

Official Sensitive



FMS 6 2023/24

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FMS 6 2023/24

Part 1: Summary

Context: Summary & Performance Approach

Summary of Previous 12 Months

Staffordshire Police has remained focused on continuous improvement over the last year, aligned to the ambitions set out in the forces policing plan which in turn pays due regard to the delivery of the Commissioners Police and Crime plan. During 2023/24 the force has taken further steps to deliver sustained improvement linking annual delivery plans with a strengthened and robust performance framework supported by a reliable and enhanced audit capability. An improved planning cycle which looks to be responsive and direct the organisation has resulted in a more analytical approach to the production of the FMS. An emphasis on the delivery of an engaged leadership culture has also underpinned the forces continuous improvement approach.

The delivery of the above has resulted in the force’s exit from the engage monitoring status with HMICFRS (May 2024) in relation to two causes of concern identified from the 21/22 PEEL process relating to call handling (discharged December 2023) and quality of investigations (discharged May 2024). Further more as part of the PEEL 23/24 inspection process, the force has already discharged a number of AFI’s from the previous inspection.

Key factors of the forces improvement journey are summarised below:

- Engaged **leadership**
- Energy spent on improvement and active **partnering** with PPOG members
- Relentless, self-critical and **intrusive audit** feeding bespoke interventions
- Systemic and mature **performance** approach – peer review, data and grip
- **Programmatic change** approach both in and out of house
- Focus on **first line supervisors** capability, capacity, condition & compliance
- **Sustainability** beyond Engage and **inspiring** through past achievements

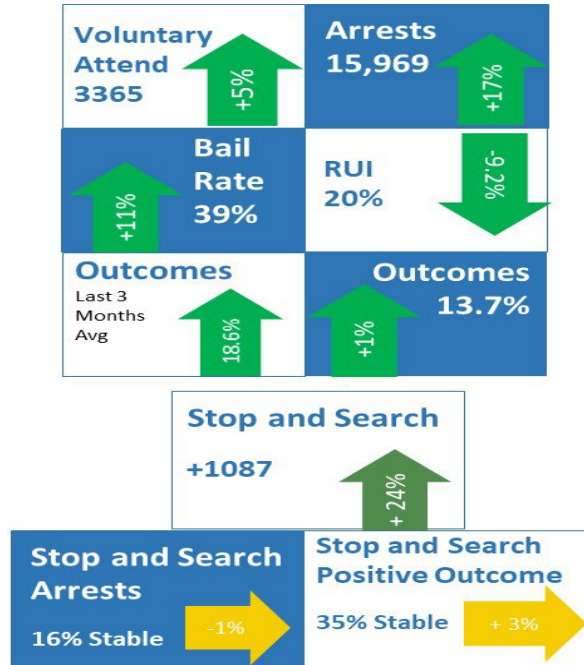
Enhanced Performance Management Approach

The force has underpinned its delivery of sustained improvements by developing a clear and connected performance framework focusing on addressing the findings from the PEEL spotlight report: Police Performance – Getting a Grip. The approach undertaken is set out below and has resulted in enhanced data, oversight an grip.

ISSUE	Our Approach			
Poor performance management is leading to poor service delivery	Success Measures Defining good	Connected Performance Framework Aligning activity to the policing plan, setting ambitions and holding the organisation to account		From reporting to meaningful analysis
Poor use of data is leading to poorly informed decisions	Data Strategy	Delivery of DEP I Visualisation	Self Service Development	'Single Truth' Data Bespoke Delivery of Tools Training
Inadequate understanding of demand means some forces operate in crisis	Revision of the Policing Plan	Delivery Plans and PDR aligned	Contextual Performance	Strategic Demand Assessment (SDA)
The workforce is increasingly under-resourced and under-skilled	Review of Strategic Planning Cycle	Leadership Training	Masterclasses	Governance Review
Already scarce resources shouldn't be focused on non-police activity and 'failure demand'	Performance Framework SDA	Focus on Front End Process	Training and Support	Root Cause Right Agency
First line supervisors are being let down and under-invested in	Leadership Pledge	Masterclasses for Supervisors	Investigation Quality Sergeants	Front Line Supervisor Review
The public is too often being failed at the first point of contact	Revision of FCR Performance	Enhanced Data Visualisation	Focus on 999 > now 101	

Context: Crime Reduction Assessment

Bringing Offenders to Justice



Performance

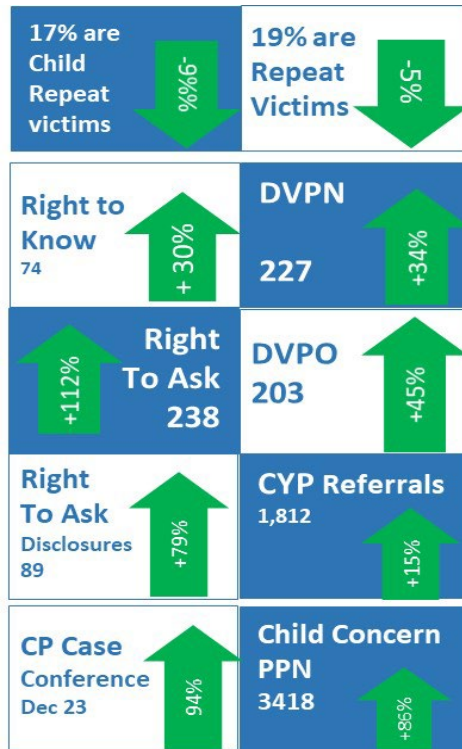
- Increased arrests - in part due to the remodelling of the Local Policing Command and offender management focus
- Shift in the utilisation of Bail from RUI, demonstrating more accountability and offender focus.
- Proportion of CJ Outcomes stable with a significant uplift in the last four months due to the Force's investment in enhanced Crime Recording and Closure capability, Out of Court Disposal pilot and Effective Investigations focus.
- Increased stop & search resulting in 35% increase in positive outcomes
- High conviction rates for Crown Courts in line with Regional and National averages

Activity

- Improvement of overall quality of record keeping in NICHE and supervisory oversight
- Mandating the use of body worn video
- Supervisory review through NICHE OEL – including review of BWV
- Stop & Search Section 60 policy - level of authority higher than legal requirement
- Stop and search QR code scanning introduced
- Suspect management policy in place with oversight through Quality Investigations Board
- Daily focus on outstanding offenders within operational governance
- Backlog reductions
- [REDACTED] – increased arrests and improved suspect management
- Compliance with mandatory training and CPD
- High priority warrants identified and circulated via DMMs and daily briefings
- Monthly targeted operations
- Two dedicated bail Sgts in place to review all ABP applications / ensure legality of bail processes - Staff officer to NPCC national lead in force implementing best practice in Staffs - Education of staff to improve understanding of the legislation and enhance lawful practice - Monthly reports generated on fail bail and overdue RUI with clear escalation pathways
- Biometrics solution developed ensuring those managed outside custody are entered into the PNC database effectively to prevent and detect future offending

Context: Crime Reduction Assessment

Reducing Repeat Victimisation and Offending



Performance

- 19% Victims of crime are repeat victims, this has decreased by 5% from 24% - 16% are for 2-3 reports
- 16.8% Child Victims are repeat victims, this has decreased by 9% from 25.7% - 15% are for 2-3 reports
- The top 10 child victims 12 months ago are no longer in the top 10 at the end of Mar-24
- 29% Victims of DA crime are repeat victims, this has decreased by 37% from 8% - 22% are for 2-3 reports (Some of the decreases is due to Home Office crime recording changes)
- Repeat Domestic Victims of crime analysis using 2022-23 data showed 83% (4,039) of repeat victims do not appear in the previous 12 months (2021-22) and 83% (4,052) of repeat victims do not appear in the following 12 months (2023-24). 72% (3,510) only appeared as a repeat victim in 2022-23, while 6% (287) of victims appeared as repeats in all 3 years.
- Increased use of Protective orders

Activity

- Additional information being captured as part of bail condition and custody reviews
- Public Protection Unit external consultant review and demand analysis
- Completion of extensive vulnerability training including FCC
- DVPN/Os training to f/line staff and use alongside bail
- New leadership, change to governance and increased accountability and scrutiny – Strategic Vulnerability Board ACC led
- Improved performance metrics and tracking
- Investigation Quality Sgts review of risk and quality of investigations
- ██████████ – mass intrusion into quality of investigations to address individual case issues, root causes and recognise excellence c.5000+ cases
- Change to MASH working practices as part of MASH project
- 6 Child Protection inspection recommendations discharged by HMICFRS to date
- HRH staff well trained and act as local policing TAC advisors
- Visibility, oversight and grip with backlogs and thresholds
- MARAC information compiled by HRH vulnerability coordinators - Quality of this also reviewed
- Scanning and analysing other force inspections regarding child protection and building into improvement plans

Context: Crime Reduction Assessment

Preventing Harm and Crime



DCPP National Measures

DCPP National Beating Crime Plan Indicators	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change
Homicide	12	11	-1	-8.3%
Serious Violence (Robbery & Violence with Injury)	13409	11546	-1863	-13.9%
Violence against Women & Girls	21821	19073	-2748	-12.6%
Domestic Crime	24012	19098	-4914	-20.5%

DCPP National Beating Crime Plan Indicators	Previous 12 Months	Last 12 Months	12 Month Difference	12 Month % Change
Neighbourhood Crime	10476	9540	-936	-8.9%
Serious Violence - Gun Crime	91	96	5	5.5%
Serious Violence - Knife Crime	866	789	-77	-8.9%
Drugs (Recorded Crime)	2495	2024	-471	-18.9%

Performance

- Variety of performance techniques used to measure and understand HARM including the Multi-Agency Tasking and Co-ordinating (MATAC) pilot and crime severity score (included in some of the new power bi products).
- Cambridge University input to Evidence Based Policing Board to revisit/enhance methodology
- Ongoing focus on vulnerability has increased the number of Public Protection Notices by 26%

Activity

- Clear direction underpinned by Neighbourhood Policing Strategy and new recognised neighbourhood policing training programme for officers and staff
- Oversight and monitoring via Local Policing Improvement Board, Command boards, ASB working group and Engagement Board
- Addressing ASB collaboratively with local policing teams and Community Safety Partnerships - Supported by bespoke community engagement and campaigns & group specific engagement activity e.g. Stoke on Trent youth council
- Local problem solving tactical leads and wider roll out across the force e.g. Force Contact Centre
- Formal structures and processes to record, monitor and review problem-solving – supported through Power BI
- Embedded HRH working in partnership to identify and manage vulnerability, supported by Early Intervention and Prevention Unit
- MASH provision and dedicated PPU structure to support most vulnerable, along with information sharing at a strategic level for children and adults
- Precision Policing document and Making Great Places (Clear, Hold, Build)
- BI Apps development and analytical products
- Joint extensive ASB training with partner agencies commenced
- Local Prevention and Problem Solving Meetings are multi agency
- New Citywide Tasking process in City of Stoke on Trent – focussed delivery structure for broad scale multi agency problem solving (Clear Hold Build principles)
- Force embedded in County & City Community Safety Partnership Boards (City Commander Chair's City CSP Board) with aligned priorities based on strategic assessment process and community consultation

Methodology: Overall Approach

Following feedback from HMICFRS for FMS 5, the force has revised its approach to how it presents information contained within the sections of the statement to set out higher level directive information which has been derived from more detailed analysis (more in depth information is contained within attached appendices including 4 year forecasting data).

There has been a focus on building in a more structured and robust approach to steps 3 and 4, as discussed and agreed with HMICFRS, however all step 1 and 2 assessments have also been reviewed and revised where appropriate.

The force has taken a more risk based approach to the level of detail presented. Areas assessed with less risk are presented in summary slide only with more detailed analysis offered for areas where current demand/asset score and/or future service delivery scores are high. In addition, further analysis has been offered in areas where the force has carried ACOC and multiple AFIs, or where key investments have been made to drive service delivery.

The force continues to use the MoRiLE Organisational Risk Assessment (ORA) to produce 2 overall scores (current demand asset & future service delivery risk) for each section using the scoring principles from the forces risk management framework (see below).



Rigour has been applied to moderating the assessment via Business Area Command/SLT and Chief Officer leads considering both data and horizon scanning information overlaid with professional judgement.

This assessment also has set out a number of recommended actions and areas for review as part of existing governance arrangements, these actions will be collated and tracked centrally via the forces Corporate Development function.

Additional analysis and products will form part of the utilisation of the FMS assessment to drive deep dive review activity, risk management and change review as part of the continuous improvement approach to strategic planning.

Methodology: MoRiLE ORA Assessment – identifying what has changed

In order to track changes from the FMS 5 position the following key has been used to highlight any shift in the MoRiLE scoring and overall Current and Future RAG scores.

1	No Arrow	No change
2	↑	Negative change (e.g. increase from moderate to substantial staffing gap)
3	↓	Positive change (e.g. decrease from substantial to moderate security of supply issue)
4	↔	Stable - These arrows will only be seen on the Current Demand Asset and Future Service Delivery scores (which are calculations). This means that whilst changes may have occurred within the MoRiLE, the calculated score has remained within the same range (e.g. medium) when scored against the Risk Management Framework. Up / down arrows for each overall score remain as described above.

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend	Current Capacity of Staff	Security of Supply of Staff	Current Capability of Staff	Current Capability of Equipment	Current Wellbeing of Staff	Current Resilience of Equipment	Current Standard of Service Delivery	Confidence Future Delivery Against Ambition	
Assessment	1 Known Working on hidden	Good working on gaps	Increase > 10%	2 Substantial ↑	3 Moderate ↓	Substantial ↑	Moderate	Substantial ↑	Moderate	Moderate	Substantial	Medium ↔
	Residual Demand & Harm			Residual Demand		Residual Harm				Future Service Delivery Risk Score		
Assessment	Moderate			Moderate		Public Harm		Organisational Harm			4 Medium ↔	

Methodology: Future Developments

Strategic Demand Assessment Approach and Development

During 2023/24 the force has undertaken phase one of a strategic demand assessment to help inform existing Priority Projects by providing relevant demand analysis. The assessment is being developed to support delivery of the following benefits:

- Highlighting the holistic picture of Force demand where the flow is depicted in one place
- Promoting a system approach thus, preventing the implementation of new initiatives in silo
- Monitoring of the Call to Court, combined with an event time line to portray 'triggers' and 'levers' which impact specific areas of the Force thus highlighting any undesirable implications on other departments and procedures
- Identify areas of service improvement which will have the most effective impact on the Force's current strategic objectives
- Enabling monitoring of the model and understand significant deviations from the demand baseline and therefore impact on performance

During the completion of Phase One it was recognised that various data gaps exist Force-wide. Further development of this approach as part of phase 2 will seek to address these to provide a reliable tool for providing demand analysis (see diagram opposite).

As this product evolves, the assessment will be used to inform the FMS process to provide robust and additional information to supplement the MoRILE ORA approach.



Capturing the Demand of Specialist Crime Units

such as PPU, Specialist Crime units and Local CID and the capabilities of such will be published in the 'Call to Court' process map .



Establish a Working Group

to identify the reporting gaps which the SDA can seek to address.



Understand the Hidden and Preventable Demand

across Staffordshire Police will be prioritised to further build the holistic picture of Force performance and demand.



New Projects

Any performance improvement projects that arise as a result of the SDA Phase One findings, for example Failure Demand



Introduce Capacity and Capability Analysis

into the 'Call to Court' process map, which will detail the time taken to manage demand departments are subject to.



Monitoring of the Model

Understand the impact of changes on the model – Examples being New Policies / Training / New IT Systems

Beyond Phase 2...

BAU under the PPMO

Introducing HARM

High Level Analysis: Risk Summary

Each FMS section and command section have a detailed assessment which has been used to build the overall risk summary information. Both high level section views are provided below.

In considering the risk summary information, it is important to note that in many instances even when the current and future RAG ratings have remained the same, the scoring behind it has shown a reduction. Each score has been overlaid against the forces 5x5 risk scoring matrix to apply an associated RAG (from Very High to Very Low). Where a specific score is in the upper or lower threshold of a particular RAG, professional judgement has been applied to determine the most appropriate category.

For FMS6 the detailed assessment has been designed to pull out key future delivery risks that will be assessed, tracked and monitored through the force's risk management framework and existing governance arrangements.

Overall Scores by HMICFRS Question Average:

HMICFRS Question (by section average)	Current Demand/Asset Score (Steps 1 & 2)	SCORE	Future Service Delivery Risk Score (Steps 3 & 4)	Score
Q3: Responding to the Public	Medium ↓	11.06	Medium ↔	7.5
Q4: Prevention & Deterrence	Medium ↓	10.42	Medium ↔	9
Q5: Investigations	Medium ↔	10.31	Medium ↔	8.44
Q6: Protecting Vulnerable People	Medium ↓	10.29	Medium ↔	7.46
Q7: Managing Offenders	Medium ↔	7.5	Medium ↔	6.5
Q8: Managing Serious & Organised Crime	Medium ↓	10.47	Medium ↓	10
Q9: Major Events	Medium ↔	8.18	Low ↔	4.75
Q10: Knowledge Management & ICT	High ↔	12.6	Medium ↓	9.88
Q11: Force Wide Functions	Medium ↔	8.05	Medium ↔	7.5
Q12: Collaboration	Medium ↔	9.25	Medium ↔	6.1

Overall Scores by Command Average:

Command (by section average)	Current Demand/Asset Score (Steps 1 & 2)	SCORE	Future Service Delivery Risk Score (Steps 3 & 4)	Score
Force Contact & Ops	Medium ↔	8.88	Low ↔	5.36
Local Policing	Medium ↔	9.32	Medium ↔	8.33
Public Protection Unit	Medium ↓	9.79	Medium ↔	7.81
Specialist Crime	High ↔	11.79	Medium ↔	10.06
Deputy Chief Constable	Medium ↔	10.02	Medium ↔	9
Enabling Services	Medium ↔	8.98	Low ↓	5.71

High Level Analysis: Key Findings and Cross Cutting Themes

- The assessment indicates a positive direction of travel for current demand / asset score areas where key investments have been made in terms of capacity and capability (including technology) e.g. Neighbourhood Policing, Investigating Volume Crime, Protecting Vulnerable People, and Managing Serious and Organised crime. Incident Response has remained static with a high current demand / asset score.
- Further reductions in future service delivery risks are projected for areas linked to ongoing and planned review and/or investment e.g. DA, Stalking and Harassment, Missing, and areas docked within the Corporate Development redesign (Business Intelligence and Analysis and Performance Management and Audit).
- There are a number of areas where the future service delivery risk has deteriorated ([REDACTED]) linked to a projected increase in residual demand despite any current measures in place to mitigate, these will be recommended as key areas for further deep dive review.
- Although the majority of sections have remained stable within the same risk category for both current demand / asset score and future service delivery score there have been a notable number of risk scores within that category (aligned to the forces risk management framework) which have shown a positive direction of travel.
- There are 7 areas forecast to have high future service delivery scores ([REDACTED]) which is 50% less than for FMS 5. These areas are:
 - [REDACTED]
 - VAWG
 - Drug Supply
 - County Lines
 - Major Investigations Dept
 - Information & Records Management
 - ACU
- Overall wellbeing has remained largely stable (from the MoRiLE ORA) from FMS 5 with just over half of all areas indicating moderate wellbeing issues. There are pockets of substantial and severe wellbeing issues along with pockets of minor and negligible issues also. Further analysis of patterns and trends will be undertaken to inform future wellbeing support planning.
- All areas have identified key achievements in the previous year (linking to national developments where appropriate) supporting the overall development of the forces approach to planning and continuous improvement.
- Following the implementation of the new Local Policing operating Model in July 2022, a number of key areas are reporting a need to remodel demand against resource allocation based on refreshed data to ensure the best use of resources across the force.
- A number of estates issues have been noted linking to delivery of key priority areas and business continuity management.
- Recruitment and retention remains an issue in some key areas ([REDACTED]).
- Proactive capacity continues to be built across a number of operational areas.
- Further in year mitigations will be identified and applied to address the current service gaps in key vulnerability areas such as ([REDACTED]).

