



STAFFORDSHIRE  
POLICE

# Public Performance Meeting

12th February 2019

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Service Development Unit

Date: 4<sup>th</sup> February 2019

Version: 1

Owner: Chief Superintendent Simon Tweats

Authors: Service Development Unit

Protective Marking: Official

Transparency: Full – proactively published

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## **Foreword from Chief Constable Gareth Morgan**

*Staffordshire, like many regions of the UK, is facing increasingly complex crime with many new and emerging threats which are taking more time and resources to solve. This includes cyber-crime – from online fraud to the use of the internet to groom and abuse the vulnerable, and organised crime which causes high levels of harm to people and their property. Alongside the challenge of increasingly complex demand, the force is facing sustained financial pressure and it has a robust plan to deliver further savings from its annual budget by March 2021 on top of those already delivered since 2010.*

*I introduced the Policing Plan in 2018 to transform how Staffordshire Police tackles these challenges. It focuses on a commitment to neighbourhood policing and improving the force's investigative capabilities, underpinned by better management of demand, and a transformation in the use of technology. At the heart of this is the Public Service Charter which sets out the force's commitment to local communities; to be there when needed, to put the public first and to work together with communities and partners as one team to keep people safe.*

*Since then the force has made good progress with its transformation programme and the implementation of its new operating model which will help us to improve the service we provide to local people. We have invested in neighbourhood officers which is driving a more preventative, proactive approach and enabling us to spend more time in local communities. We have also invested in investigations and emergency response, which have seen an increase in officer numbers, and the creation of new Resolution Centres to deal with non-emergency matters. Specialist investigators contact victims over the phone or online and gather evidence, where available, to build a case and resolve the issue. These centres are providing a better, more convenient response for victims and enabling the force to refocus response officers on emergency and urgent calls for service. This is just one example of how the force is changing and improving the way that people can access services. There is now less reliance on buildings - many of which were not located in areas which met the needs of local people or modern policing purposes - and more focus on providing opportunities such as drop-in and online surgeries where officers and PCSOs are available to speak to people about the issues affecting their communities.*

*Alongside this, we are working hard to develop and improve online access to services to make it quicker and easier for people to get in touch, find the information they need or report minor crimes on line.*

*Extra investment is critical to enable us to achieve all of these things, to prevent rising crime and, when it does happen, to be able investigate it quickly and skilfully, to protect victims and prosecute offenders. The Staffordshire Commissioner's decision to increase the council tax precept for police funding will help us to stabilise the force's finances and support the ongoing programmes of change. Importantly it will help to further improve our capacity to target and disrupt those committing crimes such as burglary and vehicle crime and causing the most harm against people and their property.*

*It will also enable us to build on the progress we have made in managing the increasing number of cases involving missing people through the creation of a dedicated team. This will help to further reduce risk and prevent harm as well as enabling a better service to vulnerable people to tackle root causes, provide the right support, which may be from other agencies, and reduce the likelihood of escalation, repeat vulnerability and crises.*

*We will also build on previous investment which has enabled us to extend the work of the Staffordshire Safer Roads Partnership, and the Central Motorway Policing Group (CMPG) to cover the A500. Strengthening our roads policing capability further will enable us to disrupt criminals who use the road network, and reduce the number of road users killed or seriously injured through increased enforcement alongside the existing programmes of education.*

*Alongside this, the force continues to develop its capacity and capability to tackle the growth in cyber-crime with a particular focus on those causing the most harm, including sex offenders.*

*Underpinning all of this is the force's developing performance framework which drives a renewed focus on continuous improvement. This will enable us to identify what we do well, and build on it; and where we need to improve.*

*Together, these measures will enable us to make further progress on the priorities set out in the Policing Plan; to act earlier to protect the most vulnerable, to prevent crime and anti-social behaviour and to fulfil our ambition of improving our service to the people of Staffordshire.*

## *Executive Summary*

Across England and Wales the volume of recorded crime is increasing and becoming more complex.

The National Police Chief's Council (NPCC) acknowledge that police forces continue to see increases driven by better recording practices and improved victim confidence in coming forward to report crimes like domestic violence and non-recent sexual abuse.

Rises in public order, sexual offences and in violence without injury have been major factors. The Office for National Statistics (ONS) attributes these increases to improved crime recording processes and victims having greater confidence to report incidents to the police – which is particularly important for those experiencing domestic abuse, sexual offences and harassment. Police forces are not complacent about any crime rises, even if analysis suggests changes to recording and reporting are behind these figures. Latest estimates from the Crime Survey for England and Wales showed that only 2 out of 10 adults experienced crime in the latest year.

Staffordshire Police is currently rated by HMICFRS as having “Good” Crime Data Integrity (CDI). Forces rated less than “Good” are likely to see substantial increases in their number of crimes following a CDI inspection.

Overall, the picture for Staffordshire mirrors the national picture and the Force recorded 83,427 crimes in the last 12 months to the end of December 2018. This represents a slight increase of 1% compared to the previous 12 months. There has been a growth in some of the ‘traditional’ acquisitive crimes or those high harm crimes like violence, domestic abuse and sexual assaults.

Violence against the person offences have seen an increase by 3% in the in the last 12 months with an additional 873 offences, and other violence against the person has risen by 8%. This crime type has the most significant volume increase particularly over the last 2-3 year with an additional 1,454 crimes in the last 12 months. It includes non-physical type violent crimes such as harassment, malicious communications and stalking and this is explored further in the report while more serious violent crime with injury and less serious violent crime with injury have reduced by 3% and 5% respectively.

Staffordshire Police has seen significant changes to its structure in the last 12 months with a reducing workforce and in order to deal with its demand effectively has changed the way it deals with incidents by introducing three resolution centres the impact of these is explored further in the document

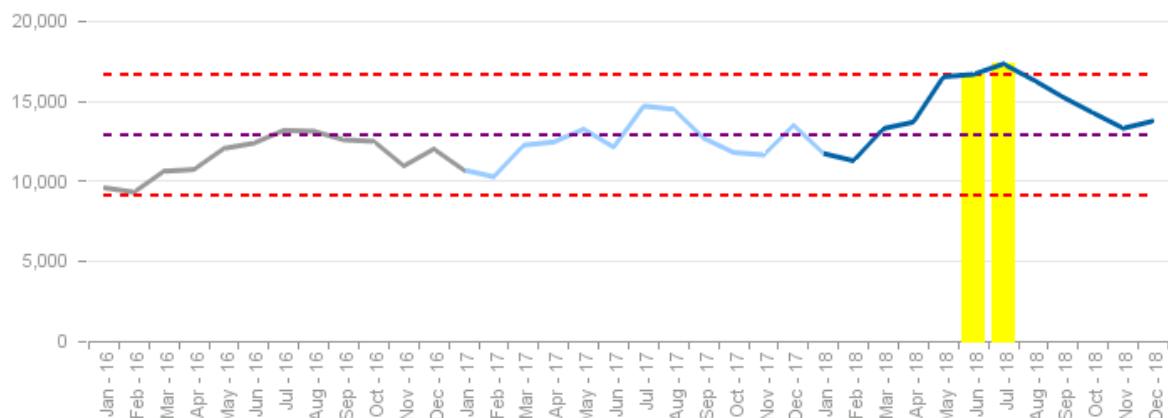
Victim satisfaction in relation to crime in Staffordshire has seen a changing picture during 2018. Levels at the beginning the year reported 89%, however, a reduction has occurred during the summer months and overall satisfaction now reports at just over 80% with victim satisfaction for ASB incidents being 79%.

