



STAFFORDSHIRE
POLICE

Public Performance Meeting Report

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1. Emerging Challenges

1.1 Chief Constable's Foreword



Since I last reported to your Public Performance Meeting, I'm pleased to say that we continue to see improvements in many areas, not least in our Force Contact Centre, which is the first point of contact for people contacting the police. From being ranked twenty-third in police forces in the percentage of 999 calls answered within our national service level agreement, a year later we're now sixth in the country, answering 85 per cent of calls within 10 seconds.

This needs to be put into the context that we continue to face rising demand: this summer and early autumn we have faced some of our most challenging levels of demand, with several days topping the number of calls we might expect to see on a typical New Year's Eve. This level of demand inevitably means more pressure on our officers to respond, yet even here we are seeing improvement in the number of open cases our officers have, the number of arrests, while sustaining our criminal justice outcomes (e.g. charges, out-of-court disposals). Given this demand, the welfare of our officers and staff remains critically important, and in this area, I'm pleased to say that we have seen average sick leave fall, which is a marker, I believe, of a force that is getting its welfare service right.

There is still much to do. However, I am pleased to say that in our most recent meeting with policing stakeholders, including His Majesty's Inspectorate of Constabulary & Fire and Rescue Services (HMICFRS), they recognised that the force is achieving sustained, embedded improvement in key areas that they have been monitoring.

Our steady improvement has been echoed in the latest results of the public perception survey, conducted in Staffordshire over the summer. We continue to see higher levels of satisfaction compared to a year ago, and remain consistent for the last six months. For issues like 'people feeling safe at night', we have seen a marked improvement, which is pleasing.

Earlier in the summer, we launched our neighbourhood strategy, which reaffirms the commitment I made when launching the new policing model that we would get closer to its local communities. The strategy sets out clearly our commitment to visible, neighbourhood policing as the bedrock of the force.

Likewise, I would like to confirm that we are committed to investigating all crime where there are reasonable lines of enquiry. There was much national discussion on this topic during the summer, and it is my expectation, and something that here in Staffordshire we have always committed to do.

Our work to prepare for the staged implementation of Right Care, Right Person continues. During the summer we engaged purposefully with our stakeholders in the ambulance service, NHS trusts, local authorities and the voluntary sector, to ensure that when we begin implementation in early 2024 that we do so in the best position possible. I am pleased to say that – while much work has still to be done – our partners have approached the discussions positively, with a recognition that police are not the best agency to respond to many of the calls that we do currently.

In March 2023, Baroness Casey published her report into the standards of behaviour and internal culture of the Metropolitan Police Service. The report gave police forces an opportunity to review current practices, policies and procedures to ensure that we are as inclusive, fair and work with the upmost integrity, to give confidence amongst colleagues but also within our communities. In Staffordshire we have implemented 'Know the Line' training specifically about sexual misconduct and harassment. Over 1,200 officers and staff have received the training. We have seen an increase in reporting of sexual misconduct but this is seen as a positive with staff having the confidence to report and a confidence in the internal investigations.

A broader standards campaign concentrating on driving up standards across the organisation and having pride in policing has also been introduced. This focuses on standards of appearance, including uniform and across social media, personal responsibility for kit, vehicles, data and information and workplace.

Recently, in Staffordshire, we have seen the devastating consequences dog attacks can have. Detectives continue to investigate the tragic death of Ian Price in Stonnall. Senior officers review incidents involving dogs every morning. In the last 12 months, there was 532 crimes relating to dangerous dogs injuring people or assistance dogs, which is an increase of 22 per cent (96). High volumes were reported in May

(58) and August (60). The majority were dealt with by community resolution with seven charges. In a quarter of cases, victims withdraw their support for an investigation.

Finally, I also want to mention Crooked House, the pub which has attracted international attention following the suspected arson and subsequent demolition of this cultural landmark earlier in the summer. The pub was an important cultural landmark in the county, and I want to assure the public that my officers continue to work hard to gather the evidence necessary to prosecute those who may have been responsible.

Chris Noble
Chief Constable

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

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

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

Responding to the public – Headline Activity and Impact

Capability & Capacity

- ✓ Workforce Resourcing Officer
- ✓ Increased Investment of 25 additional FCR staff
- ✓ Continued recruitment, 17 in July and November 2023
- ✓ Further investment in Triage function
- ✓ Phased development of a Crime Bureau



Right Care Right Person

- ✓ 'Go Live' Feb 2024
- ✓ Senior stakeholder engagement commenced
- ✓ Partnership tactical task and finish groups developed
- ✓ Training designed and scheduled
- ✓ Baseline data captured
- ✓ National project engagement
- ✓ Benchmarking undertaken



Leadership investment

- ✓ New FCR Chief Inspector
- ✓ 8 FCR Sergeants
- ✓ Control Room Managers development programme.
- ✓ Command and Control training programmes for all roles
- ✓ Culture and Values programme.



Grading policy review

- ✓ New Incident Grading Policy live which supports better risk assessment
- ✓ Links to strategic demand assessment work
- ✓ Ongoing review of implementation and service



Performance management

- ✓ Embedded Performance management through PowerBI
- ✓ Improvements in call handling monitoring
- ✓ Live time Supervisory review of DA and Missing incidents
- ✓ Ideas and Suggestion processes



Quality of Investigations – Key Activity and Impact

Continuous Improvement Approach

- ✓ Internal and external peer reviews
- ✓ Analysis of incident demand and investigation caseload implications
- ✓ Consultancy focused on outcomes
- ✓ OoCD opportunities commenced
- ✓ CoP Support and peer support



Investigation masterclasses

- ✓ 381 Supervisors completed Masterclasses
- ✓ OIC programmes validated by CoP now being delivered
- ✓ Training Needs Analysis for investigators



Process redesign

- ✓ NICHE Team have delivered user group recommend OELs
- ✓ Crime Bureau phase 1 done
- ✓ Crime Bureau phase 2 staged roll out commenced (outcomes)
- ✓ Stage 3 in development



Audit & assurance

- ✓ Investment in capability
- ✓ IQSSA (localised VSAs) completed across LPTs, CID and PPU
- ✓ Training and upskilling in VSA methodology
- ✓ Audit tool for local supervisors developed using DEP



Supervisor Effectiveness 'Sprint'

- ✓ Address recurring themes
- ✓ Capacity: free up time and energy for First Line Supervisors
- ✓ Capability: Provide the rights skills and tools (Training Needs Analysis)
- ✓ Condition: Provide bespoke support
- ✓ Compliance: Understand what tasks should be mandatory and monitor



Investigation review

- ✓ Insp to Supt reviews
- ✓ Reduction of work in trays
- ✓ Culture change re awareness & reviews
- ✓ Enhanced supervisory footprint on investigation records



Child Protection: Details from Re-inspection Report

"Staffordshire Police is committed to improving its child protection services and addressing the issues raised in our 2021 inspection, evidenced by the introduction of a dedicated action plan.

"The force has made several positive changes to improve the ways it protects vulnerable children, including better clarity in its senior leadership and governance arrangements.

"With that said, some of the issues highlighted in our initial inspection still haven't been fully addressed. For example, the quality of its investigations must be improved to better safeguard children and bring offenders to justice.

"We will continue to work closely with the force to monitor its progress and expect to see an updated action plan within six weeks, which sets out how it will make further improvements."

Areas discharged:

- **structure and leadership** roles for overseeing all aspects of child protection;
- **use of IT systems**, so that staff have access to the information and resources they need to complete their duties;
- contribution to **multi-agency child protection** arrangements;
- responses to **online child sexual abuse**; and
- **management** of registered sex offenders.
- improved provision of **safeguarding training** to the workforce, and understanding of training needs

Areas to continue to focus on:

- the **quality** of its child protection investigations;
- risk of responses by the force contact centre;
- **assessment and allocation**
- responses to children reported **missing from home**;
- the accuracy of recording details of children's **ethnicity** and cultural heritage; and
- processes to **assess and share** information with other organisations to help protect children.

Ongoing HMICFRS Activity

Key Areas of Ongoing Focus

- Local policing model continuous improvement under bespoke governance and monitoring
- Public Protection Unit (PPU) Phase 1: realignment and consolidation; Phase 2: investment and further development
- Developing an outstanding Force Contact Centre
- Further investment in Corporate Development
- Further embedding the performance framework and culture - tracking and oversight of Policing Plan Annual Delivery Plans
- Further investment to deliver Digital Data and Technology (DDaT) alignment with strategic vision
- Ongoing review and investment around Serious and Organised Crime (SOC) and proactive capability.

Support for continuous improvement

- Ongoing investment in officer and staff numbers, which are below 2010 levels and low in relation to national comparisons of headcount
- Support and resource for Power BI development as key enabler. Local policing product is now live – (*ongoing national consistency issue*)
- College of Policing (CoP) further quality of investigations reality testing after implementing interventions and further support for masterclass improvement and 'license to practise'
- Digital Data and Technology (DDaT) strategy and leadership – from stability to exploitation.

2. Key Headlines / Performance Summary

Staffordshire Priorities including National Beating Crime Measures (NCPM)

Summary overview

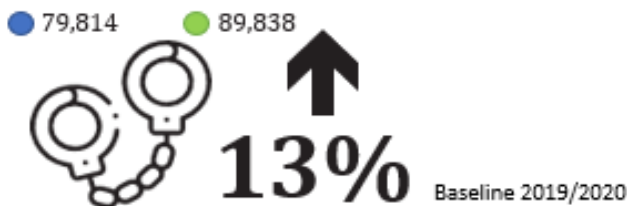


● Statistics from 2019/2020 baseline or National baseline for crime calendar year 2019

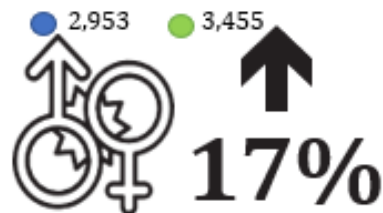
● Statistics from 01/09/2022 to 31/08/2023

Prevent harm and protect people

All crime in Staffordshire



Sexual offences



Prevent harm and protect people – National Beating Crime Plan

Neighbourhood crime



Knife Crime

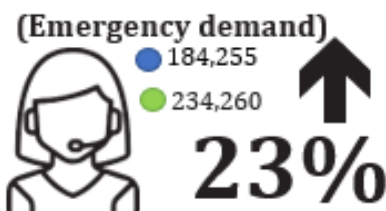


Domestic Abuse (Crime)

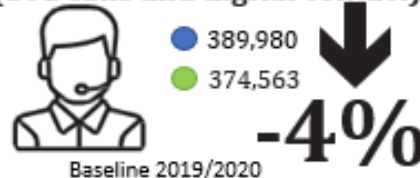


Local and responsive service

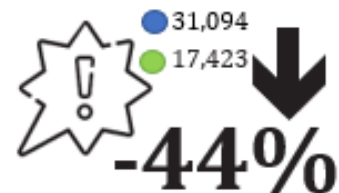
999 Calls



Non-Emergency demand (101 calls and digital contact)

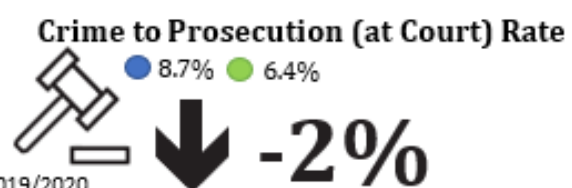
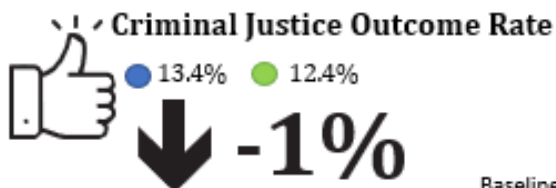


Anti-Social Behaviour



Reduce Offending and Reoffending

More effective Criminal Justice System



Support Victims and Witnesses

Enabling Services

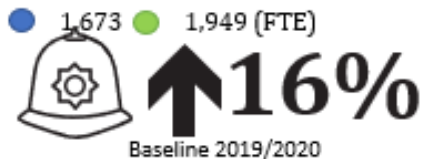
Positive opinion after contact with the police



Public Confidence in the police



Officer Uplift (number of 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 via the force's website and an 'online' chat service 'live chat'. The force manages its contact services via our Force Contact Centre (FCC).

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

What have we done since our last meeting?

Improving Performance – We have seen sustained improvement in Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE) compliance, but ensuring that call handlers use and correctly record structured initial triage and risk assessments, to inform the prioritisation given to the call and identifying the most appropriate response. Vulnerable and repeat callers are raised for discussion and action on the morning FCC and escalated force-level meetings for wider awareness and action through harm reduction teams in the local policing teams (LPTs).

Triage continues to support both early identification of risk and enhanced call handling times. We continue to look to stabilise the process, with the aim of providing extra capacity through the Investigation Bureau. We are reviewing the Investigation Bureau in order to develop capacity and functionality in crime investigation, management of vulnerability, triage and capability when demand is high, through a flexible, omni-competent approach.

Changes to digital contact means we now provide a single point of contact via Live Chat. A familiar platform, utilised across the private sector which provides a more user-friendly experience which has improved the quality of incident recording.

On 4 August 2023, we implemented a new incident grading policy to improve identification, classification and management of risk, vulnerability and priority. This is linked to a post-implementation review and an assessment of demand.

Quality - The Quality and Assurance team is now established and they following a framework in line with governance assurance principles. The team can monitor incidents and provide live-time assessments and feeds back to staff about their THRIVE assessments. As a result, THRIVE compliance is currently at 100 per cent. As a result of the team's live-time assessments, there has been an increase in quality (81 per cent, against a target of 80 per cent). All contact managers have attended an investigation masterclass to drive the investigation process at the outset. The performance framework also monitors how well staff give advice in respect of preservation of evidence etc.

Recruitment – We are undertaking constant recruitment to increase staff numbers, and have recently advertised contact centre operator roles. A temporary increase in the baseline FTE has been agreed through force/PFCC Governance, providing an additional 25 FTE (20 call takers, five control room managers) increasing the target to 204 call takers and 20 supervisors. An agreement is in place, due to attrition, that the FCC can recruit an additional 10 colleagues, with a view it will even out at the end of the financial year. We have started a recruitment process which focuses on attracting candidates with investigative skills or an investigative mindset. Changes made to the application process has resulted in 380 applications being received, compared to under 50 in previous recruitment rounds. Thirty-four candidates have been identified with suitable skill sets, and 17 new colleagues started in July 2023 who are now training with their shifts. Our ambition is to introduce a Harm Identification Hub within the FCC, and have advertised for the post. However, we've faced challenges in recruiting suitable officers into the role.

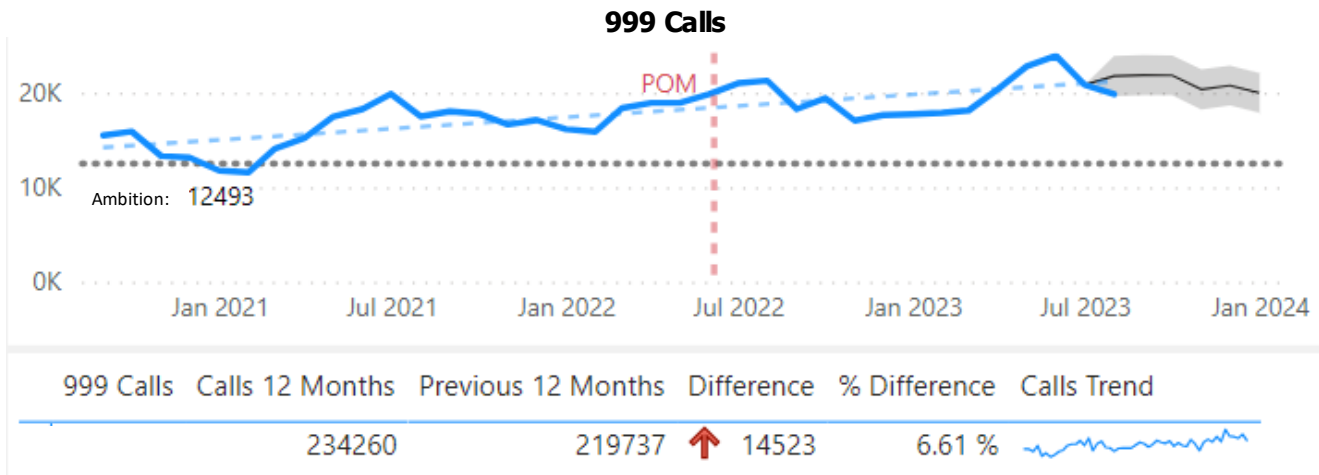
Structure - The Command and Control model has been implemented and has been in place since 1 May 2023. Investment in an FCC Chief Inspector and FCC Sergeants has helped to promote leadership visibility and enhance skills to improve service delivery, and to support local policing teams to prioritise incidents

through the ongoing assessment of vulnerability. Investment in five additional control room managers (CRMs), to support, and the force have established a 'Control Room Manager' development programme to inspire and encourage future leaders within the organisation through a bespoke learning programme. A culture and values champion programme (across five shifts) celebrates individuals who display the right culture, timely responses to calls for service, early recognition of vulnerability and evidence gathering opportunities supporting improving investigation standards. In collaboration with local policing, a working group is reviewing and redesigning our approach to systems management, the impact on demand and our ability to serve the public.

999 calls

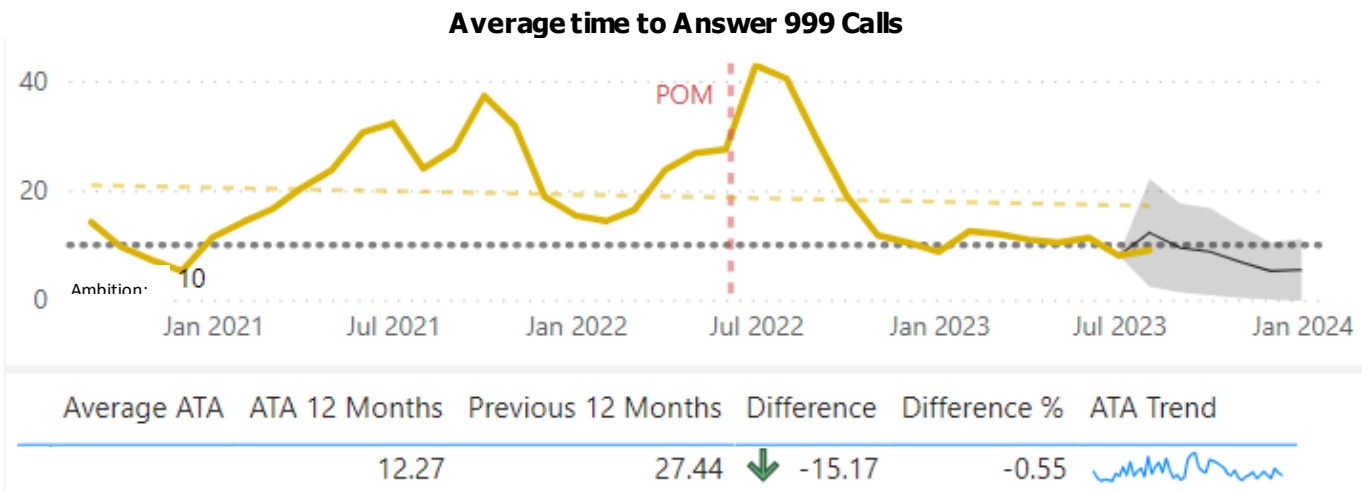
Volume

- 999 call volume has increased by 6.6 per cent (14,523) in the last 12 months compared to the previous year, an average of 40 calls extra a day
- May and June 2023 saw considerably higher volumes of 999 calls compared to other years with over 1,000 999 calls experienced on one day in June.

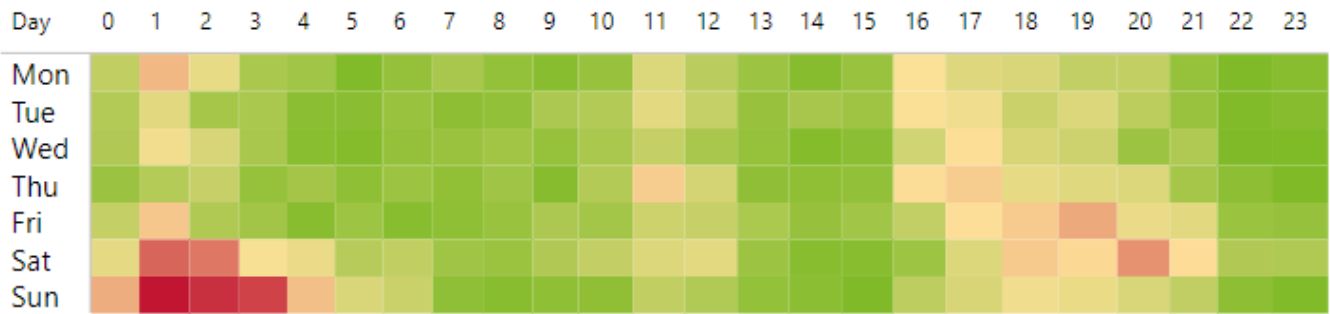


Timeliness

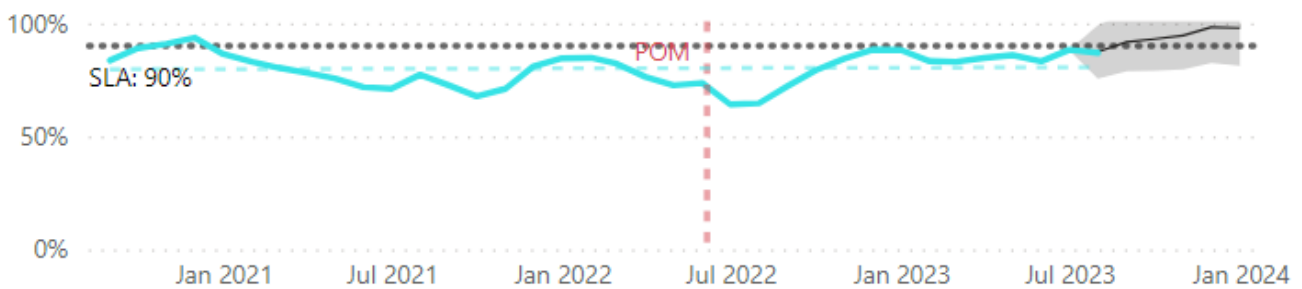
- Average time to answer 999 calls has reduced and stabilised in the last ten months to between eight and 13 seconds, with 9.1 seconds in August 2023. In the previous year (summer 2022), there was a significant increase in the average time to answer 999 calls
- Percentage of 999 calls answered in 10 seconds increased and has stabilised in the last nine months between 83 per cent and 88 per cent, with 87 per cent being answered in August 2023 within 10 seconds.



