower due to reduced traffic caused by Covid 19 lockdowns.

Killed and Serious Injury (KSI) Road Traffic Collisions have reduced by -15% (-64) in the last 12 months compared to the national beating crime plan baseline 2019-20.

April 22 saw higher volumes of fatal collisions (9), four of these (44%) were determined as natural causes.

Analysis of fatal collisions in the 12 months to July 2022 indicates that of the 37 fatal collisions:

- 14% (5) fatal collisions were riders of the motorcycles.
- 76% (28) fatal collisions involved cars.
- 8% (3) fatal collisions involved HGV's or vans.
- 8% (3) collisions led to more than one fatality.

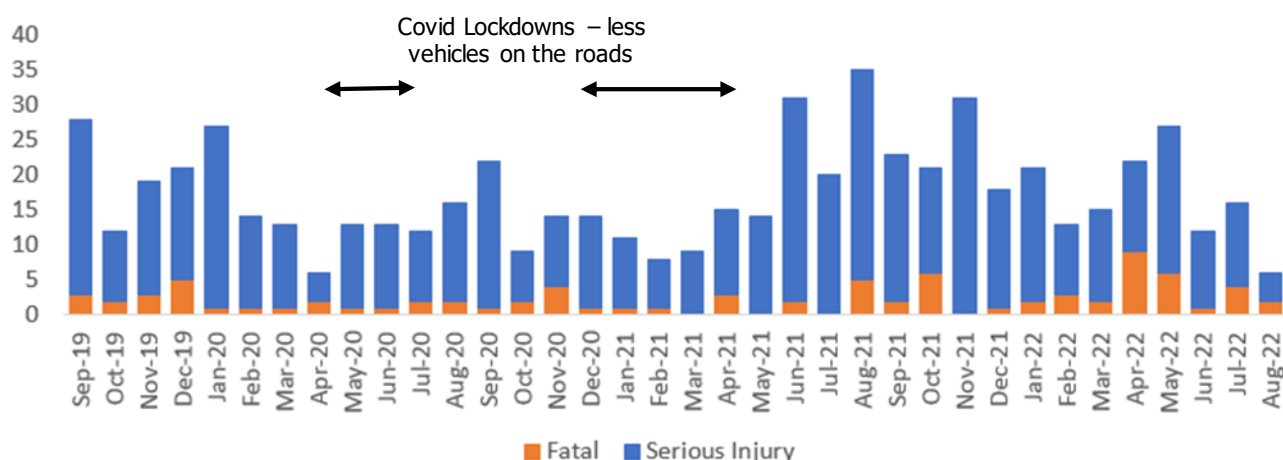
Age ranges of fatal collisions:

- 3% (1 fatality) under 17
- 46% (18 fatalities) aged 17 to 39
- 18% (7 fatalities) aged 40 to 65
- 33% (13 fatalities) aged 65 and over

Impacting factors in fatal collisions:

- 24% (9) fatal collisions where speed was a factor
- 22% (8) fatal collisions where the driver being impaired by alcohol was a factor
- 16% (6) fatal collisions where illness or disability was a factor

Killed and Serious Injury (KSI) Road Traffic Collisions



Data

	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline (Apr 19 to Mar 20)	Baseline Difference	% Change from Baseline
Fatal	20	38	18	90%	23	15	65.2%
Serious Injury	182	189	7	4%	213	-24	-11.3%
Total KSI's	202	227	25	11%	236	-9	-4%

Motoring Offences

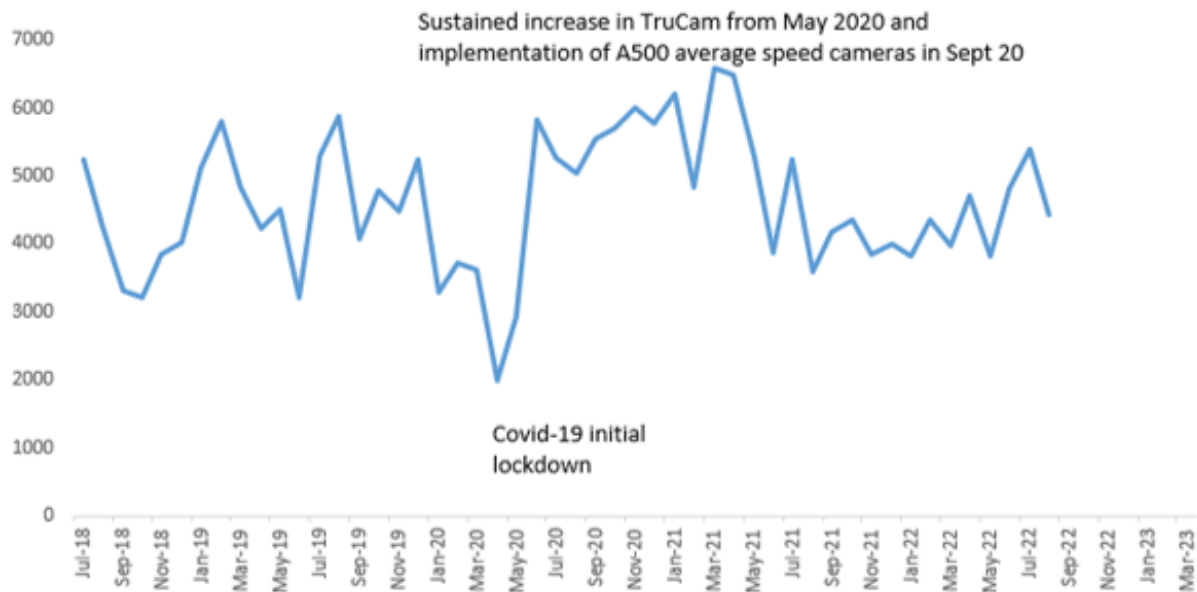
It is usual to see a large amount of variance month on month in the volumes of notices issued. In Summer 2022 two vacant posts have been filled which will have contributed to recent higher volumes. Motoring offences – Last 12 months (April 2021 to March 2022) – Tickets can be issued for offences relating to driving documents, manner of driving or condition of the vehicle.

- The force has made 1,062 arrests for drink driving and this has increased by 9.3% compared to the previous 12 months.
- The force has made 375 arrests for drug driving and this has decreased by -38.5% compared to the previous 12 months.
- There has been less mobile phone, seatbelt offences and uninsured drivers in the last 12 months compared to the previous 12 months

Speed Camera Offences – Last 12 months (April 2021 to March 2022)

- The force has recorded 53,026 Speed Camera Offences, when comparing these volumes to the national baseline in 2018/2019 there has been an increase of 3% (1,398).

Speed Camera Offences



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	65144	52019	-13125	-20.1%	52332	-313	-0.6%
Mobile Phone	969	870	-99	-10.2%	1208	-338	-28.0%
Seatbelt	1479	817	-662	-44.8%	1463	-646	-44.2%
No Insurance	2704	2156	-548	-20.3%	3864	-1708	-44.2%
No MOT	686	495	-191	-27.8%	1020	-525	-51.5%
Due Care	380	353	-27	-7.1%	568	-215	-37.9%
Drink Driving Arrests	972	1062	90	9.3%	934	128	13.7%
Drug Driving Arrests	610	375	-235	-38.5%	177	198	111.9%

baseline does not include unfit through drink/drugs

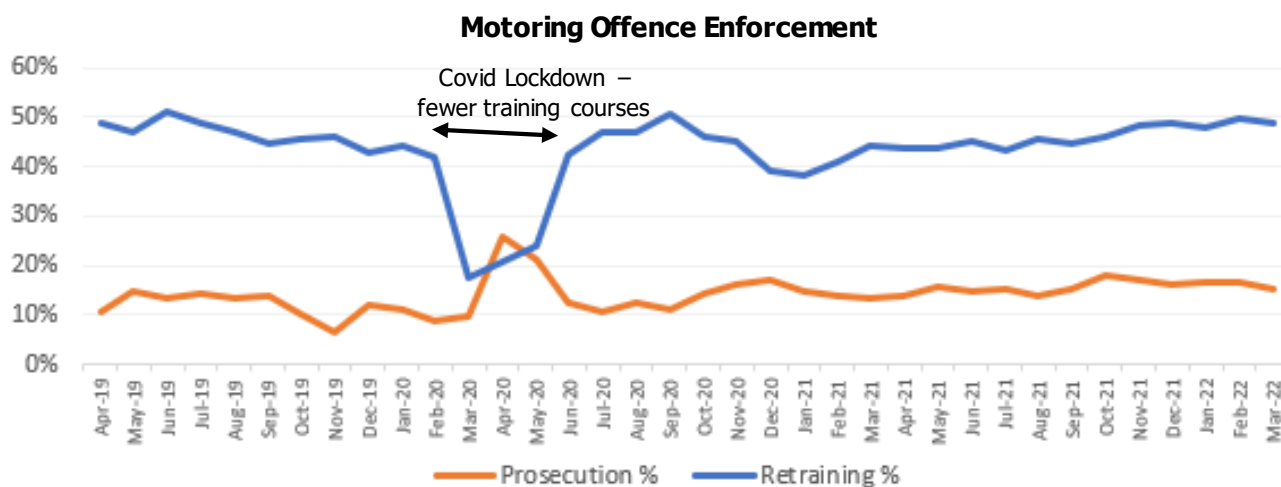
Enforcement

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

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

Speed Camera Prosecutions

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



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*	73	339	913

**up to end August 2022*

01/01/2022 to 31/08/2022	
Total number of enforcement sessions	885
Total hours of enforcement (hh:mm:ss)	913:22:00
Total volunteer hours	1719:18:00

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*	8578	684	8.0%	111	1.3%

**up to end August 2022*

Recent Updates:

- A meeting was held with Community Speedwatch Derbyshire last month and we are now working together to tackle cross boarder offences.
- Police Volunteer lanyards have been purchased and ID badges are currently being printed ready for distribution next month at the next round of Focus Groups.
- Some 40+ officers from the Special Constabulary were Laser trained in August and September to help with additional enforcement requirements.
- The backlog of applications for Wheelie Bins Stickers has been cleared, with over 4000 stickers distributed to Councillors and residents.
- Corporate Communications will be including Community Speedwatch in the next Speeding campaign between 17-30th October to help promote the work of our volunteers.

Future developments:

Instead of a single focus on increasing Community Speedwatch numbers (growth of groups/number of volunteers) it is planned to make it better, and by doing so growth will follow.

- 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 Neighbourhood Policing Teams, Roads Policing Unit and the Safety Camera Team.
- Create an Operational 'name' (Op Door-Knock) for home visits/engagement carried out by officers to help with social media.
- A further 8 new groups are expected to be active before year end, exceeding predictions.
- There are over 400 volunteers eligible to deploy (10% of which were trained very recently and haven't had the opportunity to go out yet).

4. Prevent Harm and Protect People

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

- Cutting 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.

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 and is the most serious crime.

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

Data

Homicide - National Indicator	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline July 18 to June 19	Baseline Difference	% Change from Baseline
Manslaughter	3		-3	-100.0%	2	-2	-100.0%
Murder	9	6	-3	-33.3%	7	-1	-14.3%
Homicide	12	6	-6	-50.0%	9	-3	-33.3%

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

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

Definition in the National Beating Crime Plan: Serious violence - includes crimes that involve knives or guns which can have life-changing consequences, Personal and Business Robbery and Violence with Injury

Knife and Gun Crime

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

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

Knife Crime has increased by 23.7% (156) in the last 12 months compared to the previous 12 months, and has also increased by 11.7% compared to the national beating crime plan baseline.