## Call Handing

### 999 calls

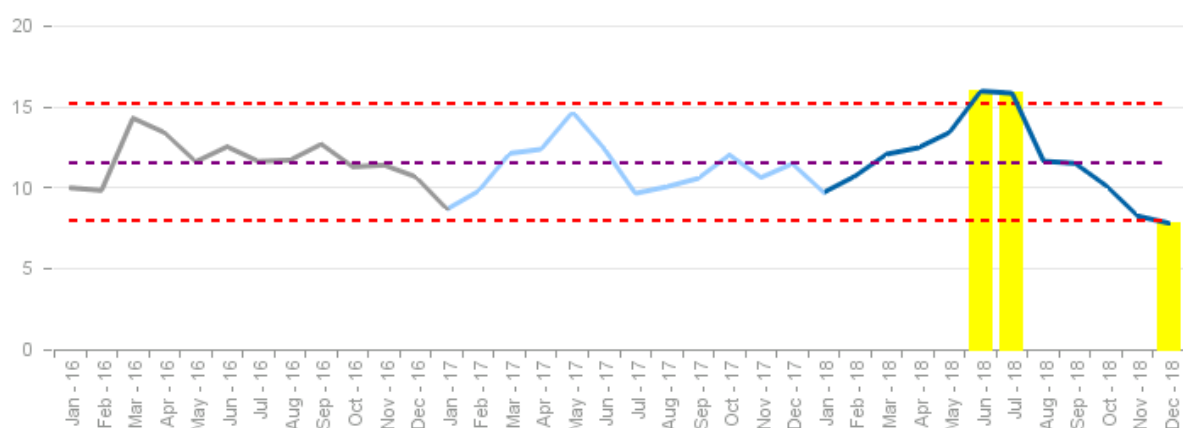
The number of 999 calls has risen from 150,133 in the previous 12 months to 173,676 in the last 12 months, which represents an increase of 16%. There has been an upward trend in incident volume since the start of 2018, peaking in July 2018, however the most recent quarter has reduced to just above average.

**Calls Received Over Time (Variation)**



The average time to answer 999 calls peaked during the months of high demand however since then has shown an improvement each month with November and December 2018 showing the lowest levels for over 3 years at 8 seconds.

**Average Time to Answer(Seconds) Over Time (Variation)**

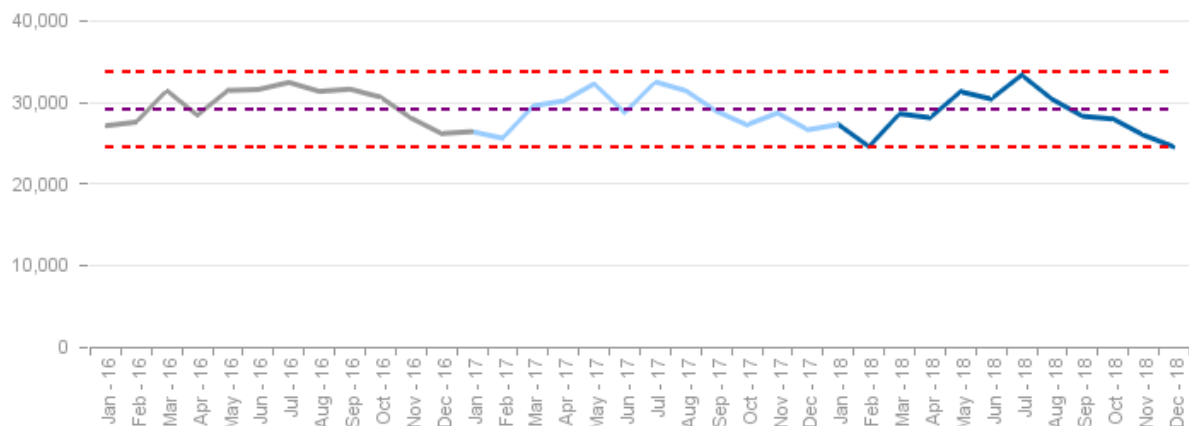


The abandoned call rate for 999 calls has remained consistent over the last 2 years at just over 1%.

## **101 calls**

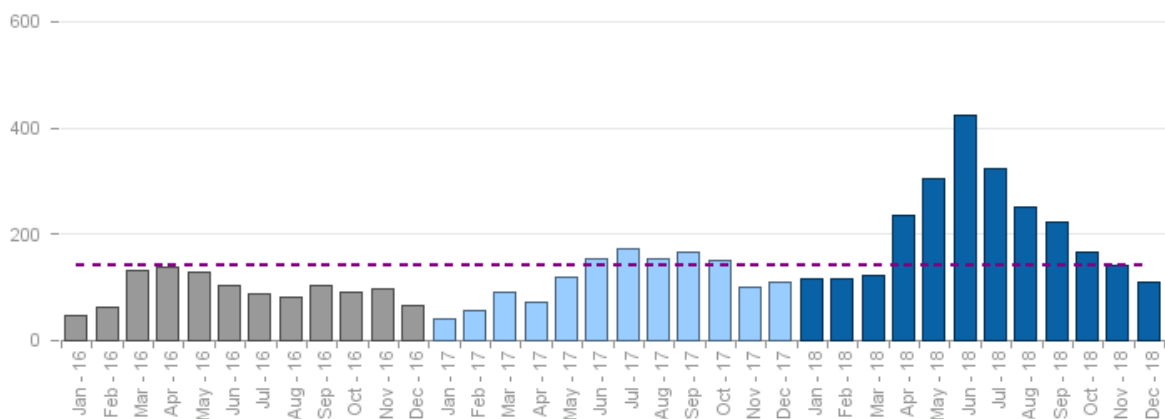
There has been a reduction in the volume of non-emergency calls falling by 2%, from 348,627 in the previous 12 months down to 341,204 in the last 12 months. There has been a degree of fluctuation over time but the volume has mostly remained within expected levels.

**Calls Received Over Time (Variation)**



The average time to answer 101 calls has increased from 1 minute 54 seconds in the previous 12 months to 3 mins 29 in the last 12 months. The answer time peaked during the high demands months in 2018 but has improved since July 2018. The chart below demonstrates that December 2018 level of below 2 minutes is more in line with the previous year.

**Average Time to Answer Over Time (Variation)**



The abandoned call rate for 101 calls has increased from 8.6% in the previous 12 months to 12.7% in the last 12 months. Again the high demand months of 2018 saw higher abandoned levels but since then has shown a decrease each month with December 2018 showing a rate of 8%.

The charts represented show volumes of public contact across the most common methods over the past three years. It demonstrates increases seen over the past three years in 999 calls received, a trend we anticipate will continue over the next two years and is seen nationally.

We continue to prioritise our 999 call answering service in line with the national service level agreement to answer 90% of 999 calls within 10 seconds. When we receive the 999 call we then assess the call and grade our response accordingly based on THRIVE (**T**hreat, **H**arm, **R**isk, **I**ntelligence, **V**ulnerability, **E**xpectation) principles. We accept that this will mean some delays in the answering of 101 calls during our busiest times.

To meet the challenges of the increased 999 demand we have sought to resolve as much public contact as possible within the control room. While control room staff are resolving public calls at the point of contact (at the highest levels ever seen) this has reduced their ability to respond to new incoming demand. The increases in the amount of time spent dealing with individual calls or contacts has resulted in rising wait times on the '101' non-emergency number, correlating with increasing misuse of the '999' emergency system and failure to meet the national target answer time of 10 seconds.

Work continues to;

- Deliver our Public Contact plan which will focus on ensuring that people are confident that the service is there when they need it, putting public contact needs at the forefront of our work and supporting the wider strategic aim of improving public confidence. This plan has been developed to support the force to meet public demand and provide a timely and high quality public service.
- Continue to make the conscious decision to prioritise 999 call handling above all other calls for service. Through effective use of our multi-skilled operators we can flex between roles within the Contact Centre as demand moves between 101 and 999.
- Improve on the service delivery information in place to better understand demand focusing on repeat demand, the point of 101 abandonment, calls volumes, exceptions and resource levels.
- Call back functionality. A call back will not be offered now until 101 calls are queuing for 10 mins (previously at 3 mins). Although early days this is already showing that callers are content to wait in the queue a little longer and this also gives us more opportunity to manage the demand real time.