Average Time to Answer 999 Heatmap – Last 12 months



Percentage of 999 Calls Answered in 10 seconds



Answered in 10 secs %	12 Months	Previous 12 Months	Difference	Ans. 10 secs % Trend
	84.32 %	74.13 %	↑ 10.19 %	

National 999 Data

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

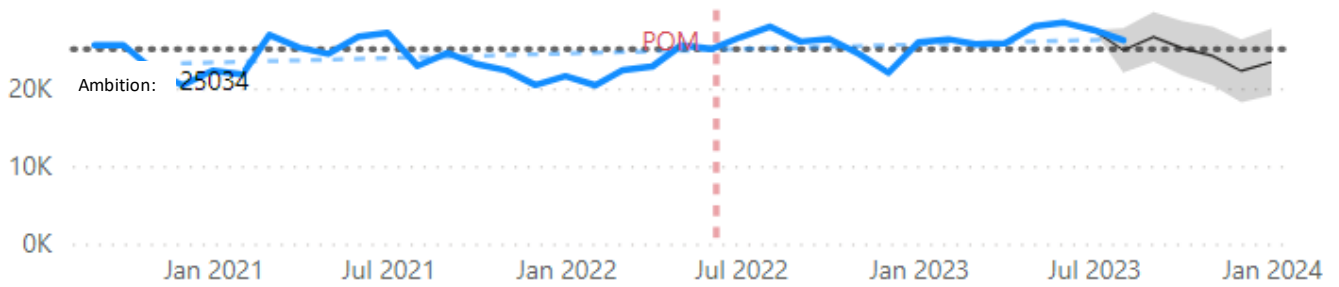
- For volume of 999 calls the last 12 months Staffordshire is **26th out of 42** forces. In the last three months Staffordshire is **26th out of 42** forces
- In the last 12 months, Staffordshire was **35th out of 42** forces for the average answer time in seconds for 999 calls. This has improved in the last three months Staffordshire to **26th out of 42** forces
- In the last 12 months, Staffordshire was **13th out of 42** forces for the percentage of 999 calls answered within 10 seconds. This has improved in the last three months Staffordshire to **7th out of 42** forces.

101 Calls and Digital Demand

Volume

- 101 call volumes (including triage) are increasing with 10.5 per cent (+29,657) more 101 calls in the last 12 months compared the previous year. The average equals 81 extra calls per day
- Digital demand has decreased by -30 per cent (-26,380) in the last 12 months compared the previous year.

101 Calls (Triage and direct to 101)



Calls 12 Months	Previous 12 Months	Difference	Difference %	Calls Trend
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311874

282217



29657

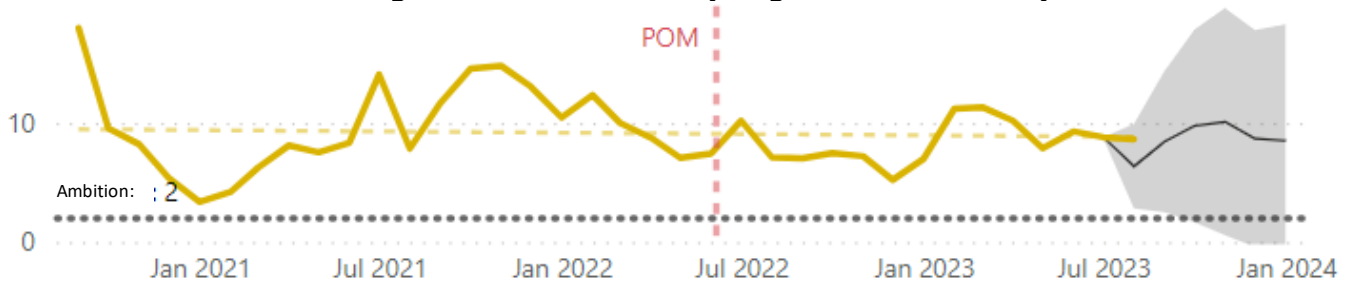
10.51 %



Timeliness

- Improved average time to answer 101 call length has continued since the implementation of triage, with seven minutes or less between August 2022 and January 2023. Slight increases have been seen in the last seven months with 8.7 mins in August 2023
- This increase is linked to the utilisation of the FCC’s resilience, which allows call takers to transfer between 101 and 999 calls in a surge capacity model, in order to deal with the increases in 999 calls which carry a higher harm and risk to the public. This is balanced on the increase in overall demand.

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



ATA 12 Months	Previous 12 Months	Difference	Difference %	ATA Trend
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8.42

10.44

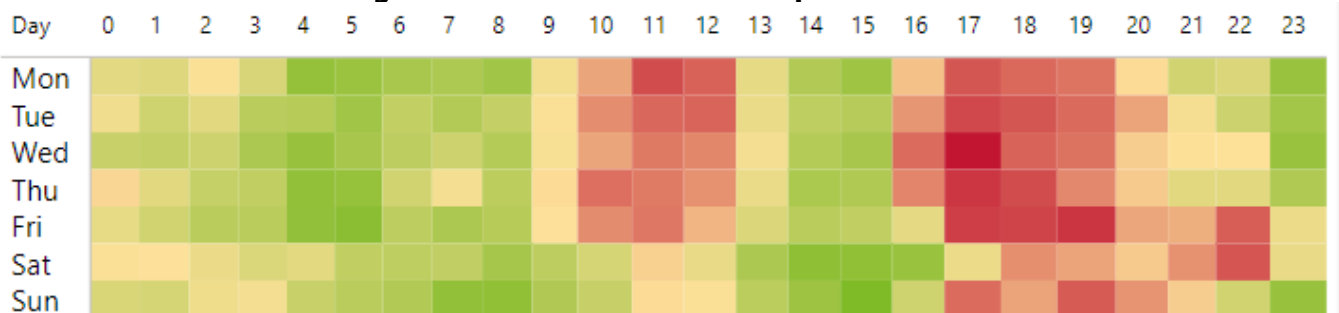


-2.02

-19.36 %



Average Time to Answer 101 Heatmap – Last 12 months



101 Triage

The triage approach to calls for service is now in place and operating, where possible, between 8am and 10pm, seven-days-a-week. This service supports the force to identify and prioritise vulnerability quickly, ensuring immediate support when appropriate. It also allows for the force to direct members of the public's enquires more effectively, with 59.7 per cent fewer calls being transferred to 101 as they are

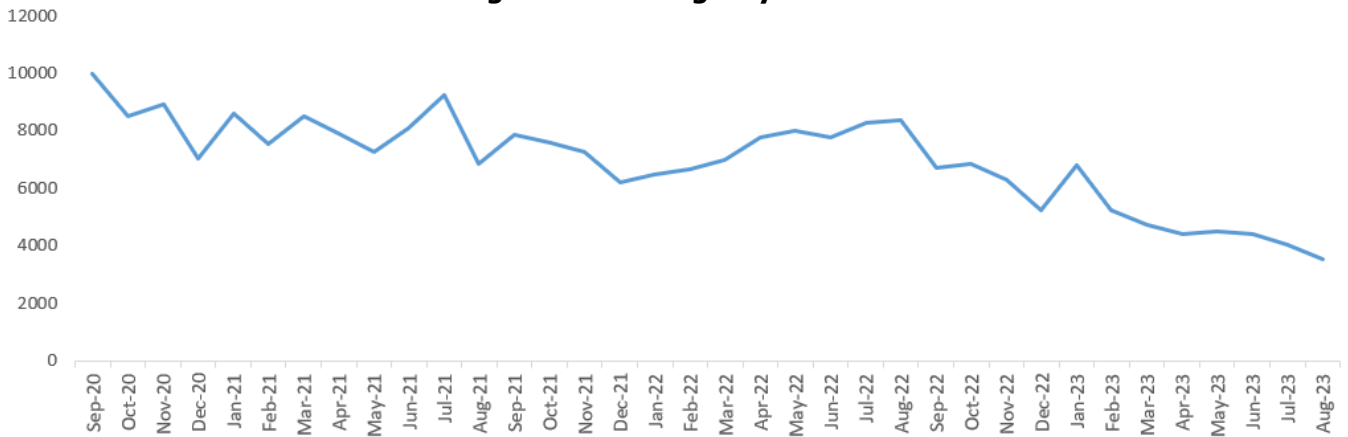
being resolved at the initial point of contact. The ambition of triage is to enable us to provide an enhanced service to people trying to contact the force and improve their experience.

Since introduction of triage, 466,780 calls have been answered and assessed - which is 61 per cent of all calls received. 57.1 per cent (266,413) of these have been resolved or finalised at triage.

Routing of Triage Calls – Last 12 months

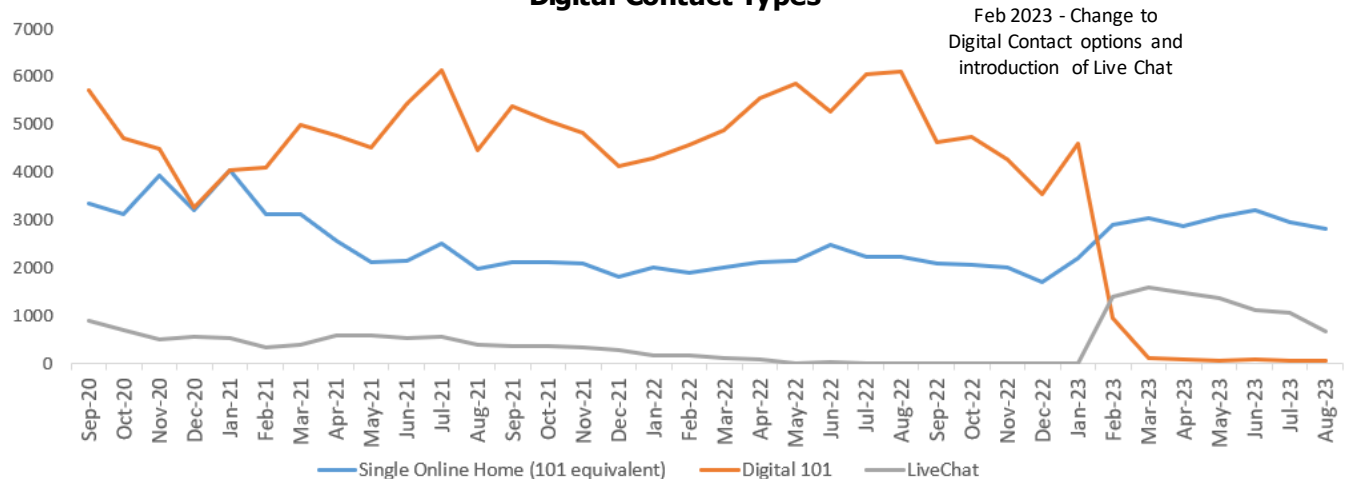
Triage Transfer Groups	Triage Calls	%
Resolved	174378	59.72%
101	73555	25.19%
Transferred Other	26824	9.19%
Queuebuster	16648	5.70%
999	573	0.20%
Total	291978	100.00%

Digital non-emergency demand



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

Digital Contact Types

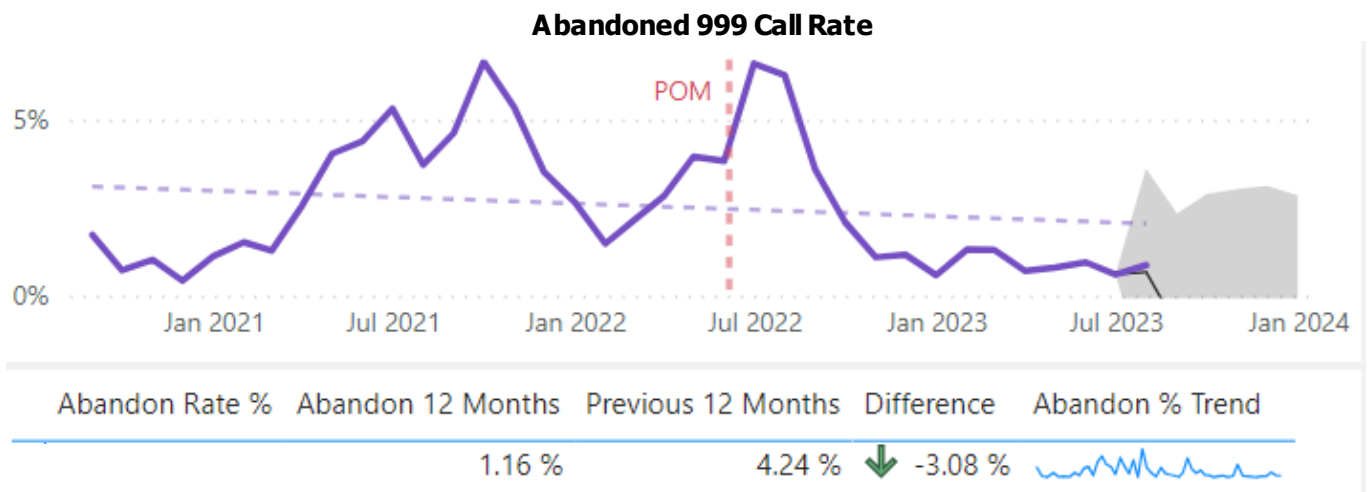


Abandoned Calls

999 Abandoned Calls

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

- 1.2 per cent of 999 calls were abandoned in the last 12 months. This has decreased by 4.2 per cent compared to the previous 12 months
- Summer 2022 saw increased numbers of abandoned 999 calls with seven per cent in July 2022 and 6 per cent in August 2022 which coincided with increased volumes of calls and higher average answer times
- The abandoned 999 rate has improved and stabilised in the last 10 months between 0.6 per cent and 1.3 per cent with 0.9 per cent abandoned in August 2023.



Called us by mistake?

Many modern phones have safety features which can call emergency services – even if the screen is locked.

If this happens – don't hang up!
Stay on the line and let us know that you're OK.

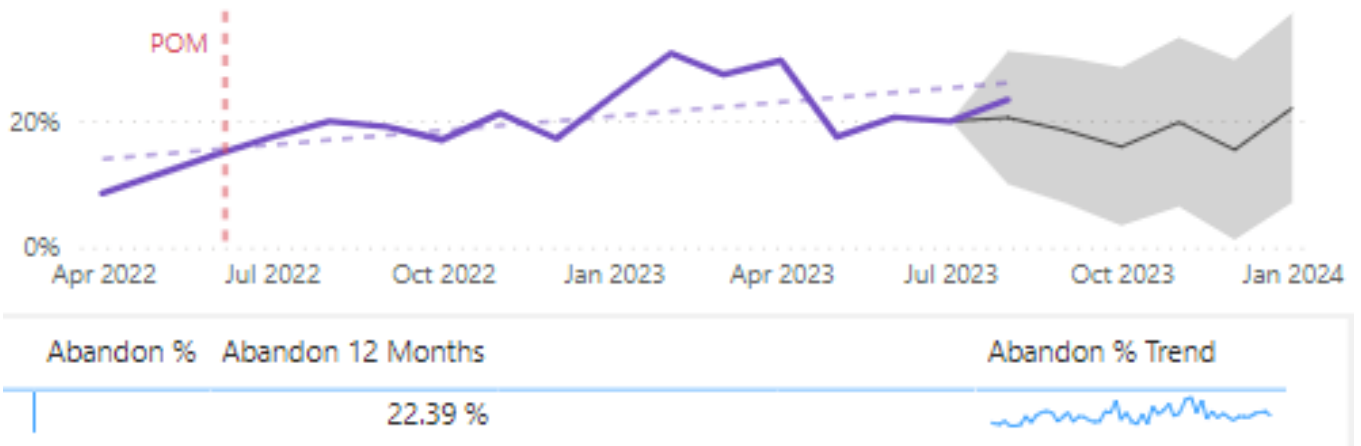
We can spend about 30 minutes tracking down each caller who abandons their 999 call to check they're safe.

If you dial 999, stay on the line.

Triage Abandoned Calls – Never answered

- Analysis indicated that some of the abandoned calls above had been answered by the triage team and then subsequently abandoned whilst awaiting the 101 call taker. The following data only shows abandoned calls to the triage team (which would not have previously been answered)
- A proportion of 22.4 per cent calls to triage were abandoned in the last 12 months, and of the abandoned triage calls, 29 per cent (18,689) are abandoned within 86 seconds.
- There is no comparison with the previous period due to triage commencing in April 2022.
- If calls are abandoned in the initial 86 seconds this would suggest the caller either chose the digital route through the alternative options messages or made an informed decision to call back later once their position in the queue was provided.

Abandoned Triage Call Rate



Data

Abandoned Call wait times	0 - 86 secs	87 secs - 5 mins	5 - 10 mins	10 - 20 mins	20 mins +
Last 12 months - volume	18689	27074	12789	5318	872
Last 12 months - proportion	29%	42%	20%	8%	1%

Right Care Right Person

Right Care Right Person is now under consultation with key external stakeholders. We are collaborating with them to assess the impact on them, and ensure vulnerable people continue to get the support and access to services they need.

3.2 Response: Grade 1 and Grade 2

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

A new graded response model was introduced in August 2023, the changes mean that incidents will be prioritised around three key factors:

- THRIVE risk assessment (THRIVE touchpoint one)
- Grading by THRIVE Consideration – HIGH/ MEDIUM/LOW
- Prioritising factors and Vulnerability Assessment Framework (VAF)

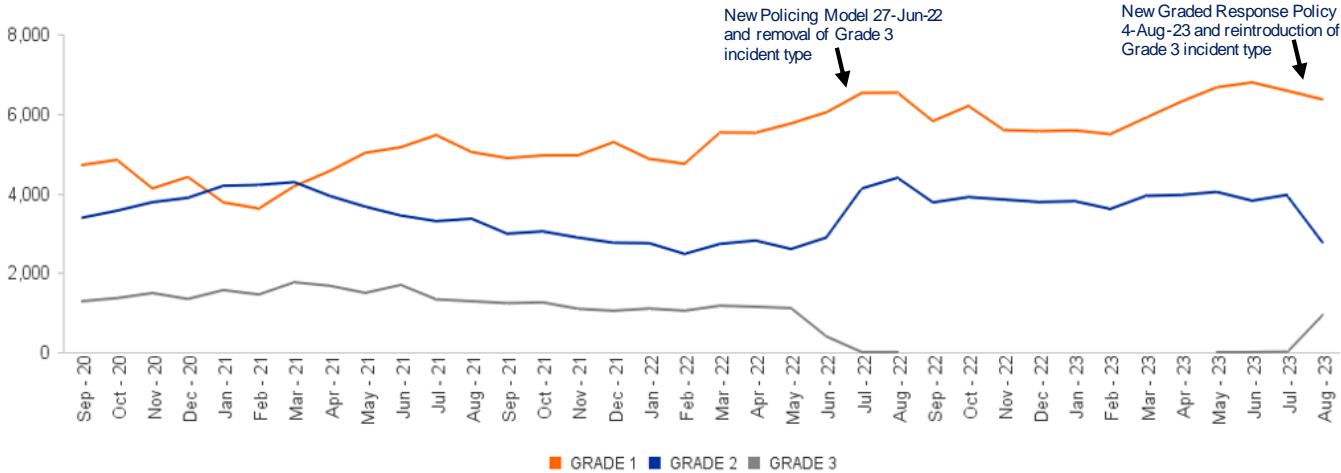
The main changes to the policy will be around grade 2 and an introduction of a grade 3 and grade 8.

- Grade 2 incidents will be assessed as high risk using the THRIVE assessment.
- Grade 3 incidents will be assessed as a medium/low from the THRIVE assessment, all grade 3s will be offered a scheduled appointment if available and to suit the needs of the caller, if there is no appointment availability, then this is to be transferred to dispatch as a Grade 3 for response to own. Grade 3s will not be owned by local policing.

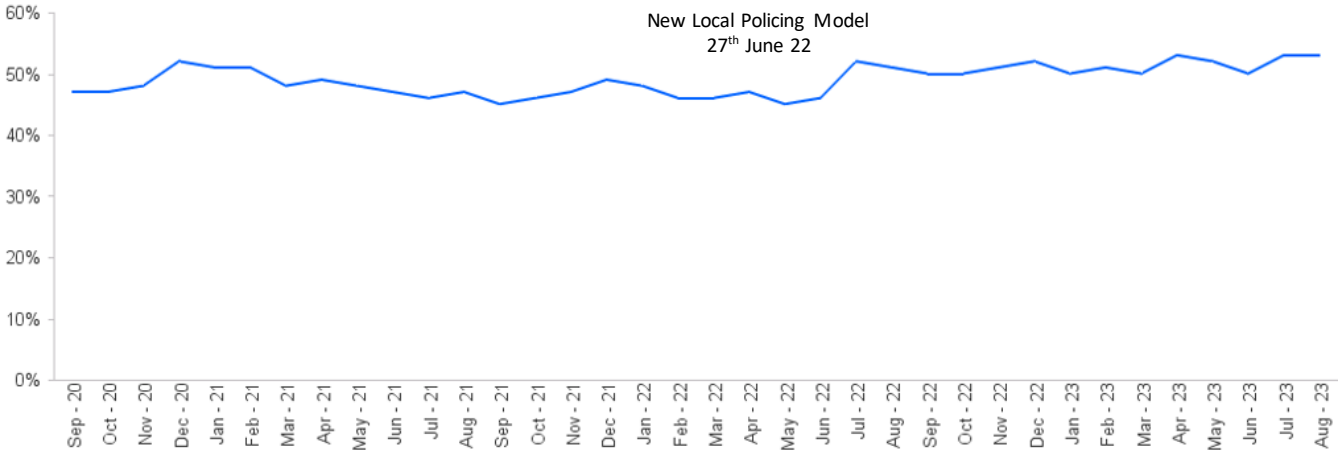
The changes will help dispatch to be able to prioritise demand based upon the above three keys risk factor as a result of the comprehensive THRIVE and VAF assessment completed on the initial call and any subsequent re-THRIVE should there be any changes in circumstances so the force understands the current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

In the last 12 months, 51 per cent of all incidents are resourced (attended in person) and since the new operating model was introduced on 27 June 2022, the proportion of incidents resourced is between 50 per cent and 53 per cent, and was 53 per cent in August 2023.

