



STAFFORDSHIRE  
**POLICE**

# Public Performance Meeting

## 24 May 2022

Published – May 2022

Date Period – Contact and Outcomes to 31/03/2022

Crime to 28/02/2022

Baseline Period – 01/07/2018 to 30/06/2019

*The data reporting periods are not the same due to different recording processes*

This document is classified as

OFFICIAL

Transparency:

Full - proactively published

# Contents

Page

## 1. Emerging Challenges

1.1. Chief Constable's Foreword .....	3
---------------------------------------	---

**Staffordshire Police and Crime Plan** including National Crime and Policing Measures (NCPM)

2. Key Headlines .....	4
------------------------	---

## 3. A Local and Responsive Service

3.1. Contact and Response: Emergency and Non-Emergency .....	5
3.2. Response: Grade 1 and Grade 2 .....	6
3.3. Tackle Anti-Social Behaviour .....	7
3.4. Reduce Neighbourhood Crime (Beating Crime Plan Measure).....	7
3.5. Road Safety: Enforcement and Community Speed Watch.....	8

## 4. Prevent Harm and Protect People

4.1. Reduce Murder and other Homicide (Beating Crime Plan Measure) .....	11
4.2. Reduce Serious Violence (Beating Crime Plan Measure): inc Domestic Abuse & Violence against Women & Girls. ....	12
4.3. Disrupt Drugs Supply and County Lines (Beating Crime Plan Measure) .....	14
4.4. Tackle Cyber Crime (Beating Crime Plan Measure) .....	16

## 5. Support Victims and Witnesses

5.1. Victims' Code of Practice Compliance.....	17
5.2. Improve Satisfaction among Victims and Witnesses, with focus on Victims of DA (Beating Crime Plan Measure) .....	18
5.3. Public Confidence.....	19

## 6. Reduce Offending and Re-offending

6.1. Outcomes .....	20
6.2. Repeat Offending Rates.....	21

## 7. A More Effective Criminal Justice System

7.1. Criminal Justice – Timeliness .....	21
--	----

## 8. Enabling Services: HR & Finance Update

8.1. Operation Uplift, Officer Recruitment.....	23
8.2. Collaboration .....	24
8.3. Finance .....	25

# Emerging Challenges

## Chief Constable's Foreword

I'm now just over four months into my tenure as Chief Constable and during this period, I've made it my priority to listen to local communities throughout Staffordshire and respond to their concerns.

By listening to you and the officers in your area, I have already put in place a number of changes to the way we operate as a force, ensuring we have an increased focus on serving the public, caring for our staff and working in partnership to create a safe and confident Staffordshire.

This report details the current performance position of the force. In terms of day-to-day demands on the service, whilst over the past two years we've reported significant reductions in crime levels due to the pandemic, from March 2022 onwards, we have seen an increase in overall recorded crime. This is a clear reflection of the ending of all Covid-19 restrictions which have brought people back into our towns and cities.

One of the most notable increases we've seen in the type of crimes being committed is violent crime, which has increased by 6% when compared to pre-pandemic levels. Over the last six months, we've also witnessed an 8% increase in domestic abuse related-crime, which had previously been quite stable. Tackling violence remains a clear priority for Staffordshire Police and we are now focusing on five priority areas under our tailored Tackling Violence Against Women and Girls strategy to really increase our efforts in protecting communities who are most at risk.

The numbers of people getting in touch with Staffordshire Police via emergency and non-emergency methods also continues to increase. We've witnessed a 20% increase in 999 calls and a 3% increase in non emergency contact through calls to 101 and the use of our digital channels. Thanks to extra staff being recruited into our force contact centre, over the last three months we've managed to reduce the time it takes to answer 999 calls and we will be doing more work over the coming months to ensure people are directed to the most appropriate contact method to address their needs.

In terms of decreases in demand, it should be noted that the theft of motor vehicles, burglary and acquisitive crime are respectively down by 40%, 34% and 28%. This is reflective of the hard work of our neighbourhood teams working in partnership with our specialist proactive teams and with local communities to prevent these type of crimes.

Soon, our response teams will be working more closely with Neighbourhood Officers on further preventative approaches. As part of our new local policing model, Response Officers will operate from the same ten Local Policing Areas (LPAs) as Neighbourhood Officers and Police Community Support Officers (PCSOs).

This new way of policing Staffordshire will mean that we will be able to respond quicker to emergencies; develop enhanced local knowledge in order to solve problems; have more time to investigate and provide a high-quality, consistent and caring service for victims of crime.

Achieving this will not only better serve our communities but also address some of the issues raised in a recent inspection report we received from Her Majesty's Inspectorate of Constabularies and Fire & Rescue Services (HMICFRS).

There were various concerns identified in regards to how the force conducts investigations and the ways we identify vulnerability when members of the public first contact us. The issues identified by HMICFRS are concerning, and I would like to reassure our communities that we have already implemented plans to make rapid improvements in these areas. Whilst I'm encouraged that we are already seeing some signs of early progress, there is still much more work to be done to deliver the service to the public that I and my staff want.

Working with our communities is key to making improvements in these areas, and we will be intensifying our efforts and accelerating our pace to ensure we're providing the best possible service to secure a safe and confident community.



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

Chris Noble  
Chief Constable

# Demand profile overview

● Statistics from national baseline **2018/19**  
01/07/2018 to 30/06/2019

● Statistics from **2021/2022**  
Crime 12 months to 31/2/22  
Incidents, Outcomes and Satisfaction 12 months to 31/03/22

## Prevent harm and protect people

### All crime in Staffordshire

● 82,863 ● 72,670



**-12%**

### Knife Crime

● 728 ● 722



**-1%**

### Domestic Abuse

● 17,623 ● 19,058



**6%**

### Acquisitive crime

● 29,148 ● 20,016



**-31%**

### Sexual offences

● 3,205 ● 3,042



**-5%**

## Local and responsive service



### 999 Calls (emergency demand)

● 173,040 ● 207,820

**20%**



### Non Emergency demand (101 calls and digital contact)

● 325,034 ● 335,020

**3%**



### Anti-Social Behaviour

● 35,909 ● 24,546

**-32%**

## Reduce Offending and Reoffending



### Resolved Outcome Rate

● 14% ● 16%

**2%**

## More effective Criminal Justice System



### Crime to Prosecution Rate

● 8.9% ● 8.6%

**0%**

## Support Victims and Witnesses



**70%**

**Reducing Trend**  
Positive opinion after contact with the police

## Enabling Services



### Officer Uplift (number of additional officers)

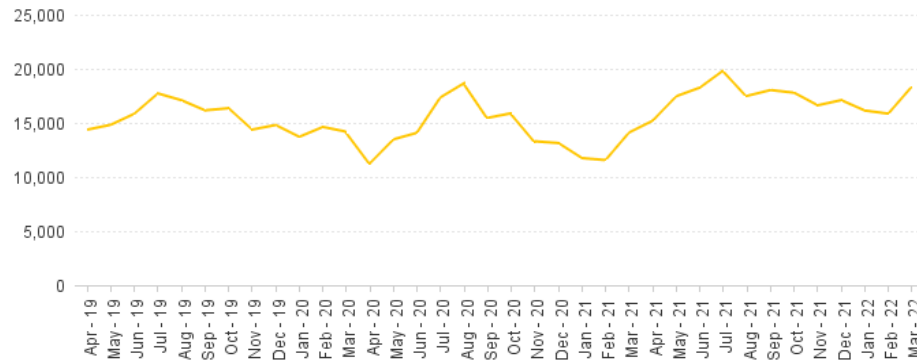
● 1,567 ● 1,840

**17%**

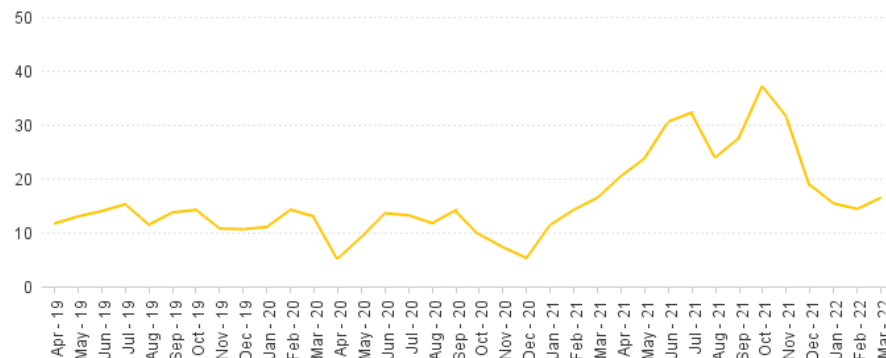
# Staffordshire Police and Crime Plan - A Local and Responsive Service

## Contact: Emergency and Non-Emergency and Response: Grade 1 and Grade 2

### 999 Calls



### Average Time to Answer 999 (seconds)



Contact Services covers telephony, digital contact, switchboard, front counters, contact managers, the Missing Persons Investigation Team, as well as support in training and contact systems administration. They handle incoming calls, digital contacts, crime and incidents reported over the national Single Online Home platform and from late April 2021 a new 'online' chat service 'live chat'.

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

### Emergency (999) Calls

Volume in last 12 months (April 2021 to March 2022)

- The force has received 207,820 999 calls, when comparing these volumes to the national baseline in 2018/2019 there has been an increase of 20% (34,780).

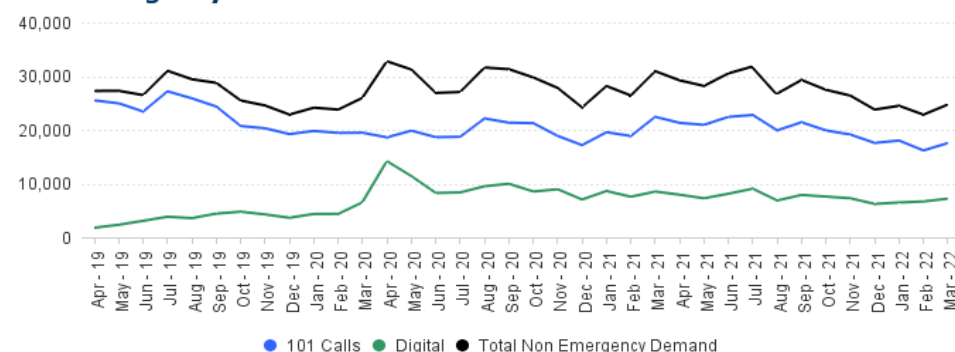
Average Time to Answer in last 12 months (April 2021 to March 2022)

- Average time to answer emergency (999) calls has increased in the last 12 months compared to the previous 12 months from 11.1 seconds to 24.6 seconds. In March 2022 this has improved and average time to answer a 999 call was 16.5 seconds.