Addressing Remaining Potential Service Delivery Gaps and Risks

Details of completed, ongoing and planned mitigations to meet projected demand (including benefits and impact) are set out for those areas deemed to require additional focus as part of the risk based approach taken by the force (where current demand/asset score and/or future service delivery scores are high, where the force has carried ACOC and multiple AFIs, and areas where key investments have been made to drive service delivery).

The assessment has also sought to set out potential future demand/residual risks - where current and planned mitigations may not fully address identified gaps (including a number of areas that may impact on the strategic objectives of the force shown in red tiles). Each of these areas will be subject to further focus, direction and evaluation as appropriate, by one or more of the following approaches docked into the strategic planning and change process for 2024/25:

- Building into command annual delivery plans
- Running through the force risk management framework and process
- Docking and tracking into existing governance structures
- Building into 2024/25 resource planning RAC panels, workforce planning etc.
- Undertaking further detailed analysis including the utilisation of the force priority based resources (PBR) approach and peer review
- Overlaying in the context of the forces single view of change
- Overlaying and maximising against the development work of the SDA
- Tracking overall impact of further in year mitigations over time via FMS7
- Developing the forces 2025 to 2027 Policing Plan priorities through force wide staff engagement workshops

Declaration

This is the force management statement for Staffordshire Police. Except where stated otherwise, the information in this statement is complete and accurate in all material respects.

Signed : 

Chris Noble, Chief Constable

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FMS 6 2023/24

Part 2: Detailed Assessment

FMS 6 2023/24

Section 1: Finance

Section 1: Finance

1: Finance

Current financial position:

The latest position set out in the 2024/25 MTFS is a balanced budget for year 1, through the use of reserves, with a gap rising to £19m by 2028. The budget was set in the context of a particularly challenging inflationary environment. Despite these challenges in 2023/24, the final outturn for the year was £242.800m against a budget for the year of £242.947m. This is an underspend of £0.147m.

This section shows the force's current financial position, the projected changes in income and expenditure and any financial gaps.

Use of financial resources:

In 2023/24 Staffordshire Police had a net revenue budget of £242.805m. The Medium-Term Financial Strategy (MTFS), which is jointly owned by the Police and Crime Commissioner's Section 151 Officer and the force Section 151 Officer, incorporates the following:

- Revenue budget
- Reserves Strategy
- Capital Strategy and Capital Investment Programme
- Treasury Management Strategy

For the 2023/24 financial year, the Staffordshire Commissioner decided to raise the precept by 4.83% or £12, which was below the maximum amount permissible before calling a local referendum (this was £15). This was supported by public consultation with 58.5% of respondents supporting an increase in local taxation to invest in policing. Overall, this resulted in a marginal increase in funding in real terms. This coupled with £7m of new savings allowed for new investments in emerging areas of public concern.

These investments were:

- An increase of 60 additional officers, over and above the national Uplift target, taking the force to 2,000 officers. These officers are targeted in 3 areas; Prevent, Pursue and Protect.
- Further ANPR technology capabilities to support proactive capability to allow the force to intervene where criminals are using the road network to go about their business.
- Expansion of the domestic abuse support services, commissioned by the OPCC.
- The creation of a dedicated Officer Personal Training facility.

The increase in the precept was lower than the forecast cumulative rate of inflation and wage growth.

Making the best use of our resources is a focus within our Policing Plan and is considered under Pillar "Building an Outstanding Organisation".

Funding:

Home Office grant has fallen in real terms since 2010/11. Given that the majority of Staffordshire's funding is from government grants, this makes the force

Precept funding is the [redacted] in the Most Similar Group (MSG).

Section 1: Finance

Financial Assessment – Projected income and expenditure changes:

Once again, the MTF5 for 2024/25 was set in a challenging financial environment, with high inflation, high energy prices and the cost of living crisis. These factors have placed pressure on force budgets and increased the savings requirement to balance the budget.

For 2024/25, there is a requirement to use £1.621m of reserves to balance budget, the table below shows the underlying budget gap, before the use of reserves as a percentage of the projected net revenue budget. The table includes some known pressures to fund changes proposed in the FMS.

	Budget 2023/24	Budget 2024/25	Budget 2025/26	Budget 2026/27
	£000	£000	£000	£000
Net revenue expenditure – NRE (*future years projected)	264,824	271,282	279,001	286,997
Estimated funding gap before use of reserves to balance budget	(1,621)	(9,503)	(14,267)	(19,025)
Use of reserves	1,621	3,645	0	0
Underlying gap	0	(5,858)	(14,267)	(19,025)
Gap as a percentage of NRE	0	2.16%	5.11%	6.63%

Closing the financial gap:

The force is focussed on ensuring that it utilises resources well to demonstrate value for money.

Priority Based Resourcing (PBR) is being rolled out across the force and seeks to enhance the approach to corporate planning and budget setting. PBR allows the force to consider its service levels and ensure that investment is aligned to priorities and risks of the force.

There is a detailed Efficiency and Productivity Plan with key areas of focus for closing the budget gap in future years. There are short-term measures in place for closing the gap including increased vacancy factors and use of reserves.

Organisation-wide Assessment – Financial implications of future demand:

The force has undertaken an analysis of the 23/24 HMICFRS VfM Profiles published in March 2024. This highlights the following:

- Funding for policing has historically been low in Staffordshire, in 2023/24 it was the [REDACTED] funded force per population.
- Staffordshire has the [REDACTED] number of police officers per 1,000 population in the country and is the [REDACTED] in MSG.
- When reviewing outliers, Staffordshire remains a heavy investor in PCSOs.
- Staffordshire continues to focus on directing resources to “front-line” roles. Net revenue expenditure on support services is [REDACTED] in 2023/24; a reduction since 2022/23 when it was MSG [REDACTED] in MSG.

When analysing funding compared to demand, [REDACTED]

Based on benchmarking and a review of organisational demand, it is anticipated that there are a number of areas that will require future investment, including:

- Local policing
- Dealing with the public
- Public protection

Through the Police Uplift Programme and Staffordshire’s local investment into officer numbers, there has been a considerable increase in numbers. These officers have been distributed across the organisation, with a significant increase in the Public Protection Unit. These and other areas where additional officers have been allocated were identified as scoring red as part of the FMS process.

Whilst the increases in officer numbers are welcomed, the additional funding received does not cover inflationary pressures nor incremental growth. This coupled with future requirements to continue to invest in officer numbers to meet demand means that significant financial savings are required to close the gap; this may lead to a requirement to reduce police staff numbers.

Section 1: Finance

MTFS and future demand:

The MTFS is presented in February each year to the Police Fire and Crime Panel for approval; it is updated the year to reflect changing circumstances and availability of information.

For 2024/25 the commissioner has taken the decision to increase the precept by £13 per annum (4.99%). The 2024/25 precept increase is below the 2024/25 increase in state pension (8.5% increase), working age benefits (6.7% increase) and below the December 2023 ONS data for wage growth (7.2% increase).

During the MTFS period the force plans to invest in a number of areas:

- Increasing staffing within technology services (IT) by c.30fte,
- Increasing change capacity by c.15fte,
- Funding the over recruitment of 25fte in call handling for 2024/25 and 2025/26 in addition to the 20fte permanent growth in numbers agreed in the last two years,
- Capital funding to invest in infrastructure across Staffordshire including refurbishment of Police Stations and custody facilities, EV infrastructure and sustainability schemes to reduce running costs and meet the governments net zero ambition
- Capital funding to invest in technology improvements to improve contact systems to better meet public expectation as well as meeting the increasingly complex needs around digital forensics to ensure justice is received for victims of crime.

The budget for the 2024/25 financial year had an underlying gap of £1.621m which was balanced by use of the budget support reserve. The budget support reserve is unwound throughout years 1-2 of the MTFS, with an underlying gap of £19m by 2028.

In relation to financial planning the force has adopted the following strategic narrative in relation to allocating financial resource to meet operational requirements.

A Good and Balanced Budget?

A **Balanced Budget** means that:

- Income equals expenditure
- Cost reduction targets and investment proposals are credible and achievable, and:
- Key assumptions are 'stress tested'



A **Good Budget** means that:

- It has a medium term focus, supporting the Policing Plan
- Resources are focused on our priority outcomes
- It is not driven by short term fixes
- It demonstrates how we have listened to our communities through consultation
- It is transparent and well scrutinised
- It is integrated with the capital programme; and
- It maintains financial stability

As part of the financial planning cycle, Resource Allocation Challenge (RAC) panels continue to be used to scrutinise the use of resources. Considerable work has gone in to reviewing the strategic planning cycle and ensuring key elements, such as the production of the FMS aligns well with the financial planning cycle.

Section 1: Finance

Capital Programme & Investment Plans

The purpose of the Capital Programme is to support the delivery of the key policing requirements over the next four years. It is produced alongside key stakeholders to ensure that operational requirements are captured and that it addresses key issues identified in the FMS. The table below sets out the overall capital programme and its sources of funding.

Capital Investment Area	2024/25 Budget	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate
	£'000	£'000	£'000	£'000
IT	11,258	8,957	6,483	5,483
Estates and Facilities	14,313	21,131	4,370	1,290
Transport	2,075	2,100	2,150	2,200
Operational Equipment	1,378	220	50	50
Capital Programme	29,024	32,408	13,053	9,023
Funding				
Capital Receipts	0	(380)	0	0
Deferred Capital Receipts	0	0	0	0
Capital Specific Grants	0	0	(331)	0
Revenue Contribution to Capital	(2,257)	(2,257)	(2,257)	(2,257)
Earmarked Reserves	(1,072)	0	(1,784)	0
Borrowing Requirement	(25,695)	(29,771)	(8,681)	(6,766)
Total Funding	(29,024)	(32,408)	(13,053)	(9,023)

Key investments throughout the MTFS period include:

- The provision of an armed training facility
- Custody facility improvements
- Digital forensics infrastructure solution
- Ongoing end-user device replacement
- Vehicle replacement programme

Debt has fallen in recent years, but is forecast to increase over the MTFS. Excluding the impact of the investment in the new Firearms Range and ESN debt would continue to fall. The force will continue to take advantage of any in year opportunities to make additional revenue contributions to capital (RCCO) to keep debt down and generate reduced capital financing charges in future years.

Reserves

The group holds a **general fund** and **earmarked reserves**. Earmarked reserves are held to fund future projects and investments, but also to provide funding

- To cover specific risk items that are excluded from the MTFS but may present as financial pressures over the life of the MTFS;
- To provide budgetary support. This reserve is earmarked to support the budget on a one-off basis whilst efficiency savings are phased in with a view to implementing these savings in the most sustainable manner possible;
- For specific operational requirements.

Earmarked reserves have been utilised flexibly to support organisational demand requirements and use includes the following:

- Additional 10 supernumerary sergeants to focus on capacity building in local policing;
- To support the development of the Digital Data and Transformation capabilities

The table below sets out the projected reserves per the Reserves Strategy MTFS paper as at

February 2024:	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000
General Fund	9,631	9,631	9,631	9,631
Capital Receipts Reserve	0	0	0	0
Capital Grants Unapplied	331	331	0	0
Budget Support Reserve	3,645	0	0	0
Capital Reserve	484	741	998	1,212
Collaboration Reserve	199	199	199	199
ESN Reserve	1,784	1,784	0	0
Insurance Reserve	699	699	699	699
IT Transformation Reserve	1,890	1,490	1,090	690
Major Events Policing Reserve	473	473	473	473
Operational Reserves	6,331	4,170	3,455	3,442
Pension Reserve	5,696	5,696	5,696	5,696
Reshaping the Future Reserve	2,149	2,149	2,149	2,149
Uplift Reserve	3,361	3,361	3,361	3,361
Total Earmarked Reserves	26,711	20,762	18,120	17,921
Total Usable Reserves	36,674	30,725	27,751	27,552

Section 1: Finance

Assumptions:

The position for 2024/25 onwards is based on a set of assumptions many forces have adopted. As is to be expected, these assumptions have a degree of uncertainty to them and this increases as the timescale extends.

The key funding assumptions included in the plan are:

- The precept will increase by 2.99%. This is below the precept referendum limit assumed at £10. Therefore, there is a degree of flexibility for the Commissioner in relation to increasing this should appropriate business case be supported.
- The council tax base is assumed to grow at 1.5% per annum and surpluses on collection fund will be £0.650m in 2025/26 onwards.
- The ring-fenced Police Uplift Grant of £6.4m in 2024/25 and the additional recruitment top-up of £1.824m in 2024/25 will be baselined and included within the main Police grant with no net impact overall.

The key cost assumptions included in the plan are:

- Staffordshire Police's allocation of mandatory uplift officers will be maintained, plus the further local investment of an additional 60 officers i.e. police officer numbers will be held at 2,000 going forward.
- Pay inflation for all staff groups will be 3% (from September 2024) for 24/25 and 2% thereafter.
- Non-pay inflation has been considered on a case by case basis due to high levels of inflation. It is assumed that it will return to 2% 2024/25 onwards.

The key risks:

- It is assumed that the ring-fenced uplift funding of continues throughout the life of the MTFs; government has indicated that it is committed to maintaining officer uplift numbers.
- Precept increases and growth in council tax base below assumption will increase future budget gaps.
- An assumption of collection fund surplus has been included within the funding assumptions; there is a risk that the position is not as favourable and surpluses are not available in future years.
- Any change to the police funding formula, could result in an adverse impact on the force and any reduction to funding would increase the future savings requirement.
- Due to the commitment to maintaining officer uplift numbers, arising cost pressures will need to be found from police staff and non-pay budgets. This is a challenging picture given the difficulties faced across the organisation.
- There is a risk around cost inflation as a consequence of the challenging economic environment. Pay awards have been assumed at 3% in 24/25. The NPCC is proposing a 6% increase in its submission to the Police Pay Review Body, this is with a condition that this would need to be funded due to the pressures on force budgets. The full-year impact of each 1% pay award increase is a cost pressure of circa £2.15m. The issue remains that pay awards are significantly below the rate of inflation and are likely to continue to cause issues in recruitment and retention. This is evident in many specialist police staff roles.
- Delays in the implementation of the replacement Emergency Services Network (ESN) results in additional device replacement costs, both in the short-term to continue to operate as well as in the medium-term for the replacement for the new solution. It is not yet clear when these costs will fall, although some estimated costs have been included within the MTFs.

A summary of assumptions is below:

	2024/25	2025/26	2026/27	2027/28
Description	Budget	Estimate	Estimate	Estimate
Police Officers				
Pay Award	3.0%	2.0%	2.0%	2.0%
Incremental uplift	2.0%	2.0%	2.0%	2.0%
Pension Contribution	35.3%	35.3%	35.3%	35.3%
Police Staff				
Pay Award	3.0%	2.0%	2.0%	2.0%
Incremental uplift	2.0%	2.0%	2.0%	2.0%
Pension Contribution	21.5%	21.5%	21.5%	21.5%
Non Pay Inflation				
General	3.0%	2.0%	2.0%	2.0%
Utilities & Fuel*	3.0%	2.0%	2.0%	2.0%
Funding & Income				
Government Funding	8.84%	2.0%	2.0%	2.0%
Council Tax Base Increase	1.55%	1.5%	1.5%	1.5%
Variable Income Charges	2.0%	2.0%	2.0%	2.0%
Council Tax Precept Increase	4.99%	2.99%	2.99%	2.99%

* % increase stated is an average across budgets

Section 1: Finance

Sensitivity Analysis

Sensitivity analysis continues to be an area of focus. The table below sets out the force's core sensitivity analysis assumptions:

Cost Area	Change	£'000
Police Pay	1%	1,312
PCSO/Police Staff	1%	839
Utilities	1%	28
Vehicle costs	1%	40
Supplies & Services	1%	102
Police Pension Contribution	1%	862
Police Core Grant Funding	1%	1,376
Precept	£1	366
Precept	1%	1,001

Inflationary pressures remain a significant concern both over the short and medium term and are more likely than not to present a significant challenge around non-pay spend.

Finance Business Partners work closely with their service areas identifying financial risks within the financial year as well as identifying future budget pressures to ensure that these are captured in the financial plans.

External audit opinions

Our external auditors, ██████████ concluded that the 2021/22 financial statements gave a true and fair view of the financial position.

██████ reported a number of matters by exception on the PCC and CC's VFM arrangements following a review of HMICFRS Police effectiveness, efficiency and legitimacy (PEEL) assessment. There were no significant risks or weaknesses identified in relation to financial sustainability.

The audit for 2022/23 has not yet been completed.