Incidents by Grade: 1, 2 and 3

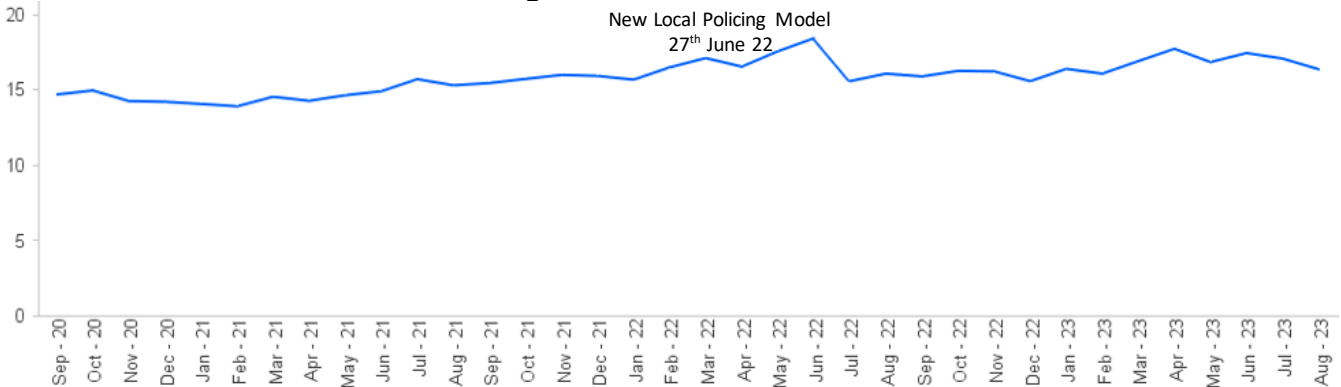


Resourced Incidents

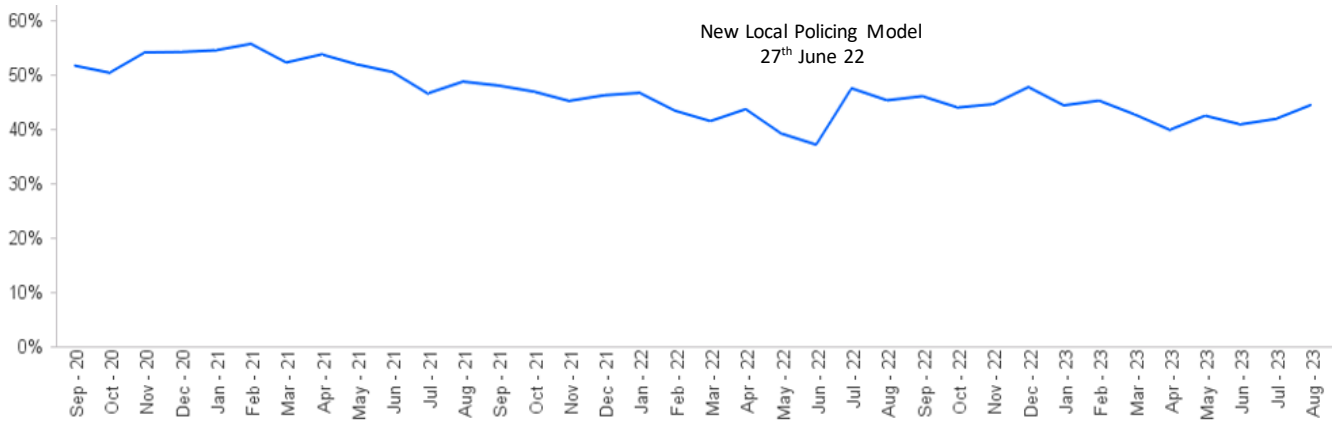


We have achieved a significant shift in the direction of performance since the implementation of the local policing operating model and continue to monitor and report our Grade 1 attendance times which have been stable.

Average Attendance Time Grade 1

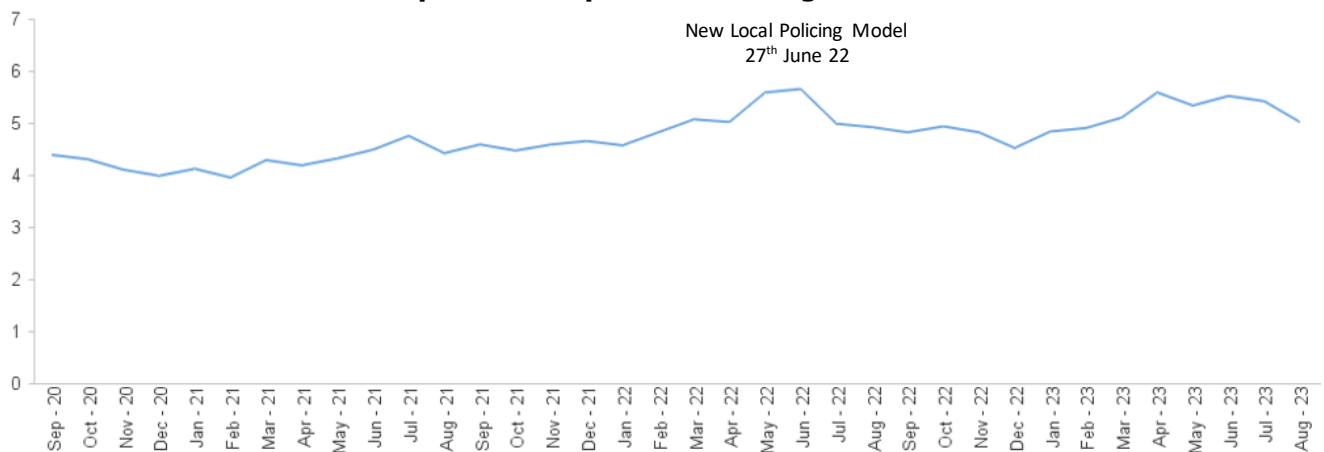


Grade 1 % attended within 15 mins



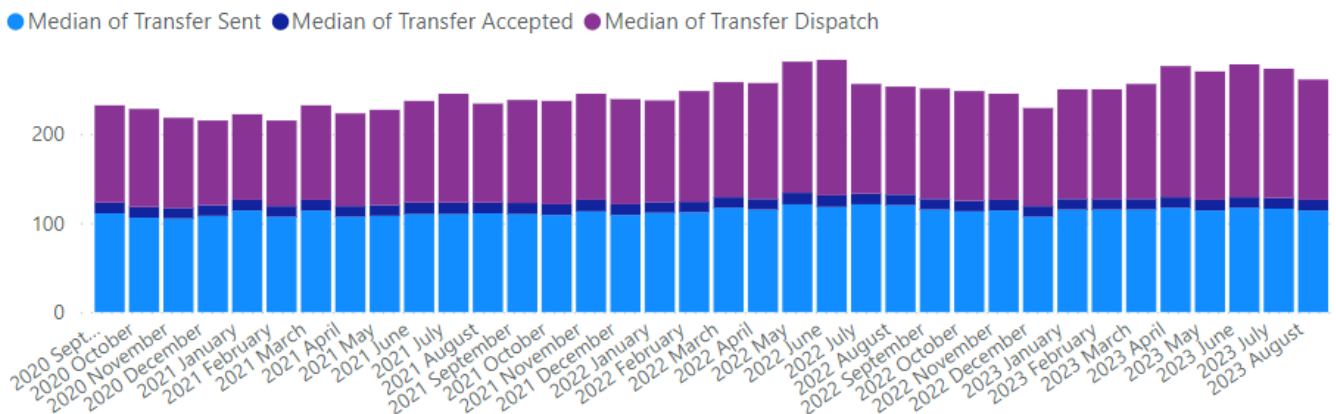
Part of the overall national attendance time is based on the time taken for the Force Contact Centre to dispatch the incident to the officer. To demonstrate our current position clearly, we have split the average attendance time to show a contact centre and a response officer split.

Grade 1 opened to dispatched - Average Attendance Time

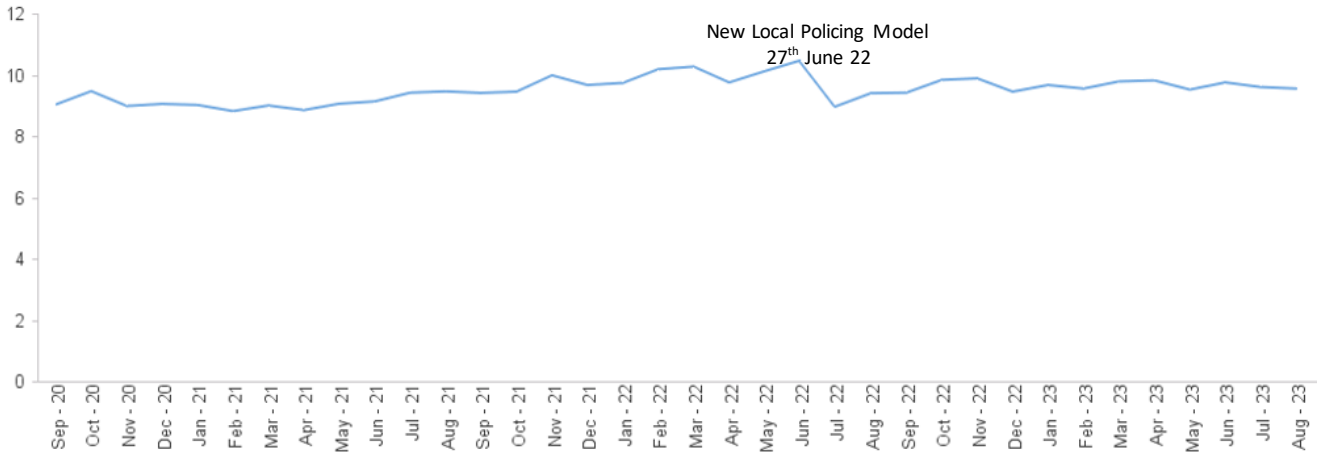


This open to dispatch time, can be further split to understand the time taken for the call taker to answer the call and take the initial details (transfer sent), the time for the dispatcher to pick up the call (transfer accepted) and the time taken to locate and send an officer (transfer dispatch).

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



Grade 1 dispatched to arrived – Average Attendance Time



Average Attendance Time Grade 2

In August 2023, 43 per cent of Grade 2 incidents were attended within two hours of the call being received, with an average attendance time of two hours and 56 minutes. It has only been possible to measure this since the new graded response policy was implemented on 4 August 2023, as prior to this Grade 2 incidents included scheduled appointments which impacted on the data.

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

THRIVE

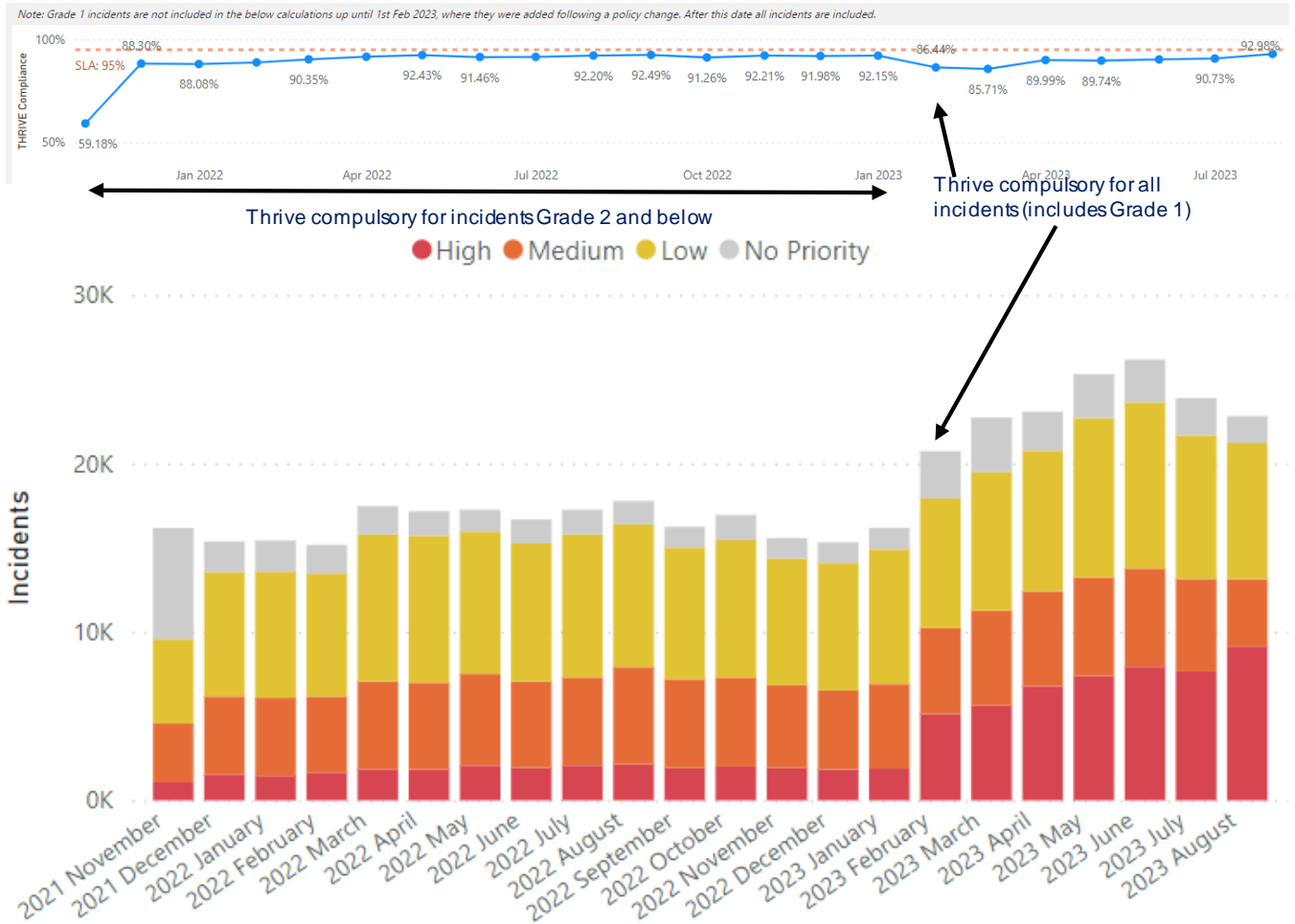
DEFINITION

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

The line chart on the following page demonstrates the proportion of THRIVE which include a risk level, as there are some incident types which have no priority included. The change to introduce THRIVE on all incidents has led to an increase in the volume of incidents, especially those with High THRIVE. Validation work has also been completed recently with the Audit and Assurance team, and an audit tool has been developed which replicates the audit process used by HMICFRS.

Thrive compliance



3.3 Tackle Anti-Social Behaviour

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

In June 2023, we were selected to take part in the delivery of the national ASB pilot programme. The programme trails concentrated police and partner intervention in high-volume ASB areas with the intended strategic impact of:

- More effective tackling of ASB
- Increased likelihood of public in hotspot areas reporting on ASB
- Reduction in proportion of people in hot spot areas concerned about ASB
- Reduction in proportion of people in hot spots reporting experiencing or witnessing ASB.

Five areas were identified following detailed data analysis and in consultation with community safety partners. These are: Stafford town centre; Newcastle town centre; Burton urban ward; Hanley and Etruria; and Fenton West and Mount Pleasant. The pilot went live with phase 1 on 1 July 2023 with high-visibility foot patrols by police officers and PCSOs across the locations. During July and August, over 1,100 hours of patrols took place across these five areas.

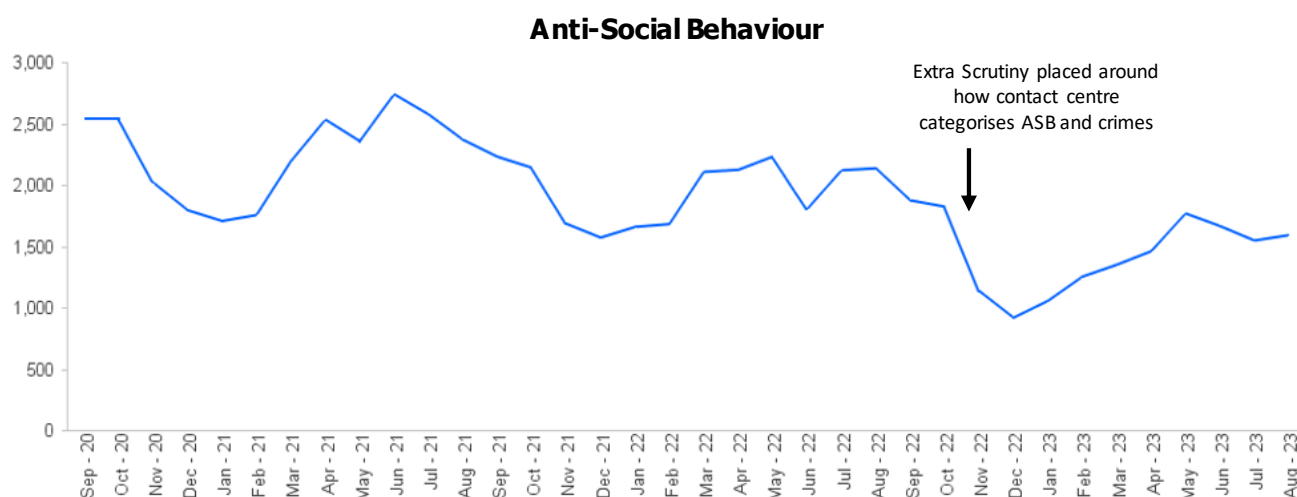
There are two further phases of this pilot programme. Phase 2 planning focuses on the introduction of community wardens into the pilot areas to enhance police visibility provision alongside targeted interventions to problem solve the causes of ASB. It is anticipated this additional capability will go live in late 2023. Phase 3 is focused on new mobile platforms for community engagement to support intervention in the pilot and wider. Three new mobile police stations will be deployed into the pilot

areas and wider to bring community engagement opportunities into local communities at a variety of locations and times. A training programme has been developed that will be rolled out in this phase for police and partner agencies to build capability to tackle ASB in the longer term. Go-live is anticipated in early 2024.

In addition to the ASB pilot programme, two funding proposals have recently been submitted to the Home Office under Round 5 of the Safer Streets Fund, and a decision is awaited. If successful, these will provide a further £1m to fund a range of interventions over the next 18 months to tackle ASB in locations not previously targeted.

Volume

- 17,423 ASB occurrences in the last 12 months, a decrease of -26 per cent (-6,042) compared to the previous 12 months, on average 17 less occurrences a day.
- Majority of the decrease is in the personal nuisance category -45 per cent (-4,560), due to the better identification and classification of behavioural crimes.



Data

	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (April 19 to March 20)	Baseline Difference	% Change From Baseline
ASB - Community Nuisance - E2	13026	11648	-1378	-10.6%	19260	-7612	-39.5%
ASB - Personal Nuisance - E1	10082	5522	-4560	-45.2%	11345	-5823	-51.3%
ASB - Environmental - E3	357	253	-104	-29.1%	489	-236	-48.3%
ASB	23465	17423	-6042	-25.7%	31094	-13671	-44.0%

Repeat Anti-Social Behaviour

- 20 per cent (949) of suspects/offenders have been linked to more than one ASB occurrence in the last 12 months. 57 per cent (539) repeat suspects or offenders were linked to two ASB occurrences. Reduction in repeat suspects or offenders of 30 per cent compared to previous year (-413)
- 12 per cent (834) of victims have reported more than one ASB occurrence in the last 12 months. 69 per cent (573) repeat victims have experienced two ASB occurrences. Reduction in repeat victims of 48 per cent compared to previous year (-771)
- 22 per cent (1,975) of addresses have reported more than one ASB occurrence in the last 12 months. 60 per cent (1,193) of repeat addresses have experienced two occurrences. Reduction in repeat locations of 31 per cent compared to previous year (-902)
- Repeat ASB suspects are the subject of focus by the local policing teams and partners to deter ongoing behaviour, which results in improved tracking and monitoring of behaviour and proactive reporting of instances to support problem solving.

3.4 Reduce Neighbourhood Crime (NCPM)

DEFINITION

The definition for Neighbourhood Crime derives from the National Beating Crime Plan

Neighbourhood crime includes:

- Burglary residential;
- Personal robbery;
- Theft from vehicles;
- Theft of vehicles;
- Vehicle interference and
- Theft from a person.

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

Neighbourhood crime has increased by 10.7 per cent (961) in the last 12 months compared to the previous 12 months. Neighbourhood crime has increased by 5.5 per cent (522) compared to the national Beating Crime Plan baseline which has changed since the last publication of this report, and is now the calendar year 2019.

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 and some of the increase in burglary residential (car key burglaries) is supported by Operation Bormus, a force priority which focuses on the activity of criminal groups which involved in organised theft of vehicles.

Operation Bormus features both within our force and county command tasking meetings, which means it attracts both senior leadership scrutiny, challenge and additional support in terms of funding and officers from force and regional teams. Teams across the organisation support the Operation Bormus tactical delivery plan focusing on the four strands: pursue, prevent, protect and prepare. This plan has recently been refreshed and tactical leads allocated ownership. This includes colleagues working within our Knowledge Hub (Intelligence), Force Contact, Response, Neighbourhood and Investigations.

In September alone, there have been eight significant arrests for keyless and car-key burglary. The people arrested are suspected of committing a number of offences. The planning and coordination of proactive operations in crime 'hot spot' locations to capture offenders in the act of committing these offences will continue.

A Local Police Tasking Team (LPTT) has been established. This team are focused on proactively tackling force and local priorities, which includes Operation Bormus. The LPTT coordinate the force and regional proactive patrol strategy and management of offenders, either suspected of being involved in this crime type or, who are either charged or bailed for offences. Local policing teams support proactive patrols and preventative work, both by targeting offenders but also raising awareness and equipping members of their communities with items such as faraday bags, Smart Water and crime prevention advice.

The force response is also seeking to upskill our workforce and a number of colleagues working within our Force Contact Centre have recently undergone initial pursuit command training, to support the pursuit of offenders making off from scenes. Response and neighbourhood officers have received driver training and crime prevention training and colleagues working within the Early Intervention and Prevention Unit are working with vehicle retail outlets to support their efforts to prevent offences from occurring. Additionally, our Corporate Communications department supports with communications to

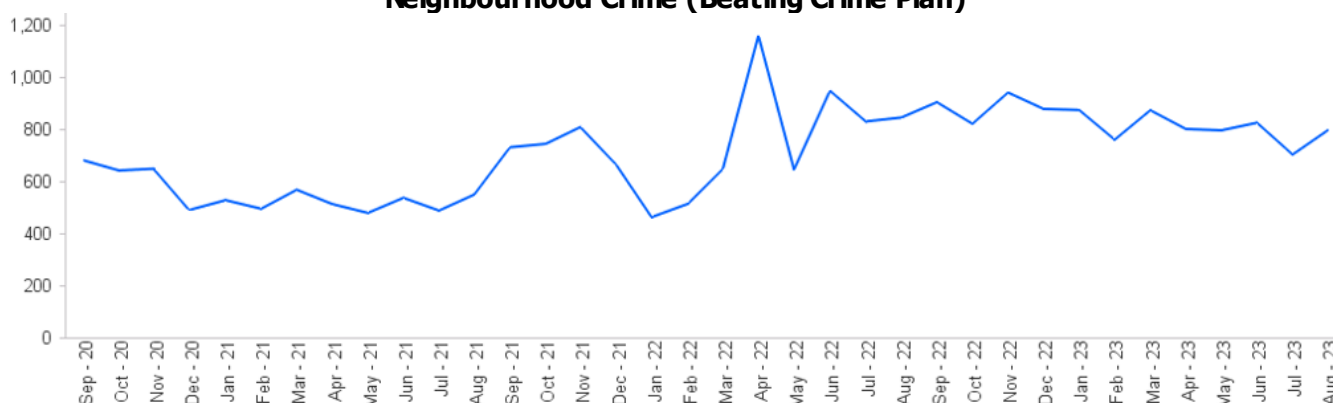
keep our communities informed regarding offences, arrests and charges as well as providing regular crime prevention awareness.