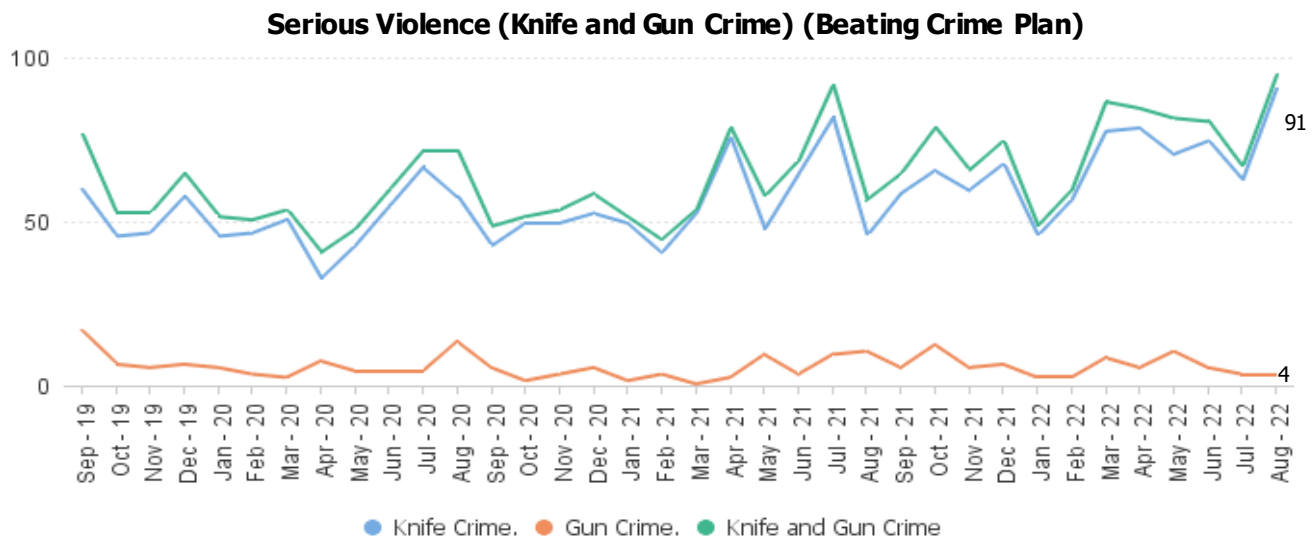
City accounts for 42% (341) of Staffordshire's Knife crime and the county accounts for 58% (470). The city and county have both seen an increased proportion of Knife crimes (+3.6% in the city and +18.7% in the county) in the last 12 months compared to the national baseline in 2018/19.

Compared to our most similar forces (MSF), Staffordshire had 0.61 knife crimes per 1000 population in the 12 months to March 2022, and was 2nd (lowest) and lower than the most similar force average.

A visit from the Knife Angel in Stoke-on-Trent in April 2022 led to significant community engagement and increased awareness of knife crime. A range of activities have since been undertaken, including increased prevention activity targeted at young people and within schools. The tactical knife crime plan has been updated and a week of action planned for November 2022, which will tackle repeat offenders and focus on hotspot locations. The force has also obtained funding for knife wands to be placed in police cars and supported the knife bleed kits in publicly accessible locations.

Gun Crime has increased by 23.8% (15) in the last 12 months compared to the previous 12 months, but has decreased by -27.1% compared to the national beating crime plan baseline.

City accounts for 49% (38) of Staffordshire's Gun crime and the county accounts for 54% (42). The city and county have both seen a decreased proportion of Gun crimes (-5% in the city and -37.3% in the county) in the last 12 months compared to the national baseline in 2018/19.



Data

	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline July 18 to June 19	Baseline Difference	% Change from Baseline
Serious Violence - Gun Crime	63	78	15	23.8%	107	-29	-27.1%
Serious Violence - Knife Crime	657	813	156	23.7%	728	85	11.7%

Serious Violence

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

Serious Violence has increased by 38.1% (3,031) in the last 12 months compared to the previous 12 months, but is stable 0.2% (22) compared to the national beating crime plan baseline.

Less Serious Violent Crime is close to the upper limit in August 22, with 866 reported crimes, having previously been an exception in May (930) and July 22 (919). January 22 saw volumes rise from average levels, which had been stable for 6 months, to near the upper limit where it has consistently sat since. Volumes of Less Serious Violence in the past 6 months have been the highest seen in 3 years, leading to a 37.8% (2,515) increase compared to the previous 12 months, and stability (0.4%, +32) compared to the national baseline.

More Serious Violent Crime has been gradually reducing back to average levels, with 88 reported crimes in August 22, following a spike in March (121) which resulted in an upper exception. It has seen a 41% (289) increase compared to the previous 12 months, with Section 18 Grievous Bodily Harm (GBH) increasing by 63% (+240) from 381 to 621 reported crimes.

City accounts for 36% (3,905) of Staffordshire's Serious Violence crimes and the county accounts for 64% (7,063). Some crimes do not have an identified location.
City accounts for 45% (375) of Staffordshire's Robbery crime and the county accounts for 55% (459).

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

	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline July 18 to June 19	Baseline Difference	% Change from Baseline
Business Robbery	76	103	27	35.5%	102	1	1.0%
Less Serious Violent Crime with Injury	6645	9160	2515	37.8%	9128	32	0.4%
More Serious Violent Crime with Injury	705	994	289	41.0%	907	87	9.6%
Personal Robbery	532	732	200	37.6%	830	-98	-11.8%
Serious Violence (Robbery & Violence with Injury)	7958	10989	3031	38.1%	10967	22	0.2%

Domestic Abuse

Domestic abuse levels have started to show an increase after remaining stable for the last four years.

From 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 almost 12,000 children. The next steps are to implement the Domestic Abuse Act which requires children to be recognised as victims of domestic abuse in their own right and we are working with partners to ensure we have the right pathways and services available.

The force has shared information with our partners to grow our understanding of which interventions are most significant in reducing offending behaviours and protect victims from harm. This report will help us target effectively opportunities to reduce offending behaviours.

Domestic Abuse (crime and non-crime) has increased by 8% (2,190) after a number of years of stability. It has seen a gradual increase since January 22, with upper exceptions in July and August 22.

Domestic Crime has increased by 14.3% (2,585) compared to the previous 12 months and 17.1% (3,008) compared to the national beating crime plan baseline.

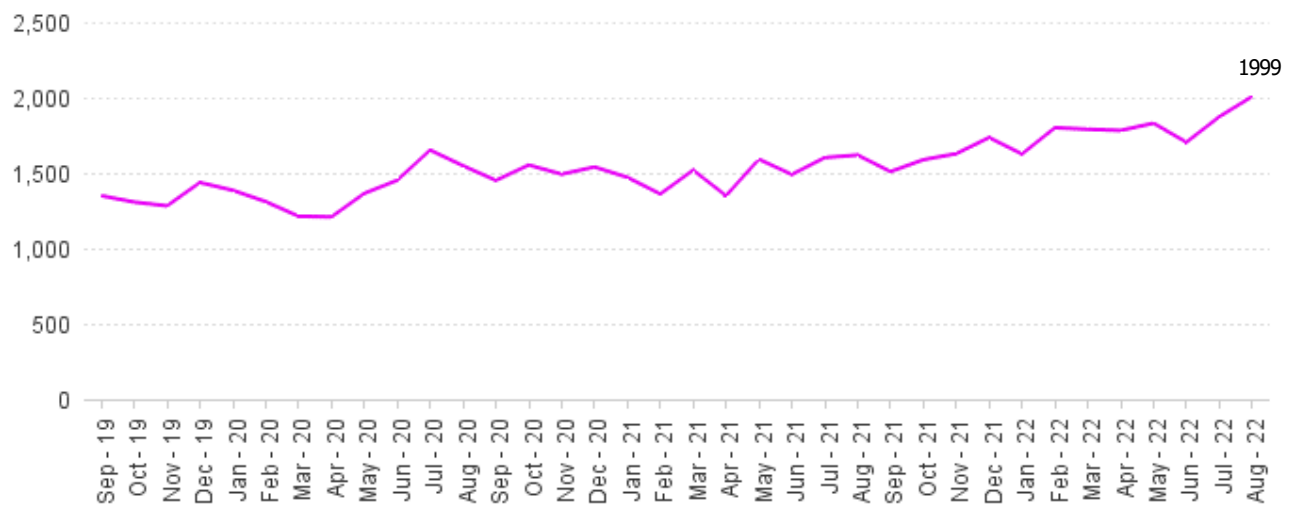
Domestic crime has maintained high volumes since February 22 which have been close to the upper limit. DA Non-Crime has returned to average levels in August 22 after being below average since January 22.

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

City accounts for 36% (7,435) of Staffordshire's Domestic Abuse Crime and the county accounts for 64% (13,304).

In the last 12 months 63% of victims of domestic abuse made one report in a 12 month period, 27% made two or three reports in the last 12 month period which has remained the same as in the previous 12 months. 10% of victims of domestic abuse have experienced domestic abuse 4 or more times in the last 12 month period which has remained the same as in the previous 12 months.

Domestic Crime (Beating Crime Plan)



Data

Domestic Crime	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline July 18 to June 19	Baseline Difference	% Change from Baseline
Criminal Damage (exc Arson)	1119	1141	22	2.0%	1377	-236	-17.1%
Less Serious Violent Crime with Injury	2744	3537	793	28.9%	3128	409	13.1%
More Serious Violent Crime with Injury	172	222	50	29.1%	190	32	16.8%
Other Serious Sexual Offences	97	155	58	59.8%	108	47	43.5%
Other Sexual Offences	16	12	-4	-25.0%	22	-10	-45.5%
Other Theft	461	599	138	29.9%	807	-208	-25.8%
Other Violence against the person	11619	12599	980	8.4%	10156	2443	24.1%
Public Order	1025	1359	334	32.6%	814	545	67.0%
Rape	277	382	105	37.9%	322	60	18.6%
Other Domestic Crimes	503	745	242	48.1%	685	-60	-8.8%
Domestic Crime	18033	20751	2718	15.1%	17609	3142	17.8%

Violence Against Women and Girls

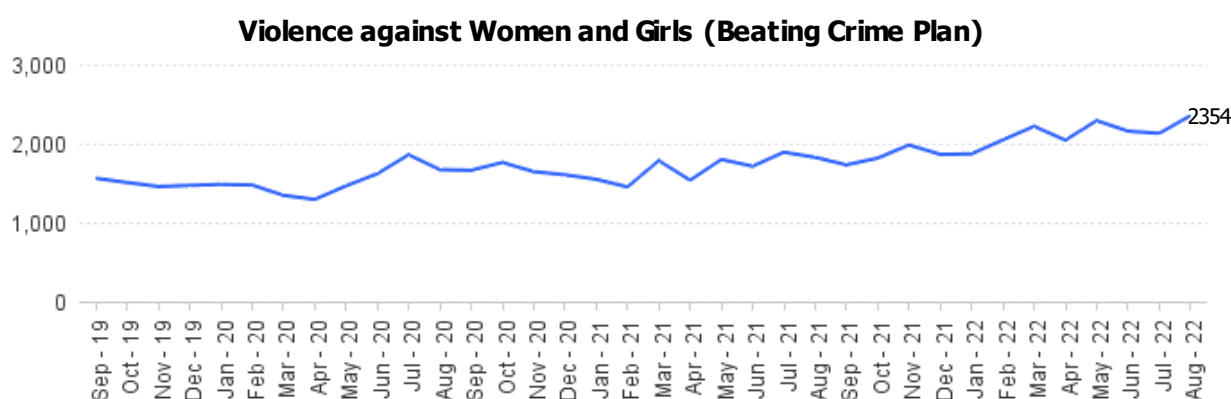
Violence against women and girls is a national and local priority. A national outcomes and performance framework was published on 5th April 2022 to sit alongside the delivery framework. The outcomes will then be developed in consultation with government, policing, and the third sector to ensure the intended outcomes are the right ones and these will be included in the second national performance report to be published in May 2023.