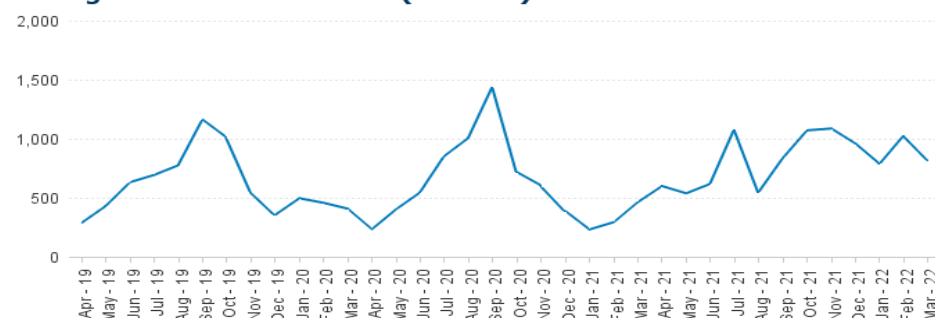
There is an ongoing recruitment programme within Contact Services to help ensure that the right people, with the right skills are in the right place at the right time, new recruits are supporting the 999 call demand. Since the last meeting recruitment in Contact Services has continued: 12 new recruits started on their shifts in February 2022; the second group of 18 staff have finished their classroom training and moved to be tutored for 2 months, these staff are expected to move to being mentored on their teams at the end of May 2022. A Quality Assurance Manager post has been recruited into and commenced in March 2022. This role will continue to develop the quality assurance framework and public satisfaction measures.

Of the top seven callers in the last 12 months, five have remained the same as the 2018/19 national baseline period and are linked to hospitals, the other two relate to individuals. Of the calling numbers in the last 12 months, 12% are landline numbers and 88% are mobile telephone numbers.

## Non Emergency Contact

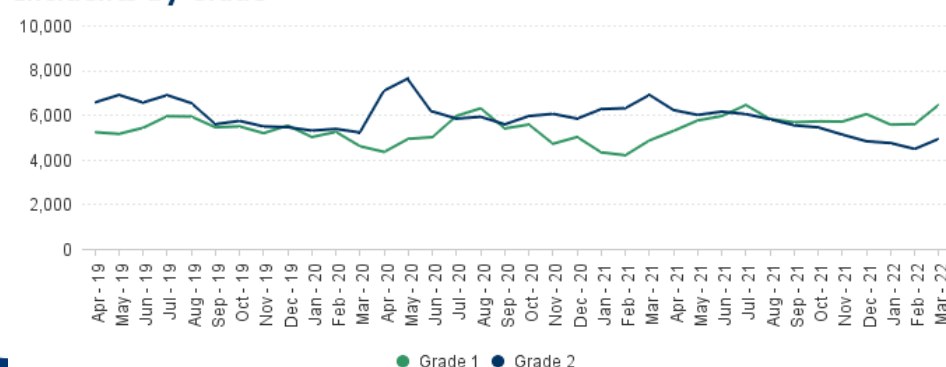


## Average Time to Answer 101 (seconds)



Time to Abandon	0 - 93 secs	94 secs - 5 mins	5 - 10 mins	10 - 20 mins	Over 20 mins
Abandoned Proportion of All 101 calls	14%	11%	5%	4%	3%
Abandoned Proportion of 101 Abandoned calls	37%	29%	14%	10%	9%
<b>Abandoned 101 Calls</b>	<b>32099</b>	<b>25144</b>	<b>12366</b>	<b>8844</b>	<b>7526</b>

## Incidents by Grade



## Non-Emergency Contacts

Members of the public can report a non-emergency incident in a variety of ways such as the Contact Centre (101 calls) and digital platforms (live chat, Facebook, Twitter or Single Online Home).

Last 12 months (April 2021 to March 2022)

- Non-emergency contacts have been fairly stable over the last three years.
- The force has received 246,690 101 calls. When comparing 101 calls to the national baseline in 2018/2019, there has been a decrease of -24% (-78,344).
- The force has received 88,330 digital contacts, when digital contacts are included, comparing 101 calls and digital to 101 calls in the same period in 2018/2019, there has been an increase of 3% (+9,986)

Average Time to Answer in last 12 months (April 2021 to March 2022)

- Average time to answer 101 calls has increased in the last 12 months compared to the previous 12 months from 555.3 seconds to 806.0 seconds.

Abandoned Calls - Last 12 months (April 2021 to March 2022)

- 14% of 101 calls are abandoned within 93 seconds
- Of the abandoned 101 calls, 37% (32,099) are abandoned within 93 seconds, and this has reduced by 2% compared to the previous year. This would suggest the caller either chose the digital route through the alternative options messages or made an informed decision to call back later when their position in the queue was provided.

Response officers respond to incoming calls for service that are identified by the Contact Centre as an emergency (Grade 1) or priority (Grade 2) and which require physical attendance. A resolution centre is also located at each response hub location to support service delivery.

Overall, 49% of all incidents are resourced (attended by an Officer) and this proportion has remained stable for the last three years. Other incidents are dealt with over the telephone or through the Resolution Centre.

Response – Last 12 months (April 2021 to March 2022)

Grade 1 Response (aspirational attendance time = Respond within 15 minutes)

- The force has responded to 47.3% of Grade 1s within 15 minutes.

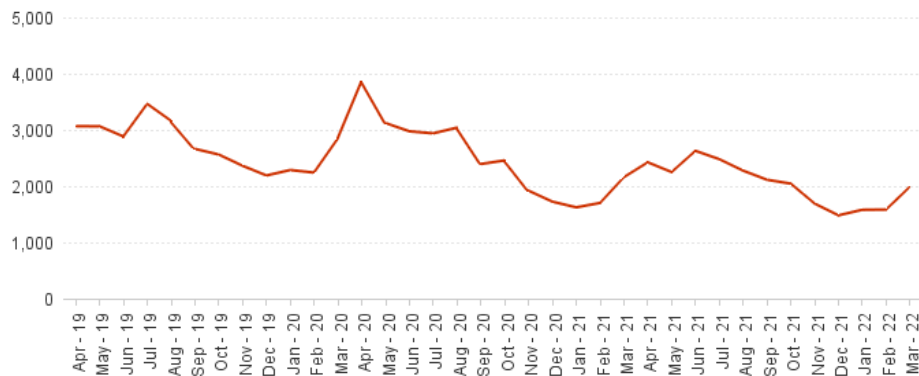
Grade 2 Response (aspirational attendance time = Respond within 60 minutes)

- The force has responded to 40.2% Grade 2s within 60 minutes.
- The peak in Apr-Jun 2020 was the result of initial Covid lock-down.



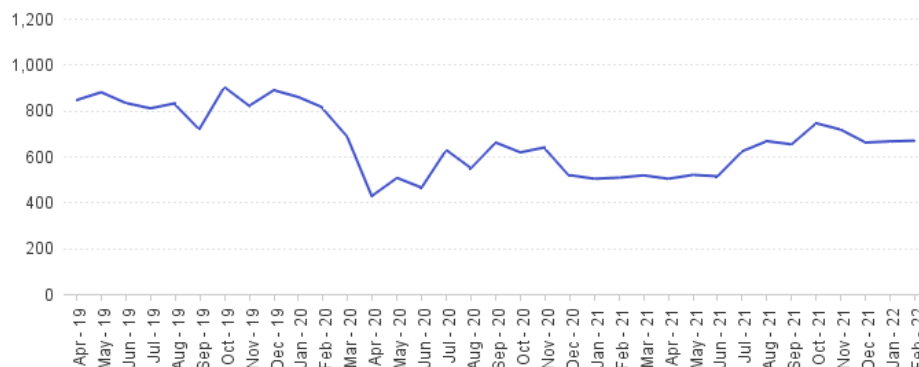
## Tackle Anti-Social Behaviour

### ASB (Traditional)



## Reduce Neighbourhood Crime – National Beating Crime Plan Measure

### National Acquisitive Crime inc Theft from Person



### Case Study – Burglary Residential

A 90 year old male in Newcastle Policing area was the victim of a burglary where entry was forced to his home address and was pushed past to gain entry. Due to some good work between CID and the Force Priorities Team, a male was arrested, interviewed and has been charged with this offence.

### Anti-Social Behaviour (ASB) – Last 12 months (April 2021 to March 2022)

- ASB has a seasonal pattern and is higher in the summer months compared to the winter.
- The force has received 24,546 Anti-Social Behaviour incidents, when comparing Anti-Social Behaviour incidents to the national baseline in 2018/2019, there has been a decrease of -32% (-11,363).
- In the last 5 months, there has been a shift in the proportions of Anti-Social Behaviour as a proportion of all incidents from 11% to 8%. These Anti-Social Behaviour incidents have moved to crime incidents, the proportion of crime incidents has increased from 18% to 22% of all incidents. This is as a result of training to improve recording standards.
- 26% (3,700) of addresses have reported more than one Anti-Social Behaviour incident, a decrease of -4% compared to the national baseline in 2018/2019. 20% (2,834) of addresses have made between two and three reports.
- City accounts for 38% (9,225) of Staffordshire's Anti-Social Behaviour and the County accounts for 62% (15,322). These are similar to the national baseline in 2018/19.

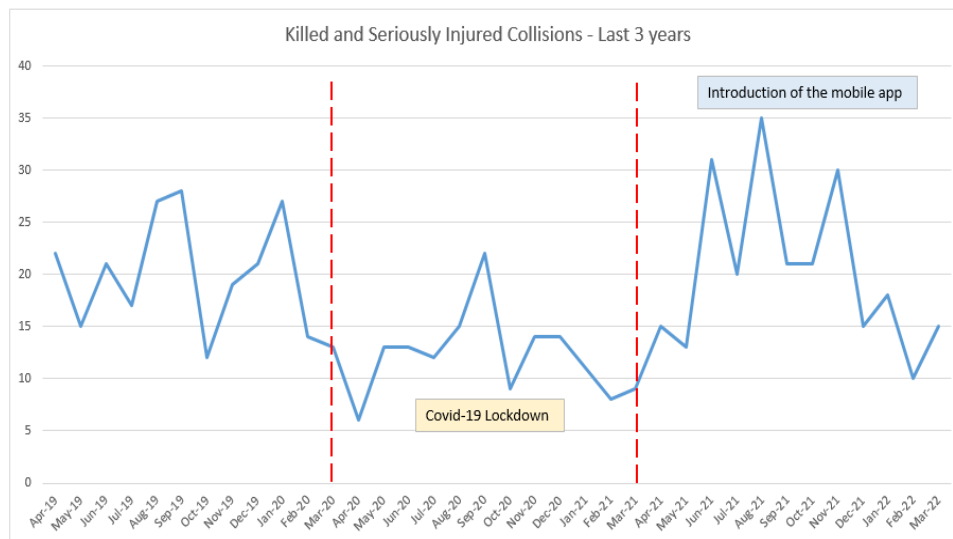
Repeat addresses have been used rather than telephone numbers to calculate repeats for Anti-Social Behaviour, as some addresses will have multiple telephone numbers which would reduce the proportion of repeats. Hotspot locations are identified via local knowledge, handovers from previous shifts, monitoring volumes of incidents, regular meetings to raise awareness of ongoing local issues and a daily review by the Harm Reduction Hubs. The force Anti-Social Behaviour working group has recently convened face to face meetings and is focusing on a partnership approach to tackling Anti-Social Behaviour.