We take keyless and car key crimes very seriously. We understand this type of crime can have a significant impact on individuals and communities and we are committed to continue our collective efforts to prevent and detect offences.

The current vehicle Automatic Number Plate Recognition (ANPR) fleet consists of ten vehicles with a mixture of marked and unmarked. These are being utilised for operations across the county to provide the asset benefits of ANPR, improving the police response to community priorities. In addition to the current fleet, and following the agreement to an ANPR uplift that was raised at the last public performance meeting, the commercial stages are now continuing. A number of demonstrations are taking place with suppliers to ensure that Staffordshire Police identifies the right equipment and supplier to deliver both our current and future ANPR needs, ensuring our effectiveness in tackling crime associated with the roads and improving safety. Once this is completed the implementation will commence with the 15 ANPR uplift being available between the end of 2023 and start of 2024, based on the current timeline.

The ANPR provision also includes forty static cameras and as per the update in relation to the mobile fleet, we are currently working with commercial to identify a supplier. The equipment is very different to that of the mobile fleet. Whilst this work continues, a number of changes required within IT have already been requested and consultation has started with each of the Local Policing Teams. Once the commercial stage is completed there are a number of technical activities that must be completed including site survey, structural and electrical testing. Once this is all completed, it is a matter of identifying installation dates. Due to the range of additional activities that rely on third parties to support this work the timescales are less clear, but we are expecting to see the static cameras being online and operational during late spring / early summer or 2024.

Neighbourhood Crime (Beating Crime Plan)



Data

DCPP National Beating Crime Plan Neighbourhood Crime	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Burglary Residential	2720	2860	140	5.1%	2831	29	1.0%
Personal Robbery	739	782	43	5.8%	712	70	9.8%
Theft From Motor Vehicles	2144	2315	171	8.0%	2990	-675	-22.6%
Theft from the Person	493	426	-67	-13.6%	597	-171	-28.6%
Theft Of Motor Vehicles	2118	2690	572	27.0%	1720	970	56.4%
Vehicle interference	786	888	102	13.0%	589	299	50.8%
Neighbourhood Crime	9000	9961	961	10.7%	9439	522	5.5%

3.5 Road Safety: Enforcement

The Roads Policing Unit (RPU) were introduced in September 2019 and since this time resources have increased. The RPU is also working more closely with local policing teams addressing the concerns of residents in the communities. This includes targeting areas of criminality and a focus on initiatives to make Staffordshire roads safer places to be, concentrating on education and enforcement around speed, mobile phone, drink/drug driving and seat belt offences (Fatal 4). It also focuses on more targeted offences around weight restrictions and insecure loads of good vehicles and tachograph offences. The team are also committed to delivering the Bike Safe programme to educate motorcycle riders and enhance their skills. They also support Community Speedwatch. The RPU has now all undertaken professional accreditation and now meet the national profile and standard for RPU officers. We have recently recruited an abnormal load manager who will increase scrutiny and ensure compliance with legislation for all hauliers moving loads through Staffordshire. This is a significant improvement in our aim to make the roads of Staffordshire safer.

Killed and Serious Injury Road Traffic Collisions

Killed and serious injury (KSI) road traffic collisions have decreased by 2 per cent (-6) compared to the previous year, and have increased by 4 per cent (10) in the last 12 months compared to the 2019-2020 baseline (April 2019 to March 2020). May 2023 saw higher numbers of fatal collisions (6). 50 per cent (3) were motorcyclist fatalities and one involved a pedestrian.

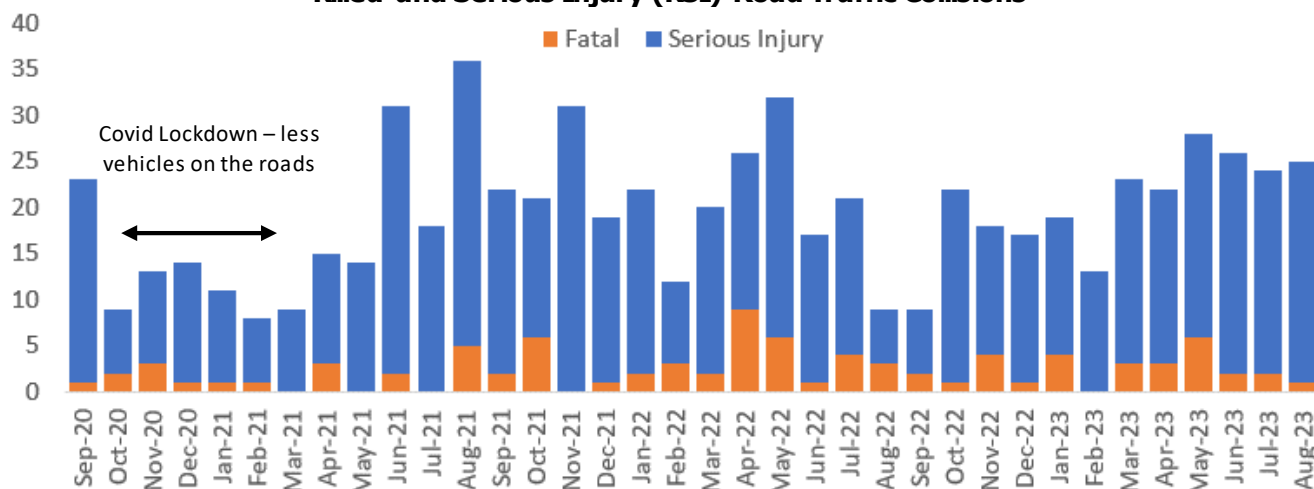
Analysis of fatal collisions in the 12 months to August 2023 indicates that of the 29 fatal collisions, which involved 41 individuals:

- 24% (7) fatal collisions involved riders of motorcycles. There were five motorcycle rider fatalities.
- 17% (5) fatal collisions involved pedestrians. Two of these five people were impaired by alcohol (both pedestrian related).

Age ranges of fatal collisions:

- 10% (3 fatalities) under 18.
- 24% (7 fatalities) aged 18 to 34.
- 24% (7 fatalities) aged 35 to 44
- 24% (7 fatalities) aged 45 to 64.
- 17% (5 fatalities) aged 65 and over.

Killed and Serious Injury (KSI) Road Traffic Collisions



Data

KSI	Previous 12 Months	Last 12 Months	12 Month Difference	12 month % change	Baseline (Apr 19 to Mar 20)	Baseline Difference	% Change from Baseline
Fatal	39	29	-10	-25.6%	23	6	26.1%
Serious Injury	213	217	4	1.9%	213	4	1.9%
Total	252	246	-6	-2.4%	236	10	4.2%

Motoring Offences

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

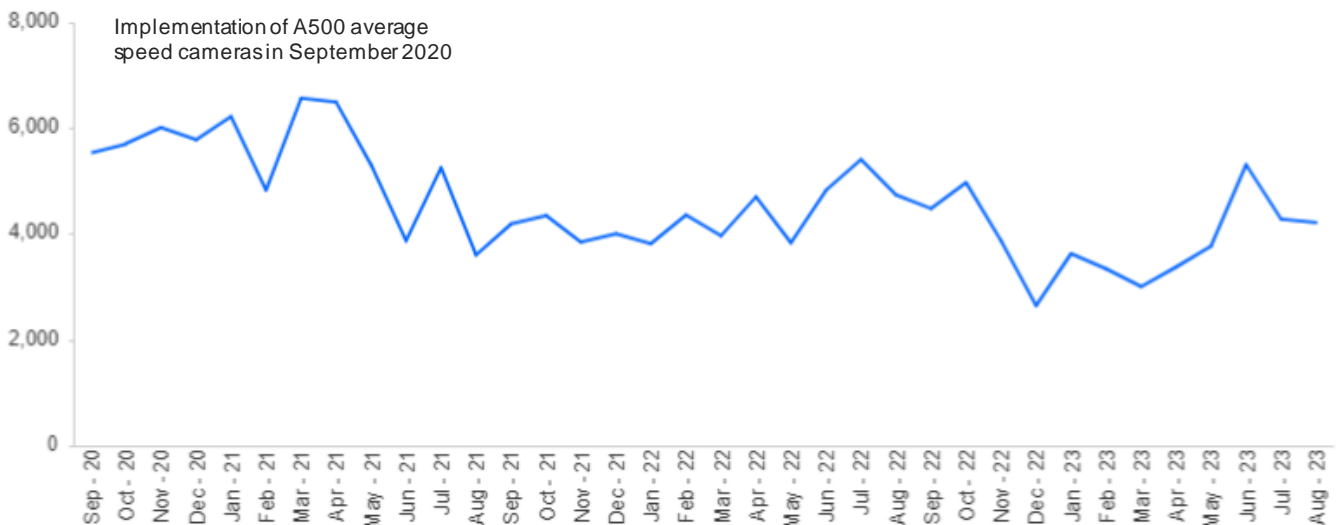
Motoring offences – Last 12 months (September 2022 to August 2023). Tickets issued for offences relating to driving documents, manner of driving or condition of the vehicle

- The force made 1,097 arrests for drink driving and this has increased by three per cent compared to the previous 12 months
- The force made 439 arrests for drug driving and this has increased by 17 per cent compared to the previous 12 months
- There have been more seatbelt offences, mobile phone offences and driving without due care and attention offences in the last 12 months compared to the previous 12 months.

Speed camera offences – Last 12 months (September 2022 to August 2023)

- The force has recorded 46,892 speed camera offences and when comparing these volumes to the previous 12 months there has been a decrease of 10 per cent (-5,122 offences).

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	52,014	46,892	-5,122	-9.8%	52,332	-5,440	-10.5%
Mobile Phone	883	1,079	196	22.2%	653	426	48.2%
Seatbelt	826	890	64	7.7%	832	58	7.0%
No MOT	499	483	-16	-3.2%	551	-68	-13.6%
Due Care	359	515	156	43.5%	311	204	56.8%
Drink Driving Arrests	1,062	1,097	35	3.3%	1,060	37	3.5%
Drug Driving Arrests	375	439	64	17.1%	278	161	57.9%

baseline does not include unfit through drink/drugs

Enforcement

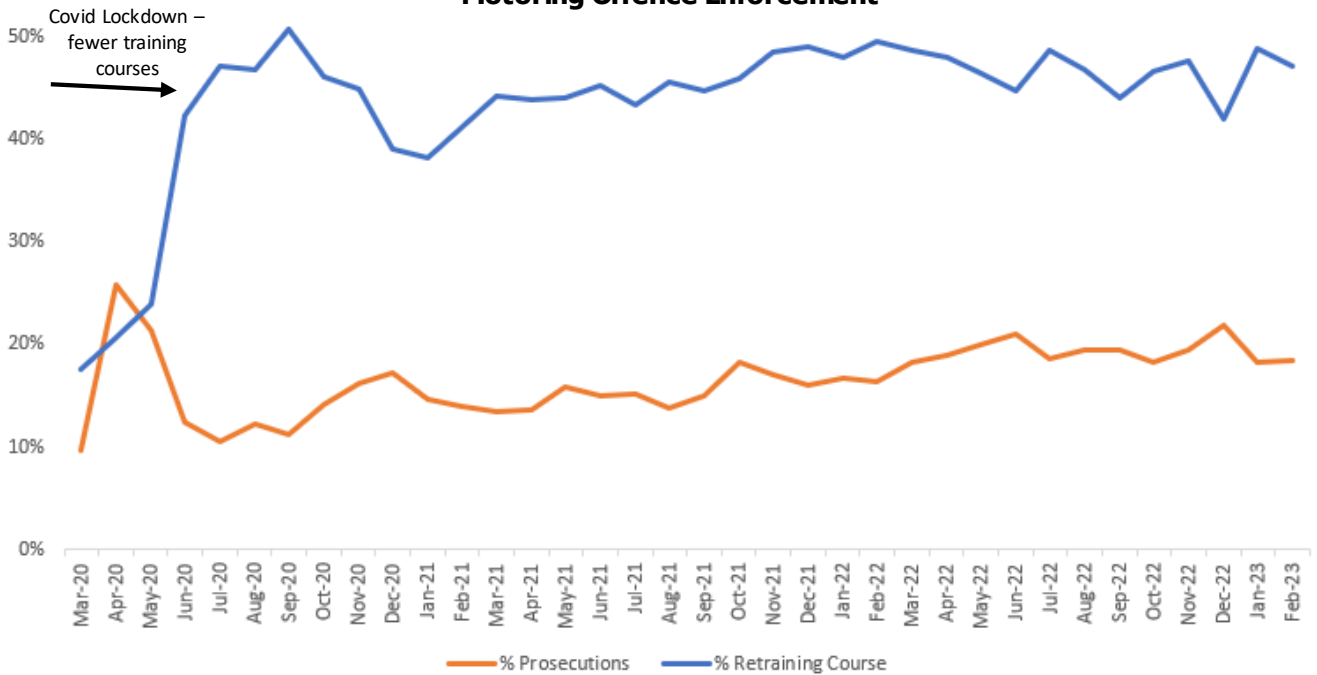
After the initial Covid-19 lockdown, there were increases in relation to speed camera offences (from April 20). However, volumes have reduced below pre-Covid levels although subject to a degree of variance as can be seen in the graph on the following page. The implementation of new average speed cameras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

Data in relation to speed camera ticket disposals can only be reported on for the period up to six months prior to the data for offences. This is to allow for offenders to book and complete a retraining course if desired. Prosecutions are of those who fail to attend and complete a retraining course or elect for the matter to heard at court. Therefore, the disposal data shows the period March 2022 to February 2023.

Speed Camera Prosecutions

- In the 12 months to February 2023, 47 per cent of people issued with a ticket for speeding (detected by a camera) attended a retraining course.
- In the 12 months to February 2023, 19 per cent of people issued with a ticket for speeding (detected by a camera) were prosecuted.
- In the 12 months to February 2023, 29 per cent of people issued with a ticket for speeding (detected by a camera) paid a fine and had their license endorsed.

Motoring Offence Enforcement



Data

	Previous Year	Current Year	12 month difference	12 month % Change	Baseline	Baseline difference	Baseline % Change
	Mar-21 to Feb-22	Mar-22 to Feb-23			Baseline (Apr 19 to Mar 20)		
Speed Cam Offences	55624	50396	-5228	-9.4%	52332	-1936	-3.7%
Prosecutions	8559	9724	1165	13.6%	6113	3611	59.1%
Pros %	15.4%	19.3%	3.9%		11.7%	7.6%	
Retraining course	25423	23556	-1867	-7.3%	23124	432	1.9%
Retraining %	45.7%	46.7%	1.0%		44.2%	2.6%	

Community Speedwatch

Volunteer Overview / Activity

Year	Number of Active Groups	Number of Active Volunteers	Number of Hours at the Roadside
2016	40	164	463
2017	52	251	749
2018	69	327	969
2019	69	369	1558
2020	64	325	828
2021	66	357	1242
2022	77	402	1261
2023 to 31 st August	80	375	866

January 2023 to August 2023	
Total number of monitoring sessions	908
Total hours of monitoring	866 hours

Outcomes of Activity

Year	Number of 1st Warning Letters	Number of 2nd Warning Letters	Percentage of Repeat Offenders	Number of Home Visits (3 or more offences)	Percentage of Offenders that received a Home Visit
2016	3317	119	3.6%	5	0.2%
2017	5720	189	3.3%	13	0.2%
2018	8191	482	5.9%	54	0.7%
2019	11930	964	8.1%	180	1.5%
2020	6604	464	7.0%	70	1.1%
2021	9314	587	6.3%	73	0.8%
2022	11310	862	7.8%	114	1.1%
2023 to 31 st August	8313	424	5.1%	35	0.4%

Recent Updates:

- The first national Community Speedwatch (CSW) meeting is being held 30 October 2023 to discuss challenges/issues and share best practices.
- A more local Community Speedwatch meeting with some neighbouring forces is also being organised by Derbyshire Police after our meeting with them in 2022.

Ongoing Projects:

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

We can achieve this by:

- Increasing the links with PCSOs in order to strengthen community engagement within policing.
- Promote the use of volunteers in policing through Corporate Communications
- Further strengthen partnership working and good practice with neighbouring forces who operate Community Speedwatch
- Involve Community Speedwatch in more road safety operations with local policing teams, Roads Policing Unit and the Safety Camera Team.

Additional Context

- Out of the 80 active groups so far this year, 13 are new
- Three groups have failed to go out over the past 12 months, so are no longer classed as 'active'
- Six new groups are expected in the next quarter
- 58 per cent of our volunteers have been active so far this year (375/646).

4. Prevent Harm and Protect People

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

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

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

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

The priority measures are:

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

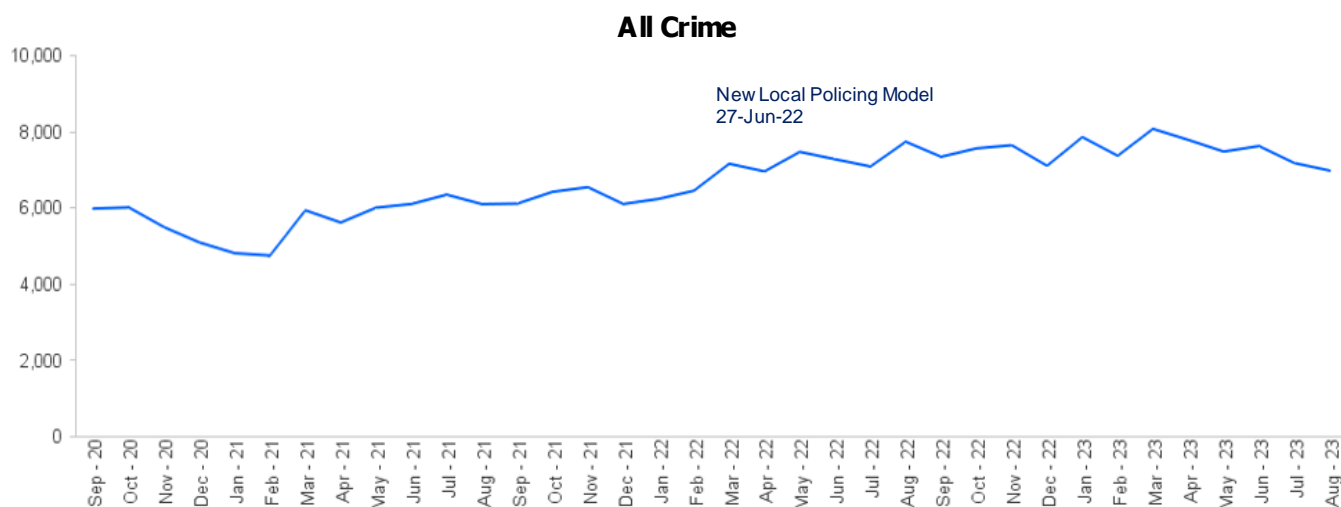
The crime data in the Beating Crime Plan is measured using the recorded date of the crime, when it has been checked and validated, rather than the date the crime was reported to the police. This recorded date is impacted by the crime validation backlog experienced in spring 2022 and therefore a number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

All Crime

All reported crime has increased by 10 per cent (8,453) in the last 12 months compared to the previous 12 months, but has increased by 15 per cent (11,740) compared to the baseline 2019/20.

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

A new offence of non-fatal suffocation and strangulation was implemented in June 2022, and has contributed to the increase in more serious violence.



National Comparison

Per 1,000 population Staffordshire ranks **23rd in the 43 forces** for total recorded crime to March 2023.

Data

Local Offence Group	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Apr 19 to Mar 20)	Baseline Difference	% Change From Baseline
Arson	482	483	1	0.2%	478	5	1.0%
Burglary Business and Community	1263	1374	111	8.8%	1664	-290	-17.4%
Burglary Residential	2644	2844	200	7.6%	3097	-253	-8.2%
Business Robbery	103	70	-33	-32.0%	83	-13	-15.7%
Criminal Damage (exc Arson)	8191	7765	-426	-5.2%	9552	-1787	-18.7%
Drug Offences	2068	1831	-237	-11.5%	1986	155	7.8%
Handling stolen goods	7	7	0	0.0%	73	-66	-90.4%
Less Serious Violent Crime with Injury	9311	9931	620	6.7%	7816	2115	27.1%
More Serious Violent Crime with Injury	1126	1543	417	37.0%	826	717	86.8%
Other Offences	1399	1856	457	32.7%	1566	290	18.5%
Other Serious Sexual Offences	1648	1591	-57	-3.5%	1433	158	11.0%
Other Sexual Offences	593	634	41	6.9%	557	77	13.8%
Other Theft	13339	14490	1151	8.6%	16085	-1595	-9.9%
Other Violence against the person	26360	28884	2524	9.6%	22154	6730	30.4%
Personal Robbery	732	777	45	6.1%	705	72	10.2%
Possession of weapons	625	875	250	40.0%	730	145	19.9%
Public Order	6133	8234	2101	34.3%	4193	4041	96.4%
Rape	1181	1148	-33	-2.8%	1022	126	12.3%
Theft From Motor Vehicles	2068	2296	228	11.0%	3109	-813	-26.1%
Theft Of Motor Vehicles	2076	2663	587	28.3%	1840	823	44.7%
Vehicle interference	763	889	126	16.5%	587	302	51.4%
All Crime	81385	89838	8453	10.4%	79814	11740	15.0%

4.1 Reduce Murder and Other Homicide (NCPM)

Nationally, homicide will be measured through police recorded information.

DEFINITION

Definition in the National Beating Crime Plan:

Homicide; the killing of a person at the hand of another.