Definition: Violence against Women and Girls: 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.

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

An analytical problem profile has recently been completed which will help direct our problem solving activity and assists in identifying high risk/high harm locations and offenders. This will support a more targeted policing and partnership approach. Key findings were: rise in reporting of following the death of Sarah Everard; main crime types are stalking and malicious communications; more serious offences such as violence with injury and serious sexual offences have seen a decreasing trend.

- Domestic crimes account for 62% (15,181) of Violence against women and girls, compared to Non Domestic crimes which account for 38% (9,310) in the last 12 months. Compared to the previous year and the national beating crime plan baseline, the proportion of non-Domestic Violence against women and girls has increased.
- The majority (45%) of non Domestic Violence against women and girls in the last 12 months is Other Violence against the Person (Harassment, Stalking & Modern Slavery) which has increased by 20.7% (716) compared to the previous year and 67% (1,676) compared to the national beating crime plan baseline.
- Sexual Offences account for 20% of non Domestic Violence against women and girls in the last 12 months, which has increased by 37.5% (515) compared to the previous year and 7.5% (132) compared to the national beating crime plan baseline.
- Violence with Injury also accounts for 20% of non Domestic Violence against women and girls in the last 12 months, which has increased by 46.3% (598) compared to the previous year and is stable +1% (18) compared to the national beating crime plan baseline.
- Violence against women and girls accounts for 73% of all domestic Abuse crime, and the patterns mirror the overall domestic abuse picture. Domestic Violence against women and girls has a greater increase in More Serious Violence with Injury and Rape offences compared to all Domestic Crime and a smaller increase in Public Order offences.
- City accounts for 35% (8,531) of Staffordshire's violence against women and girls and the county accounts for 65% (15,936).



Data

	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline July 18 to June 19	Baseline Difference	% Change from Baseline
Violence against Women & Girls							
Non Domestic	6955	9310	2355	33.9%	6876	2434	35.4%
Domestic	13250	15181	1931	14.6%	12806	2375	18.5%
Violence against Women & Girls	20205	24491	4286	21.2%	19682	4809	24.4%

	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline July 18 to June 19	Baseline Difference	% Change from Baseline
Violence against Women & Girls - Non Domestic							
Less Serious Violent Crime with Injury	1217	1772	555	45.6%	1781	-9	-0.5%
More Serious Violent Crime with Injury	74	117	43	58.1%	90	27	30.0%
Other Offences	3	14	11	366.7%	7	7	100.0%
Other Serious Sexual Offences	690	956	266	38.6%	833	123	14.8%
Other Sexual Offences	260	325	65	25.0%	400	-75	-18.8%
Other Violence against the person	3460	4176	716	20.7%	2500	1676	67.0%
Public Order	827	1342	515	62.3%	741	601	81.1%
Rape	424	608	184	43.4%	524	84	16.0%
Violence against Women & Girls - Non Domestic	6955	9310	2355	33.9%	6876	2434	35.4%

	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline July 18 to June 19	Baseline Difference	% Change from Baseline
Violence against Women & Girls - Domestic							
Criminal Damage (exc Arson)	834	869	35	4.2%	969	-100	-10.3%
Less Serious Violent Crime with Injury	1962	2489	527	26.9%	2230	259	11.6%
More Serious Violent Crime with Injury	93	134	41	44.1%	120	14	11.7%
Other Serious Sexual Offences	81	116	35	43.2%	91	25	27.5%
Other Sexual Offences	12	12	0	0.0%	19	-7	-36.8%
Other Theft	293	360	67	22.9%	492	-132	-26.8%
Other Violence against the person	8510	9238	728	8.6%	7461	1777	23.8%
Public Order	840	1019	179	21.3%	637	382	60.0%
Rape	257	365	108	42.0%	297	68	22.9%
Other Domestic VAWG	368	579	211	57.3%	490	89	18.2%
Violence against Women & Girls - Domestic	13250	15181	1931	14.6%	12806	2375	18.5%

4.3. Disrupt Drugs Supply and County Lines (NCPM)

Nationally this will be measured through police recorded drug-related homicides and Public Health England Police Referrals into drug treatments.

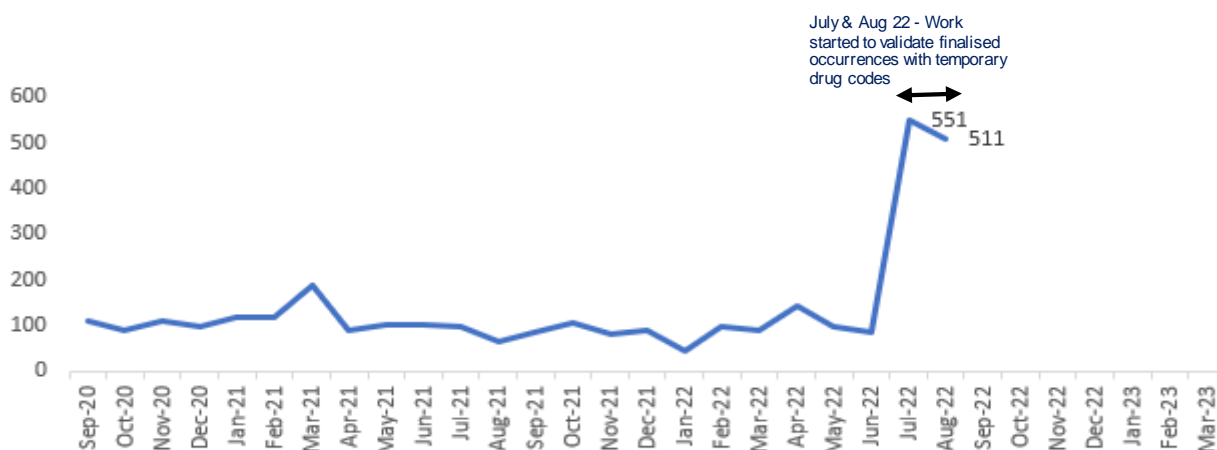
Staffordshire has been identified as a national outlier for low levels of recorded drugs crime within the newly published Drugs section (per 100,000 pop on the Home Office Digital Crime and Performance Pack (DCPP) compared to the national baseline 2018/19. The cause of the outlier is Drugs Possession offences.

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

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

- Drugs Offences have increased by 54.3% (701) in the last 12 months compared to the previous 12 months, but are stable -1% (-20) compared to the national beating crime plan baseline.
- Drug Possession offences have increased by 50.4% (444) in the last 12 months compared to the previous 12 months, but are decreasing -15.2% (-237) compared to the national beating crime plan baseline.
- Drug Production offences are stable 1.4% (4) in the last 12 months compared to the previous 12 months, but are increasing 134.4% (168) compared to the national beating crime plan baseline.
- Drug Supply offences have increased by 148.6% (156) in the last 12 months compared to the previous 12 months, and have also increased by 7.4% (18) compared to the national beating crime plan baseline.
- 51 finalised occurrences with temporary drug codes awaiting validation and 318 drug offences remain open and under investigation.

Drugs Recorded (Beating Crime Plan)



Data

Drugs - Recorded Crime	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline July 18 to June 19	Baseline Difference	% Change from Baseline
Possess	881	1325	444	50.4%	1562	-237	-15.2%
Production	289	293	4	1.4%	125	168	134.4%
Supply	105	261	156	148.6%	243	18	7.4%
Other Drugs	7	26	19	271.4%	8	18	225.0%
Drug Offences	1291	1992	701	54.3%	2012	-20	-1.0%

County Lines

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

Between 22nd July 2022 to 31st of August 2022 Staffordshire made 31 arrests for county line activity.

- There were 15 charges for drug trafficking and possession of knives
- 1 knife, 1 zombie knife and 1 samurai sword were seized

- 17.3 grams of heroin / 75 grams of crack cocaine, 329 grams of cannabis and 861 cannabis plants were recovered
- 6 Modern Slavery National Referrals (NRM's) were submitted and 7 people were safeguarded.
- 3 drug line phones were seized (line holders)
- £10,545 cash seized.

There have been 188 arrests linked to county lines enforcement during 2022, compared to a total of 371 in 2021. This year's total will be significantly lower than last year for a number of different reasons. The force has changed the way we are tackling county lines, with the highest threat / harm lines being tackled, the line holders are targeted in an expedited manner in order to bring them to a successful conclusion at the earliest opportunity.

Previously, resilient lines would repeatedly replace their drug runners and lead to a lot more Staffordshire arrests, but due to the change in how we tackle these lines, the line holders are being caught much sooner, creating less arrests but protecting more vulnerable people being exposed to county line activity. There are only 12 active county lines, which has also impacted on the number of arrests as there is less county line enforcement when there are fewer lines to target, due to previous successes.

Geographical Impact

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

What is becoming apparent over the past couple of years is the decrease in the amount of active county lines impacting Staffordshire. This is likely to be a culmination of reasons:

- The intensive work Staffordshire Police have undertaken around county lines, which has been treated as a priority for the force for a significant period of time.
- The surge funding provided by the government to help support the pursue element of county lines and provide a 'gold star service' once they are in custody in an attempt to have offenders remanded.
- Successful joint working with the West Midlands County Lines Task Force targeting line holders as opposed to keep arresting the drug runners in Staffordshire, who are very expendable.
- Focused drive, force wide around intensification weeks, concentrating on the 4P's to provide education to young people and the vulnerable around the dangers of county lines.
- Tighter focus around the highest threat/harm/risk lines which are MORILE scored on a monthly basis and submitted to the region on a weekly basis to deconflict any regional cross overs between lines.

Cannabis cultivation

The force continues to tackle the increase in organised cannabis cultivation. This is via Op Levidrome which is a force wide operation to pro-actively target this organised criminality as a collective response which includes partnership working to make Staffordshire a hostile environment for such criminality. Staffordshire continues to have a number of local Organised Crime Groups (OCG'S) which are managed by the newly formed team whose primary activity is around drug supply.

Case Study – Drugs Supply

In May 2022 intelligence was received that Staffordshire were being impacted by a county drugs phone line operating from Birmingham into Tamworth. Numerous runners were arrested during a 4 month period with a number of them charged and remanded to prison, but this made no difference to the phone line as each runner would just be replaced by another. Extensive intelligence work took place to identify the person who was present when the drugs phone line was being topped up in stores across the West Midlands. The male was identified as a significant gang member from the West Midlands who was linked to firearms and serious violence. Significant addresses were identified as potential safe houses and an intelligence package was submitted for West Midlands County Lines Task Force consideration for full ownership, in order to tackle the line holder. The phone line continued to operate and started to target young vulnerable children from the West Midlands, Derbyshire and Staffordshire to supply their drugs. They would often be high risk missing children. Large amounts of cash, crack cocaine and heroin were recovered during numerous arrests and a number of young vulnerable people were safeguarded with necessary referrals and interventions taking place.