FMS 6 2023/24

Section 2: Wellbeing

Section 2: Wellbeing

Understanding and Tracking progress

Understanding and addressing wellbeing issues across the organisation is a key commitment within the policing plan. The force has a clear wellbeing strategy which is underpinned by the delivery of various support mechanisms such as the wellbeing bus, Thrive App, access to financial support / advice etc.

In addition, various mechanisms allow the force to understand and compare the current wellbeing position, informing interventions to address gaps and key issues.

Hive survey

The last two Hive Surveys (March 23 & 24) saw a 22% and 20% return respectively, which was somewhat disappointing. However they have provided data to build future plans around identifying and addressing issues related to wellbeing and levels of engagement. A more in depth dive on the information returned will happen in the coming weeks. In addition various one off surveys are conducted, when needed, on specific topics such as the recent internal comms' employer value proposition survey looking at career development opportunities.

Performance Development Review

The force has reintroduced a structured PDR process (April 23) and wellbeing is an intrinsic part of all PDR conversations to provide clarity and certainty of direction and accountability to individuals which directly links to improving wellbeing. In addition, less formal monthly professional conversations are held where formal annual and mid-term PDR reviews are not conducted. These remain a key point of contact to flag any emergent wellbeing issues

Sickness data

Anonymised sickness data is presented by HR business partners to monthly command boards as well as the Force overall position via Executive Management Board. Detailed discussions are held on specific topics at the quarterly Health, Safety and Wellbeing Board. The HR team have reintroduced multi disciplinary case conferences with OH, to focus on early intervention and complex absence cases.

Police Federation – Pay and morale survey

The latest annual PFEW pay and morale survey 2023 had a low response rate of 17% (338 Officers) from Staffordshire Police. Scrutinised for areas of learning, general conclusions from the survey correspond with our internal data sets which show: low morale due to lack of govt support, stress of the work on mental health and wellbeing, poor financial resilience and the availability better paid, less stressful jobs outside the force as the major causes of negative wellbeing with 12% of the respondents indicating a desire to leave the force within 2 years.

Mental Health First Aiders

There are currently 59 MHFAiders in the force. 28 based at HQ, 31 based within LPT's. Trained by Imagine Independence May – June 2023. Their role is to identify signs and symptoms of mental ill health; start supportive conversations; listen non-judgementally and provide reassurance. MHFA aims to provide initial support to those struggling with their mental health and ensure that they are signposted to professional sources of help. MHFA is entirely voluntary and is confidential unless a serious risk is identified. Our MHFAider's are a point of contact for anyone experiencing a mental health problem

Post Incident Management (PIM)

The force has trained Post Incident Managers to oversee the post incident process in the case of a death or serious injury that has occurred whilst in police contact. The team are supported by the Federation, Unison, Occupational Health, PSD and the force chaplaincy. This process is vital to ensure public confidence in policing by supporting the welfare of staff and independent review by the IOPC.

Trauma Risk Incident Management (TRIM)

TRIM is a peer led system that identifies the warning signs to look for after trauma and signpost for further help if needed. This is entirely voluntary but can be invaluable in helping to minimise the impact that trauma can have for some. The aim is to support right from the outset to identify those that are having difficulty coping and ensure that they are signposted to professional sources of help. The process empowers the organisation to discharge its duty of care and ensure that a proactive and resilient stance is taken to the effects of potentially traumatic events.

Section 2: Wellbeing

Occupational Health Arrangements

Investment has been made into occupational health in the last 12 months, however given funding constraints this has been typically one off in nature and will unwind over 2024/25. In addition to this demand will increase as headcount increases, NHS waiting lists increase (meaning more employer intervention is required in lieu of NHS provision as well as a competitive employment market for clinical staff as the government aims to reduce NHS waiting lists).

Mandatory Support

The Force have identified a number of high risk roles that require regular Mandatory Support Sessions that are facilitated by Occupational Health. Mandatory support allows screening for those roles which pose a greater psychological risk, if deemed appropriate individuals are provided with follow up welfare support which may include a referral for inhouse counselling or external referral for trauma/EMDR therapy. Reports are provided to SLT of key themes and recommendations for each team upon completion of mandatory support.

The snapshot below shows wellbeing offered to areas deemed high risk:

April 2023 – March 2024	Frequency of mandatory support (monthly)	Total number of appointments attended
Digital Forensics	3	122
CPET	6	96
RASSO	6	83
DBS	6	22
FLO	6	27
Mash	6	36
Negotiators	6	12
[Redacted]	6	16
[Redacted]	6	22
Road Policing	6	25
MID	6	5
Coroners	6	12
Mosovo	6	36
EIPU	6	2
DSU	6	12
Total mandatory support sessions - 528		

Oscar Kilo Psychological Surveillance Screening

In 2024, Oscar Kilo funding is available for up to 200 staff. From March 2024 the following roles have been invited to complete the screening:

- [Redacted]
- FCIU/SCUI
- [Redacted]
- Polit/ICAT
- Visor/Offender Management
- Digital Forensics
- Negotiators
- Occupational Health clinical and welfare team

Structured interviews with a counsellor where need is identified through screening, and psychological support and signposting as appropriate to ensure necessary support is in place.

Mental Health Resilience

In 2023 Occupational Health started to roll out Mental Health Resilience Training as part of their input into Leadership Programmes including the Inspired Leadership Programme, Sgts Development Programme. The training has also been rolled out to specific business areas including Custody, RASSO and HR. In 2024 we will look to identify further opportunities to roll out the training including Student Officers.

Section 2: Wellbeing

Current Composition of the Workforce

Diversity data

- 48.7% of the force are female
- 4.7% of the force are ethnic minority
- 11.84% of the force are 25 and under

Age profile of officers

- As the Uplift programme has continued over the last 3 years, it has impacted the age range of officers in force.
- There had been a significant rise in those 25 and under, although this is starting to reduce over the last year. The 26-40 category is now increasing, which is expected and all command areas are experiencing an overall reduction in the age of their workforce.

Age range	31/03/2023	31/03/2022	31/03/2021	31/03/2020	31/03/2019
25 & under	343	228	189	138	64
26 - 40	795	761	730	706	662
41 - 55	831	841	820	830	856
Over 55	19	30	30	26	17
Grand Total	1988	1860	1769	1700	1599

Section 2: Wellbeing

An overall assessment and expected changes.

Hive survey results

The graph below is taken from our most recent Hive survey results. It shows the positive intervention that leadership training has had and that health and safety issues are taken seriously in force. In addition, the investments in equipment over the last 12 months have been generally well received. These correspond to areas that have been targeted over the last 12 months. However, despite these positive scores there remains more work to do in these areas

Weakest scores generally reflect data from other surveys undertaken such as the PFEW pay and morale survey in relation to financial concerns (noting the Hive results cover the whole force not just federated ranks). To tackle this, given pay is nationally set, the force has undertaken work in relation to lifting the base pay of the lowest paid officers and staff (above the nationally agreed 2022/23 pay award), as well as running a significant programme around financial wellbeing.

Given this is currently seen as the largest area of concern in relation to wellbeing, overall scores may not increase noticeably without this being addressed and a poor pay award/continual high inflation is likely to have a noticeable downward affect on wellbeing.

Percentage Favourable



Sickness information

The force ended the year with an average of 7.16 days working days lost per person. Police Officers were slightly lower at 7.08, PCSO's were slightly higher at 8.16, and Police Staff were below the 8 working days at 7.13. The command area showing the highest sickness absence was Force Contact Staff and PPU for Police Officers.

Restricted, recuperative and limited duties

As at 31/03/2023 there were 263 people recorded as R & R. This equates to approximately 6% of the workforce.

Assignment Status	PCSO	Police	Police Staff	Special	Grand Total
Adjusted Duties	6	124	13	2	145
Management Restricted Duties		4			4
Recuperative Duties	4	91	18	1	114
Grand Total	10	219	31	3	263

Type	31/03/2024	31/03/2023	31/03/2022	31/03/2021	31/03/2020
Restricted Duties	149	148	176	337	122
Recuperative Duties	114	119	133	101	129
Total	263	267	309	438	251

Rest days in lieu and flexi balances

The average number of rest days in lieu for all staff is 5.41 days or 37.29 hours, and the average flexi balance is 9.14 hours (**The flexi balance has recently been adjusted down to the 37 hours limit and this has had a significant effect on the average across the force, this will continued to be monitored going forward).

Overall wellbeing assessment from FMS MoRiLE ORA Assessment

Over half of the areas assessed (32) indicated moderate wellbeing issues this is linked largely to capacity and capability issues in these areas with demand predominately increasing.

There are pockets of severe and substantial wellbeing issues most notably within [redacted] and [redacted]. However, these are not indicative of each command as there are also pockets of minor and negligible wellbeing issues noted. [redacted] and [redacted] generally saw lower levels of capacity, capability and wellbeing issues.

Overall wellbeing has remained largely stable from FMS5 with minor fluctuations across a small number of sections.

FMS 2023/24

Section 3: Responding to the Public

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
3a Request for Service	Medium ↔	10.875	Medium ↑	6
3b Incident Response	High ↔	11.25	Medium ↔	9.00

Force Contact and Operations Command: 3a Request for Service MoRiLE ORA Assessment, Residual Demand and Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Working on hidden ↓	Good With gaps	Increase <10%	Substantial	Severe ↑	Moderate	Substantial ↑	Moderate	Substantial	Moderate	Moderate	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	✓			Public Harm	Organisational Harm	
Capacity	✓	Assessment	Moderate ↑	Minimal	Minimal	Medium ↑
Capability	✓					
Condition	✓					

Recommended Actions / Areas for Review	Governance	Owner
Undertake a deep dive review around single on line home forecast demand and projected asset gaps	FCO Command Board	C/Supt FCO
Continue to review assessment centres and recruitment for Force Contact Call Handlers	FCO Command Board	Supt FCO

SECTION 3a: Request for Service

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Increased FTE within Control Room	22/23	2024	Support meeting increased demand to respond to calls	✓	NA	Improved call answering times	Continue to review recruitment processes and alternative approaches	Ongoing	Ongoing	Increased speed of recruitment.	NA	
	Policy and Process changes	22/23	2024	Force Resourcing, Grading Policy, Desk Based Investigations	NA	NA	Improve process efficiencies to improve services & increase Capacity.	Incident ownership procedure approved for roll out	March 23	June PIR	Support decision making around allocation and ownership of incidents	NA	
	Right Care, Right Person Phase 1	Feb 24	July 25	To ensure that the most appropriate emergency service is sent to the call	✓	Officer Time	First month indicates [redacted] based on officers working 40 hours per week.	Right Care, Right Person Phase 2			To ensure that the most appropriate emergency service is sent to the call	✓	Officer Time
Capability	Leadership & Supervisor training	22/23	Ongoing	Staff are being supported through the Inspired Leadership Programme and CRM development scheme.	NA	NA	Improved leadership skills within the team	Approval for Contact Citizen Management Portal & victim journey(as part of wider Contact Improvement Programme) development	September 2024	Full delivery timeline tbc following testing	Reduce calls into the control room (failure demand) Reduce hindrance stressors by 25% Increase citizen satisfaction by 30%. Compliance with the 12 rights of the victims code	✓	£1.92 million over 3 years
	Development of Performance Dashboard	Jan 23	Sept 23	Improved understanding of demand	NA	NA	Demand & performance are better understood						

Overall Assessment:

- The Current Demand / Asset Score remains stable at Medium, and the Future Service Delivery Risk Score has increase from low to medium.
- Significant improvements have been made in this area which have addressed the ACoC from the PEEL 2021/22.
- A number of working practices have been improved and are now BAU, with work continuing to ensure that these improvements are sustained.
- Mitigation plans are in place to address remaining issues with the exception of projected demand from single online home
- [redacted] but a number of measures are being established to mitigate this
- 101 /Triage Calls – Demand is currently a forecast exception as result of policy changes. This will continue to be monitored.
- VFM - Staffordshire has the [redacted] spend in MSG [redacted] in 2022/23) regarding dealing with the public and is an outlier in respect of net expenditure on staff within the central comms. unit (control room); spending £1.71(£1.962m) per population less than MSG.

Future demand expected to be met:

Potential Future Demand Risk

999's ATA

Crime Validation

Triage

Caller / victim updates

101 ATA and Abandonment

SOH Demand

Force BCM

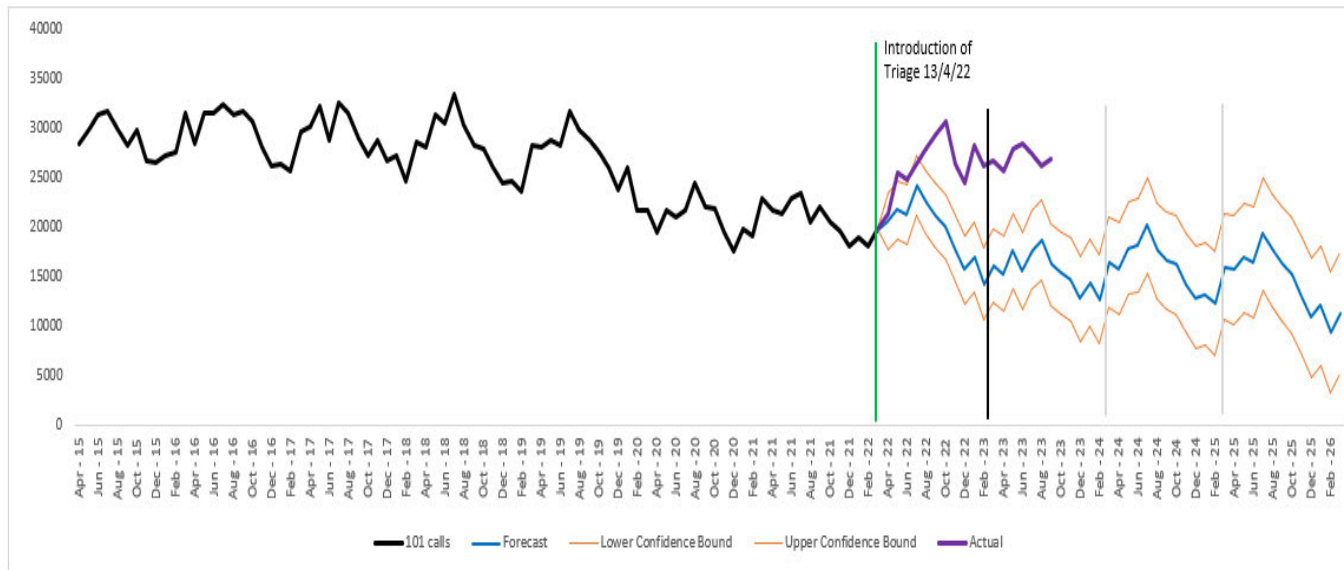
SECTION 3a: Request for Service: Forecast Exception due to Policy Change, Crime Recording etc: 101 /Triage Calls - Demand

FMS5 - Forecast V Actual

Ending Mar-23 – Significantly above forecast, introduction of Triage in Apr-22

This is linked to changes to the digital non emergency options and improved answer times with the introduction of Triage team

36 months prediction



Lead's prediction From FMS 5

3a Request for Service

Increase <10%

FMS5 New Forecast to March 2026

	Year 1	Year 2	Year 3	Year 4
101 Calls	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
Forecast from Mar 22 (Includes covid)	232,668	187,769	191,686	174,570
Upper Confidence Level	271,859	237,610	251,008	244,430
Lower Confidence Level	193,478	137,927	132,365	104,711

FM6 - Forecast V Actual

Ending Mar-24 – Predicting above forecast.

This increase is due to a policy change within the Contact Centre

Local Policing Command: 3b Incident Response

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden	Good with Gaps	Increase <10%	Substantial	Moderate	Substantial	Moderate	Moderate	Moderate	Substantial	Moderate	High ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capacity	Partial	Assessment	Moderate	Moderate	Moderate	Medium ↔
Capability	Partial					
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Focus on monitoring and mitigation of potential risk held in grade 2 open incidents especially linked to	Local Policing Improvement Bd	Chief Supts Local Policing
Develop revised approach towards Business Crime and Rural Crime seeking to encourage reporting and reduce crime levels whilst improving confidence	Local Policing Improvement Bd	Chief Supts Local Policing
Monitor and attempt to mitigate impact of student officer abstractions on response resource availability	Local Policing Improvement Bd	Chief Supt FCO
Delivery of Rapid Video Review to support resourcing of Domestic Abuse	PPU Development Bd	Chief Supt PPU

SECTION 3b Incident Response

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Local policing model now embedded	June 2022	Ongoing	Improved attendance times by matching capacity to demand	✓	Officer time to travel and investigate	Attendance times for grade 1	Increased capacity within Force Contact Centre to enable desktop investigations	2024/25	2025/26	[REDACTED]	✓	Increased frontline officer capacity
	Abstraction policy and monitoring	Dec 23	Ongoing / BAU	Better understanding of demand and capacity	✓	NA	Oversight and grip around resource flex and threshold levels						
	Incident ownership review	Jan 23	March 24	Clarity around incident ownership and management	NA	Appropriate management of risk and reduced failure demand	Enhanced focus on vulnerability						
	Right Care, Right Person Phase 1	Feb 24	July 25	To ensure that the most appropriate emergency service is sent to the call	✓	Officer Time	Impact of RCRP on [REDACTED] still to be fully understood						
Capability	Development of Performance Dashboard	Aug 23	BAU	Improved understanding of demand	NA	NA	Demand & performance are better understood						
Condition	BWV upgrade	2024/25	2024/25	Enhanced tech and kit leading to increased safety and investigation quality	✓	NA	Yet to be realised	Longton, Burton, Cannock & Cheadle LP refurbishment	2024	2026	Improved working environment	✓	NA

Overall Assessment:

- The Current Demand / Asset Score remains stable but still high, with the future service delivery score remaining at medium
- [REDACTED] This is assessed to improve as student ratio numbers decrease bringing enhanced experience, however the still remains a [REDACTED]
- 23/34 VFM outlier for higher response police officer costs [REDACTED]
- Related forecast exceptions are noted for crime other and less serious violence, however these are noted to be in part due to policy change in relation to crime recording

Future demand expected to be met:

Grade 1 in line with graded response policy

ASB response

Residential burglary

Review of risk within open incidents

Potential future demand risks:

All grade 2 in line with graded response policy

All open incidents still requiring attendance

Appropriate response to all calls with vulnerability identified [REDACTED]

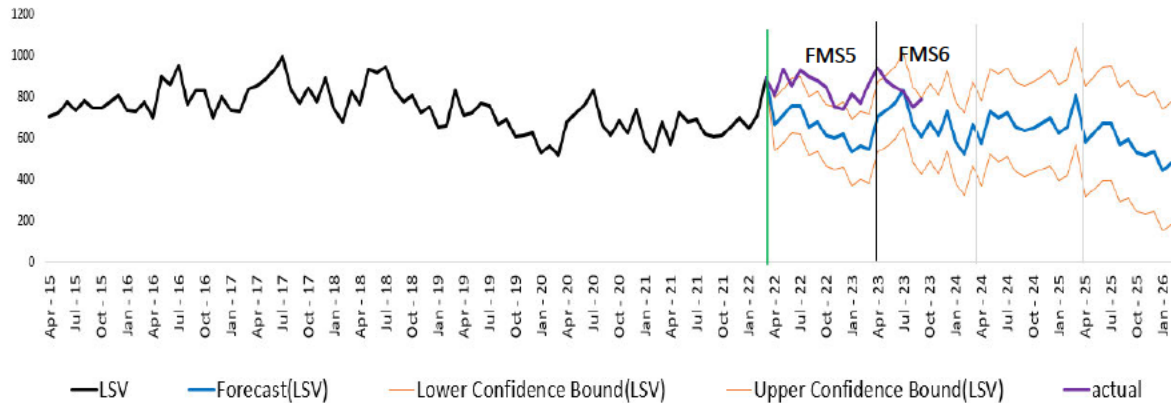
[REDACTED]

SECTION 3b Incident Response: Forecast Exception Due to Policy Change, Crime Recording etc. : Less Serious Violence - Demand

FMS5 - Forecast V Actual

Ending Mar-23 – Significantly above the forecast
Returned to pre-covid levels

Forecast Seasonality is based on previous 36 months data points



FMS5 New Forecast to March 2026

	Year 1	Year 2	Year 3	Year 4
	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
Less Serious Violence				
Forecast from Mar 20 (Excludes Covid)	7,709	8,114	8,125	6,683
Upper Confidence Level	9,469	10,350	10,785	10,092
Lower Confidence Level	5,949	5,878	5,464	3,275
Actual	10,095			
Dif	2,386			

FMS6 - Forecast V Actual

Ending Mar-24

- Predicting to be above the forecast based on trajectory YTD
- Principle crime recording change from June 23 may lead to reductions in LSV as stalking and harassment have moved up the principle crime table.