Murders have a devastating impact on the victim's family and the wider community. Murders across Staffordshire are predominantly committed by people who know the victim. We have experienced a broad range of murders that range from domestic murder, child murder to drug/criminal dispute related murder. Alcohol, drug misuse and mental health are common factors in murder investigations. Many of these murders are the result of broader social issues and require a long-term holistic approach to

breaking the generational cycle of violence. Staffordshire Police, together with the Office of Police, Fire & Crime Commissioner, local authorities, health trusts, education, Probation and the voluntary sector have established a Staffordshire and Stoke-on-Trent Violence Reduction Alliance to tackle violence at the root cause.

Data

DCPP National Beating Crime Plan Indicators	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Manslaughter	3	2	-1	-33.3%	2	0	0.0%
Murder	7	7	0	0.0%	7	0	0.0%
Homicide	10	9	-1	-10.0%	9	0	0.0%

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

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

DEFINITION

Definition in the National Beating Crime Plan:

Serious violence - includes crimes that involve knives or guns which can have life-changing consequences, personal and business robbery and violence with injury

Knife and Gun Crime

DEFINITION

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

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

Knife crime has decreased by 13.3 per cent (-110) in the last 12 months compared to the previous 12 months, but has increased by 18.6 per cent (112) compared to the national Beating Crime Plan baseline. There has been a recent change in the definition of knife crime and broken bottles are now excluded, whereas they were previously included in the data.

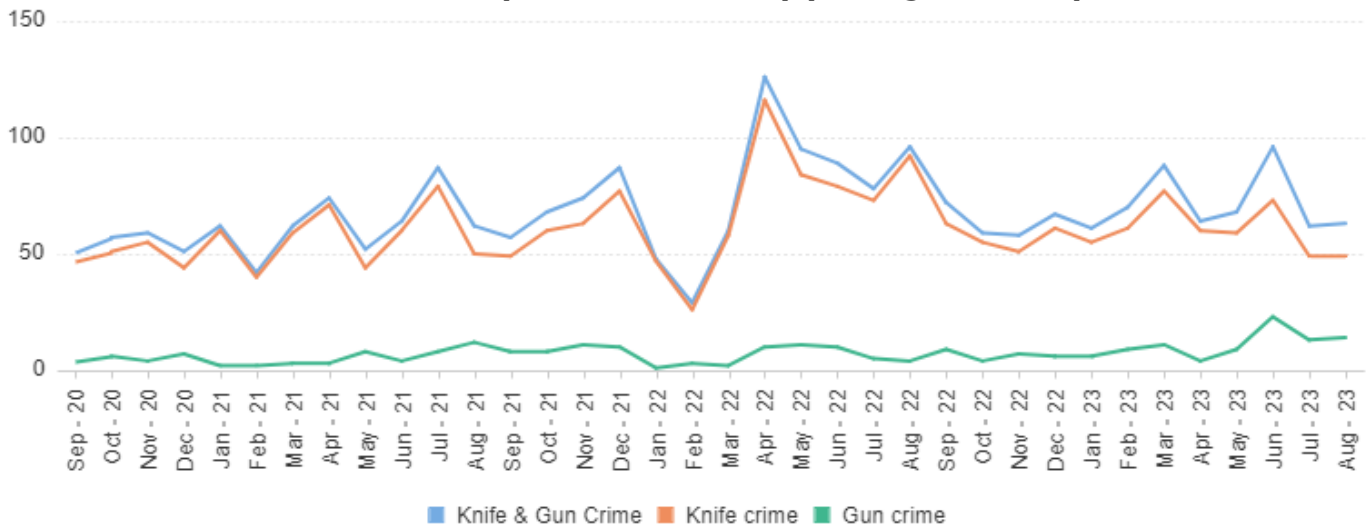
National Comparison

Compared to our most similar forces (MSF), Staffordshire had **0.75 knife crimes per 1,000 population** in the 12 months to September 2022, and was **6th (6 of 8 compared to MSF)**. This is comparable to the most similar force average.

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

Gun crime has increased by 38.6 per cent (32) in the last 12 months compared to the previous 12 months, and has also increased by 18.6 per cent (18) compared to the national Beating Crime Plan baseline.

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



Data

DCPP National Beating Crime Plan Serious Violence	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Serious Violence - Gun Crime	83	115	32	38.6%	97	18	18.6%
Serious Violence - Knife Crime	824	714	-110	-13.3%	602	112	18.6%

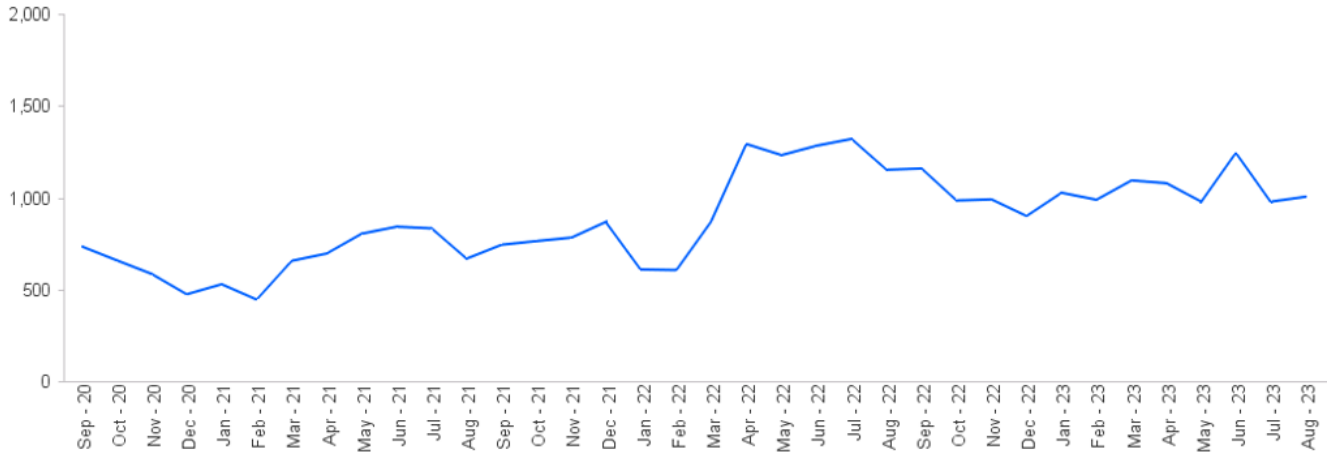
Serious Violence

Serious violence has increased by 7.9 per cent (908) in the last 12 months compared to the previous 12 months, and has seen a 34.7 per cent (3,201) increase compared to the national Beating Crime Plan baseline.

Violence is split into more and less serious violence with injury.

- Volumes of less serious violent crime with injury have increased by five per cent (474) compared to the previous 12 months, as have increased by 30.6 per cent (2,342) compared to the national baseline
- Volumes of more serious violent crime with injury have increased by 37 per cent (1,567) compared to the previous 12 months, as well as by 105.4 per cent (804) compared to the national baseline
- In June 2022 a new offence of non-fatal strangulation and suffocation came in to force. This makes up 42 per cent (651) of all more serious violence crimes, and has contributed to the increase seen compared to the previous 12 months and national Beating Crime Plan baseline.

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



Data

DCPP National Beating Crime Plan Serious Violence (Robbery & Violence with Injury)	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Business Robbery	103	71	-32	-31.1%	86	-15	-17.4%
Less Serious Violent Crime with Injury	9529	10003	474	5.0%	7661	2342	30.6%
More Serious Violent Crime with Injury	1144	1567	423	37.0%	763	804	105.4%
Personal Robbery	739	782	43	5.8%	712	70	9.8%
Serious Violence (Robbery & Violence with Injury)	11515	12423	908	7.9%	9222	3201	34.7%

Domestic Abuse

Domestic crime has remained stable with a one per cent decrease (-219) in the last 12 months compared to the previous 12 months, and has increased by 43.9 per cent (6,625) compared to the national Beating Crime Plan baseline.

In February 2021, the force implemented Op Encompass, which notifies schools of children living with, or exposed to domestic abuse. Schools have automatically been notified of 17,719 children, although some of these children will have been subject of more than one notification.

Since the implementation of the new non-fatal strangulation and suffocation offence in June 2022, which is included in the more serious violence crime type, there has been a significant increase in more serious violence compared to the previous 12 months and the baseline. 71 per cent (531) of more serious violent domestic crime is non-fatal strangulation and suffocation.

In the last 12 months, 66 per cent (11,184) of victims of domestic abuse made one report in a 12-month period, 25 per cent (4,283) of victims made two or three reports in the last 12-month period and 8.5 per cent (1,440) of victims of domestic abuse have experienced domestic abuse four or more times in the last 12-month period. These proportions have changed over the last 12 months with a higher proportion (+3 per cent) of victims only making one report of domestic abuse. The proportion of victims making two or three reports has also reduced (-2 per cent). There has been little variation in the proportion of victims reporting domestic abuse on six or more occasions.

Domestic Crime (Beating Crime Plan)



Data

Domestic Abuse - Recorded Crime	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Criminal Damage (exc Arson)	1243	1183	-60	-4.8%	1143	40	3.5%
Less Serious Violent Crime with Injury	3744	3421	-323	-8.6%	2559	862	33.7%
More Serious Violent Crime with Injury	348	746	398	114.4%	158	588	372.2%
Other Offences	268	391	123	45.9%	199	192	96.5%
Other Serious Sexual Offences	161	141	-20	-12.4%	82	59	72.0%
Other Sexual Offences	13	17	4	30.8%	19	-2	-10.5%
Other Theft	649	779	130	20.0%	643	136	21.2%
Other Violence against the person	13274	12757	-517	-3.9%	8914	3843	43.1%
Public Order	1434	1409	-25	-1.7%	737	672	91.2%
Rape	398	362	-36	-9.0%	290	72	24.8%
Domestic Crime	21940	21721	-219	-1.0%	15096	6625	43.9%

Violence Against Women and Girls

Violence against women and girls is a national and force priority. A national outcomes and performance framework was published on 5 April 2022 to sit alongside the delivery framework. A second performance and insights report was published in March 2023, which focused on police-perpetrated violence against women and girls, safer spaces and the relentless pursuit of perpetrators. We aim to improve services and partnership working to prevent violence, protect those who feel unsafe and to bring justice to those affected. The problem cannot be solved by policing alone and requires a wider societal response and commitment to improve the lives and experiences of women and girls.

Definition of Violence against Women and Girls:

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

DEFINITION

Beating Crime Plan definition of Violence against Women and Girls:

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

Violence against Women and Girls National Taskforce Definition:

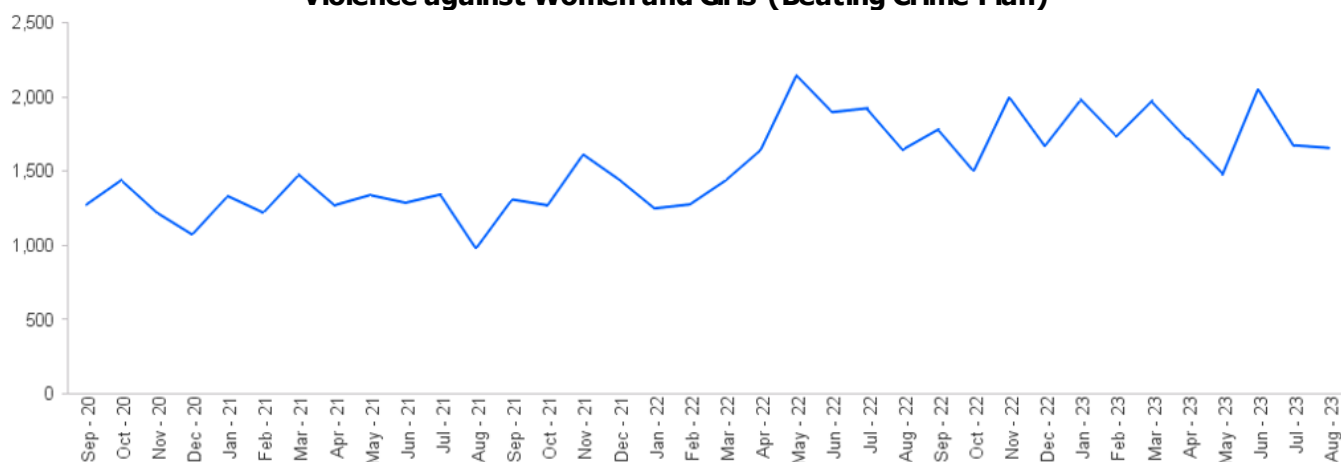
All domestic abuse crimes, and non-domestic crimes of: violence with injury; sexual offences; honour based abuse; public fear alarm or distress; harassment, stalking and modern slavery, and where the victim is identified as female and aged 10 years and over, and exploitation of prostitution.

Violence against women and girls has seen a 12.7 per cent (2,389) increase compared to the previous 12 months, and a 77.3 per cent (11,945) increase compared to the national Beating Crime Plan baseline. These increases can be seen across both domestic and non-domestic crimes.

Domestic crimes account for 39.6 per cent (8,384) of violence against women and girls, compared to non-domestic crimes which account for 60.4 per cent (12,800) in the last 12 months.

The following tables indicate the increases seen across the different crime types which make up violence against women and girls.

Violence against Women and Girls (Beating Crime Plan)

**Data**

DCPP National Beating Crime Plan Violence Against Women & Girls (VAWG)	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Domestic VAWG	8367	8384	17	0.2%	4765	3619	75.9%
Non Domestic VAWG	10428	12800	2372	22.7%	7180	5620	78.3%
Violence against Women & Girls	18795	21184	2389	12.7%	11945	9239	77.3%

DCPP National Beating Crime Plan Violence Against Women & Girls (VAWG)	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Other Serious Sexual Offences	1687	1631	-56	-3.3%	1324	307	23.2%
Other Sexual Offences	606	644	38	6.3%	538	106	19.7%
Rape	1209	1176	-33	-2.7%	947	229	24.2%
Controlling/Coercive Behaviour	874	1072	198	22.7%	1		
Harassment	4504	7727	3223	71.6%	4052	3675	90.7%
Malicious Communications	6026	4703	-1323	-22.0%	4158	545	13.1%
Racially Aggravated Harassment	170	182	12	7.1%	220	-38	-17.3%
Stalking	3719	4049	330	8.9%	705	3344	474.3%
Violence against Women & Girls	18795	21184	2389	12.7%	11945	9239	77.3%

4.3. Disrupt Drugs Supply and County Lines (NCPM)

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

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

The volume of drugs offences recorded has been stable since August 2020, with the main volume being possession offences, especially possession of cannabis. It is worth noting that, although a single crime is recorded, one offence could relate to a large quantity or value of drugs, especially for offences of supply.

Initially, drugs offences are given a temporary drugs code while the type of drugs seized are confirmed through forensic testing. In July and August 2022, work was undertaken to update all the temporary crime codes and convert these into recorded crimes which led to the spike shown in the graph. There are currently no finalised incidents with temporary drug codes awaiting validation and 378 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 (Jan to Dec 2019)	Baseline Difference	% Change From Baseline
Supply	275	253	-22	-8.0%	258	-5	-1.9%
Production	296	252	-44	-14.9%	115	137	119.1%
Possess	1381	1204	-177	-12.8%	1534	-330	-21.5%
Other Drugs	27	69	42	155.6%	6	63	1,050.0%
Drug Crime	2068	1831	-237	-11.5%	1977	-146	-7.4%

County Lines

DEFINITION

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

The force had a successful County lines intensification week in February/March 2023.

The highlights of the week of action were:

- 20 people safeguarded (14 children and six adults)
- 28 arrests, with seven placed before the courts
- 174 mass county line awareness sessions
- 46 cuckoo address visits
- Over £9,100 cash seized
- Three county lines telephones seized
- Numerous offensive weapons including flick knives/Rambo knives/ knuckledusters seized
- 32.1 grams of crack cocaine/22.7 grams of heroin/eight grams of cocaine/175 cannabis plants and two kilograms of cannabis seized.

The total of 28 arrests is the joint highest the force has ever achieved during a week of action. It is not specifically the volume of arrests which made the week such a success but the high threat/harm/risk associated with some of the individuals which were arrested.

There have been 127 arrests related to county line offending, so far in 2023 (calendar year). This is compared to 179 at the same period last year. The fall in numbers will be directly related to the ongoing

joint working with the West Midlands county lines task force, where we now firmly focus on arresting the heads of the drugs lines, who sit in the West Midlands areas, which ensures that the line ceases being active and is brought to a successful conclusion at the earliest opportunity. This prevents further drug runners being recruited, arrested and then instantly replaced by another vulnerable person, who in turn is arrested. The line is dismantled at the earliest opportunity to prevent further vulnerable people being recruited/exploited.

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

Geographical Impact

The majority of currently identified county lines emanate from the West Midlands area and mainly affect areas in the south of the county. However, we continually scan for other county lines from other geographical areas.

Drug Market Profile

A Staffordshire drugs market profile has been produced to support our tactical, strategic and partnership response to drugs; assisting in providing understanding of types and geography of markets that exist within our communities. The analysis provides a reference for effective decision making and recommendations regards tackling drug-related crimes and their influence across Staffordshire with particular focus regards the involvement in serious organised crime.

Cannabis cultivation

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

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

Staffordshire has identified 115 cannabis cultivations under Operation Levidrome since January 2023 to date, which include large-scale commercial or residential properties procured for the sole purpose of cultivation. Seventy per cent of the grows were located in Stoke on Trent. There were 18 grows confirmed during the month of August, which also demonstrated various examples of the risks associated with this criminality, including a fire in Rugeley, a flooding in Shelton and an aggravated burglary in Hanley. There was a further incident in Stoke-on-Trent North whereby an elderly lady was found to be suffering with ill health as a consequence of the neighbouring cannabis grow extracting fumes directly into their shared chimney.

This criminality continues to cause an impact on resources and ability to service other demand. Analysis has been undertaken for 93 of the 115 incidents during 2023 which will show the total time spent at the scene was 1189 hours, averaging 13 hours per grow and 918 officers were deployed with an average of 10 officers per grow.

Monkey Dust

Monkey Dust is a Class B substance which comes in the form of an off-white powder that can be swallowed, injected or snorted. It is from a family of drugs known as synthetic cathinones, so-called 'designer drugs'. Monkey Dust is highly addictive and unpredictable, it dampens perceptions of pain and causes powerful hallucinations which lead to severe paranoia. Operation Rivent is the force approach to understand and mitigate the scale of the impact of Monkey Dust in our area, both in terms of the organised criminality of supply; through disruption and enforcement, and also working specifically with partners to support those affected by Monkey Dust use.

Ministerial involvement regarding reclassification has led to increased media interest and further working with local partners. A multi-agency media briefing has been held with strategic partners regarding lived experience research findings and Government funding has been provided to Stoke-on-Trent City Council. A tactical steering group is in place to address next steps to formulate an action plan to ensure a joined up and coherent referral pathway for users, providing rehabilitative options and support. A research pilot has been agreed with Staffordshire University (Staffordshire Forensic Partnership) to widen understanding of depth and breadth, inform rehabilitation solutions and identify key local hotspots. Recent significant border force seizures have led to arrests and intelligence-led street level disruption and enforcement continues.

4.4. Tackle Cybercrime

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

DEFINITION

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

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

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

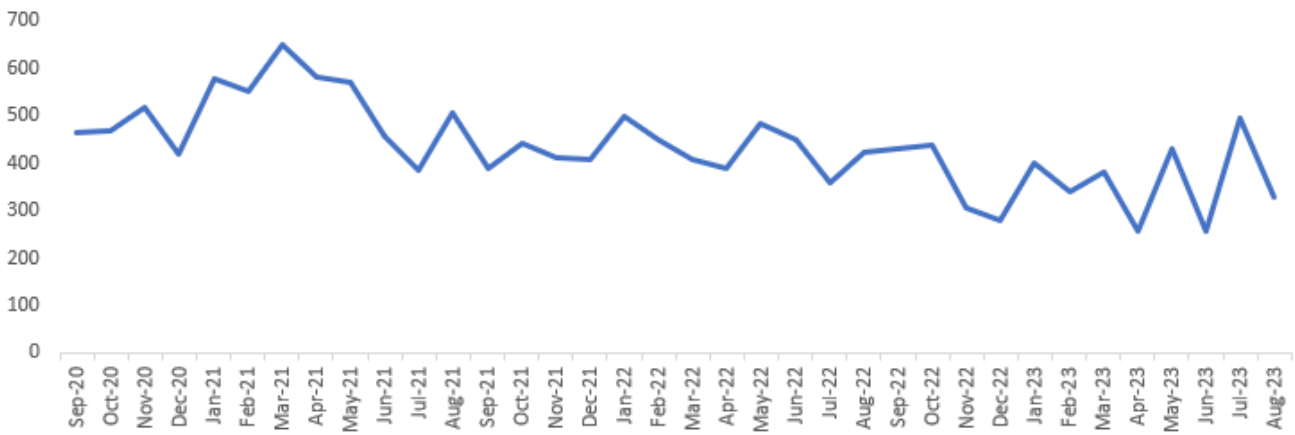
Fraud

Over 5,000 (5,365) Action Fraud cases were reported by Staffordshire residents to Action Fraud which is an increase of five per cent (253) compared to the previous 12 months, and an increase of 11 per cent (525) compared to the national baseline in 2019. Of the cases in the last 12 months, the force received 14 per cent back from Action Fraud to assist by conducting local investigations, and this proportion is stable (+0.4 per cent) compared to the previous 12 months, and decreased by eight per cent compared to the national baseline in 2019.

Of the Action Fraud cases in the last 12 months reported by Staffordshire residents to Action Fraud, 10 per cent were identified as cyber-crime (this includes hacking and computer viruses/malware), and 90 per cent were identified as fraud (this includes online shopping and banking fraud)

Seven hundred and seventy-one Action Fraud local investigations were completed by Staffordshire Police in the last 12 months, which is an increase of 8 per cent (58) compared to the previous 12 months, but has decreased by 30 per cent (-326) compared to the national baseline in 2019.

Action Fraud Cases (Beating Crime Plan)



Action Fraud Investigations (Beating Crime Plan)



Data

Fraud	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	Baseline (Jan to Dec 2019)	Baseline Difference	% Change from Baseline
Cases reported to Action Fraud	5112	5365	253	4.9%	4840	525	10.8%
Action Fraud Investigations	713	771	58	8.1%	1097	-326	-29.7%
Proportion of cases investigated	13.9%	14.4%	0.4%		22.7%	-8.3%	

Fraud Outcomes

The criminal justice outcomes rate for Action Fraud investigations is 6.2 per cent in the last 12 months to August 2023 and has decreased by two per cent compared to the previous year. The majority (71 per cent) of these are charges or postal requisitions (summons received by post).