The line holder was targeted in August 2022 in the West Midlands where officers recovered $\frac{3}{4}$ of an ounce of crack cocaine, in addition to another 100 deals of crack and heroin with a significant street value. The line holder was charged with four significant drug trafficking offences and was remanded to prison. The line is no longer active in Staffordshire as a consequence of this joint investigation.

4.4. Tackle Cybercrime

Nationally, this will be measured through Cyber Aware Tracker and the Department for Digital, Culture, Media and Sport survey.

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

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

Staffordshire is using a local proxy measure to measure Cybercrime which incorporates cyber dependent crimes which are managed nationally by the City of London Police and they disseminate investigations through Action Fraud, and cyber enabled crimes which are crimes owned by Staffordshire and have a cyber/online element to them.

Action Fraud Cases are reported to National Action Fraud and some of those cases are forwarded to Staffordshire Police to investigate.

Fraud

5,398 Action Fraud cases were reported by Staffordshire residents to Action Fraud (managed by City of London Police) which is a decrease of -11% (-680) compared to the previous 12 months, but an increase of 19% (843) compared to the national baseline in 2018/19. Of these, the force received 13% back from Action Fraud to assist by conducting local investigations.

Of the Action Fraud cases in the last 12 months reported by Staffordshire residents to Action Fraud, 8% were identified as cyber-crime (this includes Hacking and computer viruses/malware), and 92% were identified as fraud (this includes online shopping and banking fraud)

707 Action Fraud local investigations were completed by Staffordshire Police in the last 12 months, which is a decrease of -5% (-37) compared to the previous 12 months and is stable -0.3% (-2) compared to the national baseline in 2018/19.

The Criminal Justice Outcomes Rate Action Fraud investigations for is 8.1% in the last 12 months to August 22 and has increased by 63% compared to the previous year. The majority (82%) of these are charges.

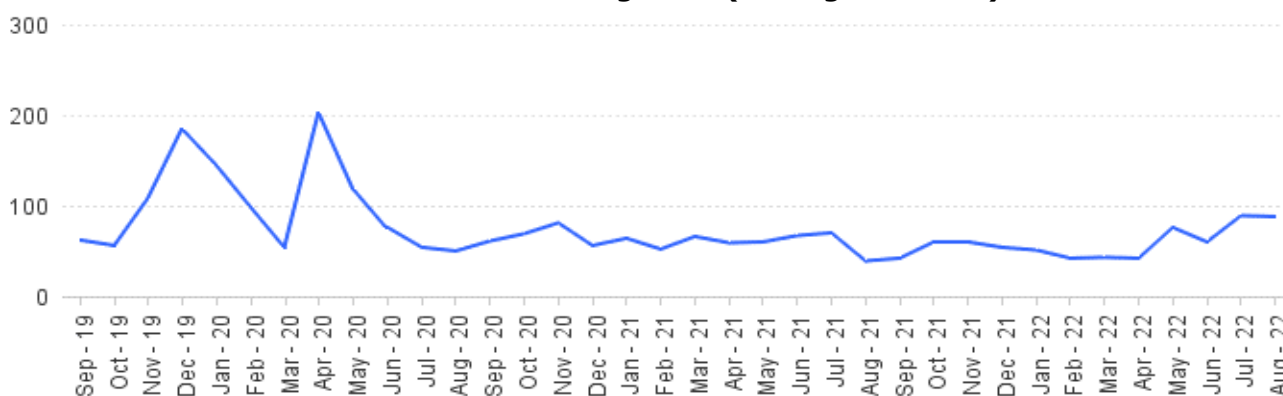
The majority of outcomes of Action Fraud investigations are unable to progress the investigation (54%) and this has decreased by -8.7% compared to the previous year, and by -13% compared to the 2019/2020 baseline.

Another agency has investigation primacy in 24.8% of Action Fraud Investigations and this has increased by 41.5% compared to the 2019/2020 baseline.

Action Fraud Cases (Beating Crime Plan)



Action Fraud Investigations (Beating Crime Plan)



The Force are currently looking to establish a Digital Search team within its Enhanced Digital Investigation Team. This will increase knowledge and provide greater opportunities to seize evidence and be increasingly technically aware at scenes.

5. Support Victims and Witnesses

5.1. Victim's Code of Practice Compliance

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

The Victim Contract covers provision of information under the Victims' Code of Practice to the victim and also a needs assessment in relation to vulnerability and requirements.

Victims' Code of Practice is well established within the force, completion of victims' contracts are part of our culture across all sections of the force.

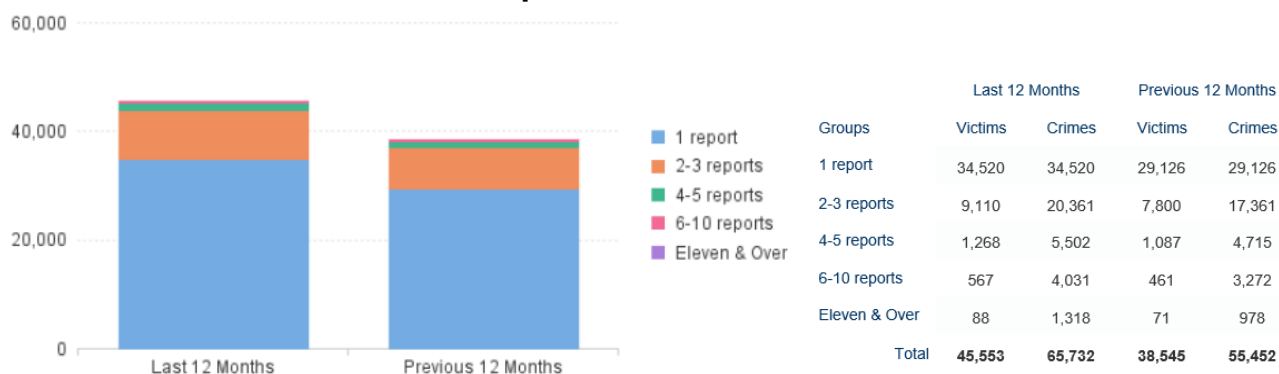
Repeat Victims

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

93% of repeat victims are victim of 2 to 3 crimes in the last 12 months which is 20% of all victim of crime. This has reduced from 94% in the previous 12 months.

50% of repeat victims are repeat victims of Domestic Abuse (2,310), and 58% of crimes linked to repeat victims are domestic abuse (6,269).

Repeat Victims of All Crime



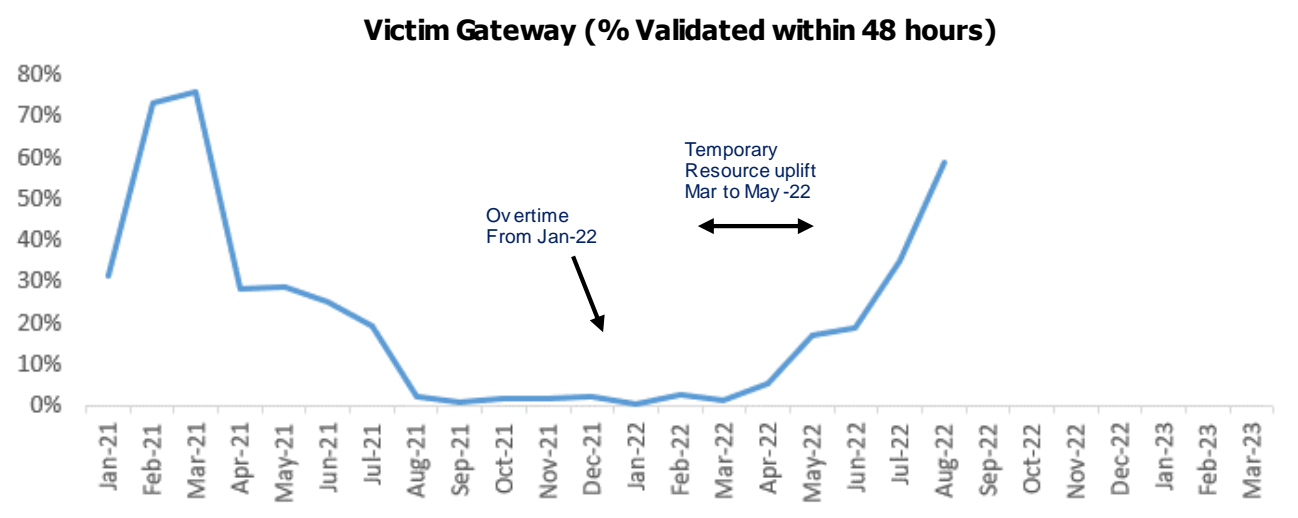
Victim Gateway Timeliness

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

The force has previously faced some challenges in relation to the transfer of victim's data to the Staffordshire Victims Gateway; this is completed when the crime is validated in accordance with National Crime Recording Standards/Home Office Counting Rules. This has been a significant focus for the force since the last meeting and a number of colleagues have been redeployed to reduce and work through the backlog with levels of crime awaiting validation under 1000 for the last 2 months.

Improvements have been seen from April 22. In August, there has been an increase in the proportion of crimes meeting the service level agreement of 48 hours (59%) and a positive decrease in the average days to send referrals to the victims' gateway (2 days).

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



Crime Validation Backlog

Crime validation is an administration process that all reported crime has to undergo in force. In March this backlog level peaked at 7131.

There were 248 crimes waiting to be validated as of 27th September, our preferred level is 500 or less and this will be sustained by the recruitment of a further 4 staff which is underway.

Crime validation timeliness has improved in August 22 with an average of 2 days (excluding outliers mainly re-validated crimes) to validate and 59% are validated within 48 hours.

Data

	01/02/2022	01/03/2022	01/04/2022	01/05/2022	01/06/2022	01/07/2022	01/08/2022	01/09/2022
Total Crimes to be validated (1st of the month)	3658	5315	6793	5057	4268	2525	655	839

VCOP Compliance

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

Currently 83% of victim based crimes have a Victim Contract added.

Compliance and quality are being monitored through auditing and remains an area of focus for improvement.

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

Victim Satisfaction

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

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

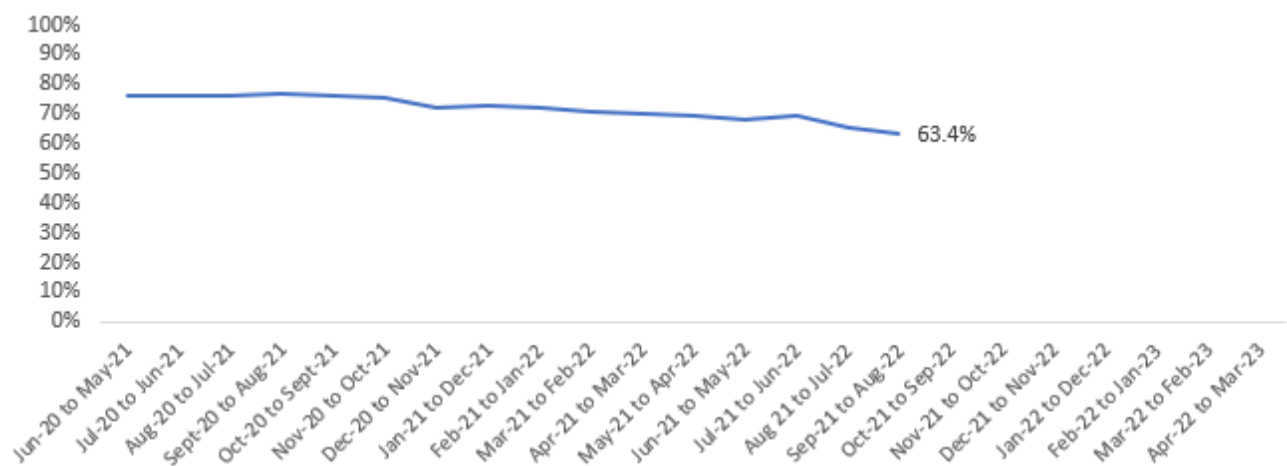
There is a monthly meeting with Commissioned Service to discuss patterns and trends identified by victims of crime. This provides a real-time review of the current service delivery and provides direction for improvement.