Lead's prediction

Local Policing	3.20	3b Incident Response	Increase <10%
Local Policing	8.60	8f Serious Youth Violence & Knife Crime	Increase >10%
Local Policing	8.90	8i Violence with injury	Increase <10%
PPU	6.10	6a Stalking & Harassment	Increase <10%
PPU	6.20	6b Domestic Abuse	Increase <10%
PPU	6.30	6c Child Abuse	Increase >10%
PPU	6.60	[REDACTED]	Stable
PPU	6.60	[REDACTED]	Increase >10%
PPU	6.90	6i Violence Against Women & Girls	Increase >10%

SECTION 3b Incident Response: Forecast Exception Due to Policy Change, Crime Recording etc. : Other Crime – Demand

FMS5 - Forecast V Actual

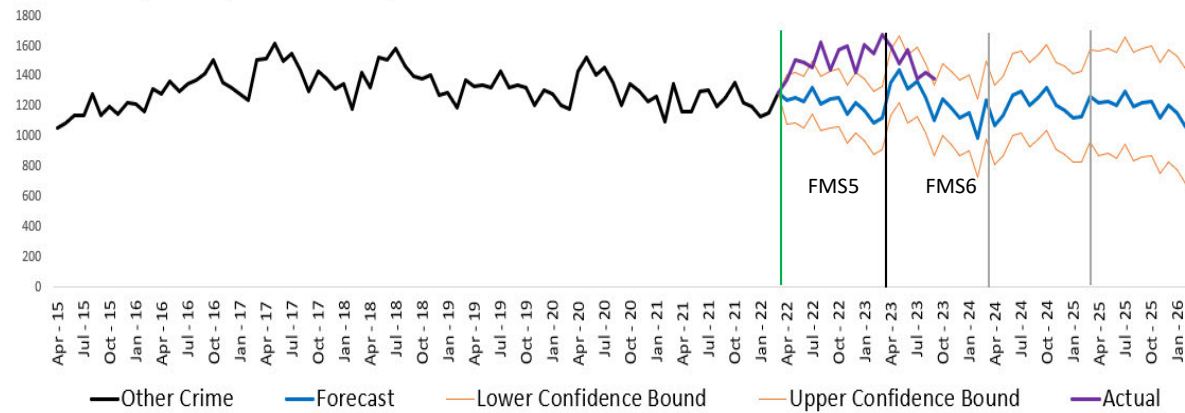
Ending Mar-23 – Above the forecast. Some of the increase is due to improved crime recording, particularly around Public Order offences.

Lead's prediction

3b Incident Response

Increase <10%

Forecast Seasonality is based on previous 36 months data points



	Year 1	Year 2	Year 3	Year 4
Other Crime	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
Forecast from Mar 20 (Excludes Covid)	14,534	14,784	14,486	14,278
Upper Confidence Level	16,786	17,646	17,891	18,641
Lower Confidence Level	12,281	11,922	11,081	9,916
Actual	18,324			
Dif	3,790			

FMS6 - Forecast V Actual

Ending Mar-24 - Predicting to be above the forecast based on trajectory YTD, but within the confidence boundaries
 - Crime Recording changes (recording of principle crime only from June 23)

FMS 2023/24

Section 4: Prevention & Deterrence

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
4 Prevention & Deterrence (Neighbourhood Policing)	Medium ↓	10.42	Medium ↔	9.00

Local Policing Command: 4 Prevention & Deterrence (Neighbourhood Policing) MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden	Good with gaps ↓	Increase <10%	Substantial	Substantial	Moderate ↓	Moderate	Moderate	Minor ↓	Moderate ↓	Moderate	Medium ↓

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate	Moderate	Moderate	Medium ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Continue to embed Problem Solving Methodology within Local Policing	Local Policing Improvement Bd	Supt (Problem Solving Lead)
Continue to develop Neighbourhood Policing Strategy delivery – priority areas around community engagement, problem solving and targeted policing activity	Local Policing Improvement Bd	Chief Supt Local Policing (City)
Review opportunity to extend additional resource in pilot areas during peak ASB demand period over the summer	Local Policing Improvement Bd	Chief Supt Local Policing (City)
Improve neighbourhood abstraction management by increasing accuracy of reporting, mitigation of impact and monitoring arrangements	Local Policing Improvement Bd	Local Policing Supts
Identify opportunities to exploit data use to improve prediction capability especially around knife crime and serious violence	Local Policing Improvement Bd	Supt (IQS Lead)
Delivery of PCSO review findings to include resource allocation, training and role definition	Local Policing Improvement Bd	CI (PCSO Project Lead)

SECTION 4: Prevention & Deterrence (Neighbourhood Policing)

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /Investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Right Care, Right Person Phase 1	Feb 24	July 25	To ensure that the most appropriate emergency service is sent to the call	✓	Officer Time	Impact of RCRP on [REDACTED] still to be fully understood	Embedding problem solving as whole force approach and culture	FCC March 23	Ongoing	Reduced number of ASB and local problem logged	NA	Work is in progress to quantify and validate demand reduction
	N'hood abstraction policy and monitoring	Dec 23	Ongoing / BAU	Better understanding of demand and capacity	NA	NA	Oversight and grip around resource flex and threshold levels	IT solution for mapping communities			Consistency of approach around community mapping		
	Citywide taking process (CHB principles)	Feb 24	BAU (3 phased approach)	Broadscale multi agency problem solving	NA	NA		Development of community engagement evaluation framework			Collation, review, action setting and effectiveness assessment	NA	
	PCSO review	Feb 24	24/25	Ensure PCSO resources are aligned as effectively across LP	NA	TBC	Ongoing	TBC: PCSO priority based resourcing review - VFM MSG outlier					
Capability	N'hood Policing strategy and community engagement plan launch	Oct 23	BAU	Overarching framework for consistent and sustained approach	NA	NA	Accountability framework linked to annual delivery plans and PDR objectives						
	N'hood power BI products including problem solving	Sept 23	BAU	Improved understanding of demand	NA	NA	Demand & performance are better understood						
	Continued training and upskilling including problem solving and bespoke PEQF	Sept 23	BAU	Reduced number of ASB and local problem logged	NA	Work is in progress to quantify and validate demand reduction	Higher number of closed problems recorded and reduced ASB						
	Embedded HRH working supported by EIPU	Oct 23	BAU	Identify and manage vulnerability	NA	NA	Improved management and grip						
Condition	Problem solving product developed and best practice bank	Aug 23	BAU	Single consistent approach to problem solving	NA	NA	Sharing of what works and good practice to support continuous improvement	Longton, Burton, Cannock & Cheadle LP refurbishment	2024	2026	Improved working environment	✓	NA

Overall Assessment:

- The Current Demand / Asset Score remains stable but still high, with the future service delivery score remaining at medium
- The Force has made a substantial investment in training for Neighbourhood Officers and PCSOs with bespoke training courses leading to externally accredited specialist qualifications
- [REDACTED]
- 23/24 VFM outlier for higher PCSO costs and low Neighbourhood Police Officer costs
- There are no forecast exceptions noted for this area.

Future demand expected to be met:

Potential future demand risks:

Community engagement capability

Community Priorities

Problem Solving capability within partner agencies



FMS 2023/24

Section 5: Investigations

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
5a Investigating Volume Crime (Local Policing)	Medium ↓	9.75	Medium ↔	9.00
5b Criminal Investigations Department	Medium ↔	9.75	Medium ↔	9.00
5c Digital Online Crime	Medium ↔	10.54	Medium ↔	7.5
██████████	Medium ↔	10.42	High ↑	14
5e Custody	Medium ↔	10.5	Medium ↔	6
██████████████████	High ↔	16.00	Medium ↔	9
5f Forensics services - All other areas	Low ↔	4.67	Low ↔	4
5g Criminal Justice	Medium ↔	10.83	Medium ↑	9

Local Policing Command: 5a Investigating Volume Crime (Local Policing) MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition			Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend								Current Standard of Service Delivery		
Assessment	Known working on hidden	Good with gaps ↓	Stable ↓	Substantial	Moderate ↑	Substantial	Moderate	Moderate	Moderate	Moderate	Moderate ↓	Moderate ↓	Medium ↓

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	✓	Assessment	Moderate	Moderate	Moderate	Medium ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Understanding of demand is an improved picture with Power BI data development and improved oversight and grip from force to local level. The ongoing work around the will improve this picture and provide greater clarity for ownership against capacity, capability and Condition	Business Change	Chief Supt Corp Development
New Head of Crime provided with initial briefing on Investigation Standards work to date, initial assessment for areas of focus include Crime Management and Allocation processes, currently managed through the Crime Continuum. These link strongly into the work, Crime Bureau development and the implemented IQS role.	Quality of investigations work – QIB	Chief Supt SCC
Continued delivery of master classes – Sgt and Insp, Police staff equivalent completed. PC and I.O classes ongoing	Quality of investigations work – HMIC Gold / QIB	Head of L&D
Suspect Management Policy and NICHE developments to better understand, prioritise and manage outstanding suspects	Quality of investigations work – HMIC Gold / QIB	Supt Knowledge Hub

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementati on date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Crime bureau phase 1	Sept 23	Dec 23	Address data error within validation and closure process Eradicate admin burden from f/line supervisors	✓	15-18K Sgts hours per year	Increased timeliness Improved data accuracy to approx. 90%	Crime Bureau phase 2 - looking at investigatory process and real-time performance	April 24	BAU	Enhancing and sustaining phase 1	NA	Sustained relief of admin burden to f/line supervisors Further improved timeliness and data accuracy
	Dedicated quality of investigation D Supt	Dec 23	BAU	Enhanced leadership and grip	✓	NA	Enhanced leadership and grip	New head of Crime being briefed and to provide assurance / future improvement options	April 2024	Oct 2024	Review of progress and opportunities for improvements	NA	Future improvements in quality of investigation
	Incident ownership review	Jan 23	March 24	Clarity around incident ownership and management	NA	Appropriate management of risk and reduced failure demand	Enhanced focus on vulnerability						
Capability	Performance dashboard via Power BI	Mar 23	Feb 24	Improved accessibility to performance data	NA	NA	Improved data and data visualisation to support understanding demand, quality and oversight metrics						
	Enhanced audit and scrutiny capability / IQSSA	Aug 22	Feb 24 embedded locally	Improved insight, scrutiny and accountability	✓	NA	Improved investigations plans, arrests rates and VCOP added						
	Local Policing IQ Sgts x 10	Jan 24	BAU	Support sustained improvement around quality of investigation	✓	NA	Improved investigations plans, arrests rates and VCOP added						
	CID and local policing collaboration	TBC	TBC	Improved investigation standards and OIC support	NA	NA	Not yet realised						
	██████ – DA review and process change	Dec 23	Jan 24	Sustained Improved investigation standards and reduced risk	NA	NA	Identification and management of risk, increased positive action taken						
	Sgt and IO Masterclasses	Oct 22	Ongoing	Improved capability leading to improved investigative quality	NA	NA	Increased investigation plans in place						
	Systematic review of outcomes – expert consultant	Sept 23	June 24	Improved outcome rates and quality of investigations leading to improved victim satisfaction	✓	NA	Improved OoCD outcome rates and quality of investigations						
	Review and implementation of improved suspect management process	Sept 23	June 24	Improved understanding of suspect management	NA	NA	Not yet realised						

Overall Assessment:

- The current demand / asset score has reduced from high to medium, with the future service delivery score remaining at medium
- Since the new local policing model go live June 2022, a number of improvements and benefits have been realised, however PIR work indicates that with an increase in forecasted demand from the baseline used for the original modelling that there remains ██████████
- Significant investment around improving and sustaining quality of investigations has been made over the last 2 years linked to addressing the forces remaining cause for concern. Recent (Feb 24) HMICFRS VSA results indicate a notable improvement with more to do in areas such as VCOP and record keeping.
- Improvements have been seen with the demand knowledge, oversight and management.
- The capacity and condition of the workforce are improving but there ██████████ largely due to the influx of uplift and associated time to allow the gaining of experience
- Performance has moved from substantial to moderate with the improvements made to date and direction of travel
- Related forecast exceptions are noted for crime other and less serious violence, however these are noted to be in part due to policy change in relation to crime recording
- There is a related outlier form the 23/24 VFM profiles with Staffordshire employing a higher number of PCSO's than other forces resulting in being ██████████ MSG FTE per population and ██████████ overall. The force also spends less on neighbourhood police officers and is ██████████ in MSG

Future demand expected to be met:

Future demand risks:

VCOP/I.P/Supervisory Oversight Compliance	Increased Positive Outcomes	Improvements in Quality Standards	Crime allocation changes v Resource Structure	Incident demand v crime demand	Modelled demand v Resource and allocation balance
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SECTION 5a: Investigating Volume Crime: Forecast Exception Due to Policy Change, Crime Recording etc. : All Crime - Demand

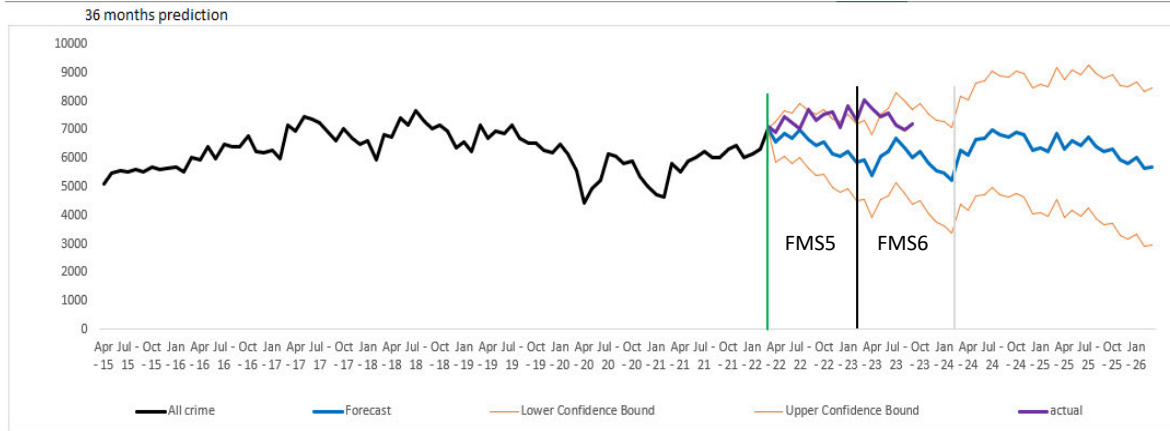
FMS5 - Forecast V Actual

Ending Mar-23

- Significantly higher than the forecast, however this forecast takes into account the reduction in crime during Covid.
- Some of the increase is due to improved crime recording, particularly around ASB (behavioural crimes converted to PO and Harassment)

Lead's prediction

5a Investigating Volume Crime (Local Policing)	Increase >10%
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FMS5 New Forecast to March 2026

	Year 1	Year 2	Year 3	Year 4
All Crime	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
Forecast from Mar 21 (Includes covid)	77,048	71,436	79,538	74,331
Upper Confidence Level	90,103	91,584	105,030	105,354
Lower Confidence Level	63,993	51,287	54,045	43,309
Actual	89,162			
Dif	12,114			

FMS6 - Forecast V Actual

Ending Mar-24

- Predicting to be higher than the forecast but within confidence boundaries, the spread of the upper and lower confidence bounds indicate that this is difficult to predict.
- Crime Recording changes (recording of principle crime only from June 23)

Local Policing Command: 5b CID

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known working on hidden	Good with Gaps	Increase <10%	Substantial	Moderate	Substantial	Moderate	Moderate	Moderate	Moderate ↓	Moderate	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capacity	Partial	Assessment	Moderate	Moderate	Moderate	Medium ↔
Capability	✓					
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Understanding of demand is an improved picture with greater Power BI development and organisational knowledge. The ongoing work around the will improve this picture and provide greater clarity for ownership against capacity, capability and Condition	Business Change Team	Chief Supt Corp Dev
Whilst the demand analysis has shown increases in crime related to the post COVID period and NCRS methodology, this is expected to now remain stable. However the work is anticipated to identify an increase in work requiring Detective Ownership with a requirement to consider capacity and resource analysis.	Business Change Team	Chief Supt Corp Dev
Improve understanding of totality of demand held by CID	Business Change Team	Chief Supt Corp Dev
Increase understanding and requirements of CID involvement with Rural & Business Crime	Local Policing Improvement Board	Chief Supt Local Policing (County)