The team have worked to improve the recording of outcomes in the last 18 months which has reduced the outstanding outcomes, so the change in the data could reflect accurately and timely updating of outstanding crimes meaning more no further action outcomes, rather than the work remaining in officers' trays unresolved.

The majority of outcomes of Action Fraud investigations result in a disposal of unable to progress the investigation (58 per cent). This includes no suspect identified from enquiries, evidential difficulties and no further action as it is not in the public interest. Unable to progress the investigation rate has increased by three per cent compared to the previous year, and has decreased by -8 per cent compared to the national 2019 baseline.

Other rate is mainly the other agency has investigation primacy outcome, and this accounts for 25 per cent of outcomes for Action Fraud investigations. The other agency has investigation primacy rate

remains stable +0.3 per cent compared to the previous year, and increased by 11 per cent compared to the national 2019 baseline.

Data

Fraud Outcomes	Previous 12 Months	Last 12 Months	12 month % change	Baseline (Jan to Dec 2019)	% Change from Baseline
CJ Outcomes	8.1%	6.2%	-1.8%	11.6%	-5.4%
Diversions Activity (Outcome 22)	2.1%	1.9%	-0.2%	0.0%	1.9%
Other	24.6%	24.9%	0.3%	13.6%	11.3%
Outcome 16	10.5%	9.3%	-1.1%	9.0%	0.3%
Prosecution Prevented	0.6%	0.1%	-0.4%	0.0%	0.1%
Unable to Progress Investigation	54.2%	57.5%	3.3%	65.8%	-8.4%

5. Support Victims and Witnesses

5.1 Victims' Code of Practice Compliance

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

The victim contract covers provision of information under the VCOP to the victim and also a needs assessment in relation to vulnerability and requirements. VCOP is well established within the force and completion of victim's contracts are part of our culture across all sections of the force.

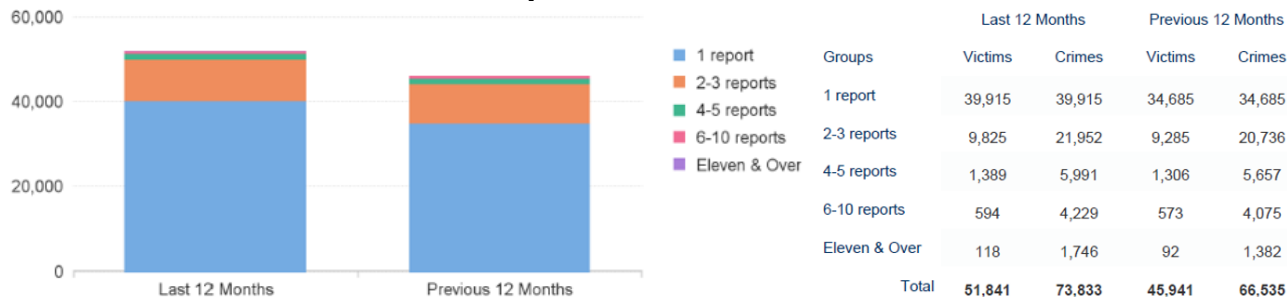
Repeat Victims

Twenty-three per cent (11,926) of victims of crime are repeat victims, this proportion has decreased from 25% (11,256) in the previous 12-month period.

Eighty-two per cent (9,825) of repeat victims are victims of two to three crimes in the last 12 months which is 19 per cent of all victims of crime. This proportion has remained stable compared to the previous 12 months where 82 per cent (9,285) of repeat victims were victim of two to three crimes, this constituted 20 per cent of all victims of crime.

Forty-eight per cent (5,725) of repeat victims are repeat victims of domestic abuse, and 55 per cent (18,736) of crimes linked to repeat victims are domestic abuse. This proportion has decreased compared to the previous 12 months where 53 per cent (6,017) of repeat victims were repeat victims of domestic abuse, and 62 per cent (19,812) of crimes were linked to repeat victims were domestic abuse.

Repeat Victims of All Crime



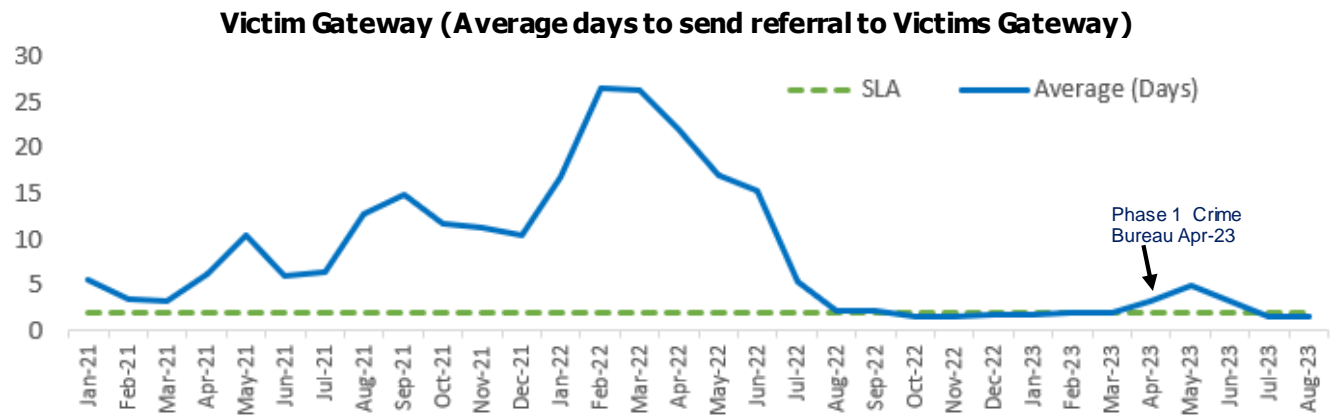
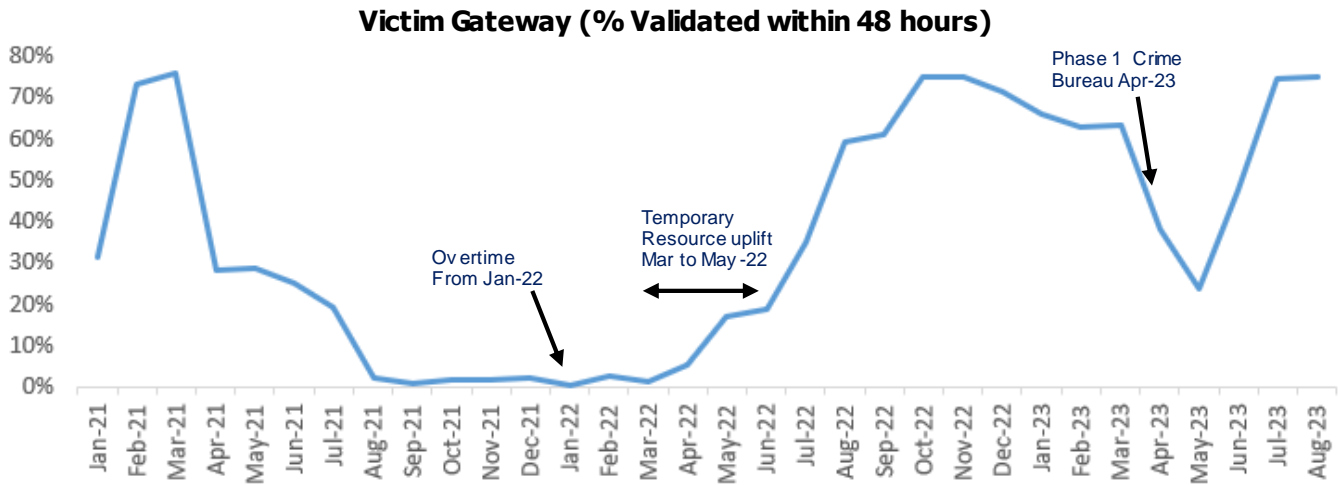
Of note, the volume of repeat victims will start to be impacted by the changes to crime recording from 1 May 2023 as harassment and additional offences are no longer being counted as two separate crimes. However, this may take some months for the impact of this change to show in the data due to the rolling 12-month comparisons.

Victim Gateway Timeliness

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

The force has previously faced some challenges in relation to the transfer of victim's data to the Victim Gateway which is completed when the crime is validated in accordance with National Crime Recording Standards/Home Office Counting Rules. The improvement seen at end of 2022 was generally sustained until April 2023, when an additional process of adding crimes filed on initial attendance was added to the team's workload. In the last two months, the proportion of crimes meeting the service-level

agreement of 48 hours has met the ambition of 75 per cent¹. Since August 2022, the average days to send referrals to the Victim Gateway is within two days or less, except for the three months between April and June 2023, during the change of processes with the implementation of phase one of the crime bureau.

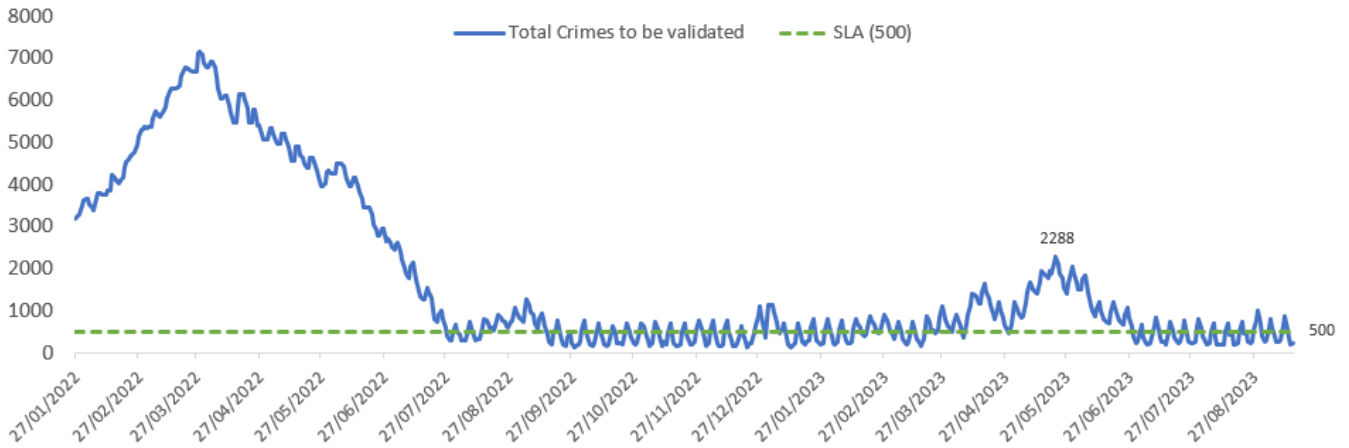


Crime Validation Backlog

Crime validation is an administration process that all reported crime has to undergo in force. In March 2022, this backlog level peaked at 7,141. There were 231 crimes waiting to be validated as of 15 September 2023. Additional staff have been recruited, with just one member of staff still going through the recruitment process. The additional responsibilities taken on from April 2023, of finalising crimes dealt with by officers on their initial attendance, initially led to an increase in crimes waiting to be classified. From 11 September 2023, the crime validation function comes under Contact Services.

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

Crimes to be Validated



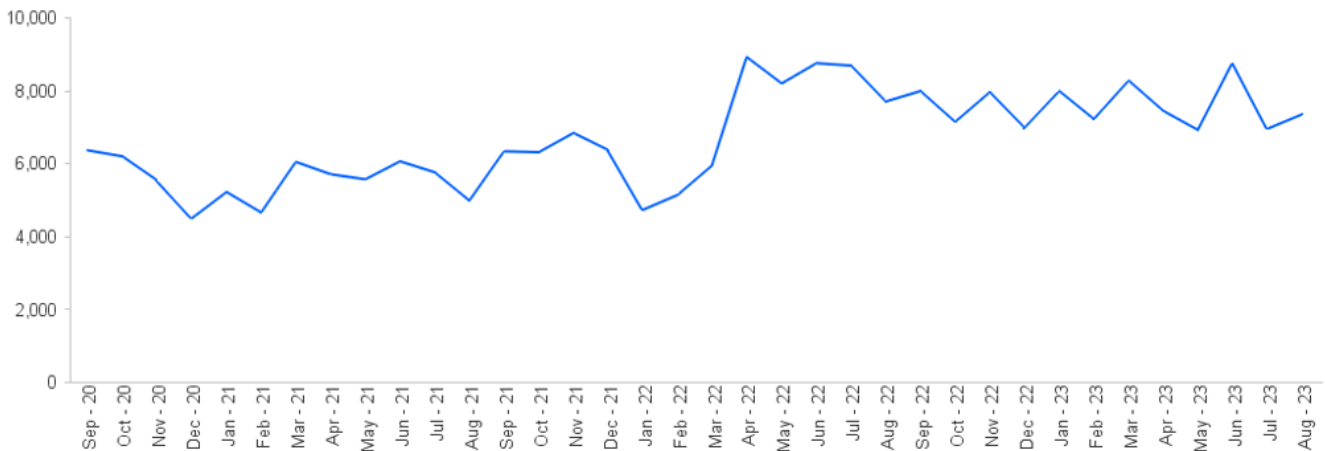
Data

	01/09/2022	01/10/2022	01/11/2022	01/12/2022	03/01/2023	01/02/2023	01/03/2023	01/04/2023	01/05/2023	01/06/2023	01/07/2023	01/08/2023	01/09/2023
Total Crimes to be validated (1st of the month)	839	254	642	349	1124	413	674	512	935	1675	256	595	269

Validated Crime

The Crime and Victims Bureau project is designed to take a detailed look at how we manage crime – from point of contact with the victim, right through to the final outcome of the investigation. The project will examine the most effective support processes that can be given to victims, whilst at the same time, scrutinise the investigatory outcomes which have been applied to the suspected offenders. The project will also examine crime data quality, crime performance management and broad-based crime information elements, to ensure that we are as effective as possible when reporting its crime management continuum to the various inspectorate and Home Office bodies. In line with new Government proposals, a significant part of the work will be to examine the administrative burden placed upon police officers who work on the frontline. The remit will be to look at ways to ensure that those frontline officers have more time to investigate crime and offer greater support to the victims. The impact of the changes within the Crime and Victims Bureau, has led to stabilisation of crime validation. The volume of crimes recorded in the last 12 months has increased by 8.4% compared to the previous 12 months, which is starting to be a more accurate reflection of the reported crime in the same period (+10.4%). There is now only a small difference (1% or 1,046 crimes) between the volumes of crime reported and validated in the last 12 months.

All Crime Validated



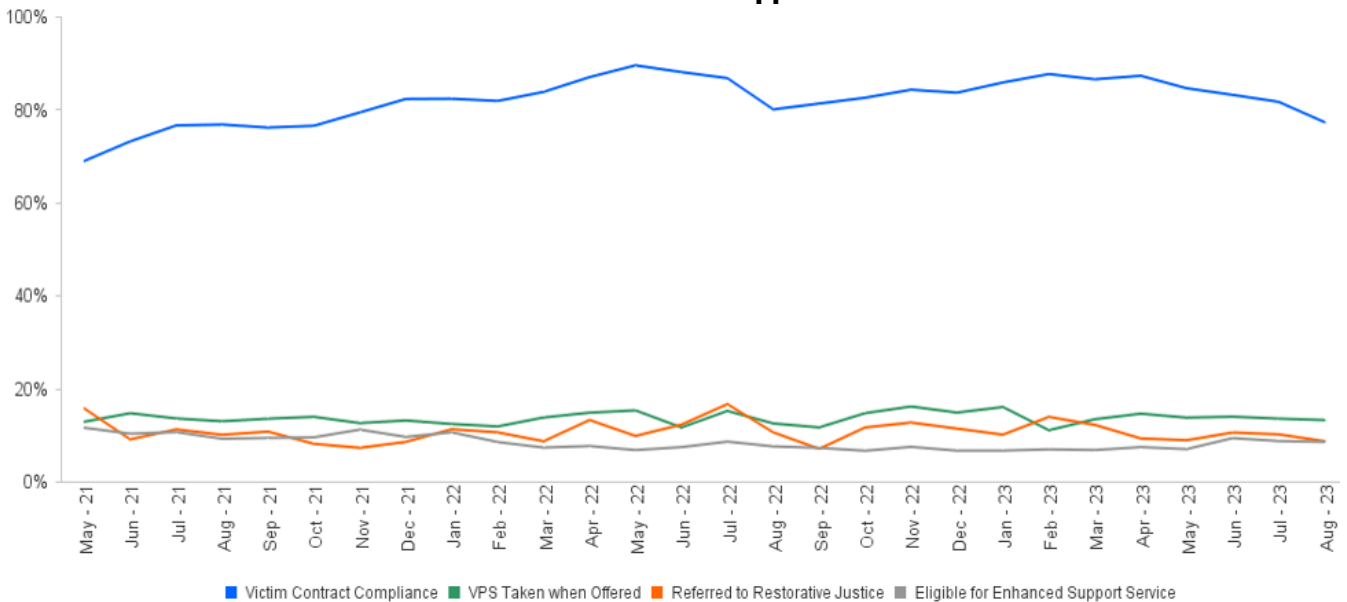
Data

Local Offence Group Tier 1	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change	Baseline Apr 19 to Mar 20	Baseline Difference	% Change from Baseline
Acquisitive crime	23,676	25,584	1,908	8.1%	27,332	-1,748	-6.4%
Other	16,578	18,618	2,040	12.3%	15,704	2,914	18.6%
Police-generated crime	2,325	2,494	169	7.3%	2,778	-284	-10.2%
Sexual Offences	3,502	3,448	-54	-1.5%	2,953	495	16.8%
Violence against the person	37,731	40,743	3,012	8.0%	30,279	10,464	34.6%
All Crime	83,812	90,887	7,075	8.4%	79,046	11,841	15.0%

VCOP Compliance

VCOP sets out the minimum services that victims of crime are provided with. The police and a number of other criminal justice agencies have responsibilities as their case progresses through the justice system. One of our responsibilities is a victim contract which is the agreement between the victim and the police on preferred method of contact and how often they will be updated on progress. Eighty-four per cent of victim-based crimes have a victim contract added in the last 12 months. Compliance and quality are being monitored through auditing and remains an area of focus for improvement. Victim contracts have been part of the focus of the investigation standards masterclasses.

Victim Contracts Applied



Data

VCOP	Sep - 22	Oct - 22	Nov - 22	Dec - 22	Jan - 23	Feb - 23	Mar - 23	Apr - 23	May - 23	Jun - 23	Jul - 23	Aug - 23
Overall Victim Contract Compliance	81%	83%	84%	84%	86%	88%	86%	87%	85%	83%	82%	77%
VPS Taken when offered	12%	15%	16%	15%	16%	11%	13%	15%	14%	14%	13%	13%
Referred to Restorative Justice	7%	12%	13%	11%	10%	14%	12%	9%	9%	11%	10%	9%
Eligible for Enhanced Support Service	7%	7%	7%	7%	7%	7%	7%	7%	7%	9%	9%	8%

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

Victim Satisfaction

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

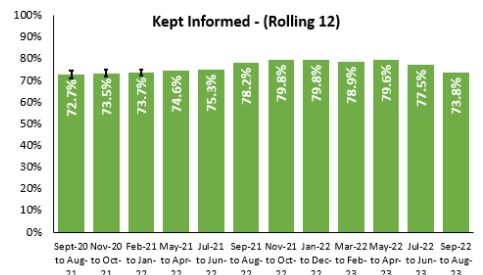
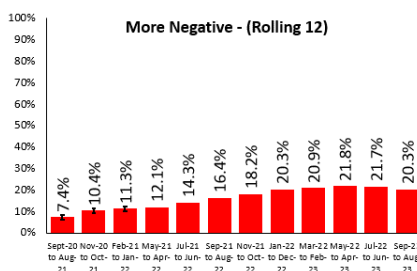
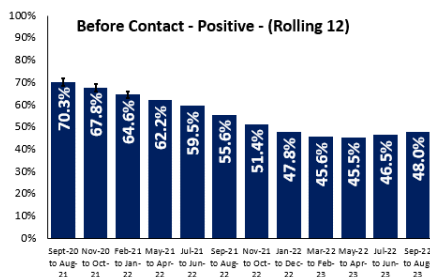
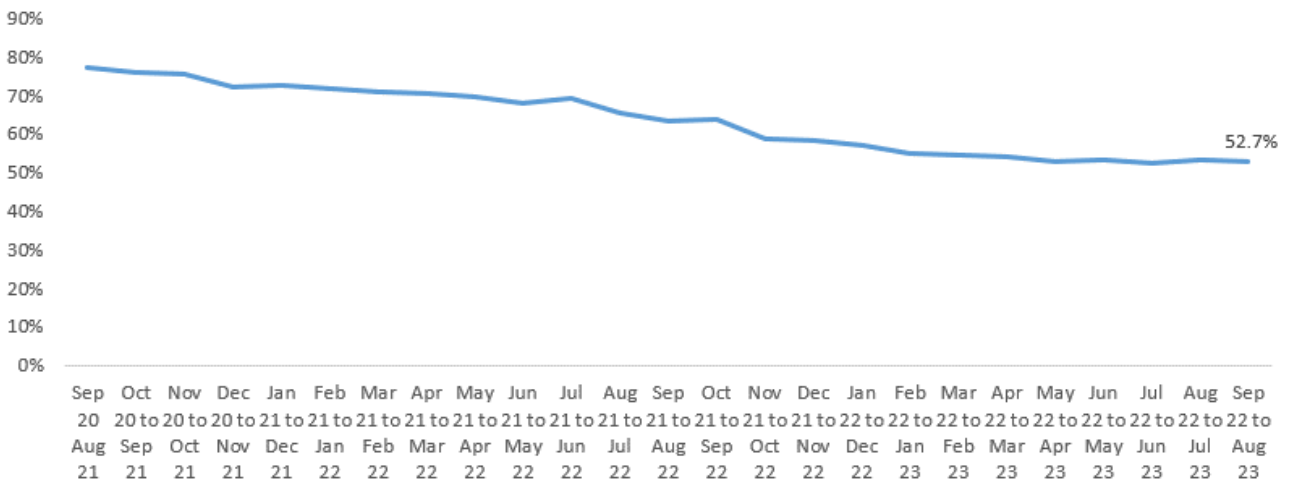
The force measures victim satisfaction through a locally designed survey and on a rolling 12-month basis. The surveys are based on victims of certain crime types.

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

The victim satisfaction survey indicates that:

- The number surveys conducted in the last rolling 12-month period has increased to 5,813
- Of those surveyed, 18 per cent of people had a more positive view of the police after contact
- The proportion of respondents with a more negative view reduced to 20 per cent
- 78 per cent were satisfied with the ease of contact and this is showing a slight reducing trend
- 83 per cent were satisfied with the follow up contact and this is showing a slight reducing trend
- 74 per cent were satisfied that they have been kept informed and is showing a slight reducing trend
- 66 per cent were satisfied with investigation and this is showing a slight increasing trend.