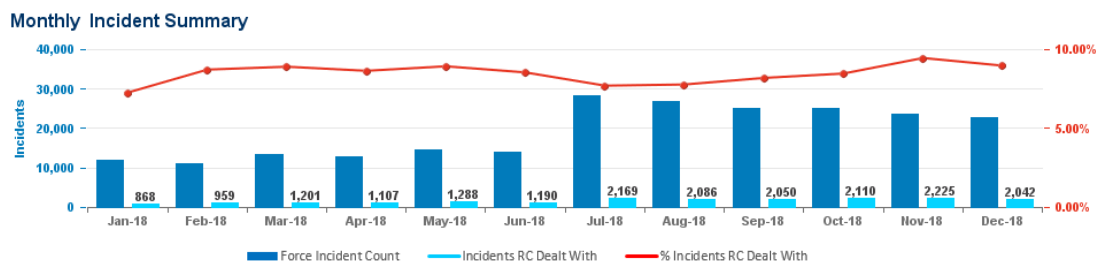


- On line reporting of lost and found property, drive off offences and shoplifting reporting through the website has been a great success and as a consequence has reduced the number of 101 calls. The roll out the national SOH (single online home) platform in the summer of this year will offer more channel choice for the public and provides the opportunity to rethink our digital contact and create a platform to grow our online presence.
- Strengthen our accessibility, providing the public with the ability to transact and interact with the force by developing our automated 'contact' support through the use of interactive voice recognition system (IVR) which allows callers to solve their own problems and obtain advice and information they are searching for without speaking with a call handler.
- Our measure for 101 is an ambition within the Public Contact Plan to design our new processes to ensure that we answer 101 calls at the earliest point possible and seek to resolve each matter at the first point of contact with no requirement or need to repeat that contact.
- Reinforce the appropriate use of 999 and 101 services to reduce demand through external marketing campaigns and provide choices.
- Demand reduction of 101 calls and repeat demand. At the point of service delivery Contact and key stakeholders from across the organisation are reviewing and managing the flow of non-emergency demand to ensure that the crime or incident is channelled to the most appropriate place for early review, ownership and investigation. This initiative that has been in place since late October 18, supports the 'doing the right thing' and 'getting it right first time' approach to non-emergency 101 demand. Its early days but indications show that the repeat rate for 101 calls has dropped as a result of this approach.

Action 006 – Monitoring report on the county-wide operation of the resolution centre during its first 6 to 9 months. To identify whether it is delivering the level of confidence expected.

## Resolution Centre

The Resolution Centre (RC) was formed in the north of the county in December 2017 and in the south of the county in July 2018. The chart below shows the number of incidents dealt with by the RC and also as a percentage of all force incidents.



*\*Force Incident volume prior to July 2018 is the north only (which includes Stoke-on-Trent, Newcastle & Moorlands).*

Dealing with non-emergency demand the RC consists of one Inspector, six Sergeants and approximately 60 Police Officers and Investigation Officers across three sites (Hanley, Cannock and Burton).

During 2018 the RC dealt with 19,295 incidents, of which it resolved 18,849. Those that were not resolved by the RC were either allocated to 'front line' staff to resolve (391) or referred to partner agencies (49).

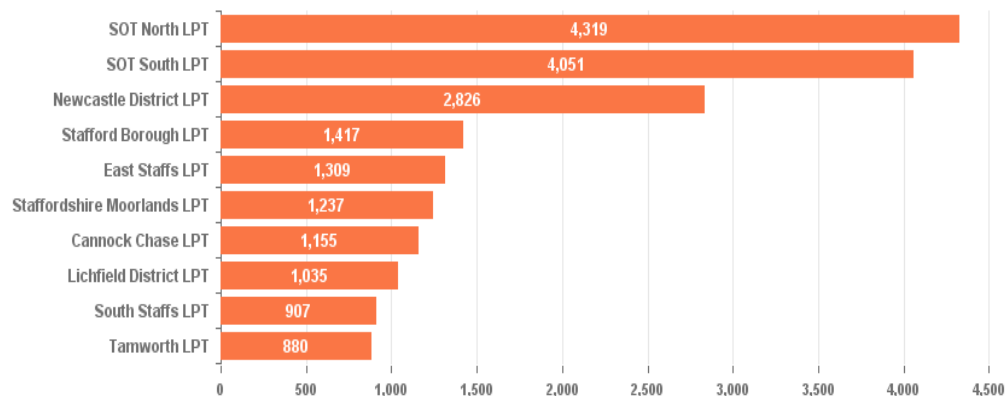
In addition, the RC has also begun to deal with 'low level' domestic abuse. This is part of a national trial with the College of Policing which meant during 2018 the RC dealt with 1,134 Domestic Abuse incidents resolving 1,108.

In total the RC currently deals with 8.30% of the force demand however this figure is increasing on a day by day basis with the new triage system introduced by the Force Contact Centre.

The average time to resolve incidents dealt with by the RC has reduced by 12 hours compared to the time this type of incident would previously have taken.

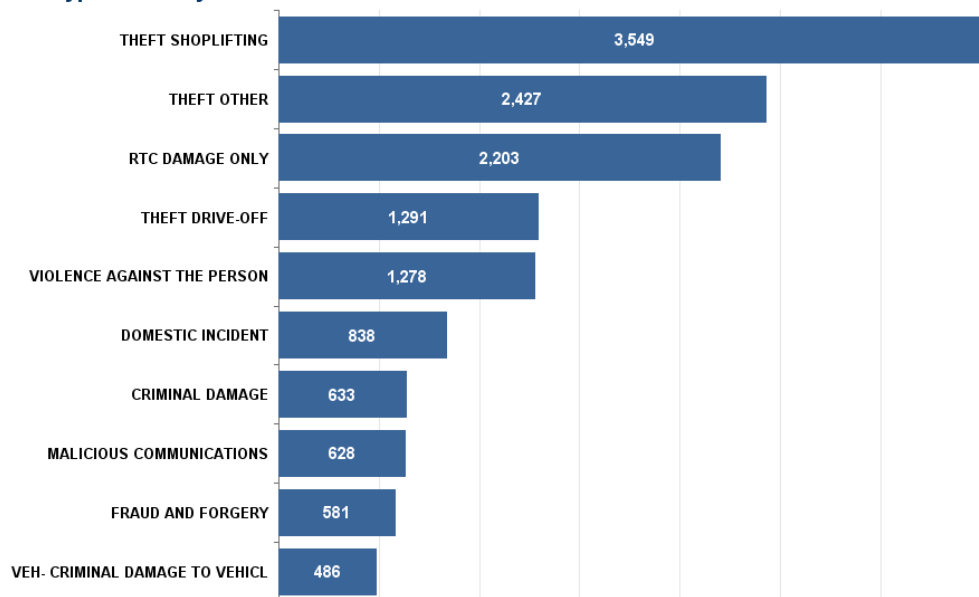
Satisfaction levels of persons dealt with by the resolution centre is currently on par with those dealt with in a more traditional way, however the body of surveys needs to be built up before reliable comparisons can be made, especially at crime type level. It is recognised that a dedicated Resolution Centre survey is required to fully test the contribution of this innovation to our strategic priority to make it easier for victims and witnesses to access the support they need.

The incidents dealt with by the RC are across the force as shown below, southern NPT levels will be lower as are from July 2018.



The RC deal with a variety of incident types, the top 10 for 2018 are shown below.

#### Call Type Summary



The RC has also introduced an online reporting system for retail crime meaning shop and petrol stations can report matters at a time that is convenient to them. During 2018 1,312 crimes were reported by this method with all suitable unidentified images in the north, being published in the Sentinel's Wanted Wednesday campaign.

This campaign has been extremely successful with over 100 positive responses of identification being received from the public. This is now being introduced into the Burton Mail.

As you can see from the above the RC is now crucial in providing a quality service to members of the public and ensuring that resources are used in the most effective manner.

## Response Times

50% of all incidents received by Staffordshire Police in the period 1<sup>st</sup> January 2018 – 31<sup>st</sup> December 2018 were resourced (which means that officers have attended in person).

Staffordshire Police deals with various types of incidents on a daily basis and the differing nature of these, particularly in terms of their seriousness, is reflected in the allocation of resources; for example, in the most recent 12 months, a significantly higher percentage (86%) of Domestic incidents were resourced compared to Transport incidents (49%).

### Grade 1 Incidents (Attendance within 15 minutes)

In the last 12 months, the Force responded to 64% of Grade 1 incidents within 15 minutes with an average attendance time of 19 minutes 45 seconds, compared to 16 minutes 10 seconds in the previous 12 months which equated to 75% within 15 minutes.