**Definition in the National Beating Crime Plan:** - Neighbourhood Crime includes: burglary residential; personal robbery; theft from vehicles; theft of vehicles; vehicle interference and theft from a person and this is grouped and named "Acquisitive Crime".

### Acquisitive Crime Last 12 months (March 2021 to February 2022)

- The force has recorded 7,436 Neighbourhood crimes, when comparing these volumes to the national baseline in 2018/2019 there has been a decrease of -28% (-2,952).
- City accounts for 34% (2,511) of Staffordshire's Neighbourhood crimes and the county accounts for 66% (4,922). The city has seen an increased proportion of Neighbourhood crimes (+5%) in the last 12 months compared to the national baseline in 2018/19.
- All crime types included in Neighbourhood crime have seen decreases compared to the national baseline in 2018/19: Theft from motor vehicles has seen the largest reduction at -40% (-1,221); Burglary Residential has also seen a significant reduction of -34% (-1,219).
- Acquisitive crime decreased during the first Covid lockdown (March to July 2020) and although increases have been seen over the summer months, levels are not as high as before Covid.

## Road Safety: Enforcement



Injury Type	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change
Fatal	18	25	7	38.9%
Serious Injury	128	219	91	71.1%
Slight Injury	734	598	-136	-18.5%
<b>All Injury Collisions</b>	<b>880</b>	<b>842</b>	<b>-38</b>	<b>-4.3%</b>

Drink / Drug Driving	Previous 12 months	Last 12 months	12 Month Difference	12 Month % Change
Drink Drive Arrests	851	1043	192	22.6%
Drug Drive Arrests	547	439	-108	-19.7%
Unfit through Drink / Drugs	25		-25	-100.0%
<b>All Drink / Drug Drive Arrests</b>	<b>1423</b>	<b>1482</b>	<b>59</b>	<b>4.1%</b>

'Unfit through drink / drugs' refers to an historic offence on a legacy system which it is not possible to differentiate between drink or drugs

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

### Road Safety – Last 12 months (April 2021 to March 2022)

- The force has recorded 244 killed and seriously injured collisions (KSI).

Analysis of fatal collisions over the last 12 months has revealed that:

- The highest number of fatalities were in the age group 65 and over (8 fatalities - five drivers of cars, two pedestrians and one passenger).
- Over the last 12 months, 73% of all fatalities were male.
- Of the 26 fatalities in the last 12 months, 16 were drivers of cars and 6 were motorcyclists.

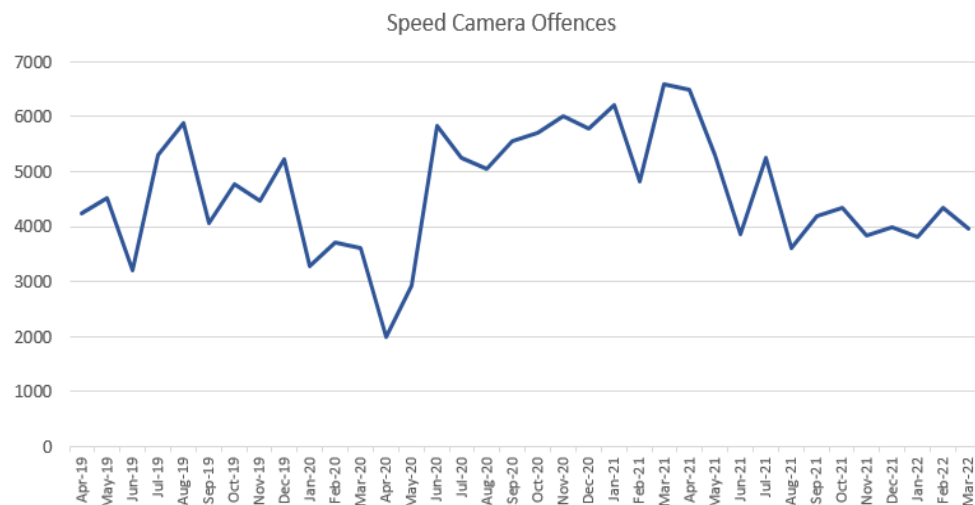
Motoring offences – Last 12 months (April 2021 to March 2022) – Tickets can be issued for offences relating to driving documents, manner of driving or condition of the vehicle.

- The force has made 1043 arrests for drink driving and this has increased by 22.6% compared to the previous 12 months.
- The force has made 439 arrests for drug driving and this has decreased by -19.7% compared to the previous 12 months.
- There have been less mobile phone, seatbelt offences and uninsured drivers in the last 12 months compared to the previous 12 months

Motoring Offences	Previous 12 Months Apr 20 to Mar 21	Last 12 Months Apr 21 to Mar 22	12 month difference	12 month % change
Mobile Phone	828	708	-120	-14.5%
Seatbelt	1385	879	-506	-36.5%
Uninsured Driver	2532	2300	-232	-9.2%
No MOT	500	506	6	1.2%



## Road Safety: Enforcement



	Jul-18 to Jun-19	Nov-19 to Oct-20	Nov-20 to Oct-21
Speed Camera Offences	51628	52671	62447
Prosecutions	6021	6438	9501
Prosecution Proportion %	11.7%	12.2%	15.2%
Retraining course	25900	21826	26926
Retraining Proportion %	50.2%	41.4%	43.1%

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

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

After the initial Covid-19 lockdown, there were increases in relation to speed camera offences (from April 20), however volumes have since returned to pre Covid levels, although are subject to a degree of variance as can be seen in the graph.

The implementation of new average speed cameras on the A500 in September 2020 contributed to the 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, therefore the disposal data shows the period November 2020 to October 2021.

### Speed Camera Prosecutions – Last 12 months (November 2020 to October 2021)

- In the last 12 months 43% of people issued with a ticket for speeding (detected by a camera) attended a retraining course.
- In the last 12 months 15% of people issued with a ticket for speeding (detected by a camera) were prosecuted.
- In the last 12 months 30% of people issued with a ticket for speeding (detected by a camera) paid a fine and had their license endorsed.
- In the last 12 months 11% of people issued with a ticket for speeding (detected by a camera) had the ticket cancelled.
- In the last 12 months 1% of people issued with a ticket for speeding (detected by a camera) are still being investigated.

## Road Safety – Community Speed Watch

### Volunteer Overview/Activity

Calendar 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

### Outcomes of Activity

Year	Number of 1st Warning Letters sent by CSW	Number of 2nd Warning Letters By CSW	Percentage of Repeat Offenders	Number of Home Visits made by Staffordshire Police (3 or more offences)
2016	3317	119	3.6%	5
2017	5720	189	3.3%	13
2018	8191	482	5.9%	54
2019	11930	964	8.1%	180
2020	6604	464	7.0%	70
2021	9314	587	6.3%	73

Community Speed Watch is an initiative whereby local residents can help make a difference in their community by helping to reduce the speed that motorists travel through their village or town.

The information captured by Community Speed Watch is used to:

- Send warning letters to drivers in line with the educational remit of policing.
- Identify repeat offenders, high speeds and 'hotspots' which helps support the enforcement strategy through Neighbourhood Policing Teams, Roads Policing Unit and safety camera vans.
- More than 2 offences results in a home visit by a Police Officer

In 2021, 357 trained volunteers provided 1242 hours at the roadside and over 3,000 hours collectively in support of Community Speed Watch, and the number of groups/volunteers has risen again since the initial Covid-19 restrictions. 2 further groups have joined this year and a further 10 are at the final stages of setting up. It is expected by summer 2022 that we will have 75 active groups in Staffordshire.

From 2016 to 2019, the number of active volunteers and the number of hours of activity have been increasing. The level of activity was impacted by the Covid-19 pandemic but is now returning to expected levels.

#### Future development

- Continue to grow the number of areas and groups covered by Community Speed Watch.
- Increase the links with Police Community Support Officers in order to strengthen community engagement within policing.
- Promote the use of volunteers in policing through Corporate Communications.
- Strengthen partnership working and good practice with neighbouring forces who operate Community Speed Watch.
- Involve Community Speed Watch in more road safety operations with Neighbourhood Policing Teams, Roads Policing Unit and safety camera vans.
- Focus group meetings with the volunteers were reinstated from April 2022.
- Consideration is being given to providing volunteers with video capability to evidence associated offending

# Staffordshire Police and Crime Plan - Prevent Harm and Protect People

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

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

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

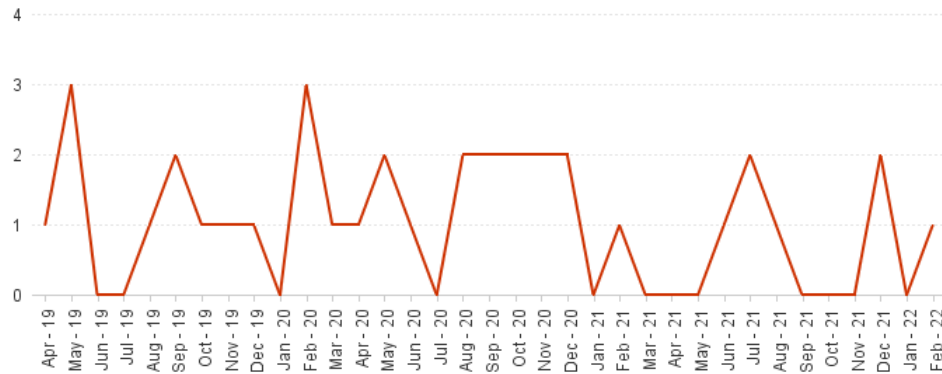
Six measures will be introduced to help focus effort on key national priorities, allow performance to be measured and help to demonstrate value for money in policing.