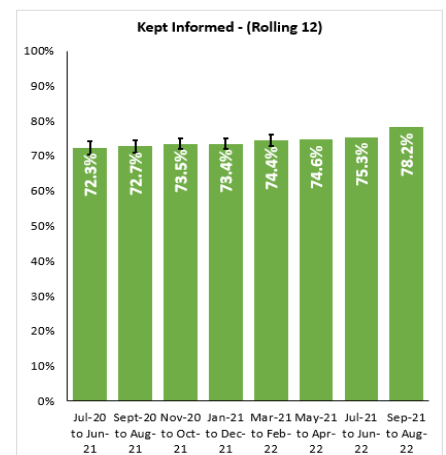
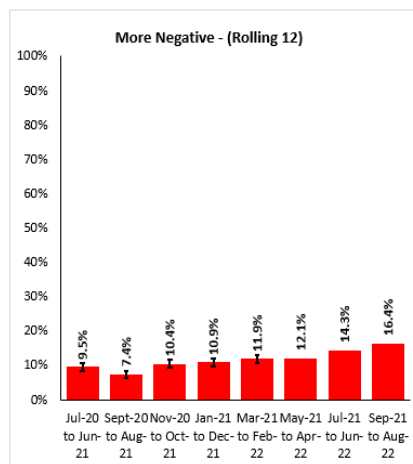
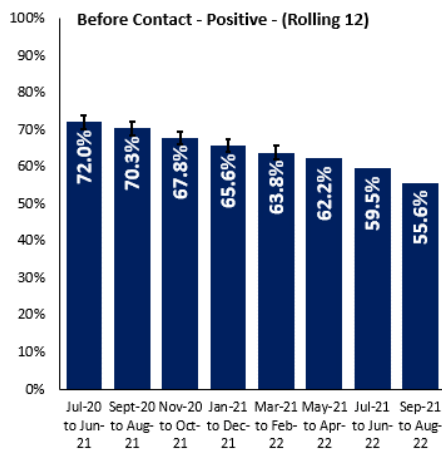
The force works closely with the OPFCC to identify potential changes or opportunities for bespoke or specific surveys. 60 victims of crime who dropped out of the judicial process have been contacted, to understand their reasons and experience. This type of bespoke surveying is important as it provides insight to the victim's journey so the best support can be offered to victims.

There also remains significant court backlogs due to Covid, which has also contributed to falling witness attrition rates.

- The number surveys conducted in the last rolling 12-month period has increased to 3,371 and 498 were conducted in Aug 22. Increased volumes of surveys were completed in July and August 22.
- Of those surveyed, 33% of people have a more positive view of the police after contact.
- The proportion of respondents with a more negative view has increased to 16%.
- 82% are satisfied with initial contact and this is stable
- 88% are satisfied with the follow up contact
- 78% are satisfied that they have been kept informed and is showing a gradual increase
- 72% are satisfied with investigation

Victim Satisfaction – Satisfaction after Contact





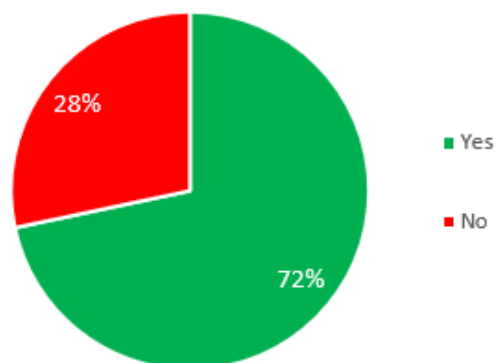
5.3 Public Confidence

Public Confidence Survey

1,012 in person surveys were conducted prior to the launch of the new operating model.

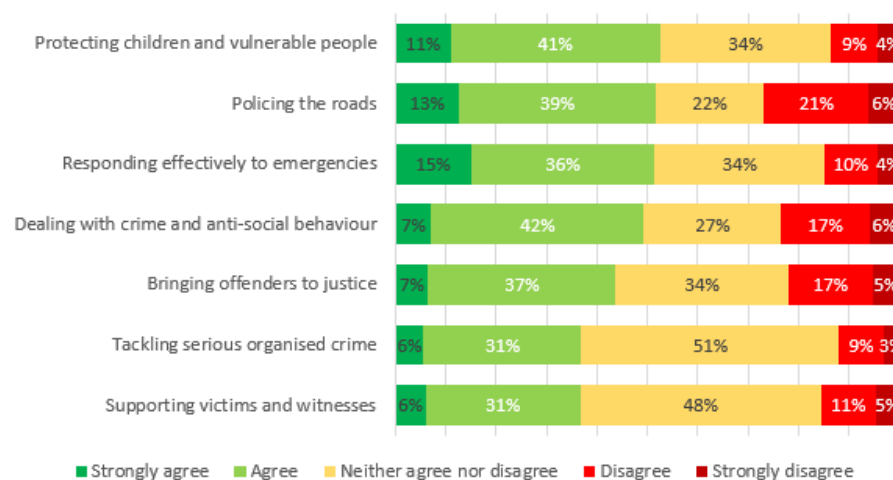
- 72% feel they could rely on their local police team if needed.

Do you feel you could rely on your local police team if you needed them?



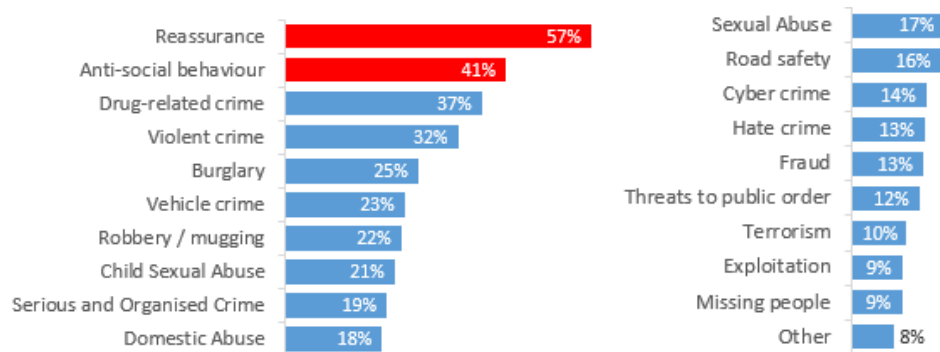
- Staffordshire Police were most effective at responding to emergencies; and two-fifths disagreed that crime and ASB is being dealt with.

To what extent do you agree or disagree that Staffordshire Police is?



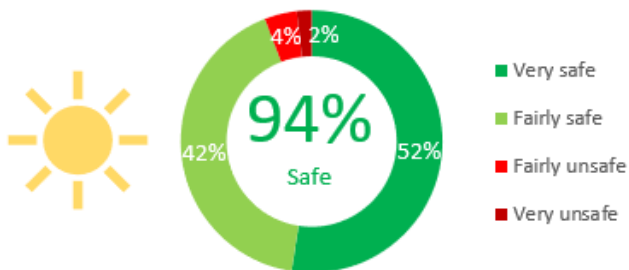
- 57% said reassurance should be the biggest priority followed by 41% who said ASB

What do you think should be the biggest priorities for Staffordshire Police?

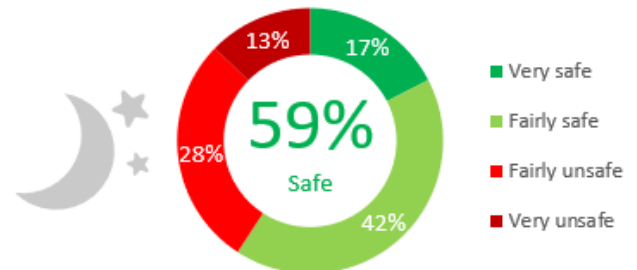


- 94% feel safe during the day. 59% feel safe after dark.

How safe do you feel in your local area during the day?

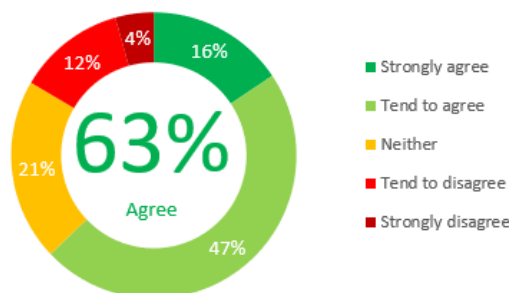


How safe do you feel in your local area after dark?



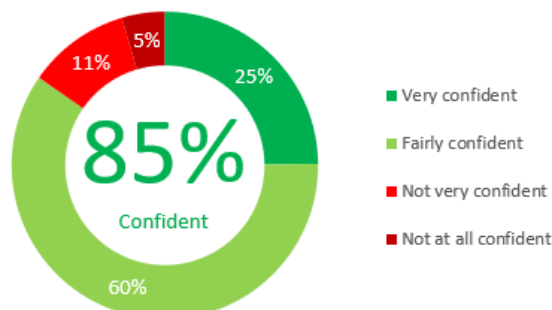
- 63% agree that they have confidence in Staffordshire Police.

Please say how much you agree or disagree with the following statement: Taking everything into account, I have confidence in Staffordshire Police?



- 85% are confident Staffordshire Police treat people fairly.

How confident are you that Staffordshire Police treat people fairly?



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

Local Complaints, IOPC Bulletins and Complaint Reviews

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

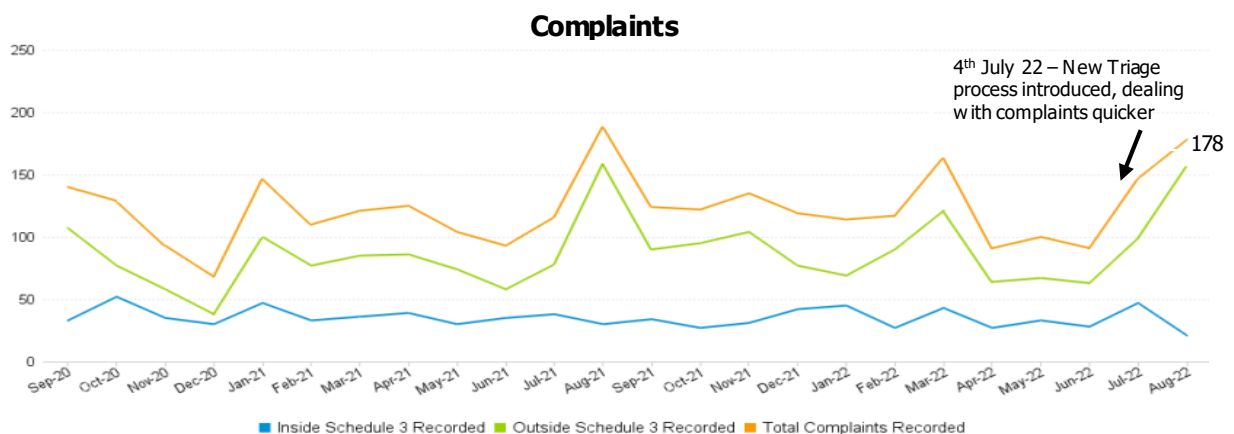
There is an upward trend in total cases of dissatisfaction. The new regulations required a wider range of dissatisfaction to be recorded or logged, and complaints are described as Inside or Outside Schedule 3:

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

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

The force is looking to improve performance and has undergone a re-structure within the Professional Standards Department to introduce a front-end triage system of two dedicated customer service officers to provide a real-time service when a complaint comes in and reparation for customers. This will reduce contact times and ensure better signposting of complaints to reduce time spent on finalisation. The force has introduced a prevention and intervention officer to deliver force-wide briefings around any patterns/trends identified through complaints data, and they will be responsible for early intervention with officers who receive a number of complaints to identify training or welfare needs, and also to improve the service offered to the public of Staffordshire.