The position across all hubs for the last 12 months is very similar

| Hub   | Average attendance time over last 12 months | % Attended with 15 minutes in last 12 months |
|-------|---|--|
| North | 20 minutes 36 seconds                       | 63%  |
| East  | 18 minutes 39 seconds                       | 66%  |
| West  | 19 minutes 42 seconds                       | 64%  |

The position for last quarter (October 2018 to December 2018) is

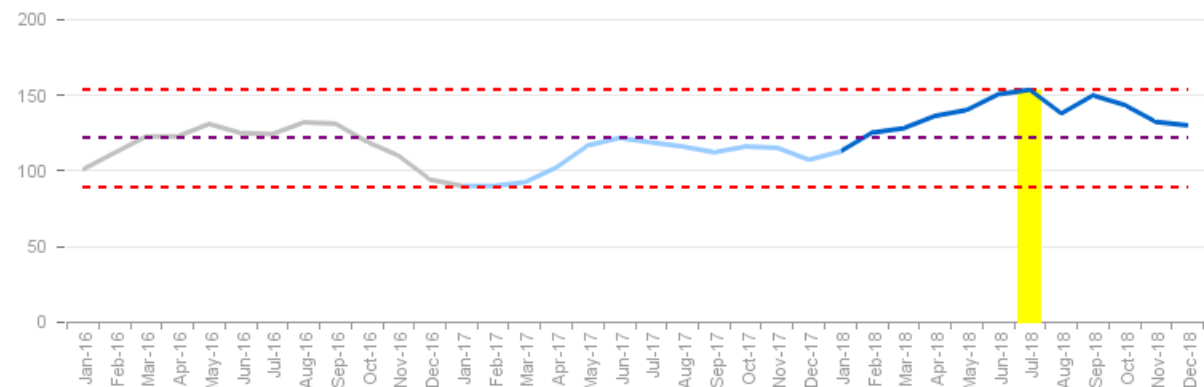
| Hub   | Average attendance time over last 12 months | % Attended with 15 minutes in last 12 months |
|-------|---|--|
| North | 20 minutes 12 seconds                       | 59%  |
| East  | 19 minutes 39 seconds                       | 62%  |
| West  | 19 minutes 34 seconds                       | 59%  |

## Grade 2 Incidents (Attendance within 60 minutes)

In the last 12 months, the Force responded to 53% of Grade 2 incidents within 60 minutes with an average attendance time of 2 hours 16 minutes, an increase of 28 minutes compared to the previous 12 months.

The average time to arrive has remained above average levels since February 2018, however, monthly variation over the last three years has remained mainly within expected levels. Although July 2018 is slightly above the upper control limit, as demonstrated below, the most recent quarter has reported a reduction.

**Average Incident Attendance Time (Minutes) - Monthly**



The Northern hub shows higher levels than in the East and West over the last 12 months as shown in table below.

| Hub   | Average attendance time over last 12 months | % Attended with 60 minutes in last 12 months |
|-------|---|--|
| North | 2 hours 42 minutes                          | 48%  |
| East  | 1 hour 48 minutes                           | 59%  |
| West  | 1 hour 56 minutes                           | 57%  |

As a result of the Force change programme SP25, a new Operating Model was introduced that has led to the formation of 3 Response Hubs that cover the entire Force area. These Response Hubs are based geographically at Hanley, Cannock and Burton. Resources at these 3 Hubs provide the 24/7 policing response to calls for service that are highlighted as Grade 1 (urgent calls with a preferred attendance of 15 minutes) or Grade 2 (priority calls for service with a preferred attendance of within 1 hour).

The Hubs officially 'went live' from June and July 2018 – however in the preceding months, resources were systematically relocated to the new locations to ensure that business as usual continued during the changeover phase that required a great deal of planning and preparation from a logistical point of view.

There is an acknowledgement that by placing resources into 3 strategically placed Response Hubs, one of the issues is that travelling distances and attendance times have increased – this is being countered with the use of Deployment Locations used by Response resources that have been identified and linked to incoming demand patterns. Work to ensure the effectiveness of these Deployment Locations continues, in addition, the revised working practices and processes introduced as part of the new Operating Model are starting to embed.

It is also worthy of note that the visibility of Response resources has increased slightly providing visible reassurance to local communities.

In addition our residents perception survey (Feeling the difference) demonstrates that 80% of people agree that the police can be relied upon to be there when needed.

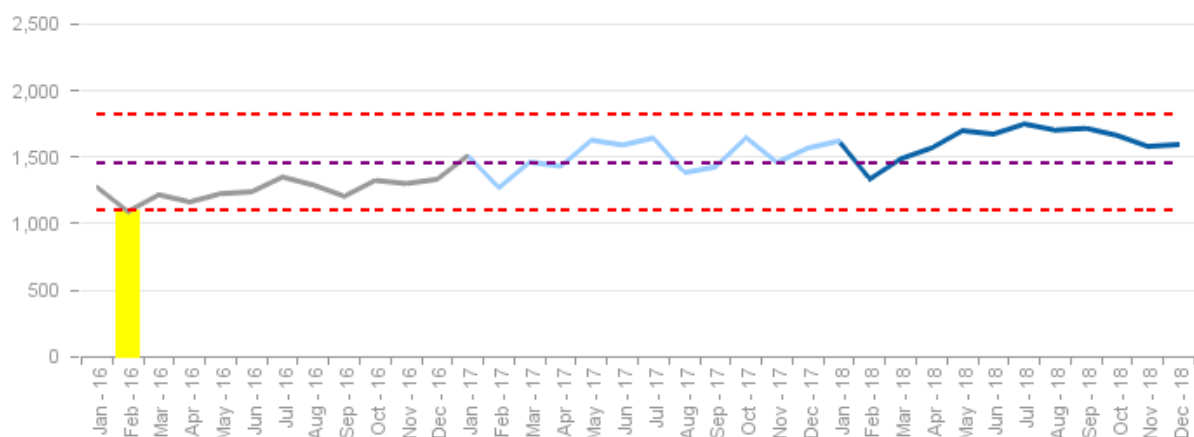
### Action 012

'Identify what is included in 'Other Violence Against the Person' how it affects crime numbers and where the police should draw the line on what should and should not be investigated as a criminal offence.

## Other Violence Against the Person

Other Violence against the Person has seen the most significant volume increase of all the types of violence at 8% (1,454 crimes) and makes up 59% of the overall crime increase.

### Committed Crime Over Time (Variation)

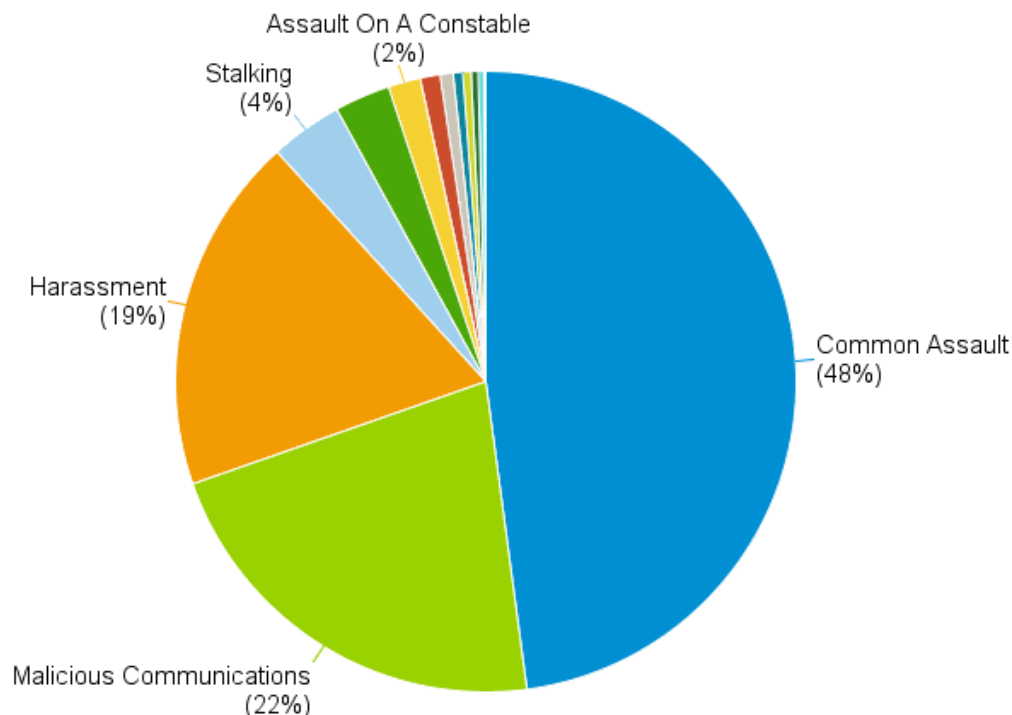


From April 2018 there was a change to legislation which has had an impact on Other Violence against the Person crimes. There was a change to how we record crimes of harassment and stalking, which started to be counted in their own right if they are also linked to another crime i.e. assault. Before 01/04/2018 the assault would have been counted over the harassment. Now crimes are now being recorded for both offences this had led to an increase in crimes of harassment.

There were also changes to the recording of stalking offences from 01/04/2018, where an offence of Stalking will be recorded in addition to the most serious additional offence involving the same victim-offender relationship. Now crimes are now being recorded for both offences this had led to an increase in crimes of stalking.