SECTION 5b: CID

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Agreement via Strategic WFP to allow direct recruitment . This was previously only via the Detective Academy	Oct 23	April 2024	Previously specialist crime recruited from the Detective Academy and direct recruitment between academies. CID now follow this process which has increased the establishment positively in the direction of TOM	NA	NA	Grater resilience within Local CID/Investigation	Review of crime continuum and allocation methods , following initial briefing to the head of crime.	May 2024	October 2024	Improved allocation methods to the most appropriately skilled resource	NA	NA
	Power BI development for Investigtations	Dec 2023	BAU	Improved management and oversight of performance data and crime management	NA	NA	Greater oversight, grip and management of investigations	Assessment of [REDACTED] linked to allocation processes	Jan 2024	June 2024	Improved demand analysis supporting better allocation and victim service	NA	NA
Capability	CID/Local Policing engagement plan	Feb 2023	BAU	Alignment of CID supervisors with LPT areas and planned attendance at those areas for case conference and liaison	NA	NA	Improved collaboration between CID and Local Policing						

Overall Assessment:

- The MoRiLE ORA assessment has remained stable since FMS 5 with both the current demand / asset and future service delivery risk scores remaining at medium
- The consistency of CID demand has remained stable over recent years in relation to total volumes
- The department was modelled pre the current operating model under the allocation methodology of the Crime Continuum. The modelling under austerity was for the CID to address 3000 instances per year of Crime/Form 12 and Missing.
- Review of the allocation model may influence this along with the [REDACTED]
- Related forecast exception is noted for most serious violence

Future demand expected to be met:

VCOP/I.P/Supervisory Oversight ambitions

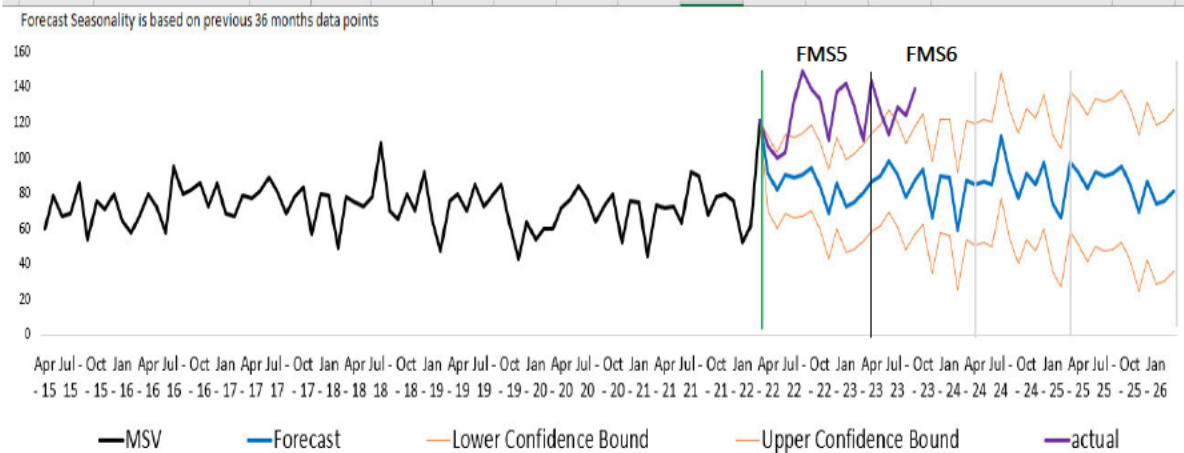
Positive Outcome Ambitions

Potential Future demand risks:

Outcome from [REDACTED] v [REDACTED] against crime alignment

SECTION 5b: CID: Forecast Exception due to Policy Change, Crime Recording etc: Most Serious Violence - Demand

FMS5 - Forecast V Actual
 Ending Mar-23 – Significantly above the forecast
 Non fatal strangulation offence crime type created and included in MSV due to seriousness of offending, was previously included in different levels of violence (LSV & OVATP)



FMS5 New Forecast to March 2026

	Year 1	Year 2	Year 3	Year 4
MSV	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
Forecast from Mar 20 (Excludes Covid)	1,006	1,017	1,053	1,016
Upper Confidence Level	1,298	1,388	1,495	1,537
Lower Confidence Level	714	646	611	496
Actual	1,495			
Dif	489			

FMS6 - Forecast V Actual
 Ending Mar-24
 - Predicting to be significantly above the forecast based on trajectory YTD
 - Non fatal strangulation will impact this measure

Lead's prediction

Local Policing	5.20	5b Criminal Investigations Department	Increase <10%
Local Policing	8.60	8f Serious Youth Violence & Knife Crime	Increase >10%
Local Policing	8.90	8i Violence with injury	Increase <10%
PPU	6.10	6a Stalking & Harassment	Increase <10%
PPU	6.20	6b Domestic Abuse	Increase <10%
PPU	6.30	6c Child Abuse	Increase >10%
PPU	6.60	[REDACTED]	Stable
PPU	6.60	[REDACTED]	Increase >10%
PPU	6.90	6i Violence Against Women & Girls	Increase >10%
Specialist Crime	8.90	8j: Major Investigations Department	Increase >10%

Specialist Crime Command 5c: Digital Online Crime

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden	Good with gaps	Increase >10%	Moderate	Substantial	Moderate	Minor	Moderate	Minor	Moderate	Moderate	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate	Moderate	Minimal	Medium ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
National campaigns and a National system planned for 2024 are expected to increase reporting and associated demand to be tracked as part of FMS 7.	Force Performance board SCC Command Board	DCS – SCC
Continued monitoring and tracking of capacity, especially security of supply, to ensure future demand requirements can be met.	SCC SLT and SCC Command Board	DCS – SCC/DCI FFIU

Overall Assessment:	<ul style="list-style-type: none"> • Overall this area has remained stable since FMS 5 with both the current demand / asset and future service delivery risk scores remaining at medium. • There have been no changes to the MoRiLE ORA assessment, • There are no forecast exceptions identified. • A new Force Fraud and Cyber crime strategy has identified opportunities and gaps across the Force for delivery and action planning.
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Specialist Crime Command 5d: Intelligence

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known working on Hidden	Good with gaps	Increase >10%	Substantial	Moderate ↑	Moderate	Moderate	Moderate ↑	Minor	Moderate	Substantial	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	NA	Assessment	Substantial ↑	Moderate	Substantial ↑	High ↑
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Seek to create new service level agreement for provision of KH requests and product, including triage and prioritisation of workloads. Focus upon CDIU staffing/working hours, EIPU PBR and the new Intelligence unit as part of KH Phase 3.	KH SLT/ SCC Ch Supt/Corporate Planning	C Supt SCC

SECTION 5d Intelligence

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	KH3 adaptation: SLA creation and process changes are necessary.	June 2024	June 2024	Streamline service delivery based on harm. Understanding unmet demand.	NA	NA	Opportunity to further improve standard of service delivery. ██████████ to Force Savings 23/24	Triage review is necessary to manage demand	September 2024	TBC	Service provision; understanding unmet demand	TBC	TBC
	Police Officer uplift x2 through PPU (2 years)	2024/25	2024/25	To lead the flow of partnership data into the Force for richer data and assessment	NA	NA	Not yet realised						
	EIPU PBR	2024/25	2024/25	Dependent upon outcome; embed further via KH3	NA	NA	Not yet realised						
	Consideration of funding for CDIU for creation of roles to support service delivery / introduce shift patterns	TBC	TBC		NA								
	Joint Partnership Analyst (Externally Funded) - 12 month contract	07/05/2024	Ongoing	Assist with supporting Stoke City Council & partnership approach; reduce analytical demand currently unmet	NA	NA	Improved partnership delivery						
Capability	██████████	2024/25	2024/25	Efficiency in open source scanning; better informed on assessment of risk and harm	NA	NA	Not yet realised						
	Leadership Training	Ongoing	Ongoing	Managers are being supported through the Inspired Leadership Programme. Intelligence Managers Course (dates tbc)	NA	NA	Improved leadership skills within the team to manage consistent high demand.						
	IPP	Ongoing	Ongoing	Professionalise the department and support PDR/CPD	NA	NA							
	Intel 15/7 Intel Manager Shift Change	July 2024	July 2024	Provide better office hours management coverage	NA	NA	Provide better office hours management coverage	Reduced shift coverage to be monitored by DCI					

Overall Assessment:

- There has been an increase in MoRiLE ORA assessment (staff wellbeing & security of supply of staff). However, the current demand asset score remains at medium
- ██████████
- Demand in this area is anticipated to increase based on PPU Uplift impacting on current service delivery that ██████████
- The forcewide business needs for both proactive and reactive intelligence will be met by a new service level agreement based upon risk, harm and Force Priorities
- In addition, compliance with ISO17025 will see demand increase for analysts and other business areas force-wide
- This section is linked to the HMIC VFM profiles for intelligence; shown as an outlier for underinvestment in PO spend within the Intel Analysis and Threat Assessment compared to MSG

Future demand expected to be met:

Potential Future Demand Risk:

PPU Children - Partial	OCGM & CLs	Intelligence receipt, processing and dissemination	PPU Adults - partial	██████████	Proportion of investigative demand
Real-time intelligence	Firearms	FTT&CG/FST&CG	SOC – non OCGMs	Local policing and strategic analysis	

Force Contact and Operations Command: 5e Custody MoRiLE ORA Assessment, Residual Demand Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Working on Gaps	Good Working on Gaps	Increase >10% ↑	Substantial ↑	Substantial ↑	Moderate	Moderate	Moderate	Substantial ↑	Moderate	Substantial ↑	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate	Minimal	Minimal	Medium ↔
Condition	✓					

Recommended Actions / Areas for Review	Governance	Owner
Continue to monitor arrest rates, forecasts and any potential impacts on service delivery	Performance Board	C Supt FCO / C Supt Performance
Review of the current estate for suitability and capacity to appropriately facilitate Custody demand.	FCO Command Board	C Supt FCO
Undertake a College of Policing review into Custody to identify areas of best practice and support service improvements to mitigate future risk	FCO Command Board	Supt Custody and Property

SECTION 5e: Custody

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Review of staffing levels & shift patterns	2023/24	On-going	To ensure that resources are in place to meet demand within Custody	NA	NA	Reduction in wait times, specifically NACF						
	Salary review for Custody Detention Officers	2023/24	On-going	To improve recruitment and retention of these posts	TBC	NA	NA						
	Increased number of Sgt (increased TOM via reduction elsewhere)	Feb 2024	On-going	Increase supervisory capacity, along with capacity to meet demand	NA	NA	TOM increased recruit going	Review of the Sgts Shift Pattern to maximise capacity v demand.	2024/2025	Sept 2024	Improvement in the productivity of Custody Sgts role.	NA	Reducing officer time through inefficient custody process.
Capability	Process Reviews and improvements	2023/24	Ongoing	Improved efficiencies to support reduction in waiting times	NA	NA	Reduce review periods from 30 minutes to 60 minutes to increase capacity in CDO						
Condition	Refurbishment of Northern Area Custody Facility	2023/24	2025/26	Improvement in facility; inc capability, energy and repairs & maintenance savings	✓	Officer time, Energy, repairs, and maintenance costs.	NA	Watling Street Custody Facility	2025/26	Phased for completion following completion of NACF	Improvement in facility to ensure safer detention standards are met	✓	Officer time, Energy, repairs, and maintenance costs.

Overall Assessment:

- There has been some slight movement of MoRiLE ORA assessment since the last assessment, however, the overall Current Demand / Asset Score remains stable at Medium, and Future Service Delivery Risk score remains Medium.
- Challenges associated with servicing demand remain, with outliers of over 2 to 3 hour waiting times regularly occurring. Mitigations plans are in place to address this.
- Investments in Custody facilities have been agreed and funding is in place within the Forces MTFS.
- Arrests rates are currently higher than forecasted, and this will continue to be monitored.

Future demand expected to be met:

Potential Future Demand Risk

Arrests

Bail

TWIF Responsibilities
(Digital File Transfer)

Wait Times

Safer Detention of
Child Detainees

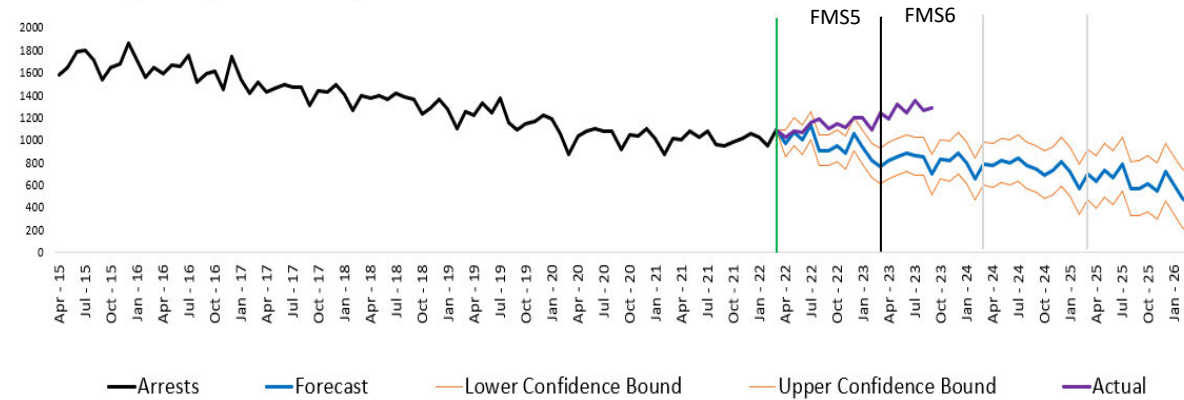
Suitability of estate for
Custody

SECTION 5e: Custody: Forecast Exception Positive Increase- Custody Demand - Arrests

FMS5 - Forecast V Actual
 Ending Mar-23 – Above the forecast since operating model change.

<u>Lead's prediction</u>			
FCO	5.50	5e Custody	Increase <10%

Forecast Seasonality is based on previous 36 months data points



FMS5 New Forecast to March 2026

Arrests	Year 1	Year 2	Year 3	Year 4
	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
Forecast from Mar 20 (Excludes Covid)	11,415	9,748	8,965	7,341
Upper Confidence Level	13,079	11,864	11,483	10,307
Lower Confidence Level	9,752	7,632	6,447	4,375
Actual	13,593			
Dif	2,178			

FMS6 - Forecast V Actual
 Ending Mar-24 - Predicting to be higher than the forecast

Increase in arrests since January 2023 due to an increase in recorded crime which has now returned to expected levels, therefore arrests are to be monitored to establish if this metric follows the same trend

Specialist Crime Command: 5f Forensics

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend	+	+	+	+	+	+	Current Standard of Service Delivery	+	
Assessment - Digital	Known Exc Hidden	Partial	Increase >10%	Substantial ↑	Moderate	Substantial ↑	Severe	Moderate	Substantial	Substantial	Severe	High ↔
Assessment – All other areas	Known Exc Hidden	Good working on gaps	Stable	Moderate ↑	Moderate	No / Negligible	Minor	Minor	Minor	Moderate	Minor	Low ↔
Changes in place to address demand gap				Residual Demand & Harm		Residual Demand		Residual Harm			Future Service Delivery Risk Score	
Capacity	Partial							Public Harm		Organisational Harm		
Capability	Partial			Assessment - Digital		Moderate		Moderate		Moderate		Medium ↔
Condition	✓			Assessment – All other areas		Minor		Minimal		Minimal ↑		Low ↔
Recommended Actions / Areas for Review									Governance		Owner	
Digital Policing Strategy with clear ownership to bring together all the different elements in development (Digital Forensics, Digital Evidence Management, Cyber, Info Sec, EDIU, cell site, CCTV etc)									SCC Command Board		Head of Forensics	
Digital L&D strategy and improved DMI capability / digital IQ across the organisation to enable officers to understand and best utilise digital technology to investigate crime									SCC Command Board		Head of Forensics	
CCTV and [REDACTED] strategy to understand all the CCTV capture and processing around the organisation to ensure it is compliant with ICO and NPCC and ISO accreditation guidelines & to adopt and make best use of [REDACTED]									SCC Command Board		Head of Forensics	
Review, Retention & Destruction of Evidence: Investment in resources to tackle the scale and complexity of information currently stored across the organisation & plan a way of ensure the problem does not grow									SCC Command Board		Head of Forensics	