The priority measures are: -

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

## Reduce Murder and Other Homicide National Beating Crime Plan Measure

### Homicide



Nationally, homicide will be measured through police recorded information.

**Definition in the National Beating Crime Plan:** Homicide; the killing of a person at the hand of another and is the most serious crime.

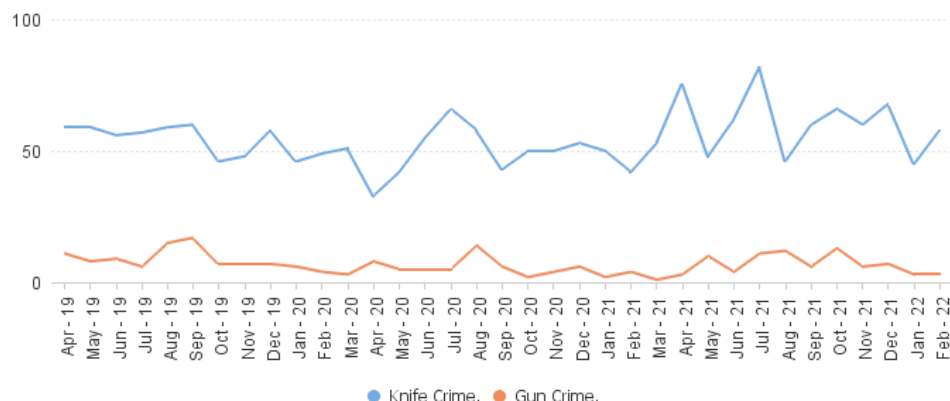
Homicide - Last 12 months (March 2021 to February 2022)

- The force has recorded 7 homicides, when comparing these volumes to the national baseline in 2018/2019 there has been a decrease of -22% (-2).
- City accounts for 14% (1) of Staffordshire's Homicides and the county accounts for 86% (6) in the last 12 months. The volumes of Homicides are low so there is significant variation in the city and county split between the last 12 months and national baseline comparison period.

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

# Reduce Serious Violence - National Beating Crime Plan Measure

## Serious Violence - Knife and Gun Crime



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

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

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

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

Knife Crime - Last 12 months (March 2021 to February 2022)

- The force has recorded 722 knife crimes, when comparing these volumes to the national baseline in 2018/2019 there has been a decrease of -1% (-6).
- City accounts for 45% (323) of Staffordshire's knife crime and the county accounts for 55% (400).

Gun Crime - Last 12 months (March 2021 to February 2022)

- The force has recorded 78 gun crimes, when comparing these volumes to the national baseline in 2018/2019 there has been a decrease of -27% (-29).
- City accounts for 49% (38) of Staffordshire's gun crime and the county accounts for 54% (42). Some crimes are linked to more than 1 location.

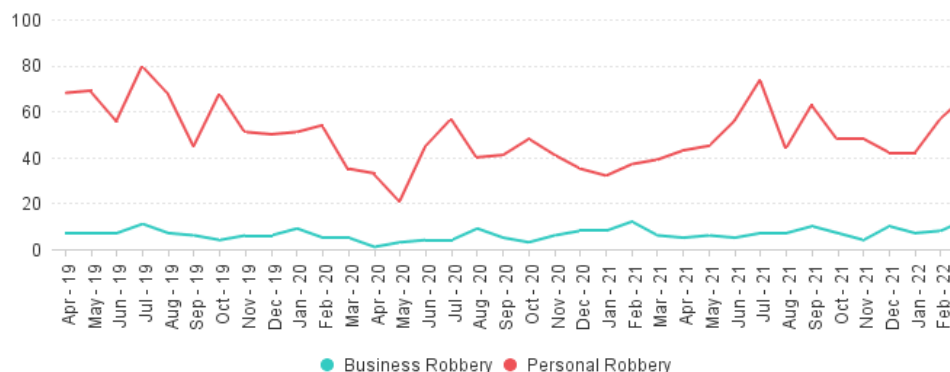
Robbery - Last 12 months (March 2021 to February 2022)

- The force has recorded 683 robberies, when comparing these volumes to the national baseline in 2018/2019 there has been a decrease of -27% (-258).
- City accounts for 45% (305) of Staffordshire's Robbery crime and the county accounts for 55% (377).

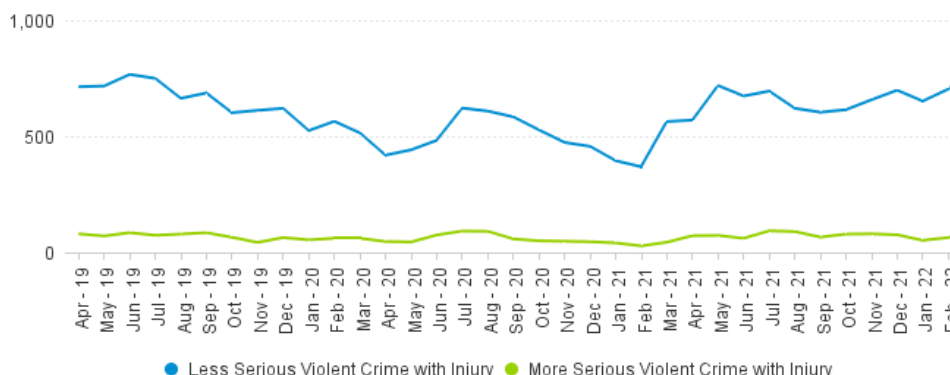
Violence with Injury - Last 12 months (March 2021 to February 2022)

- The force has recorded 8,625 crimes of violence with injury, when comparing these volumes to the national baseline in 2018/2019 there has been a decrease of -14% (-1,443). 90% is less serious violence with injury, and 10% is more serious violence with injury.
- City accounts for 37% (3,226 of Staffordshire's Violence with Injury crimes and the county accounts for 62% (5,384). Some crimes do not have an identified location.

## Serious Violence - Personal and Business Robbery

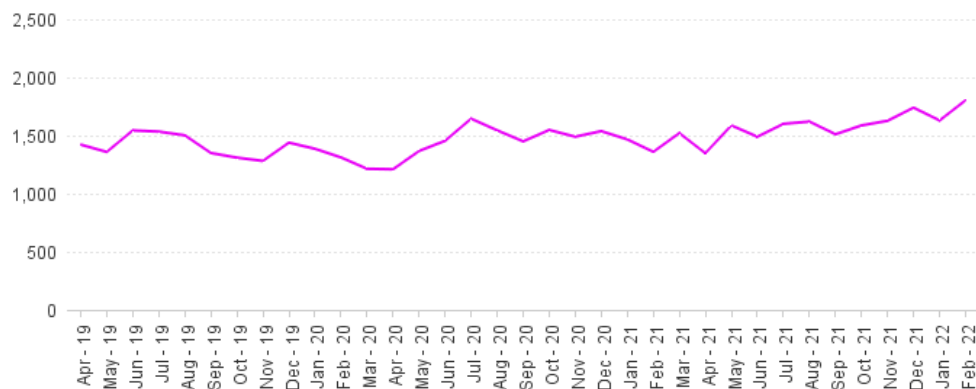


## Serious Violence - Violence with Injury

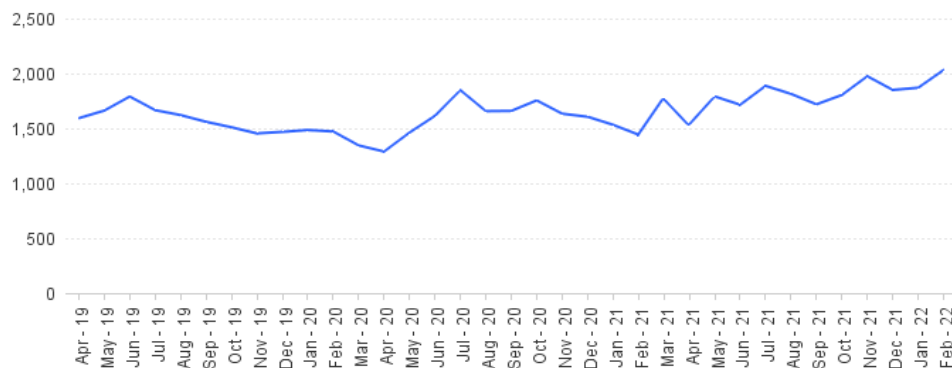


# Reduce Serious Violence - National Beating Crime Plan Measure - Domestic Abuse and Violence against Women and Girls

## Domestic Abuse Crime



## Violence Against Women and Girls



This is the force's current performance information:

Domestic Abuse Crime - Last 12 months (March 2021 to February 2022)

- The force has recorded 19,059 domestic abuse crimes, when comparing these volumes to the national baseline in 2018/2019 there has been an increase of 8% (+1,436).
- City accounts for 36% (6,949) of Staffordshire's Domestic Abuse crime and the county accounts for 64% (12,119).

Domestic abuse levels have remained stable for the last four years but have seen gradual increases in the last 6 months. From February 2021 the force implemented Op Encompass, which notifies schools of children living with, or exposed to domestic abuse. Schools have automatically been notified of almost 9,000 children. The next steps are to implement to Domestic Abuse Act which requires children to be recognised as victims of domestic abuse in their own right and we are working with partners to ensure we have the right pathways and services available.

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

**Definition:** Violence against Women and Girls: All Domestic Abuse Crimes, and Non Domestic Crimes of: Violence with Injury; Sexual Offences; Honour Based Abuse; Public Fear Alarm or Distress; Harassment, Stalking and Modern Slavery, and where the victim is identified as female and aged 10 years and over, and Exploitation of prostitution.

Violence against women and girls - Last 12 months (March 2021 to February 2022)

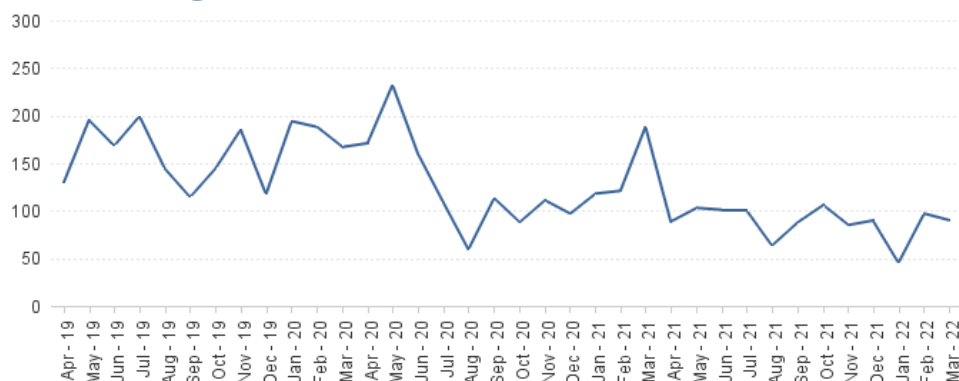
- The force has recorded 21,773 crimes of violence against women and girls, when comparing these volumes to the national baseline in 2018/2019 there has been an increase of 11% (+2,113).
- City accounts for 35% (7,708) of Staffordshire's violence against women and girls and the county accounts for 65% (14,049).