Other violence against the person offences without this legislation change would have given a more consistent level of crime, this would represent a 2% decrease.

The following pie chart shows how the Other Violence against the Person crime category is made up, and what proportion each of the different crime types account for.



Stalking has seen the highest percentage increase of 166% with an additional 458 offences compared to the previous year. Other types of offences which have seen a significant percentage changes are Racially Aggravated Harassment (77%), and Harassment (54%).

Reductions have been seen in some Other Violence against the Person crime types: Malicious communications makes up 22% (4,243 crimes) and has seen a reduction of 3% (143 less crimes) in the last 12 months; Common Assault makes up 48% (9,334 crimes) and has reduced by 2% (163 offences); and Threats to Kill have reduced by 9% (58 offences).

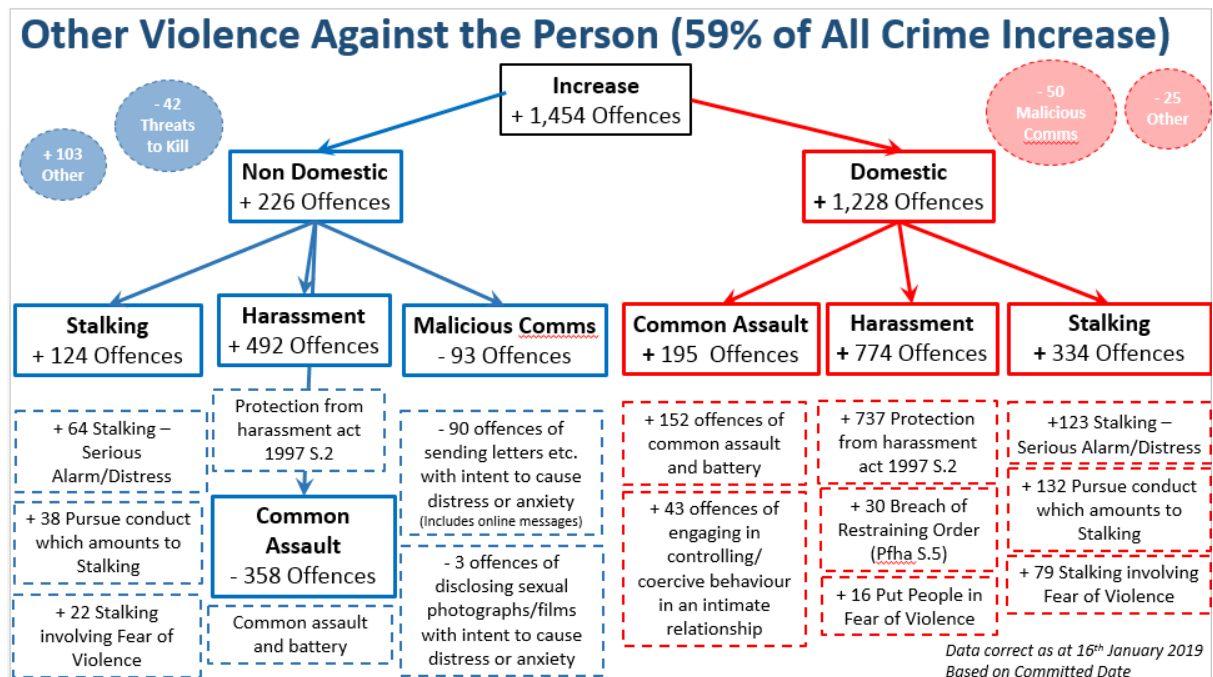
### Domestic

Other Violence Against the Person which is Non Domestic has seen an increase of 2% (226 crimes) and accounts for 53% of Other Violence Against the Person, and relates to 13% of the overall increase in Other Violence Against the Person.

Domestic Other Violence Against the Person has increased by 15% (1,228 crimes) and accounts for 47% of Other Violence Against the Person, and relates to 87% of the overall increase in Other Violence Against the Person.



The following flow chart shows where the largest changes are across Other Violence against the Person and is split between domestic and Non domestic offences.



### Non Physical and Online

Other Violence against the person is the only type of violent crime which does not always involve a physical assault. 48% of Other Violence against the Person is Non Physical which equates to 9370 crimes in the last 12 months. This proportion has increased by 5.1% compared to the previous year.

Of this 12% of Other Violence against the Person is online or cyber related and this accounts for 24% of the Non Physical Other Violence crimes in the last 12 months.

In relation to Domestic offences a higher proportion of Other Violent crimes, 52% are non physical.

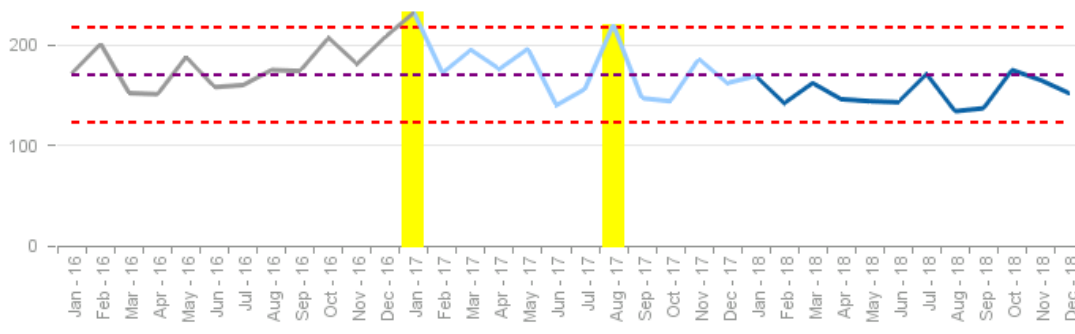
Of this 11% of Domestic Other Violence against the Person is online or cyber related and this accounts for 19% of the Non Physical Domestic Other Violence crimes in the last 12 months.

The increase in the violence without injury is felt across the country with most forces reporting an increase.

## Action 015

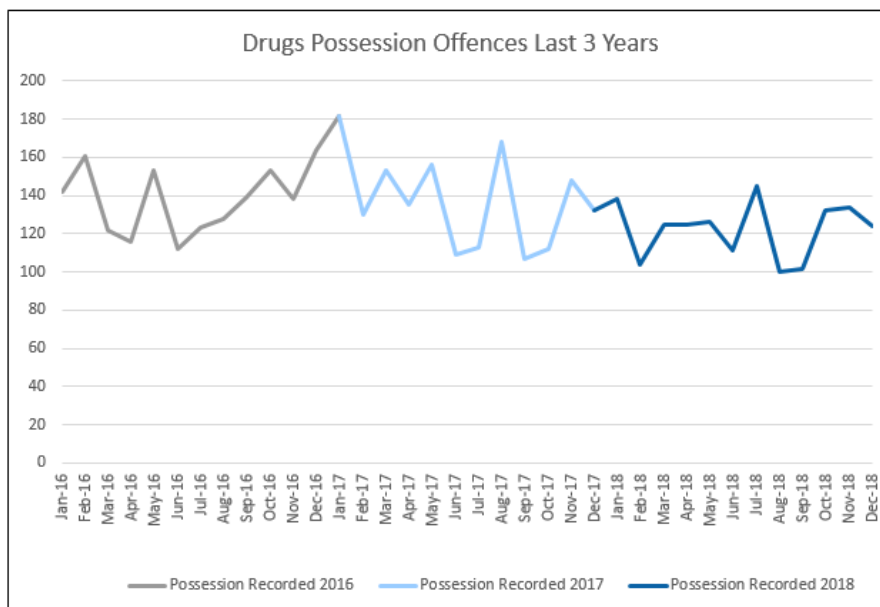
To understand how the picture has changed over the last 3 years for possession and supply offences.

Recorded drugs offences have remained relatively stable until August 2017, however since this time levels have seen a gradual decline and this can be seen from the chart below. In the last 12 months the number of drugs crimes recorded has decreased by 273 offences (13%) over the last 12 months compared to the previous 12 months.