SECTION 5f: Forensics

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Restructure of Forensic Investigation	June 2024	Sept 2024	Upskilling forensic Investigation staff to support increased demand in complex scene requirements	✓	None	Currently going through staff consultation	DF Network Infrastructure – remote review	24/25	2025	Remote review of DF outputs & analysis tools available	✓	30 x FTE Investigating Officer time saved
	Technical Management in Forensic Collision Investigation	April 2024	May 2024	Management restructure of FCI to provide capacity for technical management	✓	£11k achieved	£11k savings from staffing in FCI from April 2024	DF Network Infrastructure – data processing & data management	24/25	2025	Efficiency gains through faster processing and automation in DF	✓	20% DF capacity released
Capability	Governance Framework & Performance Dashboard	April 2024	June 2024	To understand the business better and enable reporting into force governance	N/A	None	Ability to understand, challenge and improve performance & report into force meetings	Work Management System for Forensics	24/25	2025	More efficient demand, capacity, effectiveness, value for money, timeliness & individual performance management	No	Significant efficiency savings, Market testing required to understand costs
	NICHE Forensics Module & FOTS	March 2024	August 2024	Streamline submissions & results reporting processes by removing duplication	N/A	None	Currently testing	DF Restructure	24/25	2025	Align skills to service requirements, increase service availability to cover out of hours	No	To be designed & costed for business case
	Realignment of Quality Team	Jan 2024	Oct 2024	Support and improve the Quality Management System to ensure compliance with forensic quality standards	N/A	None	Stabilisation of quality management system with firm plans in place for wholesale improvement	Digital Fingerprint Capability	24/25	2025	Fingerprint evidence will be digitally captured, analysed, maintained and shared resulting in improvements to outcomes and timeliness	N/A	Slight efficiency savings. Funded through MTA as part of PDS capabilities
	Improved Level 1 phone capability	April 2024	Jun 2024	Improved processing power; capability for video, images & audio; greater flexibility of deployment	✓	None	More options for 24hr victim / suspect phone examinations	Vehicle Examination Strategy Review	24/25	Winter 2024	Streamlining of forensic vehicle examinations to ensure proportionality	N/A	Efficiency savings to allow for more time to be spent on complex & major crime
Condition	Service Level Agreement & Intranet page refresh	March 2024	July 2024	Ensure service users have clear guidance on how to access services & have managed expectations on service delivery	✓	None	Documentation in draft, workshops being held, intranet site being built	Fire Investigation Quality Standards	2025	2025	Partnership working with FARS to ensure continued supply of complex fire investigations. Will require investment	No	£100k in RAC panel Exact costs to be confirmed
	Photographic Equipment Refresh & Major incident van	March 2024	July 2024	Replace outdated equipment	✓	None	Waiting on delivery		2024	2024	Ensure workspaces are fit for purpose, clear legacy storage & create better working environment	No	Will do as much within current structure as possible, repurposing desks & equipment
	Forensic Analysis Budget	April 2024	March 2025	Increased budget agreed and implemented for 24/25 to cover increased costs from new contract & anticipated price rises	✓	None	Suggested cost increases should fit within budget / actions in progress to ensure minimum viable product	Workforce planning for roles with short tenure	2025	2025	Improved retention, resilience in roles with significant trauma experienced	N/A	Recruitment & Training costs

Overall Assessment:

- Overall this area has remained stable since FMS 5 with the current demand / asset and future service delivery risk score remaining the same for both digital and other
- Making good progress mitigating risks with comprehensive action plans across all areas.
- Improved understanding and management of performance across all areas.
- DF capacity & capability alongside implementation & maintenance of forensic standards

Future demand expected to be met:

Potential Future Demand Risk

Scene Investigations

Physical Forensics Analysis

Forensic Quality Standards Requirements

Growth & Use of Digital Data

Physical Forensic Marketplace

Force Contact and Operations Command: 5g Criminal Justice MoRiLE ORA Assessment, Residual Demand and Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Know working on hidden	Good with gaps ↑	Increase >10%	Substantial	Substantial	Moderate	Minor ↑	Substantial ↑	Minor	Moderate	Substantial	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capacity	Partial	Assessment	Medium ↑	Medium ↑	Medium ↑	Medium ↑
Capability	Partial					
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Review the use of overtime to manage demand and identify longer term options	FCO Command Board	C Supt FCO
Continue review of processes and procedures in place and realign responsibility / ownership to more appropriate teams, thereby improving efficiency and capacity within CJ	FCO Command Board	C Supt FCO
Continue to implement recommendations associated with the Internal Audit Report – Evidential Management Unit – Follow up (Feb 2024)	FCO Command Board	Supt Custody & Property
Continue to implement recommendations associated with the Internal Audit Report – Firearms Storage & Destruction – Follow up (Feb 2024)	FCO Command Board	Supt Custody & Property

SECTION 5g: Criminal Justice

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Redesign of pre charge process reducing tasks within the Prosecution Hubs	Feb 2024	May 2024	Reduce capacity challenges within the Prosecution Hubs creating backlogs in file transfers.	NA	NA	Increase capacity						
Capability	Digital Case File	2024/25	2025/26	Case Process productivity and Efficiency, Better service for victims, increased capacity in CJ process	✓	NA	NA						
	Digital Evidence Management	Phased 2024/25	2024/25	investigation quality, productivity, service to victims	TBC	NA	NA						
Condition	Evidential Property Design and Implementation	2023/24	2024 / 25	Process Improvement, continuity of evidence, estate utilisation and officer time	✓	NA	Mitigated risk to organisation and established best practice in the securing and storage of evidential property	Prosecution Hubs – redesign of V&W processes and increased capacity to undertake special measures	2025/26	TBC	service improvement to victims, staff wellbeing	TBC	NA

Overall Assessment:

- The future service delivery risk score has increased to Medium as a result of the demand pressures faced by the team.
- Performance of Case prep is beginning to meet the nationally required standard of case file quality at time of first submission.
- The ability to service demand continues to be a challenge with workload continuing to be managed through overtime and agency staff
- A redesign of Pre-charge file processes has reduced capacity challenges within the Prosecution Hubs.

Future demand expected to be met:

Offender Management

HMCTS Case Backlog

Potential Future Demand Risk

Traffic process files

Digital Transfer of Files



FMS 2023/24

Section 6: Protecting Vulnerable People

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
6a Stalking & Harassment	High ↔	11.25	Medium ↓	9
6b Domestic Abuse	Medium ↓	10.00	Medium ↓	9
6c Child Abuse	High ↔	14.67	Medium ↔	9
6d Missing	Medium ↔	9.67	Medium ↓	9
6e Rape and Serious Sexual Offences	High ↔	14.17	Medium ↔	9
[REDACTED]	Low ↔	5.63	Very Low ↔	1
[REDACTED]	Low ↔	5.42	Very Low ↔	1
6g Adult Sex Work	Medium ↔	10.83	Medium ↔	9
6h Adults at Risk	Medium ↔	11.67	Medium ↔	9
6i Violence Against Women & Girls	High ↓	14.67	High ↔	16
6j Mental Health	Medium ↓	5.50	Low ↓	4
6k Susceptibility to Radicalisation	Medium ↓	10.5	Medium ↔	6.00
6l Hate Crime	Medium ↔	9.75	Medium ↔	6.00

Public Protection Unit: 6a Stalking & Harassment

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity	Capability		Condition		Performance		Current Demand / Asset Score		
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery			
Assessment	Known Exc Hidden	Good Working on gaps	Increase < 10%	Moderate ↓	Substantial	Substantial	Substantial	Substantial	Substantial	Moderate	Substantial	Substantial	High ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial					
Condition	Partial	Assessment	Moderate ↓	Moderate ↓	Moderate ↓	Medium ↓

Recommended Actions / Areas for Review	Governance	Owner
Deliver a process and package for stalking prevention orders	PPU Command Board DA Governance	C/Supt PPU and DA Lead
Maintain recruitment progress in line with the PPU project	PPU Project Board Workforce Planning Board	C/Supt PPU

SECTION 6a: Stalking & Harassment: Forecast Exception Due to Policy Change, Crime Recording etc: Harassment - Demand

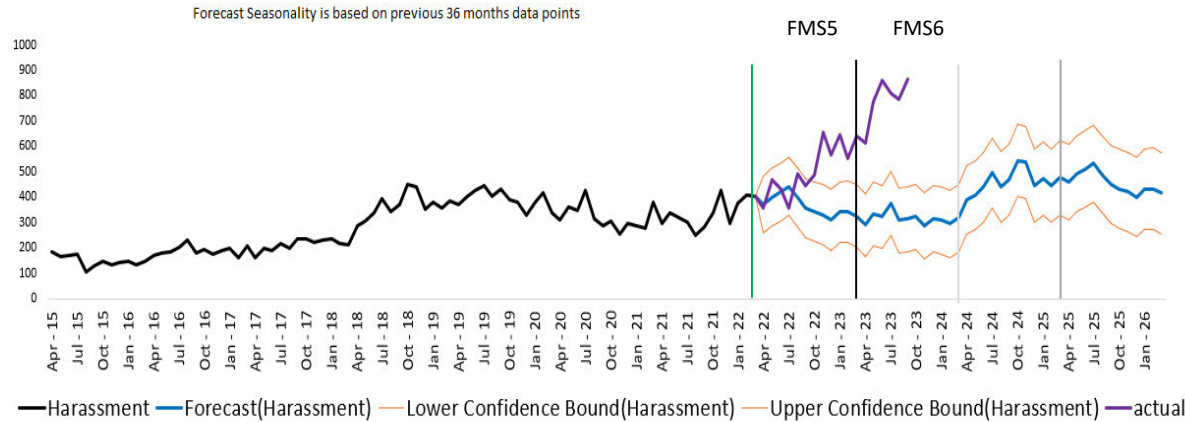
FMS5 - Forecast V Actual

Ending Mar-23

- Significantly above the forecast. This is due to rigorous crime recording, ASB conversion to behavioural crime e.g. PO or Harassment

Lead's prediction

PPU	6.10	6a Stalking & Harassment	Increase <10%
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FMS5 New Forecast to March 2026

	Year 1	Year 2	Year 3	Year 4
Harassment	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
Forecast from Mar 21 (Includes covid)	4,387	3,790	5,561	5,476
Upper Confidence Level	5,790	5,333	7,254	7,329
Lower Confidence Level	2,984	2,247	3,867	3,622
Actual	6,106			
Dif	1,719			

FMS6 - Forecast V Actual

Ending Mar-24

- Predicting to be above the forecast based on trajectory YTD
- Recording still affecting the forecast
- Since June 23, change to crime recording which reverted to principle crime rule, but moved harassment higher up the priority table

Public Protection Unit: 6b Domestic Abuse

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known working on hidden	Good working on gaps	Increase <10%	Moderate ↓	Substantial	Moderate ↓	Substantial	Substantial	Substantial ↑	Substantial ↓	Substantial ↓	Medium ↓

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate ↓	Moderate ↓	Moderate ↓	Medium ↓
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Progress next phase of the PPU project to address to address complex DA team requirements (2024/25)	PPU Project Board	C/Supt PPU
Delivery and review RVR pilot	PPU Project Board	C/Supt PPU

SECTION 6b: Domestic Abuse

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementati on date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	7-step review included DA Stalking and harassment cases	Dec 2023	Jan 2023	Audit of over 3000 cases to review harm and required intervention to improve service to victims	NA		Drive for positive action has seen an increase in arrests Feedback from front-line staff with 0-5 years service supports the view that it has had a positive impact on their knowledge and ability to investigate DA						
	Investment in DCI leadership	Dec 23	Ongoing	To own and drive progress around DA action plan	✓		Enhanced governance arrangements						
Capability	Sgt Masterclasses and Sgt sprint work	Sept 2022	Ongoing	Enhanced oversight and focus on quality of investigation	NA		Tracking shows improved supervisory footprint and oversight supported by HMICFRS VSA results	The Force is investing in Rapid Video Response kit for testing	Timeline to be developed and signed off	TBC	Early identification of evidence and best service to victims Reduced time to taken to respond to Victims	IT Budget	Increased efficiency officer time
	IQ Sgts embedding into Local Policing	Jan 2024	Ongoing	Enhanced oversight and focus on risk review and quality investigations	NA		Improved review and management of locally owned risk and vulnerability	Complex DA and Stalking investigation team being considered	Early scoping / review stage				
	Investment in training officers to recognise risk	2023 /24	Ongoing	Better understanding and awareness around risk and associated interventions	NA		Improvements have been made with improved processes and interventions - PPN referrals have increased						
	DA MASH PNN Management	Oct 23	BAU	Ensure local oversight and decision making	NA		Enhanced quality decision making and reduction of DA backlogs						
	Investment in knowledge and capability of the HRH	Oct 23	Ongoing	Aligned to PPU and specifically trained in identification of vulnerability locally.	NA		Significant improvements in the management of DA						
	Partnership triage operation encompass processes	Oct 23	BAU	Improved safeguarding	NA		More effective process in place						

Overall Assessment:

- Overall this area has seen some improvements with the current demand/ asset score and future service delivery score reduced to medium. This is predominantly linked to the increase in staff through student uplift which will lead to benefits as they become more experienced and have less 'study' abstractions. Further to this, the Force, through Quality of Investigations Board (QIB), has numerous actions to improve the capability of staff.
- There are no forecast exceptions identified
- Investments in the frontline and frontline supervision capability and capacity has resulted in enhanced awareness and oversight in this area.
- Enhanced capability around casefile audit and review has included intrusion and root cause analysis to support continued learning and service improvement.
- This are is linked to an outlier from the VFM profiles 23/24 with a notable under investment in [REDACTED]

Future demand expected to be met:

Improved responsiveness via RVR

Quality of investigations – complex DA

Improved safeguarding through use of PPNs & MARACs

Potential future demand risk

[REDACTED]

Public Protection Unit: 6c Child Abuse

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden	Good with gaps	Increase >10%	Severe	Severe	Moderate ↓	Moderate ↓	Severe	Moderate ↓	Substantial ↓	Substantial ↓	High ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate	Moderate	Moderate	Medium ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Consider accessibility to BWV and mobile recording equipment for interviews.	PPU Command Board	C/Supt PPU
Maintain recruitment progress	PPU Project Board Workforce Planning Board	C/Supt PPU
Continue to develop in-house training capabilities for with a pilot commencing in coming months following CoP roll out.	PPU Command Board	Learning & Development Manager

SECTION 6c: Child Abuse

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Child Protection Development Manager has been recruited to.	Oct 2023	Oct 2023	To support service delivery improvements, support provide to victims.	NA	NA	Improved QA of investigations Maintaining best practice	Peer review of business as we seek to complete AFI's	Sept 2024	TBC	Ensuring continuous improvement	NA	NA
Capability	Vulnerability Training has taken place	2023	2023	Support in the identification of vulnerable children and support required	NA	NA							
	Skill matrix used to monitor training needs via Child Protection Governance Meeting	Oct 2023	Oct 2023	To ensure that the appropriate training is in place for respective roles	NA	NA	Improved service delivery						
Condition	Monthly audits of our response to Missing Children are taking place	2024	Ongoing	Improved understanding of Missing Children and service required.	NA	NA	QA of investigations Problem solving opportunities flagged with Local Policing						

Overall Assessment:

- Overall this area has seen some improvements in capability, condition and performance although the current demand/ asset score remains as high with the future service delivery score remaining at medium.
- There are no forecast exceptions identified
- Progress against CPI recommendations have been methodical and importantly, sustained. Those outstanding have comprehensive plans and governance around them to ensure delivery.
- Continuity of leadership and structure of the PPU has improved performance and accountability.

Future demand expected to be met:

Improved Quality of Investigations

Improved safeguarding due to both info sharing and partnership working

Potential future demand risk:



Public Protection Unit: 6d Missing

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition			Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery			
Assessment	Known working on hidden	Good working on gaps	Increase <10%	Substantial ↓	Severe	Substantial ↓	Moderate	Moderate	Moderate	Moderate	Substantial ↓	Moderate	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate ↓	Moderate ↓	Moderate ↓	Medium ↓
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Deliver action plan set following Peer review completed in Feb 2024	PPU Command Board	C/Supt PPU

SECTION 6d: Missing

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Recruited missing specialist at D2 level	Jan 2024	Jan 2024	Initial Peer Review Continuous Best Practice	✓	NA	Peer review & action Plan	Delivery of Missing Action Plan	April 2024	June 2024	Improved Service Problem solving investigations	NA	NA
Capability	All new Officers now receive [redacted] access on completion of College Learn packages	Mar 24	Ongoing	Access to relevant information and ability to update master record	NA	Linked to reduced missing episodes and time missing	Improved capability across force						
	Sgt Masterclasses and Sgt sprint work	Sept 2022	Ongoing	Enhanced oversight and focus on quality of investigation	NA	NA	Tracking shows improved supervisory footprint and oversight supported by HMICFRS VSA results						
	Child Criminal Exploitation Team has now gone live	Feb 2024	Feb 2024	Own missing investigations linked to CE	NA	NA	Improved identification of Risk Sustained Public Protections						
	Monthly audits of our response to Missing Children results feed into the Missing Governance Group and Strategic Missing & Exploitation Group	Aug 2023	Aug 2023	Strategic Partnership working facilitates better service and support to children	NA	Linked to reduced missing episodes and time missing	Enhanced performance information for Missing Governance Group and Strategic Missing & Exploitation Group						

Overall Assessment:

- There has been an improvement of the MoRiLE ORA assessment with the Current Demand / Asset Score remaining stable at medium.
- The Current Future Service Delivery risk score has reduced to medium, which is as a result of the plans that are in place to improve this area of service.
- There are no forecast exceptions in this area.

Future demand expected to be met:

Future demand expected to be unmet & next steps / key risk monitoring:

Improved identification and response to missing linked to CE

Improved safeguarding linked to training of staff

Improved Information Sharing

Public Protection Unit: 6e Rape and Serious Sexual Offences

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known working on hidden ↑	Good with gaps ↑	Increase >10%	Severe	Severe	Substantial ↓	Moderate ↓	Severe	Moderate ↓	Substantial	Severe	

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial			Assessment	Moderate	
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Track vacancies via Workforce Planning , and measure impact on service delivery	Workforce Planning Board PPU Project Board	C/Supt PPU
Monitor Well-being, as capacity increases alongside capability of students	Adult SLT	Supt PPU Adults

SECTION 6e: Rape and Serious Sexual Offences

Mitigations Implemented / In Train								Further Mitigations Agreed					
Capacity	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Officer uplift agreed	Oct 2023	Nov 2024	Increased capacity once officers are in post	✓	NA	Improved Service Outcomes	Investment in additional DCI	Nov 2024	Nov 2024	To deliver improvements in RASSO and oversee implementation of Op Soteria	✓	NA
	Process Evolution Detailed design	Aug 2023	April 2024	Detailed understanding of demand, and capacity of staff	NA	NA	Allows decision making to improve outcomes						
Capability	Outstanding suspects process	Nov 23	Ongoing	Embedding as part of Daily BAU to ensure focus	NA	NA	Reduction in outstanding offenders						
	Op Soteria	Self assessment and transformation plan May 2024	Embedded Dec 2024	Wholesale change to RASS investigations Improving service	NA	NA	Clear understanding of current [REDACTED]						
Condition								Sleep study-BIO Strap-implemented in force and now agreed to be a trail blazer and move to Phase 3 of roll out.	Sept 23	Ongoing	Staff awareness and self managing of wellbeing indicators	✓	Better welfare to reduce sickness

Overall Assessment:

- Whilst there have been some positive changes to the MoRiLE ORA assessment,, the Current Demand Asset Score remains High, and the future service delivery risks remains at medium
- There are no forecast exceptions identified
- Op Soteria is well on track within Staffordshire with the force’s implementation approach recognised as good practice. Delivery of the project will require continued investment of leadership, project and operational resources.