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

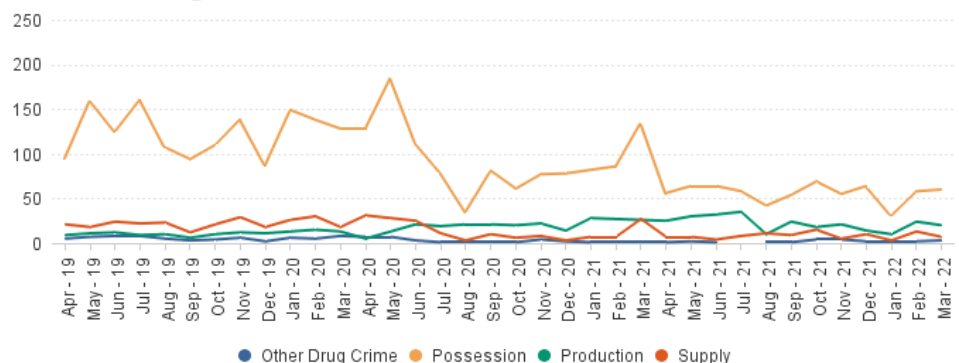


# Disrupt Drugs Supply and County Lines - National Beating Crime Plan Measure

## Recorded Drugs Crime



## Recorded Drugs Crime



### Case Study – Drugs Supply

In December 2021 intelligence suggested that the occupants of a vehicle were involved in the supply of crack cocaine and heroin in the Stoke on Trent area. A vehicle was identified as a potentially cloned vehicle from the Lancashire area. Armed Response Vehicle patrols were able to detain the two occupants, who were both from the Lancashire area. One was identified from the Police National Computer (PNC) was wanted for attempted murder. Around 150 deals of crack cocaine and heroin were recovered from the vehicle, which was a cloned hire car. The driver was also found to be disqualified from driving. Further class A drugs were recovered from a hotel room where they were staying. They were both charged and remanded in prison for drugs trafficking offences.

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

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

Drugs Offences - Last 12 months (April 2021 to March 2022)

- The force has recorded 1,059 drugs crimes, when comparing these volumes to the national baseline in 2018/2019 there has been a decrease of -47% (-936).
- City accounts for 34% (363) of Staffordshire's drugs offences and the county accounts for 64% (680). Some crimes do not have an identified location.
- Drugs offences are broken down into three main categories:
  - Possession of Cannabis: 551 crimes with a decrease of -47% (-484) compared to the national baseline.
  - Possession of Drugs (excluding Cannabis): 123 crimes with a decrease of -76% (-386) compared to the national baseline.
  - Supply of Drugs: 99 crimes with a decrease of -59% (-144) compared to the national baseline.

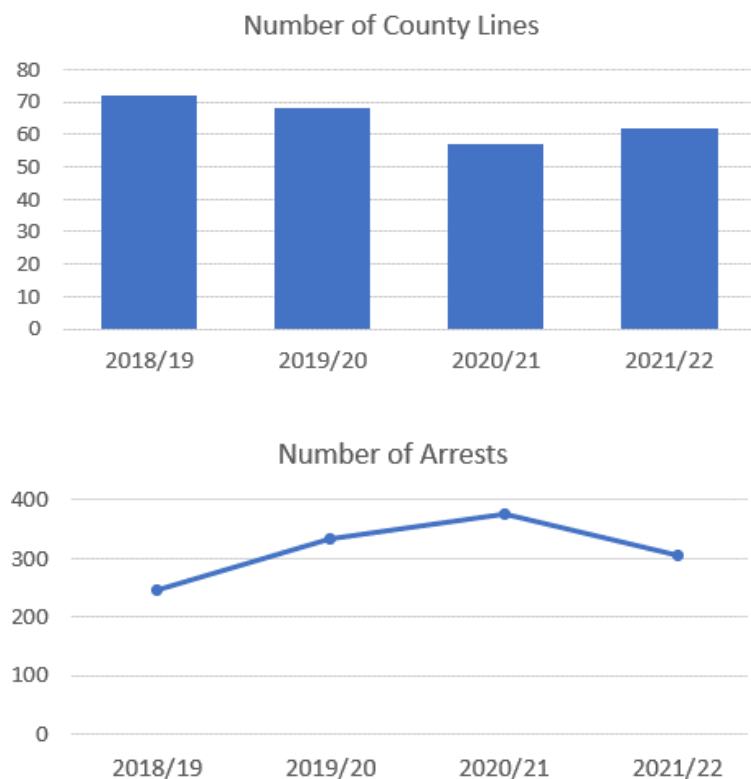
There has been a gradual reduction in the volume of drugs offences recorded since August 2020. The main volume reductions are a reduction in Possession offences and a reduction in Supply offences. It is also worth noting that although a single crime is recorded, one offence could relate to a large quantity or value of drugs, especially for offences of supply.

Another contributing factor is the Drug Offence recording process since the introduction of the new crime recording system, which are linked to the dual processes required for drugs offences to be recorded. Initially drugs offences are given a temporary drugs code while the type of drugs seized are confirmed through forensic testing. Once the type of drugs has been confirmed, the crimes are the given a permanent drug code. This process is reliant on a number of teams updating the records and has led to delays in the recording process.

The Force is focused on improving this process and once these have been moved to a permanent drug code, it is estimated the Force will be not be a national outlier.



## Disrupt Drugs Supply and County Lines - National Beating Crime Plan Measure



### Geographical Impact

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

### Cannabis Cultivation

The force continues to tackle the increase in organised cannabis cultivation. This involves a partner-led approach to better tackle the crimes and coordinate the collective response, to make Staffordshire a hostile environment in relation to such criminality.

Organised Criminal Groups (OCGs): Staffordshire Police currently has a number of OCGs. Their primary activity is mostly drug supply/production.

**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.

Most acts of serious violence involving knives or other bladed weapons are linked to drugs disputes. The force identified 62 County Lines in the last year with approximately 12 to 13 lines running into the County at any one time, which is the lowest volume in the region. This has been a force priority from 2016 and has led to an intensive focus around targeting and dismantling county lines. The force's County Lines Management Model is considered national best practice and has been shared by West Midlands Regional Organised Crime Unit (ROCU) with other national agencies and UK policing.

The force's Serious Violence Strategy sets out the response to identify those at risk of entering criminality as a victim or an offender, particularly addressing the issues identified with County Lines and drugs supply, working in partnership to understand causes and consequences and involving a wide range of agencies.

Since April 2021 £100,000 of funding from the region has been secured by the force to combat county lines. Robust management, intelligence development, intervention, supported by proactive policing, has produced some outstanding results for Staffordshire.

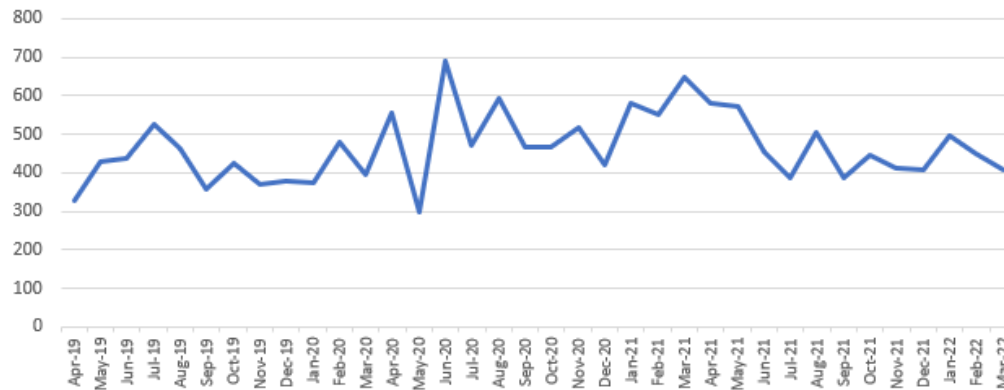
Headlines of successes in 2021/2022:

- 20 adults and 13 under 18s safeguarded.
- Seizures of drugs: heroin, crack cocaine and cannabis plants.
- Seizures of cash and weapons
- 306 arrests

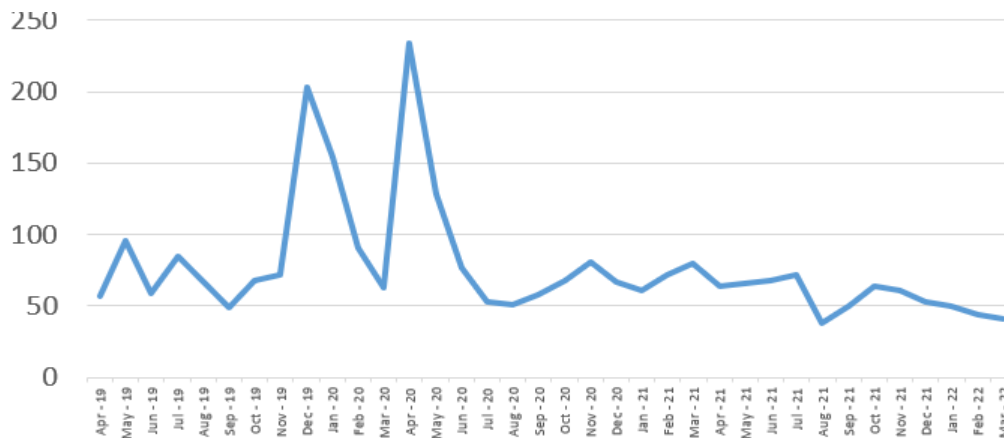
The County Lines Team has developed close working relationships with partners including charities, who support young people who are vulnerable to county line drug activity. An educational county lines briefing has been composed and accepted as the best practice to deliver to young people in care homes and schools around the dangers of county lines. This has been delivered to thousands of young people during national county line intensification weeks.