- 5% increase in total complaints
- -8% decrease in inside schedule 3 (recorded) complaints
- 10% increase in outside schedule 3 (logged) complaints
- 81% increase (+30) in all conduct matters
- Top 3 allegation types in the last 12 months: Police action following contact (35%) Information (16%) and Decisions (12%)
- These are the same top 3 allegation types as the previous 12 months.
- Local Police Review Body (LPB) decisions – 86% (19) Outcome of complaint reasonable and proportionate and 14% (3) Outcome of complaint not reasonable and proportionate.
- For Local Police Review Body (LPB) decisions since June 22, there has been 1 lesson learnt – learning by reflection.
- For conduct matters since June 22, there has been 2 lessons learnt – 1 learning by reflection and 1 Reflective Practice Review Process.

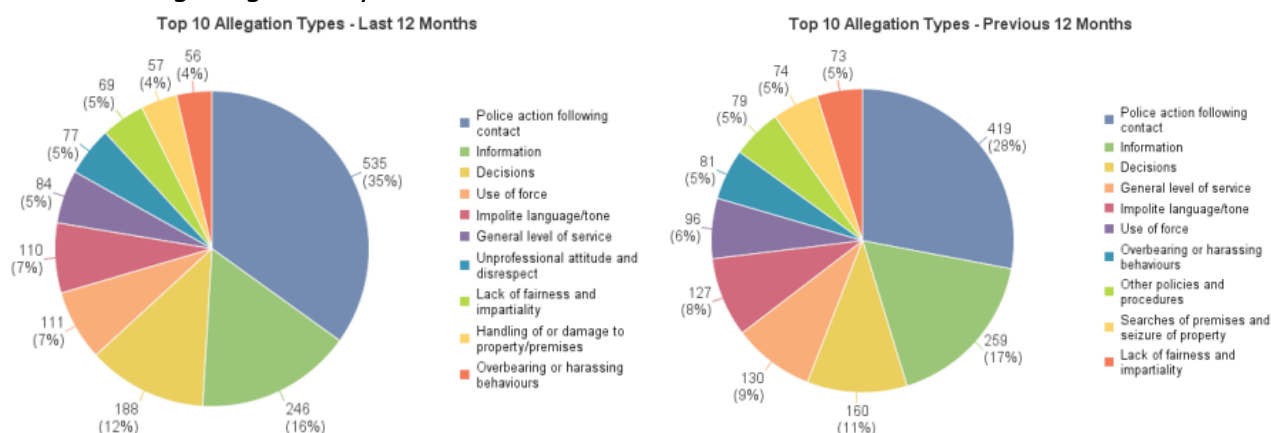


Data

	Previous 12 Months	Last 12 Months	% Change	Local Police Review Body (LPB) Decision	Last 12 Months	Proportion %
Inside Schedule 3	438	405	-7.53%	Outcome of complaint reasonable and proportionate	19	86%
Outside Schedule 3	997	1,096	9.93%	Outcome of complaint not reasonable and proportionate	3	14%
Total Complaints	1,435	1,502	4.67%	Live	5	
				Total:	27	

	Previous 12 Months	Last 12 Months	% Change
All Conduct Matters	37	67	81.08%

The top 3 allegation types have not changed compared to the previous 12 months, Police action following contact has increased accounting for 35% of all allegations in the last 12 months. Information is the second highest type of allegation, followed by decisions the volumes of both of these allegation types have not changed significantly.



6. Reduce Offending and Reoffending

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

- Acquisitive crime down by -22% (-6,313).
- Criminal Damage down by 19% (-463)

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

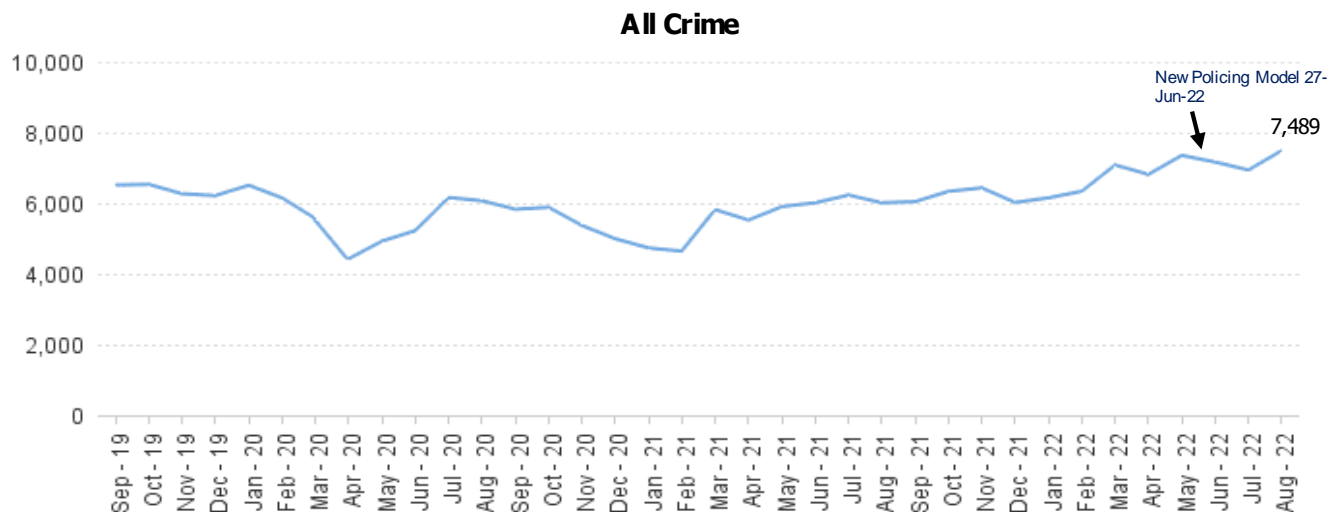
Criminal Justice outcomes relate to positive resolutions of a crime, they include charges and summonses and resolutions which do not require a court hearing such as out of court disposals. These may be in the form of a cautions or community resolutions.

In December 2019, a new outcome category was introduced to provide an alternative to formal prosecution (Outcome 22: diversionary, educational or intervention activity). The use of this outcome is now stable and accounts for a proportion of outcomes (3.7% of all outcomes in the last 12 months). Due to this change to the outcomes comparisons are made with the previous 12 months (September 20 to August 21) rather than the national baseline in 2018/19.

All Crime

All crime has increased by 19.4% (12,971) in the last 12 months compared to the previous 12 months, but has remained stable with a -3.3% reduction compared to the national beating crime plan baseline 2019-20.

More Serious Violence, Less Serious Violence, Other Serious Sexual Offences, Other Violence against the Person, Public Order, Rape, Business Robbery, Theft of Motor Vehicles and Vehicle Interference have all increased in the last 12 months compared to the previous 12 months and the national beating crime plan baseline.



Per 1,000 population Staffordshire ranks 5th lowest in the 43 forces for total recorded crime.

Data

Local Offence Group	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline July 18 to June 19	Baseline Difference	% Change from Baseline
Arson	364	477	113	31.0%	515	-38	-7.4%
Burglary Business and Community	962	1245	283	29.4%	1960	-715	-36.5%
Burglary Residential	2061	2634	573	27.8%	3568	-934	-26.2%
Business Robbery	76	103	27	35.5%	102	1	1.0%
Criminal Damage (exc Arson)	7633	8090	457	6.0%	9975	-1885	-18.9%
Drug Offences	1640	1137	-503	-30.7%	2045	-908	-44.4%
Handling stolen goods	8	6	-2	-25.0%	82	-76	-92.7%
Less Serious Violent Crime with Injury	6645	9193	2548	38.3%	9127	66	0.7%
More Serious Violent Crime with Injury	706	998	292	41.4%	907	91	10.0%
Other Offences	1215	1296	81	6.7%	1791	-495	-27.6%
Other Serious Sexual Offences	1206	1602	396	32.8%	1480	122	8.2%
Other Sexual Offences	420	584	164	39.0%	630	-46	-7.3%
Other Theft	10831	13051	2220	20.5%	17046	-3995	-23.4%
Other Violence against the person	22980	26123	3143	13.7%	21212	4911	23.2%
Personal Robbery	532	731	199	37.4%	830	-99	-11.9%
Possession of weapons	539	523	-16	-3.0%	758	-235	-31.0%
Public Order	4305	6004	1699	39.5%	3995	2009	50.3%
Rape	847	1168	321	37.9%	1072	96	9.0%
Theft From Motor Vehicles	1873	2033	160	8.5%	3023	-990	-32.7%
Theft Of Motor Vehicles	1417	2050	633	44.7%	1749	301	17.2%
Vehicle interference	572	755	183	32.0%	640	115	18.0%
All Crime	66832	79803	12971	19.4%	82507	-2704	-3.3%

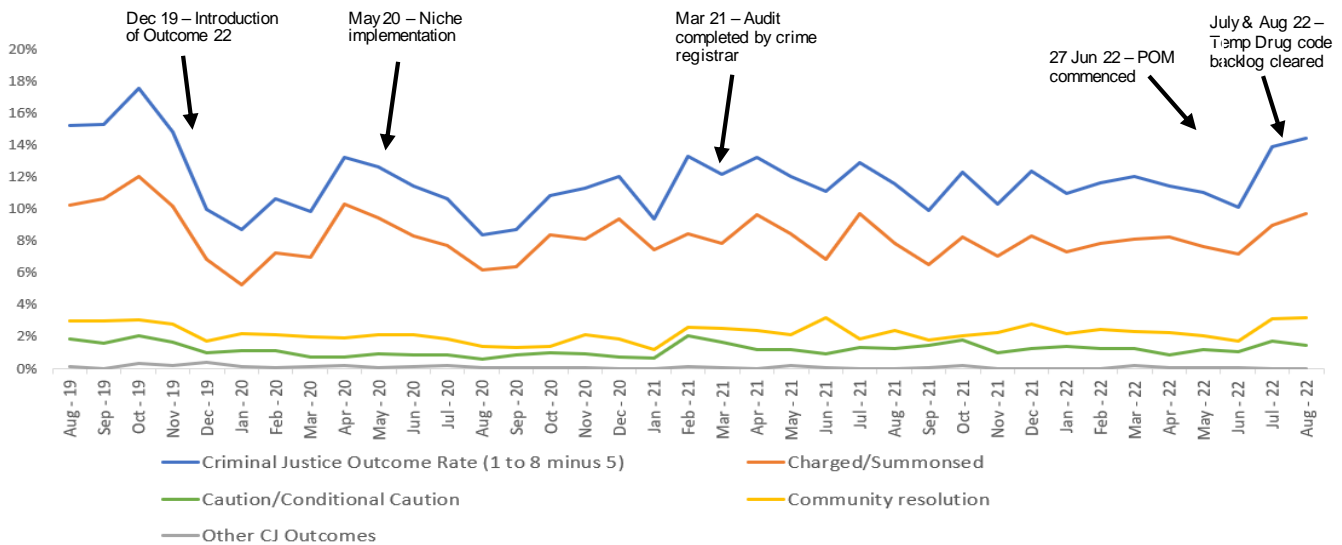
6.1 Outcomes

Criminal Justice Outcomes Rate is 11.8% in the last 12 months to August 22 and is stable.