Future demand expected to be met:

Potential future demand risk:

Improve QoI Suspect Focused

Improved safeguarding of victims

Reduction in limitations around phones

Ability to meet Early Advice Targets

Public Protection Unit: [REDACTED]

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Rating
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	Current Standard of Service Delivery	[REDACTED]	
[REDACTED] Assessment	Known Exc Hidden	Good With gaps	Stable	Minor	Minor	Moderate	No/Negligible	Minor	No/Negligible	Moderate	Meets Standards	Low ↔
[REDACTED] Assessment	Known Exc Hidden	Limited	Increase >10%	Optimum	Minor	No/Negligible	No/Negligible	No/Negligible	No/Negligible	Minor	Meets Standards	Low ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	NA			Public Harm	Organisational Harm	
Capability	NA	[REDACTED] - Assessment	Fully Met	No/Negligible	No/Negligible	Very Low ↔
Condition	NA	[REDACTED] - Assessment	Fully Met	No/Negligible	No/Negligible	Very Low ↔

Recommended Actions / Areas for Review	Governance	Owner
Review Strategic / Thematic ownership of [REDACTED], with consideration for this to be relocated to PPU	Strategic Vulnerability Board	C/Supt PPU

Overall Assessment:

- Overall this area has [REDACTED] since FMS 5 with [REDACTED] with the current demand / asset score, and the future service delivery risk score [REDACTED]
- [REDACTED]
- ABE kits and BWV have now been supplied.
- Specialist training and survivor experience have been delivered to cohorts of CPU and RASSO teams.
- Online training offer from partner agencies completed by CPU staff.

Public Protection Unit: 6g Adult Sex Work

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Limited	Partial	Increase <10%	Moderate	Moderate	Moderate	Minor	Minor	No/Negligible	Moderate	Moderate	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capacity	Partial	Assessment	Moderate	Moderate	Moderate	Medium ↔
Capability	Partial					
Condition	NA					

Overall Assessment:

- Overall this area has remained stable since FMS 5 with no changes to the MoRiLE ORA assessment with the current demand / asset score and the future service delivery risk score remaining medium.
- There are no forecast exceptions identified.
- Capacity has been increased with the use of Knowledge Hub to support the ongoing intelligence work obtained as a result of the proactive visits.
- ROCU relations have been built on to support in the identification and activity relating to brothels.
- Force wide ABE kit now available for use when required.

Public Protection Unit: 6h Adults at Risk

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Working on hidden	Good working on gaps	Increase>10%	Substantial ↑	Moderate ↓	Substantial ↑	Moderate	Substantial ↑	Moderate	Moderate	Substantial	Medium ↔
Changes in place to address demand gap			Residual Demand & Harm		Residual Demand		Residual Harm				Future Service Delivery Risk Score	
Capacity	Partial						Public Harm		Organisational Harm			
Capability	Partial										Medium ↔	
Condition	Partial		Assessment		Moderate		Moderate		Moderate			
Recommended Actions / Areas for Review								Governance		Owner		
Review of capacity and capability against increase in complex investigations in care settings								PPU Command Board		C/Supt PPU		

Overall Assessment:

- Overall this area has seen some changes driven by the increase in workload and complexity, however the current demand / asset score, and future service delivery risk score both remain medium.
- There are no forecast exceptions identified.
- Capacity is improving over time as vacancies are filled, and capability will improve as postholders become familiar with the role requirements. However, PPU Command are looking to undertake RASSO investigations in a care setting for adults in this team. This will evolve over the next 6 months.
- The ambition is to have all staff PIP2 trained when dealing with serious/complex investigations including RASSO. The whilst this training takes place.

Public Protection Unit: 6i Violence Against Women & Girls

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity	Capability		Condition		Performance		Current Demand / Asset Score	
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden ↓	Good with gaps ↓	Increase >10%	Severe	Substantial ↓	Substantial	Moderate ↓	Substantial	Moderate ↓	Substantial ↓	Severe	High ↓

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Substantial	Substantial	Substantial	High ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Build dashboard of measures to clearly monitor and performance manage the service	DEP Board, Performance Board	Head of Performance
Review clarity of tasking and reduction of duplication across VAWG associated activity aligned to wider review of Strategic Vulnerability	Strategic VAWG Board	VAWG Thematic Lead
Expand best practice to gain effective activity	Strategic VAWG Board PPU Command Board	Inspector

SECTION 6i: Violence Against Women & Girls

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	City & County nominated leads	April 2024	April 2024	Coordinated service / activities	NA	NA	NA	Coordination of associated activity for Soteria, DA, CP to ensure effective implementation of approved plans.	June 2024	June 2024	Increased efficiency Reduced Duplication	NA	NA
Capability	Multi agency and multi disciplinary VAWG intensification weeks	June 2023	June 2023	Multiple benefits with partnership working [redacted] for NTE etc.	NA	NA	NA						
	Victim focused training	June 2023	June 2023	Training to focus on unconscious bias, discrimination and how to deal with trauma.	NA	NA	Over 300 people have so far undertaken the training						

Overall Assessment:

- Overall this area has slightly improved since FMS 5 with the current demand / asset score reducing to high and the future Service Delivery Score remaining at high
- There are no forecast exceptions identified
- Work continues within the Education sector in support of VAWG with significant preventative work being undertaken with school age children.
- Plans are being developed and implemented to improved coordination of activities across commends to improve service delivery and reduce duplication
- [redacted]

Future demand expected to be met:

Benefits linked to Soteria, DA, CP progression

Improved Quality of Investigations

Potential future demand risk:

[redacted]

Public Protection Unit: 6j Mental Health

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity	Capability		Condition		Performance		Current Demand / Asset Score	
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend						Current Standard of Service Delivery			
Assessment	Known Exc hidden	Good with gaps ↓	Decrease >10% ↓	Substantial	Moderate	Moderate	Minor	Moderate	Minor	Moderate	Minor ↓	Medium ↓

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity				Public Harm	Organisational Harm	
Capacity	✓	Assessment	Minor ↓	Moderate ↓	Minor ↓	Low ↓
Capability	✓					
Condition	✓					

Recommended Actions / Areas for Review	Governance	Owner
Ensure robust benefits tracking of impact of Right Care, Right Person to allow robust MoRiLE ORA assessment including costed savings and impact across capacity issues for other demand areas for FMS 7	Change Portfolio Board	Central Change Team

SECTION 6j: Mental Health

Mitigations Implemented / In Train							Further Mitigations Agreed						
Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings	
Capacity	Phase 1 RCRP – Concern for welfare	Feb 24	BAU	<p>Improved outcomes: Providing the right level of care to individuals can improve their outcomes, whether they are victims, offenders or witnesses. This can lead to reduced reoffending rates and a reduction in the number of individuals who come into contact with the criminal justice system.</p> <p>Increased efficiency: By ensuring that Right Care, Right Person[®] principle can lead to better outcomes for individuals and communities, more efficient use of resources, increased trust in the police, and improved staff well-being.</p> <p>Resources are targeted to those who need them the most, the police can use their resources more efficiently and effectively. This can lead to cost savings, reduced workload for officers and staff, and a more effective use of police time.</p> <p>Increased trust: By ensuring that individuals receive appropriate care, the police can build trust with the communities they serve. This can lead to increased cooperation and engagement, and a reduction in tensions between the police and the public.</p> <p>Improved staff well-being: Ensuring that officers and staff are not required to deal with issues outside their area of expertise can improve their well-being and job satisfaction.</p>	✓	Effective use of police time	[REDACTED]	Phase 2 RCRP – Individuals that are AWOL from health facilities	May 24		See opposite	✓	Effective use of police time – full assessment of project to track and quantify benefits
							Phase 3 – Transportation	Aug 24		See opposite	✓	As above	
							Phase 4 – S 136 & voluntary mental health	Nov 24		See opposite	✓	As above	

Overall Assessment:

- This area has seen a reduction in both the current demand / asset score and the Future service delivery score. This is largely predicated on a significant reduced demand trend and confidence in the future delivery against ambition linked to the phased implantation of RCRP.
- Although statistically there is no exception forecasted reduction for mental health, overlaying expected benefits that are already showing realisation and applying professional judgement of the impact of RCRP (until full benefits realisation is undertaken) the force anticipates significant demand reductions in this area during 24/25 and for the future.
- Effective use of police time and increased efficiency gained here will look to address capacity issues across other areas of demand

Future demand expected to be met:

Potential future demand risk:

Greater capacity to respond

Improved partnership working

Local Policing Command: 6k Susceptibility to Radicalisation

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Partial	Partial ↓	Increase <10%	Substantial	Moderate	Moderate ↓	No/Negligible	Moderate	No/Negligible	Moderate	Moderate	Medium ↓

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	NA			Public Harm	Organisational Harm	
Capacity	NA	Assessment	Minor	Moderate	Moderate	Medium ↔
Capability	Partial					
Condition	NA					

Recommended Actions / Areas for Review	Governance	Owner
Continuous awareness raising by Prevent Team to cover departments organisation wide not just LPTs, including those in rural areas.	Contest	Supt Local Policing (City)
Active participation and reporting to City Prevent Board in supporting partnership delivery plan.	Contest	Supt Local Policing (City)
Active participation and reporting to County Prevent Board in supporting partnership delivery plan.	Contest	Supt Local Policing (City)
Increased numbers of through CTU gateway	Contest	Supt Local Policing (City)
Consideration for additional support from EDIU for investigations and digital	Contest	Supt Local Policing (City)

SECTION 6K: Susceptibility to Radicalisation

Mitigations Implemented / In Train							
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date
Capacity	Staffs Police Prevent Team [REDACTED]	Embedded for a number of years.	BAU	Establishment maintained. No change to TOM.	NA	NA	Localised delivery from within a Regional CTU Department.
	CTU Engagement Team supporting local Prevent team with CTLP Delivery Plan	CTLP launches 22/2/24 and 01/03/24	Partnership Delivery Plans from May 2024	[REDACTED] as identified within CTLP using partners within education, health and local authorities	NA	NA	Engagement across all sectors
	Prevent Ambassador Programme	27/02/2024	BAU	Refresh of Prevent Ambassador programme after review within CTU.	NA	NA	Local enhanced awareness and understanding of Prevent issues [REDACTED]
Capability	Prevent V2R inputs to police departments – FCC, PPU, LP, PSD	01/02/2024	30/09/2024	Wider internal understanding of V2R/Prevent to address CTLP [REDACTED]	NA	NA	HRH staff signed up to Prevent Ambassador programme and PSD input to [REDACTED]
	Prevent V2R inputs to police departments – FCC, PPU, LP, PSD	01/02/2024	30/09/2024	Prevent Team covering much of the inputs across force, supported by Regional Engagement Team delivery to partnership	NA	NA	Both internal and external enhanced engagement. [REDACTED]
	Channel Panel attendance by PPU and Local Policing	01/02/2024	31/12/2024	Both local knowledge and vulnerability expertise at local panel meetings [REDACTED]	NA	NA	Local input to case management of referred individuals
	Wider recognition of V2R across the force	01/02/2024	31/12/2024	Improved awareness and reporting of susceptibility to radicalisation	NA	NA	Increased in Channel Panel referrals.

Overall Assessment:

- Improvements have been made in this area bringing the current demand / asset score to medium, the future service delivery risk score remains as medium
- [REDACTED]
- Delivery of Prevent Ambassador training to raise staff awareness of Susceptibility to Radicalisation
- Completion of home office bench marking tool with partners, showing that what partnership working is effectively
- Governance via Contest Board

Future demand expected to be met:

Potential Future demand risks:

Prevent Training

Partnership Delivery Plan

Increasing Prevent Referrals

[REDACTED]

Local Policing Command: 6I Hate Crime MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score	
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend	+	+	+	+	+	+	Current Standard of Service Delivery	+		
Assessment	Known working on hidden	Good with gaps	Increase <10%	Substantial	Moderate	Substantial	Moderate	Moderate	Moderate	Moderate	Moderate ↓	Moderate ↓	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capacity	Partial	Assessment	Minor	Moderate ↓	Moderate ↓	Medium ↔
Capability	Partial					
Condition	NA					

Recommended Actions / Areas for Review	Governance	Owner
Continue activity to work with partners to deliver 4 P plan, improving service and reducing harm hate crime causes to communities	Tasking and Performance and PRAP	C I Supt Local Policing (Thematic Lead)

SECTION 6I: Hate Crime

Mitigations Implemented / In Train								Further Mitigations Agreed					
Capacity	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes / Investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Local policing model now embedded	June 2022	Ongoing	Improved attendance times by matching capacity to demand	✓	Officer time to travel and investigate	Attendance times for grade 1						
	Abstraction policy and monitoring	Dec 23	Ongoing / BAU	Better understanding of demand and capacity	✓	NA	Oversight and grip around resource flex and threshold levels						
	Incident ownership review	Jan 23	March 24	Clarity around incident ownership and management	NA	Appropriate management of risk and reduced failure demand	Enhanced focus on vulnerability						
	Review of 3 step approach to hate crime	April 24	Sept 24	Ensure delivery of enhanced service to victims to hate crime	NA	Effective tackling to reduce demand	At early stages currently						
	Community hate crime champions and key contacts initiative with partner support	Oct 23	Ongoing	Improve confidence of public to report hate crime to reduce harm to affected communities	NA	May lead to increase of demand but better understanding of hidden demand	80 volunteers to date with initial training commenced – benefits to be monitored and tracked						
Capability	Internal hate crime training for champions for each LPT and team	Sept 23	Sept 24	Improve quality of investigation service and outcomes to the public re hate crime	NA	Effective tackling to reduce demand	Early indication around positive outcomes by 3% in last 12 months to 13% (also linked to wider Q of I work)	Working with partners to develop third party reporting centre	June 24	Dec 24	Improve options for public to report where not confident to report to police	NA	At early stages currently
	Review of identification of hate crime to make sure identified and recorded correctly	April 23	Sept 24	Correct identification ensuring the right service and support	NA	Data accuracy and improved understanding and insight	At early stages currently	Expansion to include hate crime to ensure better understanding and dealing with hate crime against officers and staff	2024/25	TBC	Correctly identifying hate crime against staff to ensure appropriate support	TBC	
	Effective partnership working to improve service and understand threat	Feb 23	April 23	Greater understanding of hate crime within staffs and have grater capability to tackle working with partners	NA	Efficiency gains of working collaboratively	Tangible outcomes difficult but supportive approach to delivery 4 plan	Hate crime customer satisfaction survey	2024/25	TBC	Understating service delivery to support learning and improvements	TBC	Improved community confidence
								External hate crime scrutiny panel (partnership panel)	June 24	Sept 24	Understating service delivery to support learning and improvements	NA	Improved community confidence

Overall Assessment:

- There have been improvements in MoRiLE ORA since the last assessment, and gaps have started to be addressed. The overall current demand / asset, and future service delivery scores remain at medium.
- This area has a current 4 P Plan in place to deliver against the current strategy, this is supported through appropriate governance mechanisms

Future demand expected to be met:

Current incoming demand relating to hate crime

Increase demand resulting from increased confidence to report

Potential Future demand risks:

Unpredicted demand from volatility of political climate on national and international scale

Public trust & confidence in public bodies resulting in increases in hate crime

FMS 2023/24

Section 7: Managing Offenders

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
7a MOSOVO	Medium ↔	10.50	Medium ↔	9
7b Integrated Offender Management	Low ↔	4.50	Low ↔	4

Public Protection Unit: 7a Management of sexual offenders and violent offenders (MOSOVO)

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Fully Understood	Good with gaps	Increase >10%	Moderate ↓	Minor	Moderate ↑	Severe	Substantial ↑	Substantial	Moderate	Substantial	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Capability			Public Harm	Organisational Harm	
Capacity	✓	Assessment	Moderate	Moderate	Moderate	Medium ↔
Capability	✓					
Condition	✓					

Recommended Actions / Areas for Review	Governance	Owner
Monitor vacancy levels and impact on wellbeing issues	Workforce Planning Board	C / Supt PPU
Ensure internal training courses to mitigate capability gap of new recruits	PPU Command Board	C / Supt PPU

Overall Assessment:

- The current demand / asset score and future service delivery risk score both remain at medium.
- Improvements have been made in this since the last assessment which have lead to PEEL 2021/22 AFI's being discharged.
- There are which are being mitigated by an
- Overall the Future Service Delivery Risk score remains stable at medium.