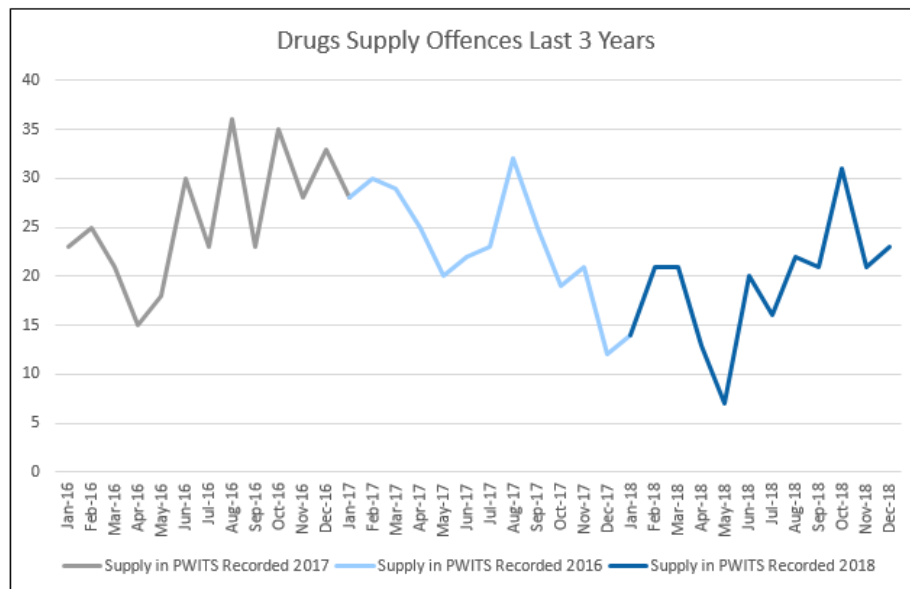
## Possession of Drugs

In the last 12 months there have been 1466 possession of drugs offences, during 2017 there were 1645 offences. This represents a reduction of 10.9%



## Supply of Drugs

In the last 12 months there have been 230 supply of drugs offences, during 2017 there were 286 offences. This represents a reduction of 19.6%



Unlike possession offences supply of drugs offences can have multiple offenders per crime so below is a view of the number of accused associated with this type of offence. During 2018 there were 398 accused compared with 406 in 2017 which represents a 2% reduced. This data is based on outcome date to remove the issue of unresolved crime.



The Force also continues to focus activity and resources on these larger groups who supply and bring drugs to Staffordshire. This relentless determination to keep our communities safer is securing higher numbers of positive outcomes for these individuals.

Recently there have been a number of high profile cases where large custodial sentences have been issued as below:

### **MAN JAILED FOR 10 YEARS FOR HIS ROLE IN 'THE STOKE CONNECTION'**

A man has been jailed for 10 years for his part in a conspiracy to supply cocaine into north Staffordshire known as the 'Stoke Connection'.

Following the arrest of a courier on 23 March 2018 - where three packages of cocaine were seized with a combined weight of 505 grams

In a joint operation between Greater Manchester Police and West Midlands Regional Organised Crime Unit (WMROCU) a group of men were identified as suppliers of cocaine across the Midlands and North West area.

Police raids related to the gang's activities seized 13kg of Class A drugs in total and more than £100,000.

### **Group who conspired to bring cocaine to streets of Staffordshire sentenced to total of 50 years**

Nine men and four women have been sentenced for their part in a large-scale conspiracy to supply cocaine into an area stretching from Staffordshire to the Welsh Borders.

The scale of the operation meant that the case took almost five years to build from initial arrests and involved the collation of huge amounts of data including the analysis of 132 mobile phones seized.

Officers seized cocaine with a street value of more than £200,000 and £40,000 in cash.

The men and women were jailed at Stafford Crown Court today and yesterday (18-19 December).

#### Action 014

'Victim Satisfaction' information to be received on victim satisfaction for general crime and business crime to outline in terms of support the differences between what individuals need and what businesses need.

## Victim Satisfaction

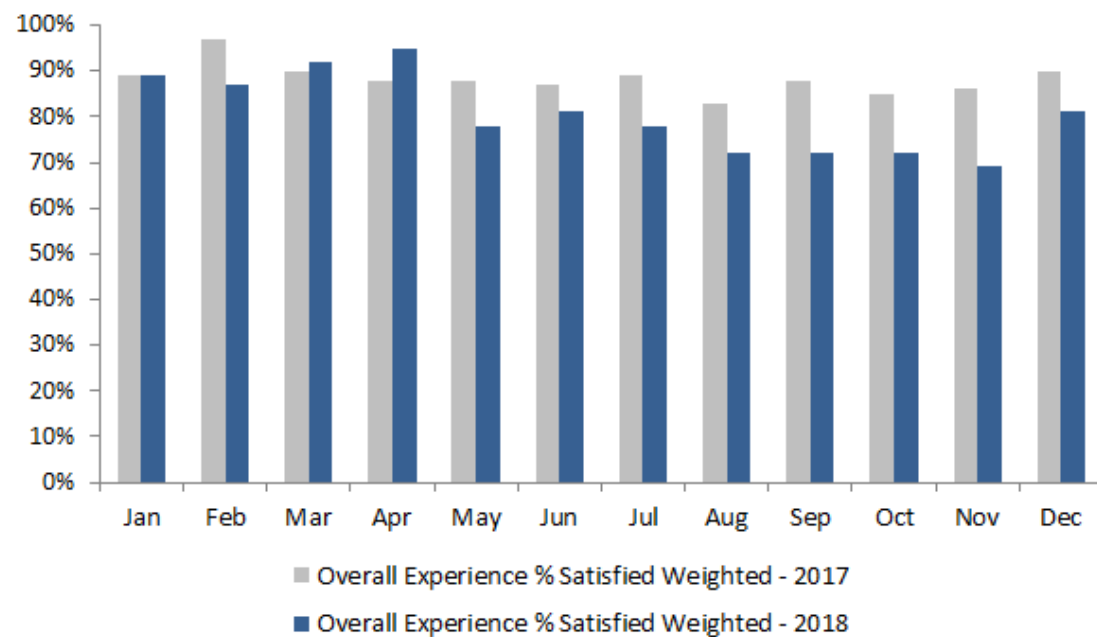
### Crime

Satisfaction results are generated from individuals who are surveyed and who answer that they were completely, very or fairly satisfied with their experience of the Police. Crime satisfaction represents victims of assault, burglary residential offences and vehicle crime.

Results for 2018, which are measured across three areas – Assaults, Residential Burglaries and Vehicle Crime - show that 81% of crime victims in Staffordshire were either completely, very or fairly satisfied with the service provided to them by the Police. Significantly, in relation to the key elements of satisfaction, the Force has achieved a level of 75% or greater in each case – the breakdown of which, including confidence intervals, is shown below:



Monthly overall crime satisfaction when comparing each of the most recent 12 months with the same month in the previous period is as follows:



Force analysis has demonstrated that action taken/problem solving by the Police has the greatest bearing on overall satisfaction. Where there is high satisfaction for Action Taken, this, more than any other element of satisfaction, is most likely to result in a high level of overall satisfaction. To ensure strong levels of satisfaction, the Force must take every opportunity to achieve the desired outcome for the victim.

### ***Crime Satisfaction for Victims – further context***

14% of all incidents resulted in an outcome e.g. a charge/summons or an Out Of Court Disposal; victims/witnesses' unwillingness to prosecute, in addition to evidential difficulties, was a barrier to achieve such an outcome in one-third of cases – higher in cases relating to sexual offences. Furthermore, victims may not always understand or cannot meet Staffordshire Police's evidential threshold levels.

Where a respondent expresses a high level of satisfaction in respect of Action Taken and Kept Informed, then they are more likely to feel they are being supported by the Police and feel more able to better recover from the trauma of becoming a victim of crime.

Surveys are usually conducted between six and eight weeks after the crime took place. The dip in satisfaction levels occurred at a time when Staffordshire Police experienced high levels of demand whilst simultaneously implementing a new Operational Policing model. Additionally, all advice files for charging decisions are required to be submitted to the Crown Prosecution Service (CPS), who are not consistently meeting their Service Level Agreements – this is resulting in some delays which can impact on satisfaction levels.

Proposals for consideration for the future include:

- Complete a full review into how Staffordshire Police manages satisfaction.
- 'Refresher' meetings with Victims Champions regarding keeping victims informed.
- A series of blogs to Officers with a focus on Action Taken and Kept Informed.
- Work with the team carrying out the surveys so they understand the service that it is now being delivered i.e. the new Operational Policing model.
- Action Taken is to form part of investigative work that is part of the Managing Offenders Strategy.
- Review how surveys are conducted; a new, more far-reaching 'pilot' survey is currently in development, which will contain questions for both victims and witnesses of crime and provide Staffordshire Police with a better understanding of the experience of those who have been through the Criminal Justice process. Flowcharts, distributed to victims/witnesses to help them understand this, are also being considered.
- The possibility of making surveys available online via a future Staffordshire Police website is being explored.