Outcome 16 Rate (victim does not support the investigation) is 26.6% in the last 12 months to August 22 and has decreased (-2.5%), July and August have reduced (27.2% and 26.8%) after an increasing trend in May and June (28.6% and 29.3%).

14.4% or 1,119 Criminal Justice outcomes in August 22, which included 755 charges/summons, 115 cautions/conditional cautions, 247 community resolutions.

Criminal Justice Outcomes (1 to 8 minus 5)



Data

Outcomes	Previous 12 Months	Current 12 Months	Change	May - 22	Jun - 22	Jul - 22	Aug - 22
Criminal Justice Outcome Rate	11.6%	11.8%	0.2%	11.0%	10.1%	13.9%	14.4%
Outcome 16 Rate	29.1%	26.6%	-2.5%	28.8%	29.5%	27.2%	26.8%
Unable to Progress Investigation Rate	51.7%	54.0%	2.4%	52.6%	53.9%	52.1%	52.3%
Prosecution Prevented Rate	0.4%	0.4%	0.0%	0.4%	0.2%	0.3%	0.7%
Other Rate	3.5%	3.5%	0.0%	4.2%	3.7%	3.2%	2.5%
Diversions Activity	3.7%	3.7%	-0.1%	3.0%	2.5%	3.2%	3.3%

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

Custody

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

August 22 saw an increase in arrests with the highest monthly volume since Jan 20.

Children in custody has stabilised in recent months although there is some monthly variance. May and June 2022 saw increased volumes (54 and 56).

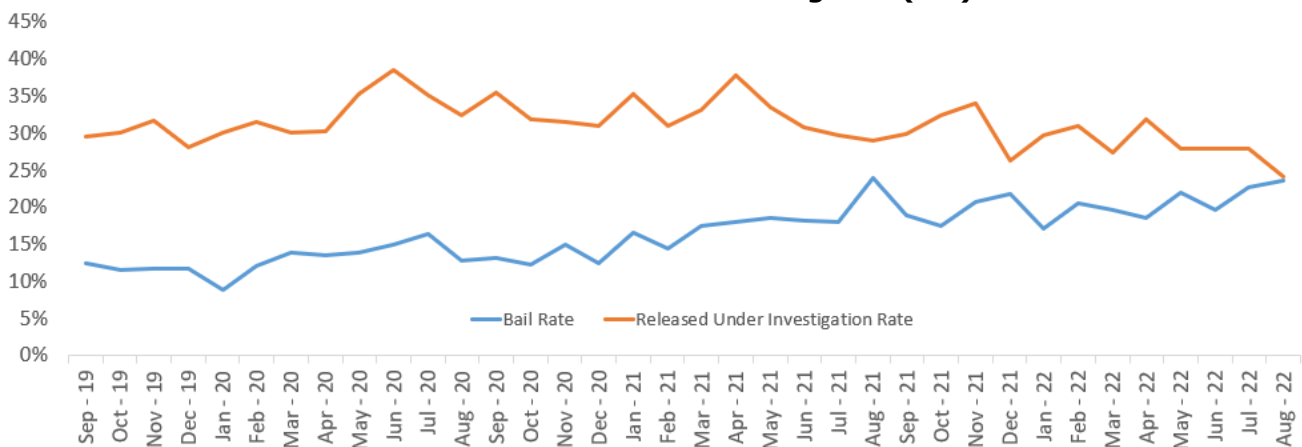
Released Under Investigation (RUI) rates are showing a reducing trend since February 2021. The most recent months data may still be subject to change

Bail rate are showing an increasing trend but with some variance. The most recent months data may still be subject to change.

Average detention durations – after a spike in summer 21 (June & July) and October 21 average time in custody has been stable. Decrease in average detention durations in July 22 (12.1) and detention times for children have been reducing recently after and spike in December 21.

Waiting times have seen reductions in the last 12 months compared to the previous 12 months, although there has been an increasing trend since January 22 slight increase in May, June and July 22 (25.1 and 25.5 and 28.4 mins)

Bail and Released Under Investigation (RUI)



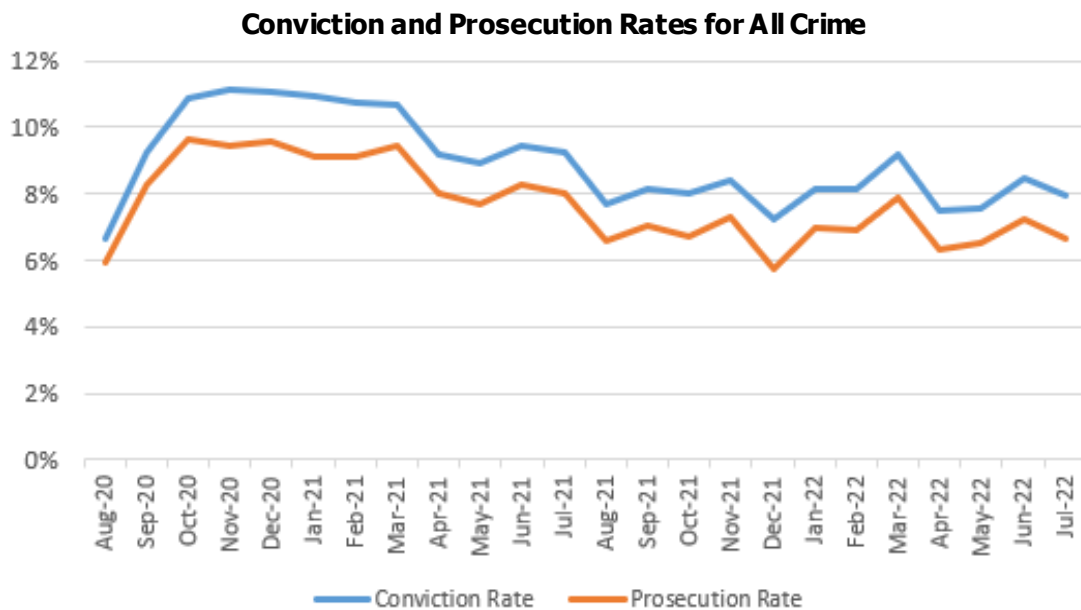
Data

Custody	Previous 12 Months	Current 12 Months	Change	% Change	May - 22	Jun - 22	Jul - 22	Aug - 22
Arrests	11721	12588	867	7.4%	1076	1068	1162	1184
Average Detention Duration (hours)	17.0	15.1	-1.9	-10.9%	14.8	15.0	12.1	14.3
Children in Custody	591	532	-59	-10.0%	54	56	47	45
Average Detention Duration (hours)	12.0	11.7	-0.3	-2.8%	10.8	11.7	9.1	11.1
Waiting Times in Custody	25.9	23.2	-2.7	-10.4%	25.1	25.6	23.3	28.4
Bail Rate	16.6%	20.4%	3.8%		22.0%	19.7%	22.8%	23.6%
Released Under Investigation Rate	32.6%	29.1%	-3.5%		27.9%	27.9%	27.9%	24.2%
Voluntary Attendees	3231	2949	-282	-8.7%	276	237	265	224

Conviction and Prosecution Rates

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

- 8.0% of all crimes in the last 12 months (August 2021 to July 2022) are prosecuted at court which has decreased slightly (-2%) compared to the national baseline in 2018/2019.
- 6.8% of all crimes in the last 12 months (August 2021 to July 2022) end in a conviction at court which has decreased slightly (-1.8%) compared to the national baseline in 2018/2019.
- Finalised cases in the last 12 months (August 2021 to July 2022) have decreased compared to the 2018/19 national baseline, and the previous 12 months due to the ongoing issues with backlogs of court cases caused by the Covid 19 pandemic.

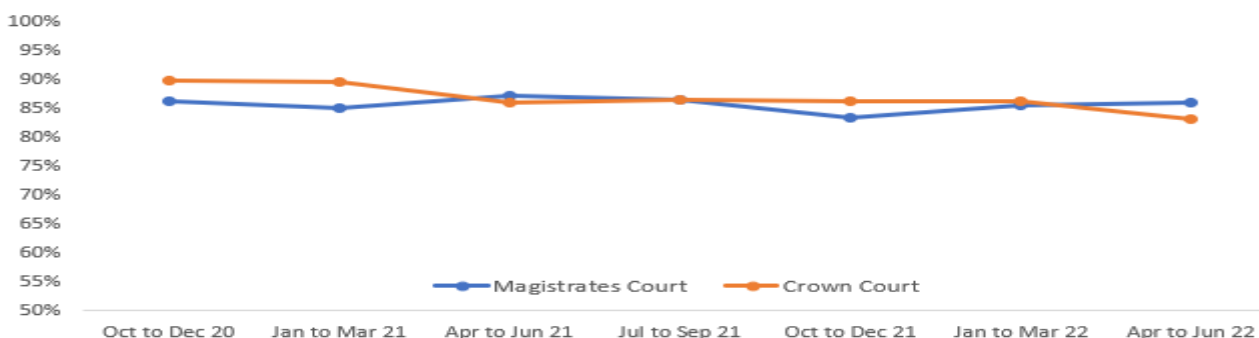


Convictions at Court

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

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

Staffordshire's conviction rates for Crown and Magistrates Courts are higher when compared to our regional Forces and National



Data

Conviction Rate	Previous 12 Months	Current 12 Months	Change	Oct to Dec 20	Jan to Mar 21	Apr to Jun 21	Jul to Sep 21	Oct to Dec 21	Jan to Mar 22	Apr to Jun 22
Crown Court	87.9%	88.1%	0.2%	89.7%	89.5%	86.1%	86.6%	86.3%	86.3%	83.1%
Magistrates Court	86.6%	86.2%	-0.4%	86.2%	85.0%	87.1%	86.4%	83.3%	85.6%	85.9%

7. A More Effective Criminal Justice System

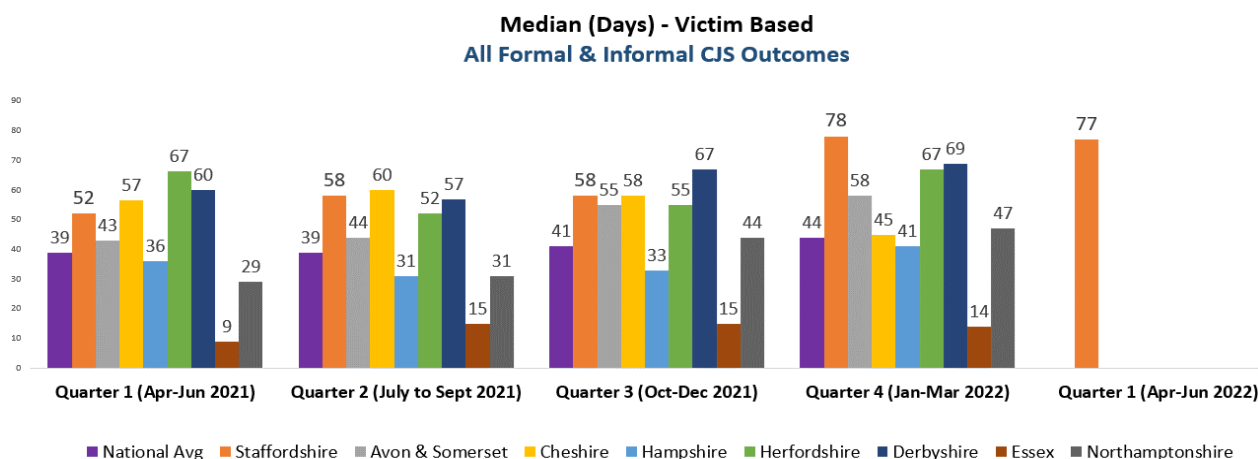
7.1 Criminal Justice - Timeliness

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

The Average (median) time to investigate in Staffordshire is above the national average, with an average (Median) of 78 days in Staffordshire to charge for a victim-based crime compared to an average (median) of 44 days nationally in the latest quarter (Q4 2021/22).