## Tackle Cyber Crime - National Beating Crime Plan Measure

National Action Fraud Cases



Fraud Cases Investigated by Staffordshire Police



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

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

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

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

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

This is the force's current performance information:

Fraud - Last 12 months (April 2021 to March 2022)

- 5,509 Action Fraud cases were reported by Staffordshire residents to Action Fraud (managed by City of London Police) which is an increase of 21% (954) compared to the national baseline in 2018/19. Of these, the force received 671 back from Action Fraud to assist with local investigations.
- You can see on the charts, Action Fraud cases have gradually increased over the last three years, whereas local investigations vary and volumes have stabilised in the last 2 years.
- 671 Action Fraud local investigations were completed by Staffordshire Police which is a decrease of -54% (-797) compared to the national baseline in 2018/19.

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

Nationally, Fraud and Cybercrime amount to 53% of all crime but receive only 2% of police funding, and only 1 in every 1000 fraud cases have led to a charge or court summons.

# Staffordshire Police and Crime Plan - Support Victims and Witnesses

## Victims' Code of Practice Compliance

### Victim Contract Compliance

Data as at 27<sup>th</sup> April 2022

# 78%

43,725 Victim Contracts

55,960 Occurrences

(Multiple occurrences for the same victim will only have 1 victim contract)

### Compliance Over Time (Reported Monthly)

71% 76% 78% 80% 78% 79% 79% 83% 81% 78% 74% 77%



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

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

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

The force plans to introduce an automated text message service which will automatically send a text message to the victim providing details of the investigating officer, crime number and crime being investigated. The system will also automatically update the victim if the crime is reallocated to a new investigating officer. This process is due to go live in early 2022.

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

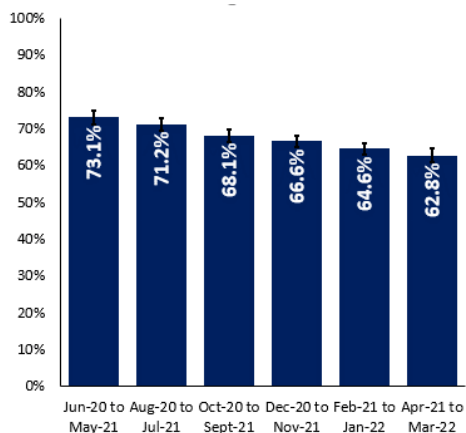
The graph demonstrates how many crime backlogs had been forecast at the end of April 2022. The actual volumes awaiting validation have reduced significantly since the peak of over 7000 at the end of March 2022 and this is as a result of temporarily moving colleagues around to focus on this priority. A reduction of 2255 has been seen in the first month and it is predicted this will return to previous aspirational levels (average of 2 days) by July 2022 in line with National Target.

Longer term solutions around recruitment have almost come to fruition with new colleagues being fast tracked into the organisation. The backlog is reducing, priority crimes and vulnerable victims are being selected and processed quickly to ensure appropriate safeguarding. In addition, victims can be referred directly to services by the investigating officer and they are provided with a booklet or digital link containing their rights under the code and contact details for the support services.

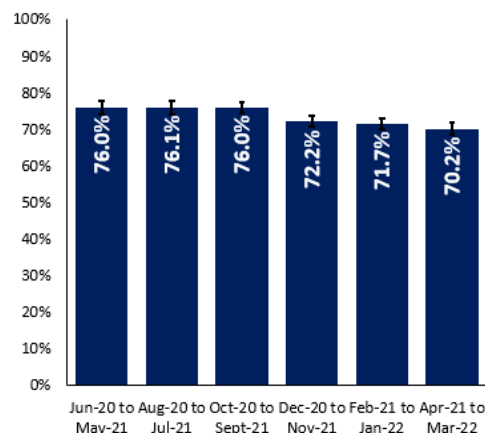
The force recognises the importance of understanding the impact good victims code compliance has on the victim experience. Satisfaction data aids understanding of the quality of service and combined with received complaints, the force aims to verify by analysing data, that good contract compliance translates into good victim satisfaction.

## Improve Satisfaction among Victims and Witnesses, with a particular focus on Victims of DA

Before Contact – Positive opinion



After Contact – Positive opinion



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

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

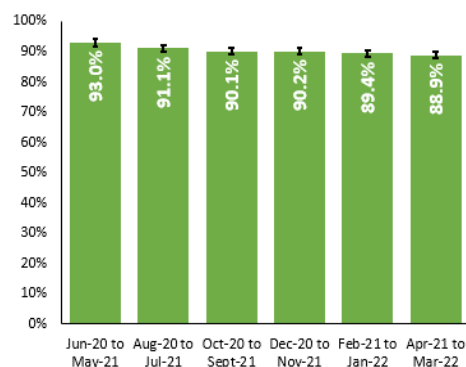
A new domestic abuse survey has been designed and will commence shortly.

This is the force's current performance information:

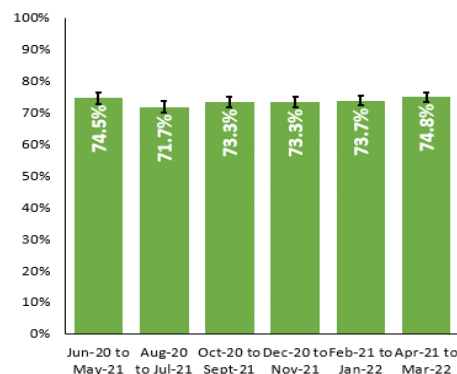
Last 12 months (April 2021 to March 2022)

- 63% of victims had a positive opinion before contact with the force.
- 70% of victims had a positive opinion after contact with the force.
- 85% of victims found it easy to contact the force.
- 89% of victims stated they were satisfied with their follow-up contact.
- 75% of victims stated they were kept informed overall.
- 75% of victims stated they were satisfied with the investigation.

Follow-up Contact – Positive opinion



Kept Informed Overall – Positive opinion



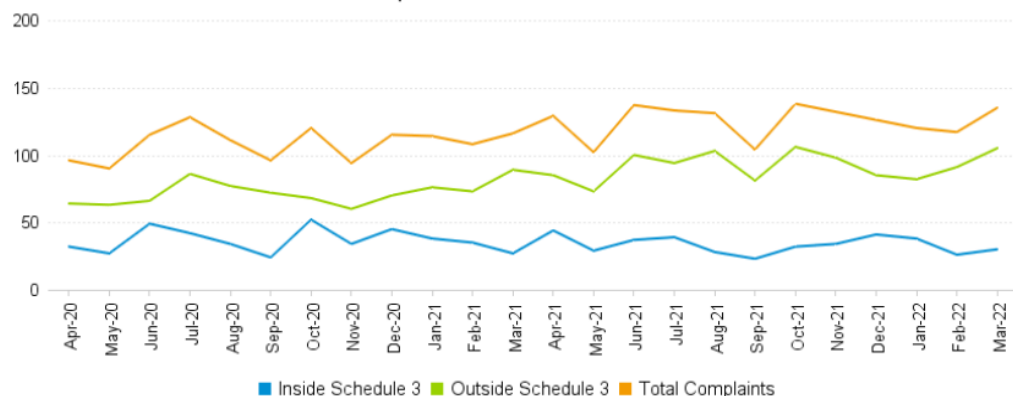
There is a monthly meeting with Commissioned Service to discuss patterns and trends identified by victims of crime. This provides a real-time review of the current service delivery and provides direction for improvement.

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

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

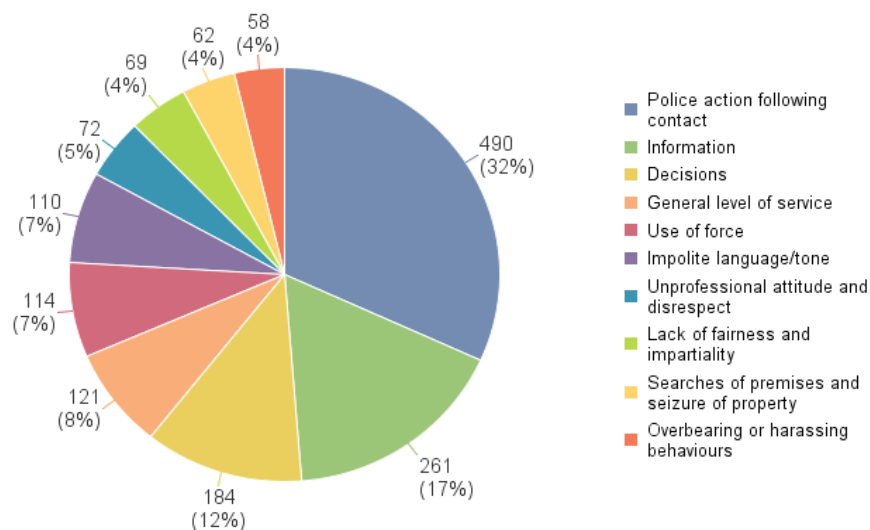
## Public Confidence

Complaints Received over Time



	Previous 12 Months	Last 12 Months	% Change
Inside Schedule 3	439	401	-8.66%
Outside Schedule 3	884	1,103	27.66%
Total Complaints	1,303	1,504	15.43%

Top 10 Allegation Types - Last 12 Months



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

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

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

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

The Local Police Review Body (LPB) is the OPFCC and this duty falls to the Compliance Manager. This relates to complaints recorded Inside Schedule 3, which gives a right of review to either the Local Police Review Body (LPB) or the Independent Office for Police Conduct (IOPC). Any learning identified via the reviews is recorded and shared with relevant departments.

Last 12 months (April 2021 to March 2022)

- 1,504 complaints recorded in the Professional Standards Department (PSD)
- 41 Local Police Review Body (LPB) decisions, 89% of completed reviews were found that the outcome of the complaint was reasonable and proportionate.
- 49 conduct matters were recorded.