Victim Satisfaction – Satisfaction after Contact



5.3 Public Confidence

Public Confidence Survey

The initial public confidence survey was conducted in June 2022 prior to the launch of the new operating model in order to provide a baseline of how the public felt before the changes were implemented. The results of the third survey have been received and these show an improving public perception of Staffordshire Police compared to June 2022 (before the changes were made). Compared to the survey in January 2023 the results are showing reductions in some areas.

In August 2023, 1,600 telephone surveys were conducted and the results indicated that increases in for areas, reductions in five areas, and others remained stable.

Data

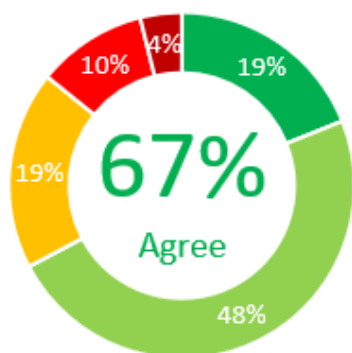
Question	Survey in June 22	Survey in Jan 23	Survey in Aug 23	Change from Jan 23 (7 months)	Change from Jun 22 (14 months)
Q1 How important, if at all, do you think it is to have a visible police presence in the area where you live? (Important)	93%	93%	94%	1%	1%
Q4 Do you feel you could rely on your local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

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

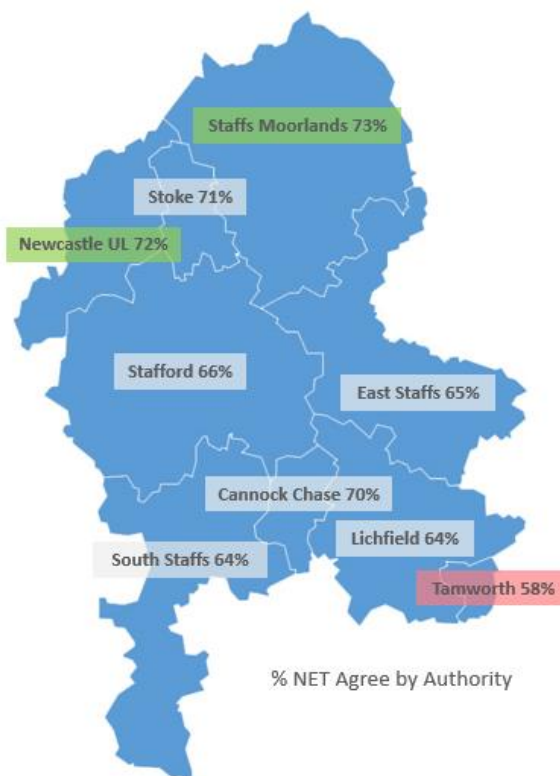
Newcastle and Staffordshire Moorlands have higher levels of confidence and Tamworth has lower levels of confidence.

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

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



- Strongly agree
- Tend to agree
- Neither
- Tend to disagree
- Strongly disagree



% NET Agree by Authority

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

Local Complaints, IOPC Bulletins and Complaint Reviews

The Professional Standards Department (PSD) are still having predicated increases in dissatisfaction reporting which is predominantly lower level around key themes of police action following contact and information provision. To meet the increasing demand, PSD have more staff involved in triage. This is enabling the force to provide timely, immediate reparation and to provide the public with agreed outcomes to address dissatisfaction. The success of the triage process is instrumental in keeping ownership of over 90 per cent of all dissatisfaction reporting into force within the PSD, and not being serviced by front-line staff to ensure they can provide the best possible response to the public.

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

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

DEFINITION

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

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

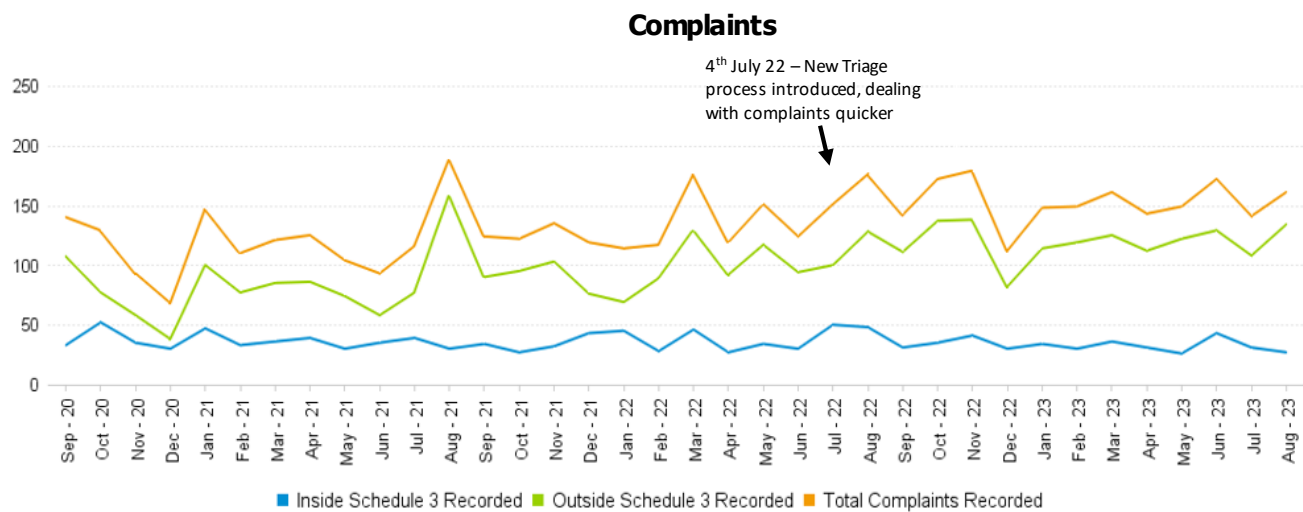
In the last 12 months compared to the previous 12 months:

- 12 per cent increase in total complaints
- 11 per cent decrease in inside schedule 3 (recorded) complaints
- 21 per cent increase in outside schedule 3 (logged) complaints
- 55 per cent increase (+44) in all conduct matters
- Local Police Review Body (LPB) decisions – 88 per cent (35) Outcome of complaint reasonable and proportionate and 13 per cent (5) Outcome of complaint not reasonable and proportionate.

Lessons Learned

For LPB decisions in the last 12 months, there has been 12 lessons learnt – four learning by reflection, five feedback given to officer, two where additional training was undertaken and one reflective practice review process.

For conduct matters since June 2022, there has been 43 lessons learnt – 12 learning by reflection, 22 reflective practice review process, three organisational learning, four professional discussions, and two no further action.



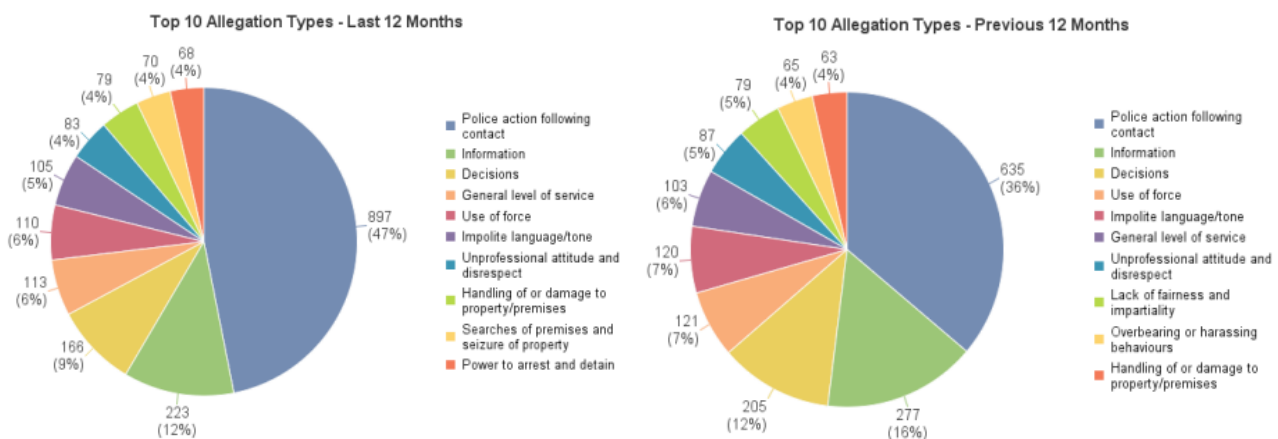
Data

	Previous 12 Months	Last 12 Months	12 Month % Change
Inside Schedule 3	444	395	-11.0%
Outside Schedule 3	1,183	1,431	21.0%
Total Complaints	1,628	1,829	12.3%

	Previous 12 Months	Last 12 Months	% Change
All Conduct Matters	80	124	55%

Local Police Review Body (LPB) Decision	Last 12 Months	Proportion %
Outcome of complaint reasonable and proportionate	35	87.5%
Outcome of complaint not reasonable and proportionate	5	12.5%
Live	12	
Not valid	1	
Total:	53	

Top three allegation types in the last 12 months: police action following contact (47 per cent), information (12 per cent) and decisions (nine per cent) These are the same top three allegation types as the previous 12 months.



An IOPC report for the three months (1 April 2023 - 30 June 2023) found that of the 76 complaints recorded, sixteen (21 per cent) went to IOPC for review and an investigation was only deemed necessary in one (one per cent) case. This is lower than our most similar forces with an average of five investigated cases.

We proactively scans incidents which are linked to any deaths or serious injury following contact with the police and refers these to the IOPC to ensure transparency.

- For the three months (1 April 2023 - 30 June 2023) we referred 19 cases to the IOPC which is lower than most similar force average of 34
- Of these 18 referrals have been completed, two were independently investigated (by the IOPC), nine were local investigations (conducted by Staffordshire and the final report sent to IOPC and any complaint if applicable), and seven were deemed as no investigation necessary by IOPC.

6. Reduce Offending and Reoffending

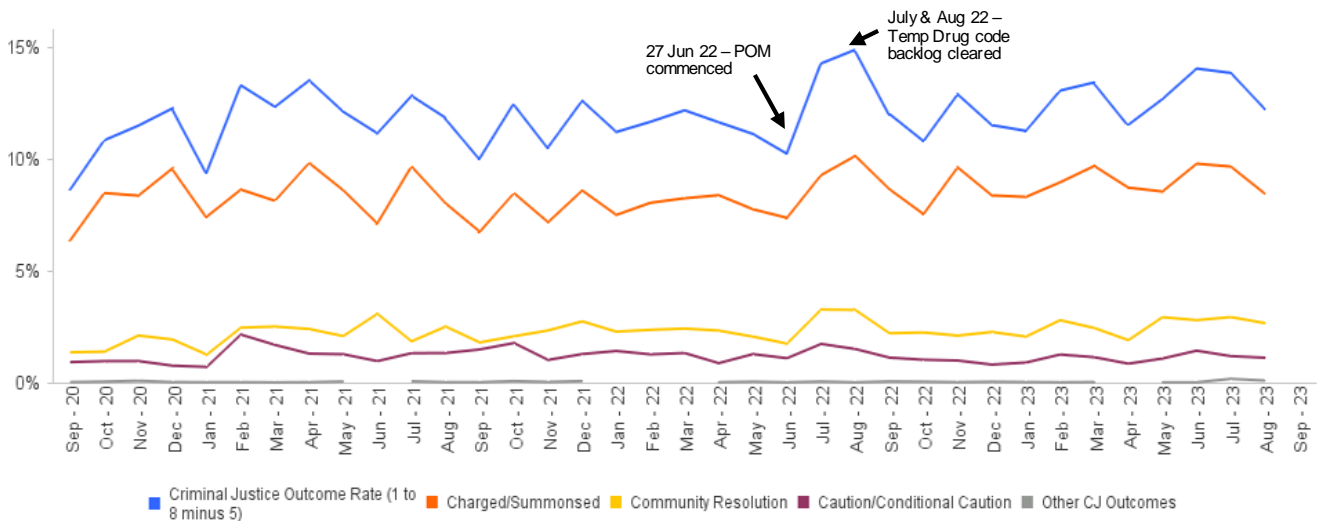
6.1 Outcomes

The criminal justice outcome rate is 12.4 per cent in the last 12 months to August 2023, and is stable (+0.5 per cent) compared to the previous 12 months.

The criminal justice outcome rate was 13.8 per cent or 1,159 outcomes in July 2023, which included 809 charges/summons, 99 cautions/conditional cautions, and 245 community resolutions, and six TICs (taken into consideration).

Outcome 16 rate (victim does not support the investigation) is 28.7 per cent in the last 12 months to August 23, and has increased (1.5 per cent). A higher rate was seen in August 2023 (28.6 per cent), but the outcome 16 rate has been below 30 per cent for the whole of 2023 to date.

Criminal Justice Outcomes (1 to 8 minus 5)



Data

Outcome Rate	Previous 12 Months	Last 12 Months	Change (Diff.)	May - 23	Jun - 23	Jul - 23	Aug - 23
CJ Outcomes	12.0%	12.4%	0.5%	12.7%	14.0%	13.8%	12.2%
Outcome 16	27.2%	28.7%	1.5%	27.5%	26.0%	27.5%	28.6%
Unable to Progress Investigation	53.7%	52.9%	-0.8%	53.5%	53.8%	52.9%	54.6%
Diversions Activity (Outcome 22)	3.1%	2.3%	-0.9%	2.7%	2.3%	2.2%	1.6%
Prosecution Prevented	0.4%	0.6%	0.2%	0.4%	1.0%	0.4%	0.5%
Other	3.5%	3.1%	-0.4%	3.2%	3.0%	3.2%	2.4%

National Comparison

Staffordshire ranks **12th in the 43 forces** for charge and postal requisition rate to March 2023, and **3rd in its 8 most similar forces** at 8.5%.

Criminal justice outcomes include charges and out of court disposals such as cautions and community resolutions.

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

Custody

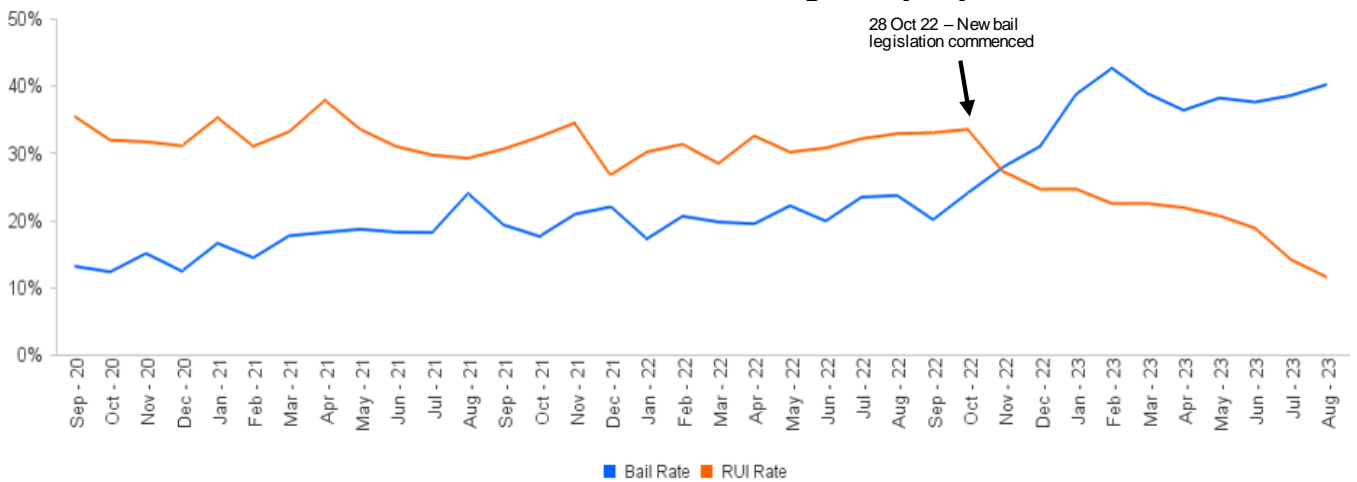
Arrests have shown an increasing trend since March 2020, the initial Covid-19 lockdown caused a significant decrease in arrests, but longer-term the volumes show gradual increases.

July 2023 saw the increase in arrests continue with the highest monthly volume in the last three years. Bail rates are showing an increasing trend but with some variance. In October 2022, the bail legislation changed to allow for time to complete further investigation into the matter for which a person was detained, and to ensure the safeguarding of the victim through the use of bail conditions. Since then, the bail rate has increased substantially. Bail has a higher degree of control and accountability and, therefore, is the preferred disposal when compared to released under investigation.

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

Average detention durations have reduced by 17 per cent in the last 12 months compared to the previous 12 months. Waiting times have been gradually increasing in line with the increase in volumes within custody. There has been a 34 per cent increase in the last 12 months compared to the previous 12 months.

Bail and Released Under Investigation (RUI)



Data

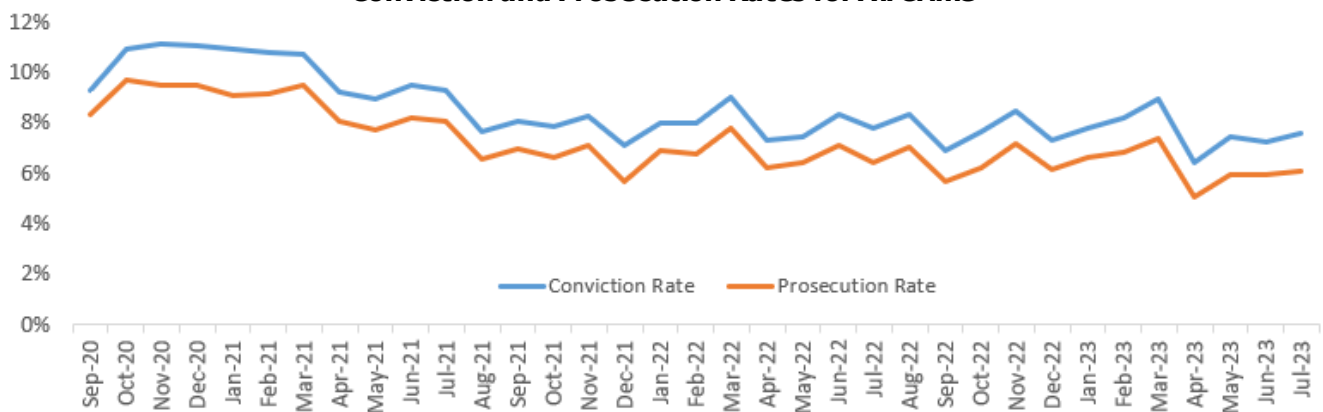
Custody	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change	May - 23	Jun - 23	Jul - 23	Aug - 23
Arrests	12587	14446	1859	14.8%	1318	1241	1352	1270
Average Detention Duration (hours)	20.0	16.6	-3.3	-16.6%	15.6	16.6	16.2	15.8
Children in Custody	532	771	239	44.9%	83	73	54	68
Average Detention Duration (hours)	11.7	16.0	4.2	36.1%	12.3	10.4	10.6	10.7
Waiting Times in Custody	23.1	30.9	7.8	33.7%	36.2	34.6	33.5	30.7
Bail Rate	20.6%	34.8%	14.2%		38.2%	37.6%	38.5%	40.2%
Released Under Investigation Rate	31.0%	22.6%	-8.5%		20.6%	18.8%	14.1%	11.5%
Voluntary Attendees	2984	3343	359	12.0%	301	318	281	295

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.

- 7.7 per cent of all crimes in the last 12 months (August 2022 to July 2023) are prosecuted at court which has decreased slightly (-2.4 per cent) compared to the baseline in 2019/2020
- 6.4 per cent of all crimes in the last 12 months (August 2022 to July 2023) end in a conviction at court which has decreased slightly (-2.3 per cent) compared to the baseline in 2019/2020.
- Finalised cases in the last 12 months (August 2022 to July 2023) have decreased by -13 per cent compared to the 2019/20 baseline, due to the ongoing issues with backlogs of court cases caused by the Covid 19 pandemic.

Conviction and Prosecution Rates for All Crime



Data

	Previous 12 Months (Aug 21 to Jul 22)	Last 12 Months (Aug 22 to Jul 23)	12 month difference	12 month % Change	Baseline (Apr 19 to Mar 20)	Baseline Difference	% Change
All Crime	79,750	90,614	10,864	14%	79,098	11,516	15%
Finalised cases	6,322	6,996	674	11%	7,998	-1,002	-13%
Convictions at court	5,377	5,772	395	7%	6,875	-1,103	-16%

CPS data for August 23 not currently available

	Previous 12 Months (Aug 21 to Jul 22)	Last 12 Months (Aug 22 to Jul 23)	12 month % Change	Baseline (Apr 19 to Mar 20)	% Change from baseline
crime to court rate	7.9%	7.7%	-0.2%	10.1%	-2.4%
crime to conviction rate	6.7%	6.4%	-0.4%	8.7%	-2.3%

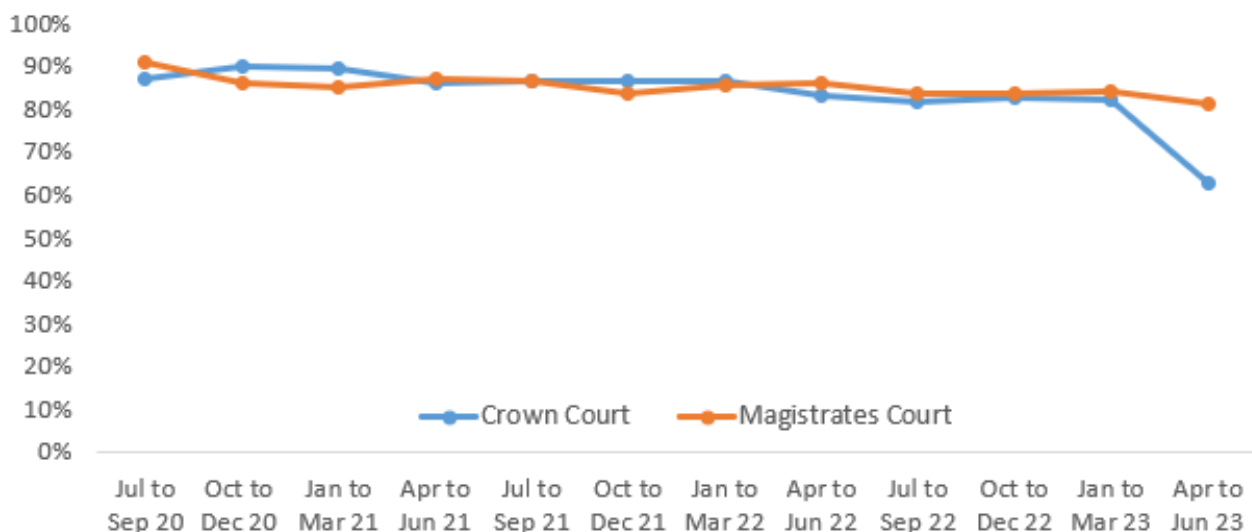
Convictions at Court

- Magistrates' court convictions rates have reduced (-2.1 per cent) compared to the previous 12 months
- Crown court convictions rates have reduced (-5.5 per cent) compared to the previous 12 months.