Staffordshire is not included in the national statistics as the force is not currently linked to the Home Office Data Hub, however work is ongoing to reinstate this link.

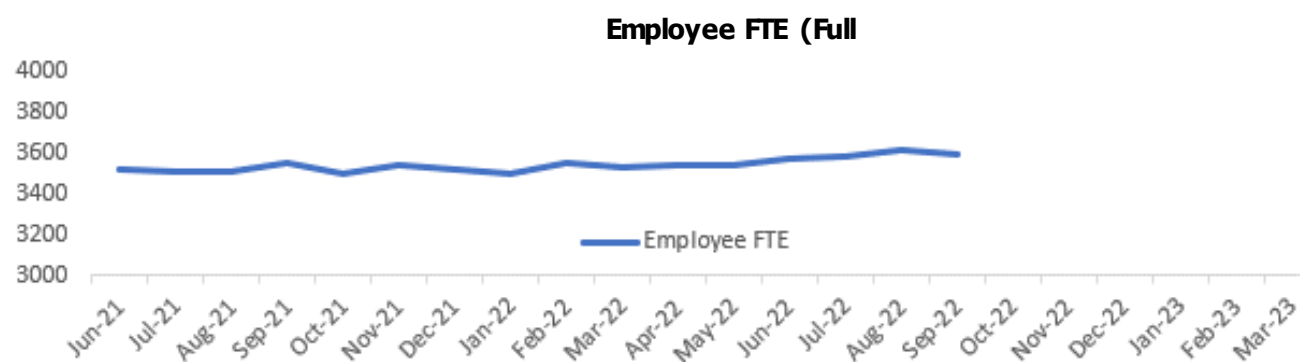
Timeliness of Investigations – Victim based crimes with Criminal Justice Outcomes



8. Enabling Services: HR & Finance Update

8.1 Operation Uplift, Officer Recruitment

The force is 119 FTE under the TOM ambition in August 2022

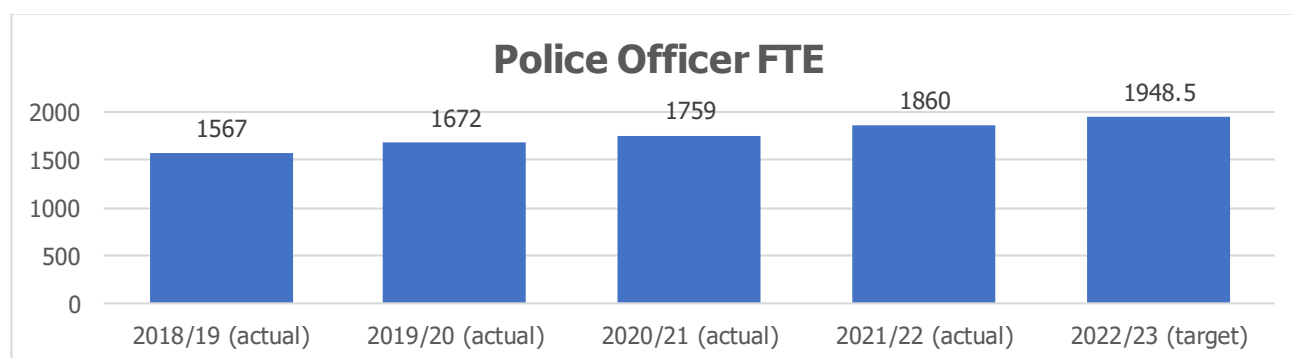


Operation Uplift

This includes the planned uplift of 120 officers in 2022/23, plus an additional 8 officers agreed as part of additional funding to achieve 20,000 additional officers nationally by March 2023.

Staffordshire's allocation of the additional 20,000 officers over three years is now 308, broken down over the following years:

- 2020/21 – 90 (30 in 2019/20 plus 60 in 2020/21)
- 2021/22 – 90
- 2022/23 – 128 (120, plus 8 additional)



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

The variety of Policing Education Qualifications Framework (PEQF) programmes utilised by the force to attract new and existing police officers include:

- Police Constable Degree Apprenticeship (PCDA)
- Degree Holder Entry Programme (DHEP)

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

Workforce Diversity

Ethnicity

In Staffordshire as of 31.08.2022 the force employs the following breakdown of black, asian and minority ethnic colleagues compared to the local population of 5.9%;

- Whole Force 4.01%
- Police Officers 4.12%
- Police Staff 3.86%
- Special Constabulary 4.43%

On average in the last 3 years, 4.5% of new colleagues joining the force are black, asian and minority ethnicities.

Gender

In Staffordshire as of 31.08.2022 the force employs the following breakdown of genders (compared to the female population of 50.2%;

- Police Officers – 66.13% male and 33.87% female – an increase of 3.47% of female police officers in the last 2 years.
- Police Staff – 36.69% male and 63.31% female – a decrease of 4.49% of female police staff in the last 2 years.

The force's female representation shows an improvement during the last 12 months to 46.9%. On average in the last 3 years, 47.3% of new colleagues joining the force were female.

8.2 Collaboration

It has been agreed to review shared services with Staffordshire Fire and Rescue Service within three distinct phases. This phasing is in part driven by the Fire Reform White Paper which has yet to complete its journey through the parliamentary process potentially bringing about changes in the support services required by the Fire and Rescue Service and the Staffordshire Commissioners Fire and Rescue Authority. The phasing of these reviews are:

- Phase 1 – Corporate Communications, Procurement and Fleet Services
- Phase 2 – Finance and HR (noting HR was reviewed within the last 12 months)
- Phase 3 – Estates

Within the current live phase (phase one) Procurement has been reviewed in full and changes made to the support model to align support across the current three legal entities based on a category management approach as opposed to being based on organisational structures. This has freed up some marginal capacity where duplication existed and should further support the identification of shared spend where efficiencies of scale can be made (predominantly for the Fire Service) by pooling contract spend

with Staffordshire Police. Corporate Communications service level agreements, as part of that review, are currently being undertaken.

Scoping on further joint estates locations have been undertaken and these have demonstrated that it is feasible to share estate with the Fire service in Stone and Burntwood (Chase Terrace). These projects are now being progressed. These will however result in a cost pressure on Policing due to currently having no physical presence in Burntwood since the closure of the previous Police Station a number of years back and the Private Finance Initiative (PFI) costs of Stone Fire station based on an apportionment of usage are more expensive than the current provision in Stone.

A review of the Regional Organised Crime Unit (ROCU) is currently being conducted. This will consider the balance between local provision of services and those that are best provided on a regional basis. No recommendations have yet been made to either regionalise further services or devolve back others to local Forces

8.3 Finance

The Group (Force and OPCC) is currently forecasting an underspend of £912k for period 5 of the financial year. This is 0.39% of the overall budget and well within financial health indicators. Whilst there are some significant challenges facing all public bodies around inflation offsetting savings and additional income streams in year have mitigated these. The single largest inflationary pressure currently forecast is on Gas, Electricity and Fuel costs totalling £1.7m. However, this is before the recently announced 'price cap' on commercial customers for the remaining 6 months of the year being factored in. The volatility in this market has meant forecasting to date has been difficult and energy saving measures will be implemented over the coming months.

One of the current challenges faced around inflation is that whilst general inflation is higher than that budgeted in the Medium Term Financial Statement, a significant amount of our contractual spend is fixed and as such the inflationary pressure is being held by the provider. However, whilst this provides support in year to shield us from inflation and currently excluding fuel costs there is no overspend on contracted spend, when these contracts come up for renewal in future years the impact of high inflation in the economy will feed through. This will mean that in future years the Force inflation rate will be higher than the general inflation rate as these prices catch up with market prices.

Work is currently ongoing around revising the Medium Term Financial Statement for 2023/24. Staffordshire Police, relative to others is in a strong financial position and is considered an area of organisational strength. However, the planning environment is more uncertain than ever both around pay and non-pay inflation, government policy and interest rates. It is also unknown as to how the announcements in the Chancellors 'mini budget' will translate through on to Staffordshire Police. For example, the reversal of the National Insurance increase will generate a saving of £1.2m, however the government may choose to lower core grant to Forces by an offsetting amount.

In addition to this, new savings have already been identified within the Resources Command across Estates contract management (£170k) following the renegotiation of the facilities contract, insurance (£320k) and business rates following a review of business rates payable (£120k).

Proposed Medium Term Financial Statement approach and timetable

Work on reviewing the revenue budget requirement has already commenced and the intention is that a draft budget requirement is made available in November following the consideration of pressures/savings/investments presented and approved at the Resource Allocation Challenge panels at the end of October.

The capital programme will be reviewed and funding requirements finalised alongside the revenue requirements.

Last year saw the introduction of Resource Allocation Challenge panels and it is proposed that these feature as part of the budget setting process again this year. There will be two panels with the purpose of the panels being as follows:

1. Panel 1 – to be held on or around w/c 31st October
 - Presentation of pressures/investments/savings for approval by the Chief
 - Presentation of staff vacancies for scrutiny
 - Review of benchmarking, value for money
 - Force Management Statement (FMS) submissions
2. Panel 2 – to be held on or around w/c 5th December
 - Review of any areas of focus tasked out at Resource Allocation Challenge Panel 1
 - Command understanding of IT Plan and future requirements
 - Review of capital programme relative to business area
 - Horizon scanning/further consideration of Force Management Statement
 - Identify priority focus areas for review in readiness for Medium Term Financial Statement 2024/25

The work to align the budget planning process to the Force Management Statements continues to develop, building on work on last year's budget setting process.

The table below outlines the proposed timescales for the preparation of the budget, although these are subject to change dependent on external factors.

Date	Activity
August 2022	Review capital programme commences
September 2022	Directorate review of current Mid-Term Financial Statement
September 2022	Target Operating Model v budget reconciliation and recalculation of pay budgets
September 2022	Review inflation assumptions
September 2022	Review reserves position
21 st October 2022	Deadline for submission of new pressures/savings/investments
24 th October 2022	Police Fire & Crime Panel – Medium Term Financial Statement update
w/c 31 st October 2022	Resource Allocation Challenge panels (to present the pressures and flag any risks – this should be linked to Force Management Statement)

November 2022	Presentation of draft budget requirement
w/c 5 th December 2022	Resource Allocation Challenge panels (purpose being to determine areas of priority for review for next year)
December 2022	Refine detailed budgets
December 2022	Finalise capital programme
December 2022	Funding settlement
January 2023	Public Consultation regarding precept
January 2023	Draft Panel report
6 th February 2023	Police Fire & Crime Panel – Recommendation of the budget and precept decision