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

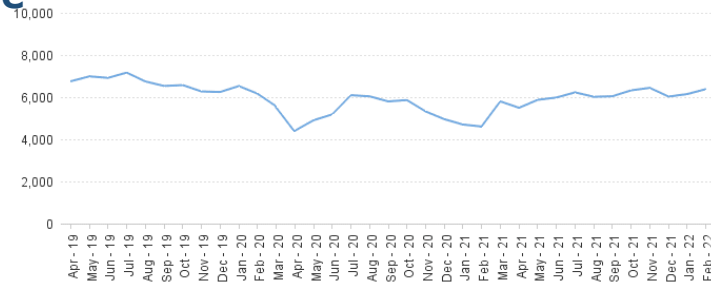
Local Police Review Body (LPB) Decision	Last 12 Months	Proportion %
Outcome of complaint reasonable and proportionate	31	89%
Outcome of complaint not reasonable and proportionate	4	11%
Live	5	
Not valid	1	
<b>Total:</b>	<b>41</b>	

	Previous 12 Months	Last 12 Months	% Change
All Conduct Matters	32	49	53.13%



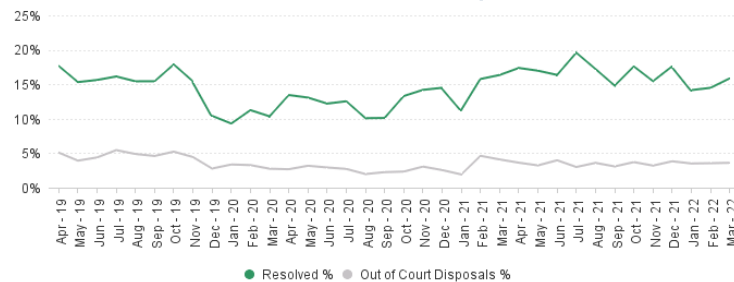
# Staffordshire Police and Crime Plan - Reduce Offending and Re-offending

## All Crime

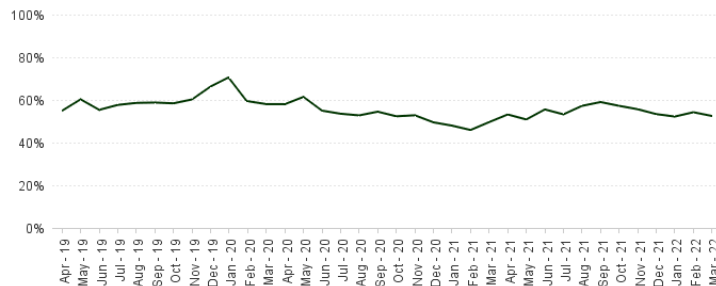


## Outcomes

### Resolved Outcome Rate and Out of Court Disposal Rate



### Unable to Progress Investigation Rate



Outcome		Previous 12 Months	Current 12 Months	Change	Dec-21	Jan-22	Feb-22	Mar-22	Trendline
Resolved	1. Charged/Summoned	8.3%	8.0%	-0.3%	47.0%	51.7%	54.1%	53.4%	
Resolved	Total	13.4%	16.4%	3.0%	17.7%	14.2%	14.6%	15.3%	
Unresolved	Total	86.6%	83.6%	-3.0%	82.3%	85.8%	85.4%	84.7%	

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

- Acquisitive crime down by -31% (-9,132).
- Sexual offences down by -5% (-163).

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

Volumes of outcomes have reduced by -18% (-15,130) in the last 12 months compared to the 2018/19 national baseline. It is important to remember that the overall crime rates are also -12% (-10,193) lower during the last 12 months compared to the 2018/19 national baseline, with the reduction in outcomes corresponding to the reduction in crime.

Resolved outcomes relate to any positive resolution to a crime, this includes charges and summonses and resolutions which do not require a court hearing such as out of court disposals. These may be in the form of a caution or community resolution.

In December 2019, a new outcome category was introduced to provide an alternative to formal prosecution (Outcome 22: diversionary, educational or intervention activity). This outcome is being utilised increasingly and now accounts for an increasing proportion of the resolved outcomes (28% of resolved outcomes and 4.6% of all outcomes in the last 12 months). Due to this change to the outcomes comparisons are made with the previous 12 months (April 2020 to March 2021) rather than the national baseline in 2018/19.

This is the force's current performance information and is based on rates, rather than volumes for a more balanced comparison: -

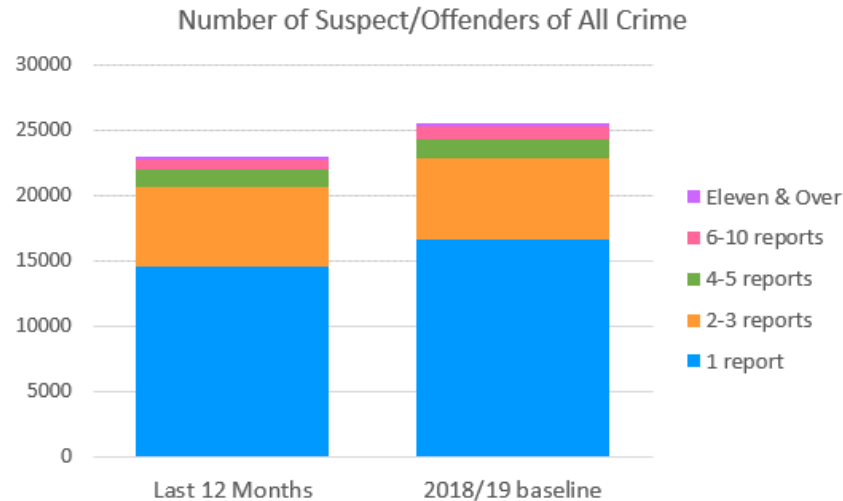
Last 12 months (April 2021 to March 2022)

- In the last 12 months, the resolved outcome rate in Staffordshire has increased to 16.4%, an increase of 3% compared to the previous 12 months.
- In the last 12 months, Charge/Summons outcome rate has remained stable.
- In the last 12 months, the unable to progress the investigation outcome rate in Staffordshire has increased to 54.7%, an increase of 2% compared to the previous 12 months.

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.



## Repeat Offending Rates



This is the force's current performance information for all suspects and offenders: Last 12 months (March 2021 to February 2022)

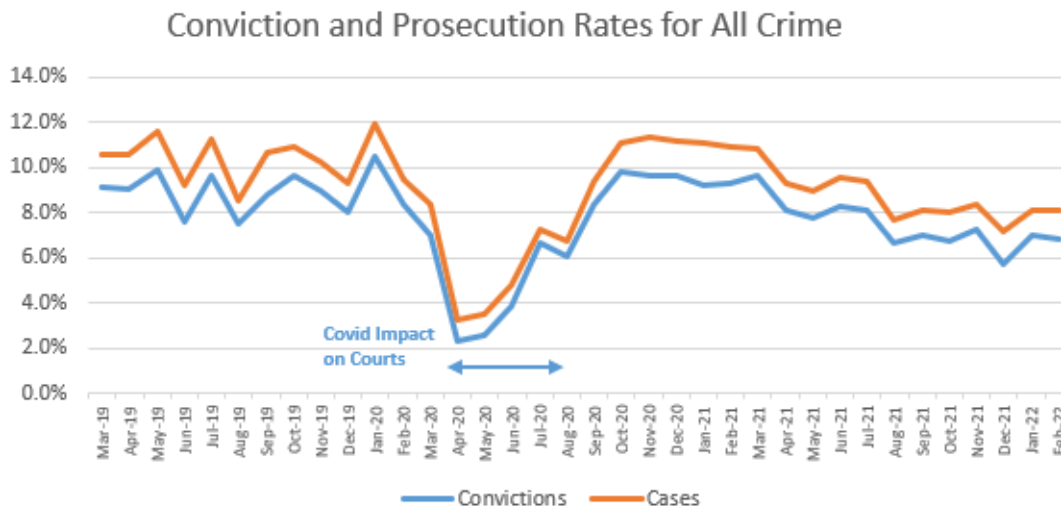
The table shows that of all crimes recorded in Staffordshire with a named suspect or offender, 64% of the suspects or offenders were not repeat offenders.

In the last 12 months, there has been an increase in the proportion (+2%) of offenders committing two to three crimes, and a reduction in the proportions (-1%) of offenders committing a single crime and 4-5 crimes. There is no change to the proportion of offenders in the higher volume groups although volumes have decreased compared to the 2018/19 national baseline.

1 report relates to a single crime committed by a named offender in a 12 month period. All other frequency bands relate to repeat offenders, as the definition of a repeat offender is 2 or more crimes within a 12 month period.

## Staffordshire Police and Crime Plan - A More Effective Criminal Justice System

### Criminal Justice - Timeliness



The National Criminal Justice System Scorecard was launched in Autumn 2021 and force level data scorecard was available from April 2022.

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.

This is the force's current performance information: -

Last 12 months (March 2021 to February 2022)

- 8.6% of all crimes are prosecuted at court which has decreased slightly (-0.3%) compared to the national baseline in 2018/2019.
- 7.4% of all crimes end in a conviction at court which has decreased slightly (-1.7%) compared to the national baseline in 2018/2019.
- Finalised cases have decreased compared to the 2018/19 national baseline, but have increased from the previous 12 months when the impact of Covid was seen in the courts.

## Criminal Justice - Scorecard

Quarterly	All Victim based crime					All State based crime					Adult Rape				
	Jul to Sept 2021	Oct to Dec 2021	Difference	Predicted Direction of Travel	MSF Rank in Sept 2021	Jul to Sept 2021	Oct to Dec 2021	Difference	Predicted Direction of Travel	MSF Rank in Sept 2021	Jul to Sept 2021	Oct to Dec 2021	Difference	Predicted Direction of Travel	MSF Rank in Sept 2021
Recorded Crime	15446	17362	1916	↑	2	2014	2162	148	↑	1	162	205	43	↑	1
Volume of Crime Investigations Completed	14565	15221	656	↑	7	1821	1865	44	↑	8	116	118	2	→	7
MEDIAN - Charge / Summons	65	67	2	→	6	71	78	7	→	6	281	396	115	↑	3
MEDIAN - All Formal & Informal CJS Outcomes	58	58	0	→	7	57	48	-9	↓	6	281	365	84	↑	3

Quarterly	All Victim based crime					All State based crime					Adult Rape				
	Jul to Sept 2021	Oct to Dec 2021	Difference	Predicted Direction of Travel	MSF Rank in Sept 2021	Jul to Sept 2021	Oct to Dec 2021	Difference	Direction of Travel	MSF Rank in Sept 2021	Jul to Sept 2021	Oct to Dec 2021	Difference	Predicted Direction of Travel	MSF Rank in Sept 2021
Charges/summons assigned to completed crime investigations	1006	895	-111	↓	6	308	241	-67	↓	8	3	0	-3	↓	7
% of charges/summons assigned to completed crime investigations	7%	6%	-1%	→	1	17%	13%	-4%	↓	2	3%	0%	-3%	↓	5
Outcomes - Formal and Informal CJS	1403	1331	-72	↓	7	474	467	-7	→	8	3	1	-2	→	7
% of formal and informal CJS outcomes of completed crime investigations	10%	9%	-1%	→	5	26%	25%	-1%	↓	4	3%	1%	-2%	↓	2
CDtP - Investigations closed with "victim does not support further police action"	3984	3894	-90	↓	2	370	371	1	→	1	81	75	-6	→	2
% of completed investigations where "victim does not support further police action" CDtP	27%	26%	-1%	→	2	20%	20%	0%	→	2	70%	64%	-6%	↓	6
No suspect identified - Investigations closed	5448	5857	409	↑	3	414	372	-42	↓	2	6	8	2	→	2
% of completed crime investigations where no "Suspect identified"	37%	38%	1%	→	3	23%	20%	-3%	↓	5	5%	7%	2%	↑	2

Data for the period October to December 2021 may not entirely match the data in the next quarterly published criminal justice scorecard as this data is an extract at a given point in time.