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

There were 919 outstanding cases at crown courts in Staffordshire at the end of July 2023. This is an increase of 78 per cent (+404) compared to march 2020 (pre covid) baseline (515), with demand continuing to exceed supply during the current period. In the magistrates' courts, workload is back to a manageable level. However, in June and July 2023 demand is again exceeding supply and cases coming in (receipts) outstrip completed cases (disposals).

Conviction Rates at Court



Data

Conviction Rate	Previous 12 Months	Current 12 Months	Change	Jul to Sep 22	Oct to Dec 22	Jan to Mar 23	Apr to Jun 23
Crown Court	85.6%	80.1%	-5.5%	81.6%	82.8%	82.2%	62.7%
Magistrates Court	85.3%	83.2%	-2.1%	83.4%	83.6%	84.2%	81.1%

12 months up to June

7. A More Effective Criminal Justice System

7.1 Criminal Justice – Timeliness

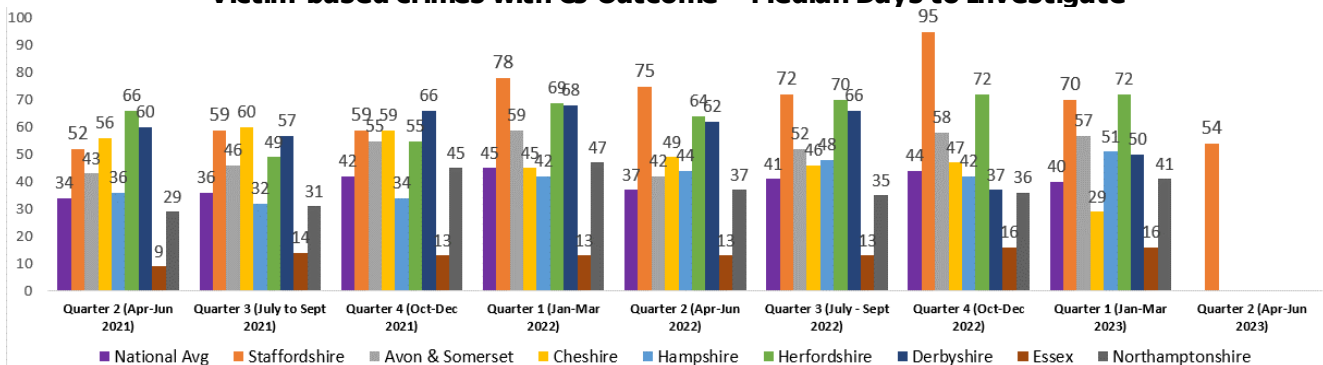
Data for the period January to March 2023 is the latest data period published on the criminal justice system delivery data dashboard. More recent data provided in this document may not entirely match the data in the next quarterly published criminal justice scorecard as this data is an extract at a given point in time. The data has been provided to help predict where the Force expects to be.

National Comparison

The average (median) time to investigate in Staffordshire is above the national average, with an average (median) of **70 days to record a successful outcome** for a victim-based crime in the latest quarter (Q1 2023) compared to an average (median) of **40 days nationally in the latest quarter (Q1 2023)**.

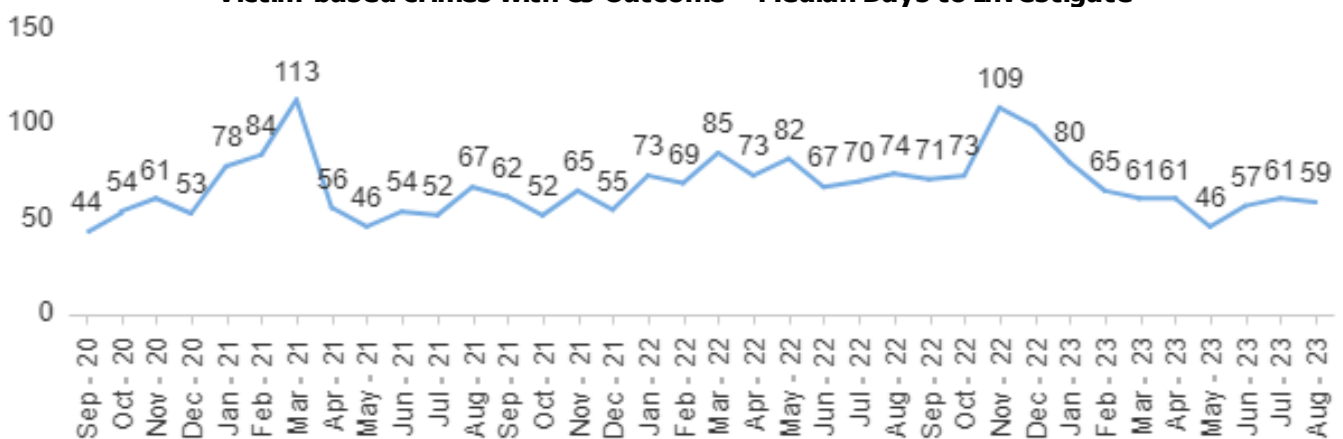
Staffordshire is not included in the national statistics as the force is not currently linked to the Home Office data hub. However, work is ongoing to reinstate this link. Once the connection is working the data may change slightly as the outliers will not be removed from the data when crimes are re-opened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

Victim-based crimes with CJ Outcome – Median Days to Investigate



A monthly view is provided to demonstrate the variability of the timeliness data, and to show that one month of higher than normal timeliness can impact on the national quarterly data.

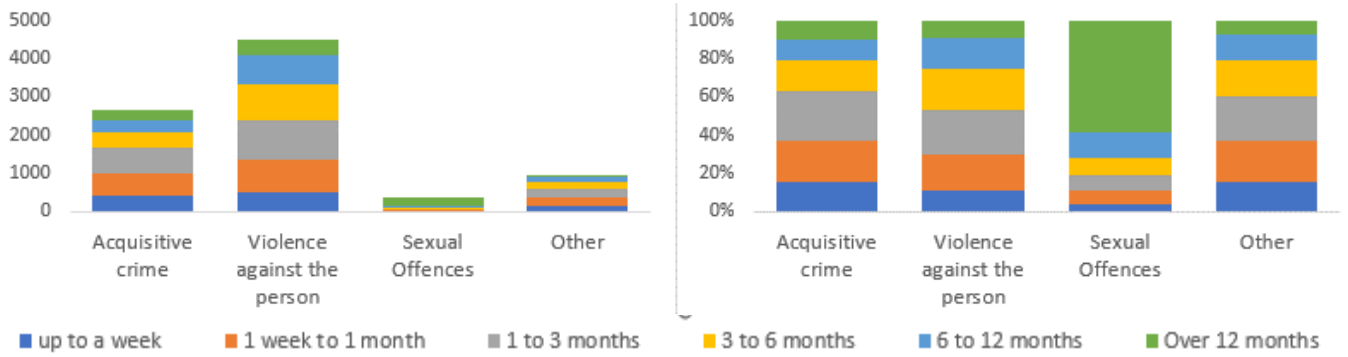
Victim-based crimes with CJ Outcome – Median Days to Investigate



In the last 12 months, overall timeliness was 74 days to investigate victim based crimes with a criminal justice (CJ) outcome. However, the more serious and complex crime types take longer to investigate, and the teams who deal with the more complex crime types spend longer investigating. For example, a domestic related crime takes on average 82 days to investigate compared to 70 days for a non-domestic crime.

The graphs and table below demonstrate that the more complex crimes take longer to investigate, although there are smaller volumes of these kinds of offences.

Tier 1 Crime Type



Data

Local Offence Group	Volume of Crimes with CJ outcome	Median Days - Reported to Outcome
Other Theft	1823	41
Vehicle interference	47	42
Criminal Damage (exc Arson)	899	58
Arson	53	63
Other Violence against the person	2447	63
Theft From Motor Vehicles	79	71
Less Serious Violent Crime with Injury	1645	91
Burglary Residential	263	103
Burglary Business and Community	156	107
Business Robbery	21	119
Theft Of Motor Vehicles	185	153
More Serious Violent Crime with Injury	405	155
Personal Robbery	82	162
Other Sexual Offences	72	265
Other Serious Sexual Offences	193	425
Rape	95	557

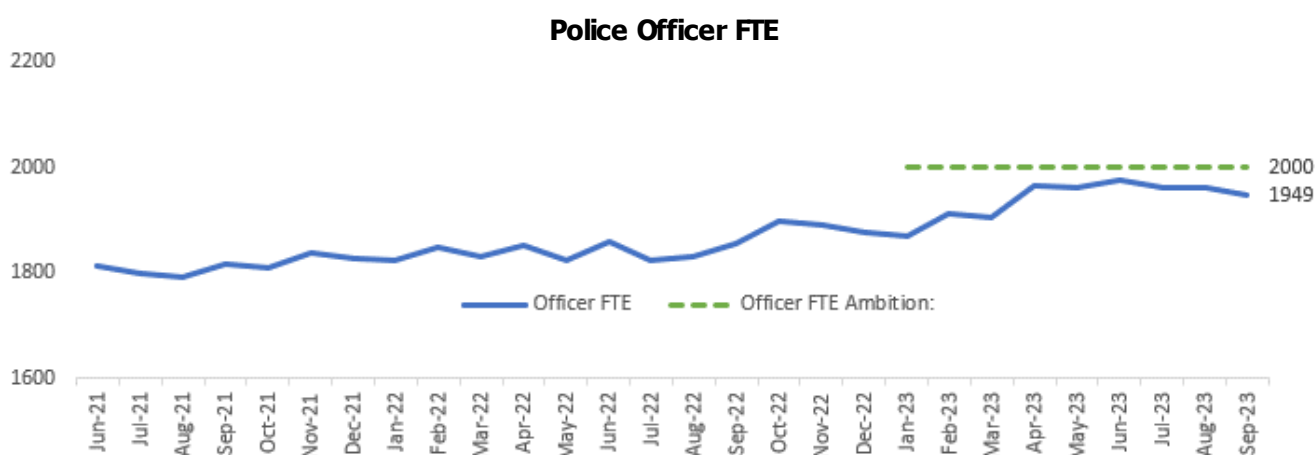
8. Enabling Services: HR and Finance Update

8.1 Officer Recruitment and Workforce Diversity

Headlines

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

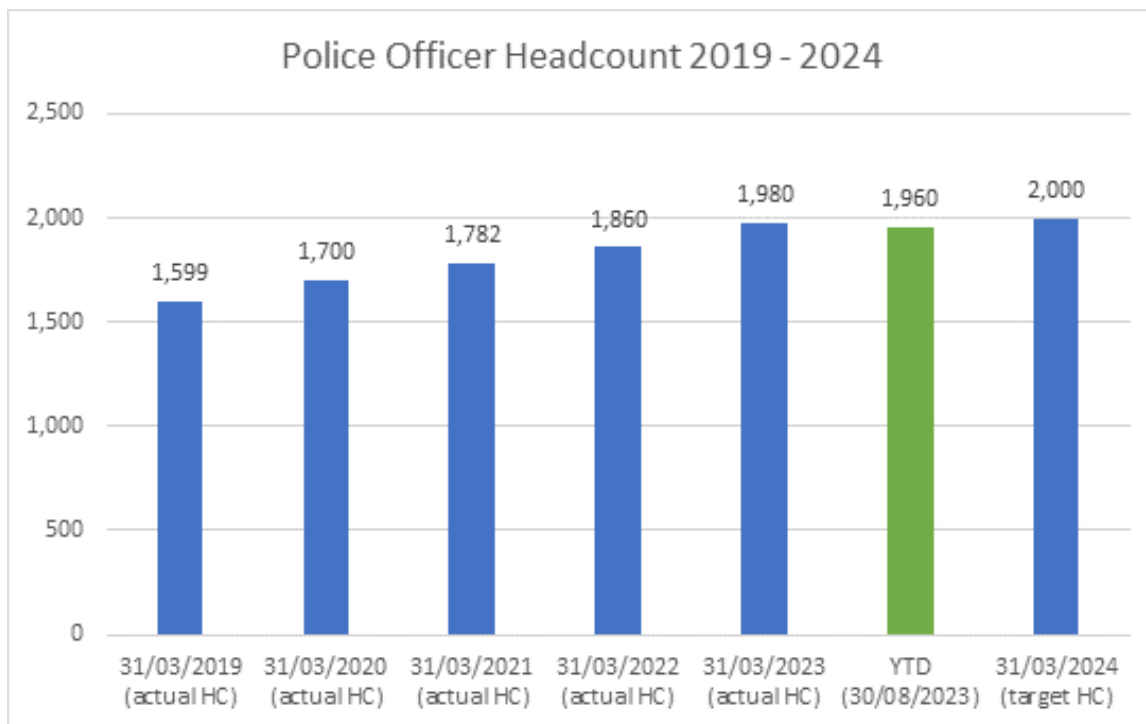
Police officer full-time equivalent (FTE) in March 2022 was 1,805, and increased by 131 to 1,971, by 31 March 2023. It is currently at 1,949 at 1 September 2023.



Officer Recruitment

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

The current headcount as at the end of August is 1,960, with a planned intake of 45 new officers in September 2023. These 45 officers join the organisation on either a Police Constable Degree Apprenticeship course (PCDA), a Degree in Policing Practice course (DIPP), or a re-joiners course. There are further intakes planned for January and March 2025, plus transferees from other police forces into Staffordshire in October, December and February 2025.



The actual numbers shown in the chart are inclusive of precept investment since 2018/19 and the current prediction is to exceed the target for March 2024. This is due to a variety of attraction and recruitment activities including a blended mix of Policing Education Qualifications Framework (PEQF), IPLDP Plus, transferees and promotion processes.

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

- Police Constable Degree Apprenticeship (PCDA)
- Degree Holder Entry Programme (DHEP)
- Detective Constable Degree Holder Entry Programme (DCDHEP)
- Degree in Professional Policing (DPP – Pre-join)
- Police Now (national programme)
- Detective Constable Police Now (national programme)
- Transferees (Constables/ Sergeants/Inspectors)
- Transferees (Detective constables / Sergeants)
- Re-join (pre 30 years)
- Re-join (post 30 years)
- IPLDP Plus

Workforce Diversity

Ethnicity

In Staffordshire, as of 30 August 2023, the force employs the following breakdown of black, Asian, mixed and other minority ethnic colleagues compared to the local population of 6.38 per cent:

- | | |
|--------------------------------------|---|
| • Whole force 4.33 per cent | An increase of 0.74 per cent since Aug 2022 |
| • Police officers 4.27 per cent | An increase of 0.74 per cent since Aug 2022 |
| • Police staff 4.13 per cent | An increase of 0.56 per cent since Aug 2022 |
| • Special Constabulary 7.38 per cent | An increase of 2.95 per cent since Aug 2022 |

Since January 2023, 4.86 per cent of police officers joining the force are black, Asian, mixed and other minority ethnicities.

Gender

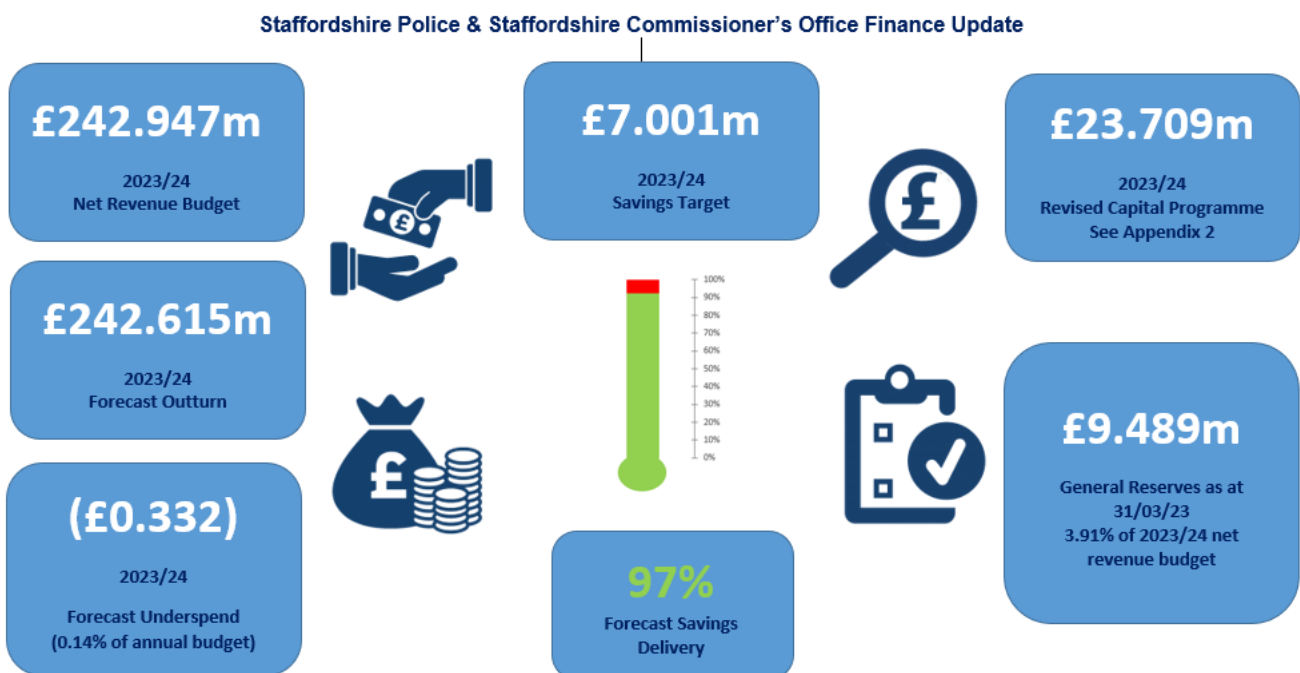
In Staffordshire, as of 30 August 2023, the force employs the following breakdown of genders (compared to the female population of 50.5 per cent):

- Police officers – 63.58 per cent male and 36.42 per cent female - an increase of 2.55 per cent of female police officers since August 2022.
- Police staff – 35.40 per cent male and 64.60 per cent female – an increase of 1.29 per cent of female police officers since August 2022.

Since January 2023, 50.27 per cent of police officers joining the force were female.

8.2 Efficiency

Financial monitoring is produced at group level (e.g. force plus the Office of the Police & Crime Commissioner). Below shows the executive summary of the financial position at the end of Quarter 1 for the 2023/24 financial year.



As outlined in the above summary, the group is forecasting an underspend of £0.332m for the 2023/24 financial year, representing 0.14 per cent of the annual budget.

Pay has underspent during the first quarter, mainly due to continued vacancies across staff and PCSOs. It is forecast to overspend at year end by £1.268m; this overspend is driven by officer pay.

Since completion of the Q1 position, the Government announced a pay award for police officers of 7 per cent, which was followed more recently by an announcement that police staff would receive the same increase. The Government has provided funding for this pay award, therefore the assumed impact on the overall position is net nil. The forecast outturn presented in this report assumes a 3.5 per cent increase from September 2023.

The savings target for the year is £7.001m with the current forecast delivery being 97 per cent; this will be kept under review throughout the year.

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

Looking forward, the group is anticipated to benefit again from higher returns on investments than budgeted. As inflation starts to fall, early indications are that the non-pay inflation included within the 2023/24 MTFS is sufficient; however, there are a number of emerging market inflationary pressures, which will be considered as part of the MTFS planning process.

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

	YTD			Forecast		
	Budget £'000	Actual £'000	Variance £'000	Budget £'000	Actual £'000	Variance £'000
Pay						
Police Officer Pay Costs	29,470	29,444	(26)	117,112	118,799	1,687
Pcso Pay Costs	2,129	2,142	13	8,663	8,590	(72)
Police Staff Pay Costs	16,730	16,143	(586)	67,692	66,767	(924)
Other Employee Costs	1,122	975	(147)	4,349	4,813	463
Police Officer Pensions	1,166	870	(296)	4,663	4,777	114
	50,616	49,573	(1,043)	202,479	203,747	1,268
Non Pay						
Repairs & Maintenance	8	5	(3)	31	35	3
Other Premises Costs	1,573	1,650	78	6,290	6,088	(202)
Vehicle Costs	1,018	1,104	86	4,045	3,934	(111)
Other Travel Costs	141	156	15	565	623	58
Operational Supplies & Service	1,705	1,536	(168)	6,688	6,710	21
Communications & Computers	3,126	2,805	(321)	12,576	11,831	(745)
Administration	450	497	47	1,841	1,803	(38)
Other Supplies & Services	249	130	(119)	1,144	1,241	97
	8,270	7,883	(387)	33,180	32,264	(916)
Contracted						
Third Party Payments	4,740	2,760	(1,980)	18,898	19,433	535
	4,740	2,760	(1,980)	18,898	19,433	535
Capital Financing						
Capital Financing Costs	2,552	6,366	3,813	8,066	8,073	8
	2,552	6,366	3,813	8,066	8,073	8
Income						
Grants & Contributions	(2,395)	(2,934)	(538)	(9,381)	(9,462)	(81)
Reimbursements	(1,381)	(1,430)	(48)	(6,029)	(6,598)	(569)
Sales, Fees & Charges	(215)	(302)	(87)	(860)	(1,105)	(245)
Other Income	(263)	(352)	(89)	(1,052)	(1,076)	(24)
	(4,255)	(5,017)	(762)	(17,322)	(18,241)	(919)
Funding						
Reserve Transfers	(2,485)	(935)	1,550	(2,565)	(2,531)	34
Use of capital receipts	0	0	0	0	0	0
Recharge direct to capital	0	0	0	0	0	0
Intra Group Transfers	0	0	0	0	0	0
	(2,485)	(935)	1,550	(2,565)	(2,531)	34
Unallocated Savings						
Unallocated Savings	51	0	(51)	211	(130)	(341)
	51	0	(51)	211	(130)	(341)
Total Revenue Budget	59,489	60,630	1,141	242,947	242,615	(332)

8.3 Value for Money

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

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

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

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

National Comparison

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

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