### ***Business crime surveys – further context***

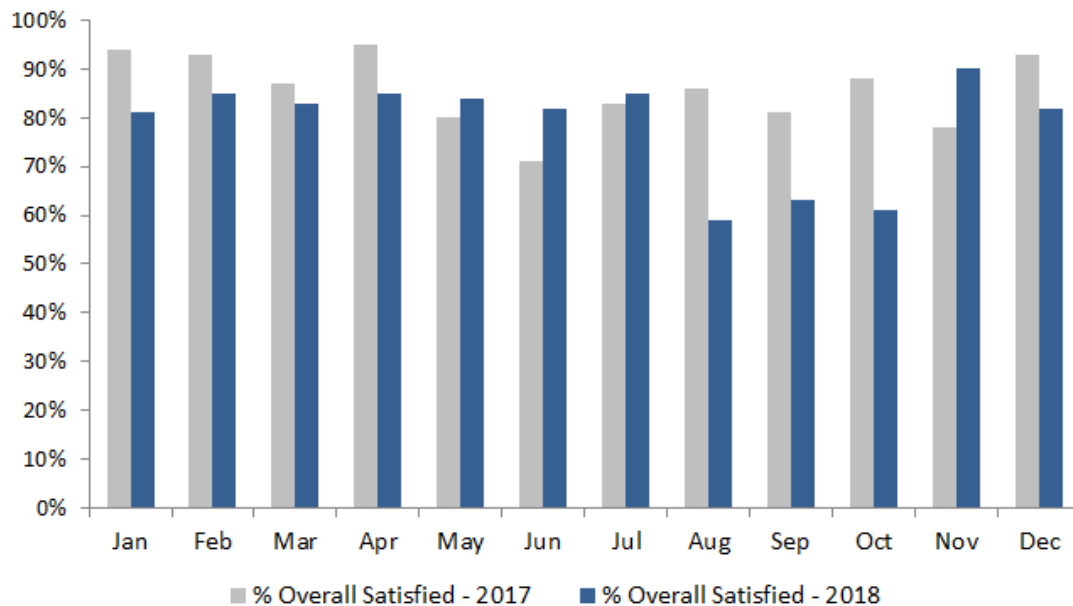
Guidelines for victim satisfaction surveys require that the person who responds to the survey must be the victim of the crime. This is not often possible for victims of business crime using the telephone survey method because the person who answers the call is often not the person who was involved or present when the crime was committed. Furthermore, crimes against the person and crimes against a business can often be confused in source data for sampling. Because of this it is suggested that alternative survey methods for victims of business crime are developed as part of any action plan resulting from the Victim and Witness Needs Assessment (VWNA) 2018.

While further exploration of existing survey data is recommended, case studies undertaken as part of the VWNA began to reveal likely priorities for victims of business crime that should inform commissioning and service development going forward. What appears to be most important for victims of business crime are speed of response, making best use of available evidence, being kept informed and speed and efficiency of process. Businesses are less likely to be interested in pursuing prosecutions than in receiving full and timely compensation for damage and/or loss. These lines of enquiry should be developed through further research and processes and criminal justice decisions for victims of business crime reviewed accordingly.

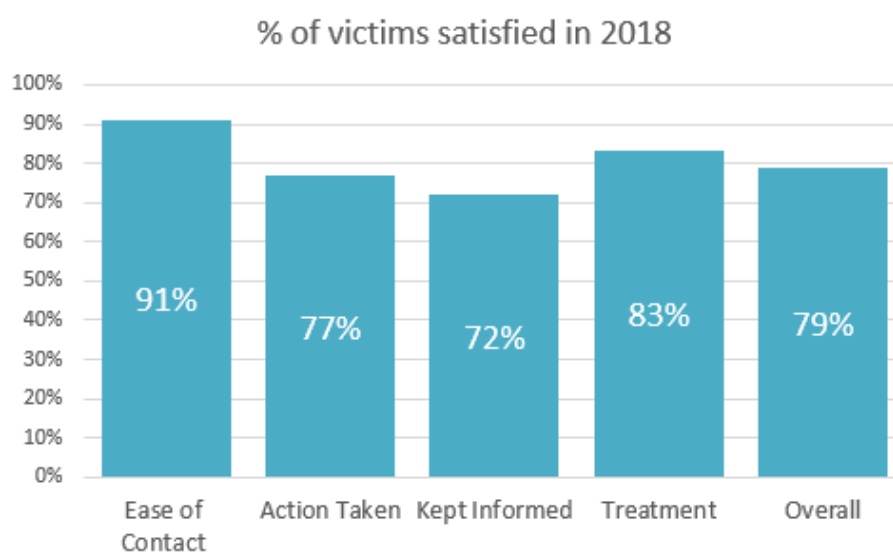


## Anti-Social Behaviour (ASB)

The most recent results show that 79% of ASB victims were either completely, very or fairly satisfied with the overall service provided to them by Staffordshire Police. As with Crime satisfaction, it is the action taken by the Police that has the greatest effect on overall satisfaction; where victims are aware that an officer has visited the scene, overall satisfaction levels are significantly higher. Monthly overall satisfaction when comparing each month in 2018 with the same month in 2017 is as follows:



In relation to the key elements of satisfaction, the breakdown, including confidence intervals, is shown below:



Satisfaction results for ASB are not officially collected at a national level.

### ***ASB Satisfaction for Victims***

The Engagement Tag was removed from STORM as it was creating inefficiency in responding to ASB incidents due to its use as a tasking process for PCSOs. This has enabled Neighbourhood Policing Teams (NPTs) to contact the victims of ASB more frequently than in the past as the Ward-aligned Officer is physically not on duty. The Ward-aligned Officer will look to understand the nature of the issue and consider any longer-term problem-solving requirements. Professional judgement is then used to determine if the caller requires a second visit after seven days to understand if the issue appears to be a one-off or if there are elements of vulnerability. NPT Commanders confirm that this is occurring the majority of the time, although due to changes in the Force's Operational Policing model, the above has not been the focus of scrutiny for NPTs.

All NPTs have an ASB plan that includes governance, performance, Partnership-working and developing best practise. At a local level, every NPT receives weekly automated problem-solving documents to help staff to focus in the right areas with regard to the problem analytical triangle. Each NPT also creates a quarterly action plan targeted at repeat and high threat local problems and is linked to Citizen Focus Toolkit. Plans are scrutinised at the quarterly ASB/Public Space Violence (PSV) working group that reports to the City and County Responsible Bodies Groups, Force Tasking meetings and the Service Improvement and Organisational Learning Board. NPTs are also developing Partnership action plans as part of the new Operational Policing model.

NPT Commanders receive a weekly non telephone resolution satisfaction survey, which reports on ASB incidents attended by both Neighbourhood and Response Officers. Scrutiny is applied to these incidents, though NPT Commanders mainly focus on those that have been attended by Neighbourhood Officers only. Where dissatisfaction is experienced and the victim wishes contact, NPT Commanders are ensuring victims are approached to provide service recovery opportunities and to understand how and why the victim was left dissatisfied with the service provided. This feedback is provided directly to the Officer and their Sergeant to improve their understanding so they can provide a better quality of service.

A Manual of Guidance for ASB and PSV which outlines tactics and approaches that can be taken by NPTs to manage and resolve ASB issues has been rolled out across the Force. A Force-wide strategy for ASB and PSV will be created and will be supported by Partnership delivery plans. A Force Repository has also been created that stores/shares examples of best practise from across the Force and from external contributors and partners.

All Neighbourhood and Response Officers received problem-oriented training in 2017 and 2018. The Force thematic owner for problem-solving is currently reviewing plans with Learning and Development to provide a new roll-out of training for all new Officers/Neighbourhood staff and to consider how broad this training will implemented across the rest of the Force.

## Resourcing

### Sickness Absence Management

The People First strategy sets out our approach to health and wellbeing; *“to ensure our workplace is positive and healthy, people take ownership of their own health and wellbeing and wellbeing is at the heart of people’s experience of working at Staffordshire Police.”*

The management of sickness absence is supported by a proactive approach by the Human Resources and Occupational Health teams working closely with line managers. Force wide wellbeing initiatives and an early intervention programme to support our people.