The data has been provided to help predict where the Force expects to be.

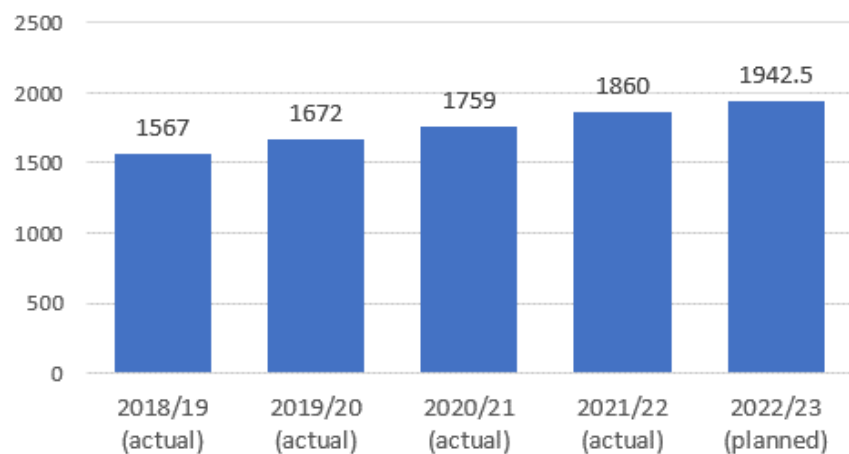
The Average (median) time to investigate in Staffordshire is above the national average, with an average (Median) of 65 days in Staffordshire to charge for a victim-based crime compared to an average (median) of 39 days nationally.

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.

# Staffordshire Police and Crime Plan - Enabling Services: HR & Finance Update

## Officer Uplift, Officer Recruitment

Total Officer FTE Numbers - Actual



Staffordshire's allocation from the national 20,000 increase in police office numbers over three years is a total of 300, broken down over the following years:

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

A total of 330 additional FTE officers is currently projected at the 31 March 2023 compared to 31 March 2019, prior to Uplift. These additional officer numbers are inclusive of Precept Investment-funded posts as well as the Uplift.

The time to train new student officers is three years under the Police Constable Degree Apprenticeship (PCDA) and two years under the Degree Holder Entry Programme (DHEP). During the training period, student officers should achieve independent patrol status at between 36 - 40 weeks and therefore be deployable as an independent resource. Following initial training and prior to reaching independent patrol status, they are tutored for 10 weeks in local policing.

### Workforce Diversity

Ethnicity:

In Staffordshire as of 31.03.2022 the force employs the following breakdown of black, asian and minority ethnic colleagues compared to the local population of 5.9%;

- Police Officers 4.2%
- Police Staff 3.6%
- Special Constabulary 4.3%

On average in the last 3 years, 4.6% of new colleagues joining the force are of black, asian and minority ethnicities.

Gender:

In Staffordshire as of 31.03.2022 the force employs the following breakdown of genders (compared to the female population of 50.2%);

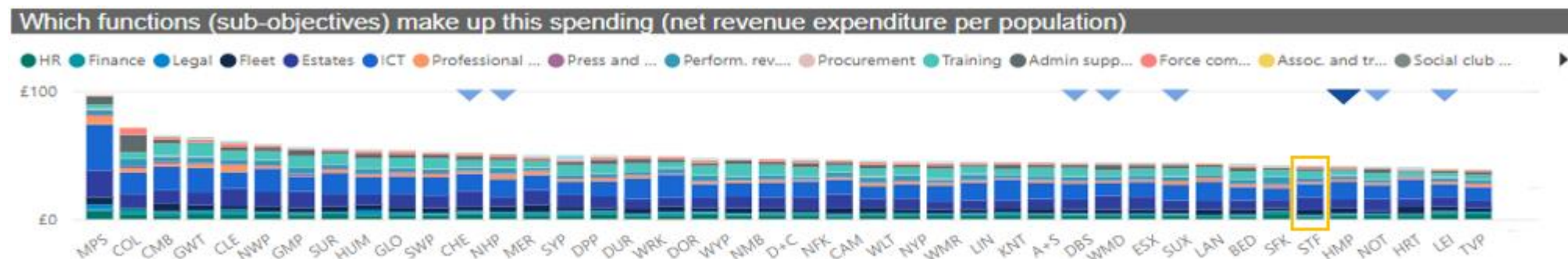
- Police Officers – 66.3% male and 33.7% female - an increase of 3.3% of female police officers in the last 2 years.
- Police Staff - 36% male and 64% female – a decrease of -3.8% of female police staff in the last 2 years.

The force's female representation shows an improvement during the last 12 months to 46.9%. On average in the last 3 years, 46.3% of new colleagues joining the force were female.

## Collaboration and Shared Services

Significant savings, totalling over £1m per annum, have been achieved from collaboration between Staffordshire Fire and Rescue Service, Staffordshire Police and the Staffordshire Commissioners Office since the change to single governance. This covers three strands of efficiency work around shared enabling services (core HR, Finance, Estates, Communications and Procurement), shared use of estate and more recently single procurement to leverage economies of scale in purchasing.

The graph below shows the relative benchmarking position of support services within Staffordshire Police. This is produced independently by Her Majesty's Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS), and shows that the cost per head of population of providing these services is the 6<sup>th</sup> lowest in the country (with Staffordshire being the 15<sup>th</sup> lowest funded force per head of population in England and Wales out of 43).



Whilst the shared services were established during the second half of 2019, from March 2020 the Covid pandemic had a significant impact on shared services due to the need to maintain organizational business as usual (BAU) to all customers and organisational effort being concentrated on the pandemic response. As we emerge from Covid all parties have a renewed commitment to drive continual reform, improvement and efficiency from the current shared services arrangement. This work was started last year with an evidence-based review of occupational health, and will be extended to all shared services in the current financial year. These reviews will differ in intensity based on the relative changes since inception of each service, any concerns around value for money or performance as well as known changes in organisational landscape but will be evidence based. For example, both services are making significant strides in relation to sustainability but the current SLA agreements do not cover this so will be updated to include this. Included within the 2022/23 Internal Audit plan are a number of joint audits which cover areas in scope of the shared services arrangements.

The current arrangements allow each party to vary the level of service (e.g. the police uplift programme has necessitated additionality into the recruitment team which is 100% funded by Police) and for parties to add into shared services requests for new service areas (e.g. leadership development programmes).

In relation to the changing landscape it should be noted that the Fire White Paper is anticipated to be presented by the Government in May. This is anticipated to give Chief Fire Officers organisational independence (e.g. becoming a corporation sole) in the same way as Police Forces are distinct legal entities from the Commissioner's Office. This will impact on the reviews being undertaken and as such will influence the order in which these reviews are undertaken dependent upon the legislative outcome and direction of travel.

Shared services across both Policing and Fire cover more than just the local relationship between Policing and Fire. In addition to this a number of areas of business are best collaborated on with neighbouring Police and Fire Services – for Policing these include police legal services in collaboration with West Midlands Police, organised crime at a regional level and air support at a national level for policing; for Fire these include a shared control room with West Midlands Fire and Rescue Service as well as multi service arrangements for items such as pension administration. There remains an intent to provide the services where best suited based on organisational need as opposed to always seeking Police and Fire collaboration.

In relation to further progress against Joint Estates collaboration the Force is currently changing its operating model to focus on local policing, moving policing closer to the communities they serve. Within this context it has been identified and agreed to progress feasibility studies on three new joint locations between Police and Fire covering Uttoxeter, Kidsgrove and Stone. As this remains at the feasibility stage no commitment has been made yet to complete these shared locations. The benefits to the public purse of the shared locations at both Tamworth and Hanley (within Stoke on Trent) have provided both modern, fit for purpose accommodation to policing as well as generating capital receipts of c.£2m and ongoing revenue savings in excess of £300k per annum across Police and Fire. Whilst the afore mentioned site will not generate the same level of savings due to their relative size they will provide modern, fit for purpose policing facilities within those locations for a generation.

## Finance

The Group (Staffordshire Police and the Police and Crime Commissioner for Staffordshire) outturn is £220.770m for the year. **This is an underspend of £1.306m (0.59%) against the annual budget of £222.075m.** This underspend will be added to our general reserves, providing additional support in future years in an increasingly uncertain external environment.

Pay and pension costs have underspent by £4.923m for the year. Police Officer pay has overspent by £0.540m (due to overtime), Police Staff costs (partly offset by agency staff costs) has underspent by £2.237m and PCSOs has underspent by £0.615m. The remainder of the underspend is attributable to Pensions (£2.049m) and Other Employee Costs (£0.562m). Non-Pay, including contracted and capital financing costs, has overspent by £0.771m - this is driven by additional revenue contributions to capital in year which has resulted in no requirement to borrow to finance expenditure on short-life assets (IT, Fleet and Equipment) for the 2021/22 programme.

The Group has actual spend £4.681m on capital schemes for 2021/22. The capital financing requirement (net debt) has fallen by c.£3m in year. This will be incorporated in to the MTFS refresh for 23/24 but will provide a new MTFS saving based on lower debt servicing costs. The Group savings target for the year was £2.052m with delivery of 94.1%. Delays in the capital programme were experienced due to nationwide supply chain issues and revisions made to the capital programme in year to pause investment programmes in year in areas such as estates where investment in a number of locations has been differed whilst collaborative estates opportunities are explored.

The General Reserves are £8.520m, 3.65% of the 2021/22 net revenue budget, in line with the commissioners reserves strategy. There are a number of transfers to earmarked reserves in 2021/22 taking the total value of earmarked reserves to £27.614m as at 31<sup>st</sup> March 2022. Covid, Border delays and War in Ukraine have all contributed to supply chain issues which has impacted on the receipting of goods in the financial year, necessitating higher than forecast revenue budget carry forwards.

Significant amounts of unbudgeted income have been received in year, in part contributing towards the favourable financial position; this is common across the wider Local Authority sector (Police, Fire, Councils). In Staffordshire this includes, but is not limited to: Covid Support Grants, Safer Streets Funding, additional uplift funding from CT policing, COP26 support and a grant in P12 for the Tax Income Compensation Scheme.