The predicted average working days lost per person for 2018/19 is 8.50 days. For 2017/18 the figure was 7.77 days and for 2016/17 8.58

#### Top 3 reasons for sickness absence (working days lost)

The top 3 reasons for sickness absence at present are as follows (this is for all staff across the force calculated by number of working days lost):

1. Psychological disorder
2. Muscular/skeletal
3. Miscellaneous\*

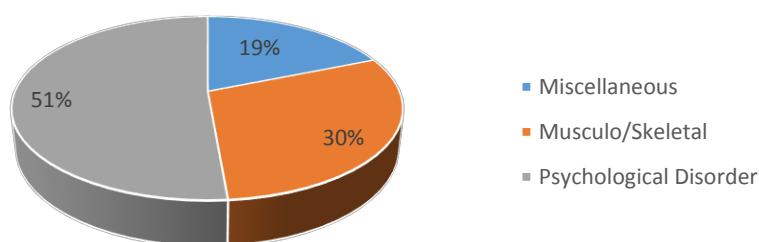
Sickness absence is categorised using the ‘Dorset 12’ list of descriptors which is the recognised national sickness absence categories used by all forces.

\*The miscellaneous category within Dorset 12 includes (but is not limited to):

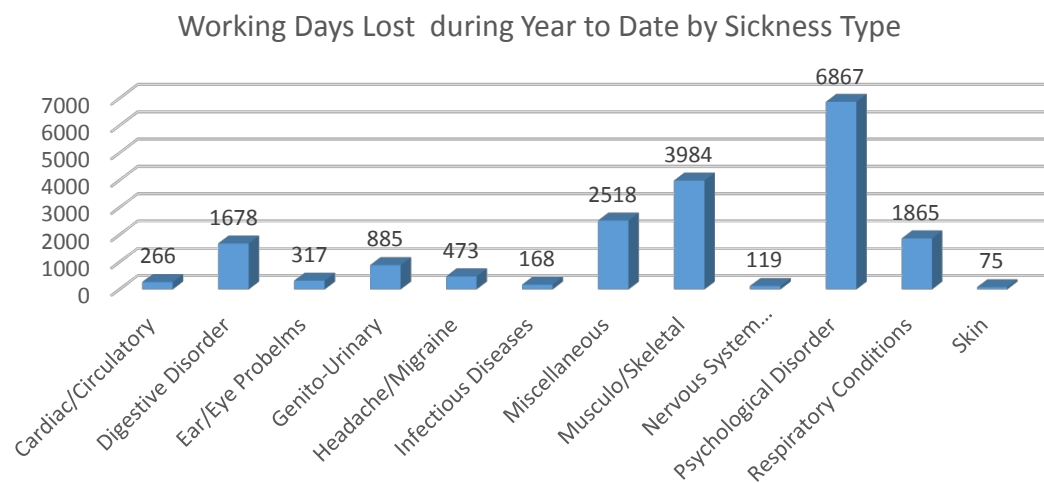
- Surgery
- Cancer or related condition
- Pregnancy related condition

The chart below shows the top 3 reasons for sickness absence (working days lost Apr-Dec 18)

Top 3 Sickness Types -  
Working days lost Apr - Dec 2018



A detailed breakdown of the reasons for sickness absence is shown below:



### Sickness Absence by length of period

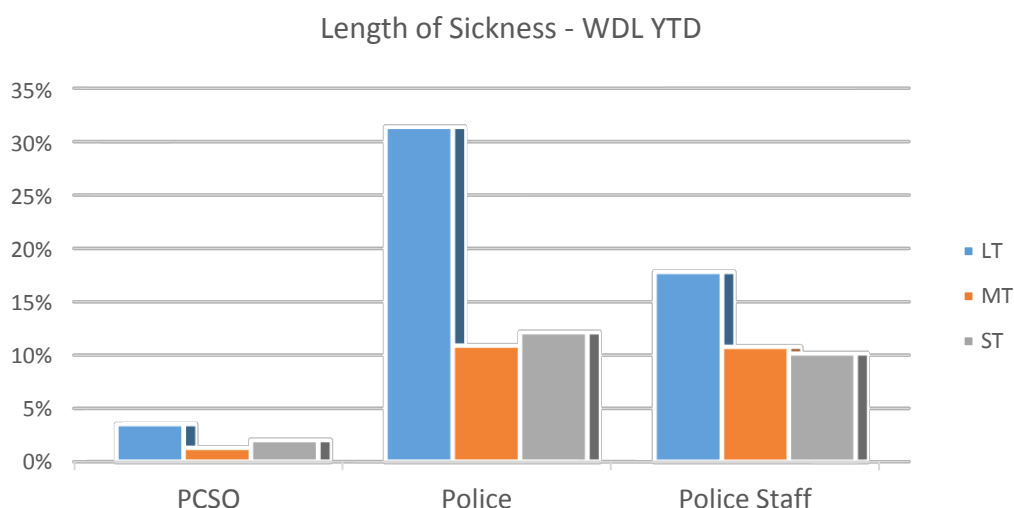
Sickness absence by the length of period and employment type is monitored to provide an understanding of the occurrence and impact and is broken down as follows:

Short term: less than 8 days

Medium term: 8 to 21 days

Long term: more than 21 days

The table below shows the length of sickness absence broken down by employment types:



There has been a steady increase in psychological disorder related sickness absence which is reflected nationally and is in line with other forces. We continue to offer early intervention for stress and anxiety related absence and have focussed wellbeing support in the following areas:

- Access to Welfare services: to offer support in a variety of different ways according to individual needs including early intervention for stress and anxiety related absences.
- Management Development Programme to be delivered 2019/20 to support development for line managers including their knowledge and awareness of managing people, sickness absence support and interventions available.
- Wellbeing toolkit: this toolkit has been designed to support our people to become more aware of their well-being, and that of colleagues around them. The toolkit is supplied to all line managers and is available for all on the forces intranet.
- Staffordshire Police's Well-being Hub: an online health and wellbeing resource designed to help our people manage stress and lead a healthier lifestyle. The site contains information, factsheets, and interactive tools such as a personal trainer and diet diary to help with exercise, diet, and stress management.

The Mental Health & Wellbeing Peer Support group consists of over 40 members of staff across the Organisation who have received Mental Health First Aid training, and are available to provide initial support to Peers force wide.

The long term absences for police officers are in the main related to psychological and muscular/skeletal reasons. As detailed previously the force offers early intervention and counselling/ welfare support for all of our people who report this type of sickness absence as well as proactive initiatives such as the Wellbeing Bus to raise awareness of health and wellbeing.

The nature of policing means that officers are more susceptible to muscular/skeletal injuries – physiotherapy services are provided by Nuffield Health at various sites across the county or at the forces Occupational Health Unit in Stafford as part of an early intervention programme to support recovery.

People Services and Directorate leads work closely together to review sickness absence data and to ensure that appropriate support for our people and management interventions are in place. The following support is available to enable this:

- Case Conferences attended by line managers, HR representatives and OH professionals.
- Access to Occupational Health Advisors: who can advise and support on a variety of health related matters to promote a healthy workforce.

Regular awareness sessions; recent sessions have included prostate cancer awareness and Sleep awareness, sleep problems are a recognised issue for shift workers.

## Collaboration

Last August, the Staffordshire Commissioner became responsible for the governance of Staffordshire Fire and Rescue Service, in addition to his existing role overseeing Staffordshire Police.

One of the main drivers for change since that time has been to accelerate the pace of cooperation and joint working. This cooperation has started with identifying opportunities to share premises, to share information and also to change the way in which back office services are provided.

The Enabling Services Project has been established to combine the 'back office' services of police and fire to create shared services, which will meet the needs of both. Analysis of the current services has shown that there is an opportunity to remove duplication and to increase the effectiveness, efficiency and resilience of services.

Though the initial focus is on creating strong teams by taking the best of both organisations, development roadmaps will be put in place to move towards convergence of systems and processes, which will release cashable savings for re-investment in frontline services. One example is that fire and police both currently use different HR systems. A move to a single common system may lead to savings in software licensing costs, infrastructure costs, training costs and the cost of managing contracts with two different suppliers.

A project team has been established with representatives from both services and a project manager is in place driving things forward.

The project will be run in two phases. The services, which have been identified for phase one are: Human Resources, Estates, Procurement and Communications. The services identified for phase two are IT, Learning and Development, Finance and Business Intelligence. The project team has worked closely with Heads of Department and specialists from across all of the organisations to clearly understand how phase one services are currently provided to both organisations, the areas of similarity and the areas of difference.

Work is underway for the Heads of Department supported by the project team to co-create new departments with new structures, roles and processes which meet the needs of Police and Fire.