Public Protection Unit:7b Integrated Offender Management

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Fully Understood	Good working on Gaps	Stable	Moderate	Moderate	Minor	No / Negligible	Moderate	No / Negligible	Moderate	Minor	Low ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	NA			Public Harm	Organisational Harm	
Capability	NA	Assessment	Minor	Minimal	Minimal	Low ↔
Condition	NA					

Overall Assessment:

- Overall this area has remained stable since FMS 5 with no changes to the MoRiLE ORA assessment, with the current demand / asset score and the future Service Delivery Risk Score remaining at Low.
- There are no forecast exceptions identified.
- A review of ECINS and the capabilities it affords is progressing to ensure we maximise the opportunities of the system.
- Vacant posts have been recruited to which is assisting wellbeing of staff.
- Opportunity to support and deliver across the force has been improved

FMS 2023/24

Section 8: Managing Serious & Organised Crime

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
8a Child Criminal Exploitation & Child Sexual Exploitation	High ↓	12.32	Medium ↔	9
8b POLIT	Medium ↓	6.75	Medium ↔	9
8c Modern Slavery & Human Trafficking	Medium ↓	9.17	Medium ↓	9
8d Drugs Supply	High ↔	15.17	High ↔	12
8e Fraud	Medium ↔	11.25	Medium ↔	9
8f Organised Crime Groups	Medium ↓	10.83	Medium ↔	9
8g County Lines	Medium ↔	10.42	High ↔	12
8h Major Investigations Department	High ↔	16.83	High ↔	14
8i Serious Acquisitive Crime	Medium ↔	7.58	Medium ↔	9.00
8j Serious Youth Violence & Knife Crime	Medium ↔	7.26	Medium ↔	9.00
8j Violence with injury	Medium ↔	7.58	Medium ↔	9.00

Public Protection Unit: 8a Child Criminal Exploitation & Child Sexual Exploitation

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden ↓	Good with gaps ↓	Increase >10%	Substantial ↓	Severe	Moderate ↓	Moderate ↓	Moderate ↓	Moderate ↓	Moderate	Moderate ↓	

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate	Moderate	Moderate	Medium ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Wellbeing will need to be monitored due to the nature of the work	PPU Command Board	C / Supt PPU
Consideration for dedicated CE intelligence / analysis resource	PPU Command Board / KH Review	C / Supt PPU Head of Knowledge Hub
this is an interdependency with DFU and forensics	DF Board / PPU Command Board	C / Supt PPU

SECTION 8a: Child Criminal Exploitation & Child Sexual Exploitation

Mitigations Implemented / In Train

	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date
Capacity	Creation of two CE Teams and increased capacity	Feb 2024	Feb 2024	Dedicated CE Resource Improved partnership working, problem solving, investigation and safeguarding	NA	NA	Ownership of investigations
	Co-Location	Feb 2024	Feb 2024	Partnership working in [REDACTED]	NA	Na	Improved partnership working
Capability	Training Matrix	April 2024	On-going	To enable role specific requirements to be understood, and training delivered as appropriate	NA	NA	To continue to deliver training, and refreshers inline with training matrix
Condition	CI Ownership	Aug 2023	Aug 2023	Improved Governance	NA	NA	Improved performance, oversight and governance

Overall Assessment:

- There has been positive movement of the MoRiLE ORA, with the overall current demand / asset score reducing to high and the future service delivery score remaining at medium.
- There are no forecast exceptions identified
- There is an ongoing CPI Delivery Plan which further support improvements
- Increased training and awareness of CE throughout the force may increase the number of referrals and enable support to CE victims

Future demand expected to be met:

High Risk CE

Improved Partnership working

Improved Quality of Investigations

Potential future demand risk:

Public Protection Unit: 8b Police Online Investigations Team (POLIT)

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
POLIT	Known Exc Hidden	Good working on gaps	Increase <10%	Moderate ↓	Moderate ↓	Minor	Minor ↓	Minor	Minor ↓	Minor ↓	Minor ↓	Medium ↓

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Score
Capacity	Capability			Public Harm	Organisational Harm	
Capacity	✓	Assessment - POLIT	Moderate ↓	Moderate	Moderate	Medium ↔
Capability	✓					
Condition	✓					

Recommended Actions / Areas for Review	Governance	Owner
Continue to monitor workload and wellbeing	PPU Command Board	C/Supt PPU
Review Communication Data Team (CDIU)'s capacity to service increase in demand	SCC Command Board	C/Supt Head of Crime
Review Impact of image identification work from DFU and integrated in child business	PPU Command Board	C/Supt PPU

SECTION 8b: POLIT

Mitigations Implemented / In Train

	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date
Capacity	Officer Uplift	Aug 2023	Aug 2023	Manage demand within POLIT	✓	NA	Improved service provision
Capability	Skills matrix for POLIT will see improved and continued capability.	Oct 23	April 24	Improved capability of the team	NA	NA	Improved Service Provision
Condition	PPU Project facilitating move of CPU to enable more space for POLIT	TBC	anticipated completed move end March 2024	Improved working environment	NA	NA	NA
	Additional vehicles have been ordered across PPU	TBC	National waiting times	Improved capacity / capabilities of the team to access vehicles	NA	NA	NA
	Improved processes and procedures for information sharing	23/24	ongoing	Increased opportunities for safeguarding	NA	NA	NA

Overall Assessment:

- There has been positive movement of the MoRiLE ORA, with the overall current demand / asset score reducing to medium and the future service delivery score remaining at medium.
- Overall this area has remained stable since FMS 5 with the Future Service Delivery Score remaining at high medium
- There are no forecast exceptions identified
- AFI's in this area have been discharged
- There is an ongoing CPI Delivery Plan which will further support improvements

Future demand expected to be met:

Improved of Quality of Investigation

Proactivity to be increased utilising covert capability

Potential future demand risk:

Public Protection Unit: 8c Modern Slavery & Human Trafficking

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden ↓	Good with gaps ↓	Increase >10%	Minor ↓	Minor ↓	Moderate	Moderate	Minor	Minor	Moderate	Moderate	Medium ↓

Changes in place to address demand gap						Future Service Delivery Risk Score
Capacity	Condition			Public Harm	Organisational Harm	
Capacity	✓					Medium ↓
Capability	Partial	Assessment	Moderate ↓	Moderate ↓	Moderate ↓	
Condition	✓					

Recommended Actions / Areas for Review	Governance	Owner
Review of capability of teams and resources taking learning from significant investigations	Adult SLT	Adult Supt PPU
Develop and implement frontline training & awareness	Adult SLT	Adult Supt PPU

Overall Assessment:

- Improvements have been made in this area since the last assessment with both the Current Demand Asset score and Future Service Delivery Score reducing to medium.
- A further review of capability of teams and resources is suggested to enable additional learning to be taken from significant investigations
- Frontline Training & awareness is being developed / implemented
- Work has taken place to better understand demand in this area, which is still on-going.

Specialist Crime Command 8d: Drugs Supply

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Partial	Partial	Increase >10%	Substantial	Substantial	Moderate	Moderate	Moderate	Moderate	Substantial	Substantial ↓	High ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate ↓	Substantial	Substantial	High ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
SOC review and HMIC SOC inspection identified vulnerabilities with Force proactive approach both from a specialist and local level. Uplift, increase and recruitment of Central Proactive resources to support proactive targeting and disruption of L2 linked threat and risk aligned to drug supply.	SCC Command Board Strategic WFS	DCS- SCC Head of Crime/ D Supt head of MOCD
SOC Review and HMIC SOC inspection identified vulnerabilities with Force proactive approach from a local perspective. All mapped OCG's in Force have drugs as a commodity. Resourcing and focus of LPPT and CID to support tackling of Drug supply demand and local response and risk.	OCGM/SOCEX Force and local tasking	DCS –SCC Head of Crime
Risk of and impact/preparedness plans	DAP and SOC working group	D/Supt head of MOCD/DCI MOCD
Recruitment progression for MOCD	SCC Command Board	DCS –SCC Head of Crime
DFU delay impact and consideration for higher priority support for risk management within submissions and investigations	SCC Command Board/Digital investigations Project	DCS –SCC Head of Crime/Head of Forensics
Analytical support review with increased proactivity/operating model	SCC Command Board/Knowledge Hub	DCS –SCC Head of Crime/ Head of Knowledge hub

SECTION 8d: Drug Supply

Mitigations Implemented / In Train

	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date
Capacity	MOCD Proactive teams to begin recruitment for agreed increase of 8 DC's	2024	End of 2024	Will [redacted] as this will be shared amongst 4 teams and [redacted]	N/A	Minor Increased capacity for response and management of L2 SOC threat Pursue within central MOCD teams	[redacted]
	LPPT teams to increase re sourcing and embed focussed ownership TOR of responsibility / investigations and targeting of high harm nominals .	2024	Ongoing	To support local proactive capability and upstream intelligence development	N/A	Increased capacity for response and management of L1 -1.5 SOC threat Pursue and disruptions within LPPT teams	Initial resources to be tasked for response and investigation of local SOC threats
Capability	PIP2 investment in all MOCD DS and DC. DI and DCI to be SOC PIP3 to effectively manage risk during L2 investigations	During 2024	Ongoing	Greater understanding of application of SOC interventions and investigations including proactive tactics and effective management of risk through SIO ownership	N/A	Improved service and longer term CJ outcomes and sustained public protection through maximising application of proactive investigation and covert tactics with appropriately trained supervisors	Improved confidence within covert investigations.

Overall Assessment:

The current demand / asset score and future service delivery risk score remain high in this area, this is due to increasing demand and capacity issues. The recent SOC Review and HMICFRS SOC review identified vulnerabilities in this area. These are to be further understood to allow mitigations measures and proposals to be put in to place

This section is linked to the HMIC VFM profiles for Investigations which show as being an outlier for PO Spend [redacted]

Future demand expected to be met:

PIP accreditation and upskilling of MOCD and working towards LPPT

Improved investigative quality of sanctioned proactive investigations

LPPT ownership of high harm nominals and drug targeting

Potential Future Demand Risk:

Digital elements of Proactive investigations

Intelligence development and identification of upstream opportunities

LPTT Proactive [redacted]

Analytical support and identification of upstream opportunities



Specialist Crime Command 8e: Fraud

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition			Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery			
Assessment	Good working on Hidden	Partial	Increase <10%	Substantial	Substantial	Substantial	Moderate	Moderate	Moderate	Moderate	Moderate	Medium ↔	

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capacity	Partial	Assessment	Moderate	Moderate	Moderate	Medium ↔
Capability	Partial					
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
New Force Fraud strategy and linked action/delivery plan identifies opportunities, . Recommendation for increased resources during 2025 to , enabling a more effective response to this increasing National crime type	SCC Command Board/Strategic WFS	DCS-SCC Head of Crime

Overall Assessment:

- Overall this area has remained stable since FMS 5 with the current demand / asset score and future service delivery risk score remaining at medium.
- There have been no changes to the MoRiLE ORA assessment,
- There are no forecast exceptions identified.

Specialist Crime Command 8f: Organised Crime Groups

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known working on hidden ↓	Good with gaps ↓	Increase >10%	Substantial	Substantial	Moderate	Moderate	Minor	Moderate	Moderate	Substantial	Medium ↓
Changes in place to address demand gap			Residual Demand & Harm		Residual Demand		Residual Harm				Future Service Delivery Risk Score	
Capacity	Partial						Public Harm		Organisational Harm			
Capability	Partial											
Condition	Partial		Assessment		Moderate		Moderate		Moderate		Medium ↔	
Recommended Actions / Areas for Review								Governance		Owner		
Consistency of OCG 4P Plans and partnership approach. New force template introduced and included on Niche for tasking and action management. National/regional approach awaited.								OCGM/SCC SLT/Strategic HMICFRS SOC & ROCU		Director of Intelligence		
Improve LRO role – ROCU Roadshows to promote best practice and in force training programme in design with L&OD								OCGM/SCC SLT/Strategic HMICFRS SOC & ROCU		Director of Intelligence		
introduction and ongoing roll out underway with SCC/LPT SPOCs; a national performance framework to record and monitor disruption activity. Local performance framework awaited from national team. Improve 3P activity recording as well as enforcement								OCGM/SCC SLT/Strategic HMICFRS SOC & ROCU		Director of Intelligence / Head of Service Delivery (Intel)		
on forensic/digital investigation								OCGM/SCC SLT/Strategic HMICFRS SOC & ROCU		Head of Forensics'		
Improve force requests for ROCU support at RTTCG – CRR/ATR/CTAG								OCGM/SCC SLT/Strategic HMICFRS SOC & ROCU		Director of Intelligence		

SECTION 8f: Organised Crime Groups

Mitigations Implemented / In Train

	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date
Capacity	MOCD DCI & DI	Jan – April 2024	Complete	Strategic & SIO leadership of MOCD/LPT proactivity	✓	NA	Improved coordination of [REDACTED]
	CDIU x 4	Awaited	TBC	Cycomms process 24/7 MOCD/Analytical support	TBC	NA	Not yet realised
Capability	LPTT 12/30	Feb 2024	Ongoing	LPTT proactive policing to action developed intelligence	TBC	NA	City/County 1 LPTT team 7/5
	MOCD 8/16	24/25	Awaited	Growth in MOCD proactive to support OCG 4P approach	TBC	NA	Not yet realised
Condition	KH/CDIU	Awaited	Awaited	MOCD and proactive policing uplift to tackle SOC/OCGs	TBC	NA	Not yet realised

Overall Assessment:

- Improvement in MoRiLE Assessment with current demand asset score reduced to medium. The overall future service delivery risk score remains at Medium
- [REDACTED]
- The strategic/SIO MOCD management are now appointed. The LPTT has commenced [REDACTED]
- SOC Inspection July 2023 recommendations under full assessment in conjunction with the SOC review

Future demand expected to be met:

OCGM

Firearms

CAB

Intelligence Process

Source Management

Potential Future Service Delivery Risk:

Op Levidrome

LPTT Proactivity

MOCD Proactivity

CET proactivity



Specialist Crime Command 8g: County Lines MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden	Good with gaps ↑	Increase <10%	Substantial	Moderate	Moderate	Moderate	Moderate ↑	Moderate	Moderate	Moderate ↓	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate ↓	Substantial	Substantial	High ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
SOC review and HMIC SOC inspection identified Whilst the central MOCD team achieves a high level of disruption and response . The size of the teams requires capacity review which are a A slight increase will be possible from the agreed uplift posts of ; however the resilience is challenged with any court/leave/training abstractions with a team of this size.	SCC Command Board	DCS SCC
Consider investment in capability/training and vehicles to allow a more effective investigative and proactive response.	SCC SLT/SCC Command Board	D/Supt head of MOCD
Recruitment MOCD progression to be monitored to Retain full TOM at all times due to size of central team	SCC Command board/WFS	DCS SCC
Digital support to SOC Risk and County lines to be more considered re risk and prioritisation/timeliness.	SCC Command Board/Digital Forensics Project	DCS SCC/Head of Forensics
Greater intelligence development locally to feed upstream supply opportunities and response	Socex/ Local policing & Force Tasking/Performance Board	DCS SCC Head of Crime/Local Policing
	Socex/Local Policing tasking /OCGM	DOI/Supt MOCD
Dedicated analytical support benefits and security of future regional funding for 1 x CL analyst	Regional County Lines Governance/ SCC Command Board	D/Supt head of MOCD/Head of KH

SECTION 8g: County Lines

Mitigations Implemented / In Train

	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date
Capacity	Recruitment of 2 DC's planned for MOCD 2024	2024	2024	Minor increase in resilience, capacity and wellbeing	NA	NA	None as not yet implemented
	Investment in 2 nd DI for Force proactive team will support resilience and wellbeing of SIO capacity but will not resolve DC capacity	May 2024	Ongoing	Increased SIO capacity and wellbeing for [REDACTED] but will not alter DC Capacity	NA	NA	Not currently realised
	Introduction of CET and alignment with VRT will support ownership of increased CL demand and 3P interventions and associated exploitation investigations	May 2024 onwards	Ongoing	Closer alignment to new CET and partnership working to target County lines and ownership of investigation/wider 3P impact	NA	NA	Not currently realised but will develop
	Introduction of LPPT will provide an opportunity for greater local ownership and proactivity and upstream development for CL	May 2024 onwards	Ongoing	Greater local ownership and impact on CL across all 4P's	NA	NA	Not currently realised but will develop
Capability	Investment in DS PIP2 course for Proactive DS and DC accreditations	June 2024	Ongoing	Increased knowledge and application during sanctioned investigations including quality of investigation	NA	NA	Not currently realised
	Investment in NIE and PIP2 accreditation and course for all Proactive DCs	Ongoing	Ongoing	Improved proactive investigative response with owned and sanctioned investigations	NA	NA	Ongoing with training and CPD planned in.
Condition	Teams work [REDACTED] cannot be mitigated against currently	Cannot be mitigated against [REDACTED]					

Overall Assessment:

- There have been a small number of changes to the MoRiLE assessment, however, the current demand/asset score remains at medium, and the future service delivery risk score as high.
- This section is linked to the HMIC VFM profiles for Investigations which showing as being an outlier for PO Spend, [REDACTED]

Future demand expected to be met:

PIP Accreditation of Staff

Improved investigative quality within owned investigations

Closer partnership working alongside new CET

Potential Future Demand Risks:

Digital elements of Proactive investigations

Intelligence development and upstream opportunities

[REDACTED]

[REDACTED]

Specialist Crime Command 8h: Major Investigations Department MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Partial	Limited	Increase >10%	Severe ↑	Substantial	Moderate	Minor	Substantial ↑	Minor ↓	Substantial ↑	Substantial	High ↔

Changes in place to address demand gap		Plans and Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Substantial	Moderate	Substantial	High ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
PEER or performance team review into to Homicide investigations	SCC Command Board/Project Team/Performance team	DCS – SCC Head of Crime
Surge model inefficient, is difficult to activate and does not effectively manage the risk and ongoing workload / length of investigations. Consideration for growth of team beyond	COT/SCC Command Board	DCS - SCC Head of Crime
Maintain and deliver recruitment uplift plans/ Full TOM to be maintained to manage risk and wellbeing		
SIO capacity review and future operating model considerations	Project team/SCC Command Board	DCS-SCC Head of Crime
Crime review team – within TOM, yet and manage/creates resilience and effectiveness issues with links to public confidence and justice for families re overdue reviews.	SCC Command Board	DCS- SCC Head of Crime

SECTION 8h: Major Investigations Department

Mitigations Implemented / In Train							
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date
Capacity	Temporary Inspector additionality agreed for 12 months to manage risk	April 2024	Ongoing	Support management of [REDACTED]	NA	NA	
	6 x DC agreed for 2024/2025, required for recruitment asap . This will likely [REDACTED]	TBC	TBC	Will begin to improve wellbeing within team and support timeliness of enquiries beyond any initial short term ineffective surge. Further review and impact consideration needed for additionality beyond this.	NA	NA	
Capability	All DS to be PIP2 supervisor accredited and maintain CPD	Ongoing	2024	Improved PIP2 D/SIO accreditation within Homicides and application to investigations and Policy writing	NA	NA	
Condition	Improvements to technology within Briefing room has improved effectiveness of briefing and professionalised with Partners	January 2024	On-going	More effective and efficient use of technology for Homicide briefings	NA	NA	Improved effectiveness of briefings

Overall Assessment:

- The Current Demand Asses Score remains at High, and the Future Service Delivery Score as high.
- This section is linked to the HMIC VFM profiles 23/24 for Investigations which showing as being an outlier for PO Spend, [REDACTED]

Future demand expected to be met:

Increase of TOM by later end of 2024 will begin to support service delivery

PIP accreditation investment for all staff

Briefing Equipment effectiveness and efficiency

Potential Future Service Delivery Risk

PIP accreditation investment for all staff

Risk to public confidence without change in delivery model

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Local Policing Command: 8i Serious Acquisitive Crime MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known working on hidden	Good Working on Gaps	Stable	Substantial	Moderate	Substantial	Moderate	Moderate	Moderate	Moderate ↓	Moderate ↓	Medium ↔

Changes in place to address demand gap		Plans and Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity				Public Harm	Organisational Harm	
Capacity	✓	Assessment	Moderate	Moderate	Moderate ↓	Medium ↔
Capability	Partially					
Condition	Partially					

Recommended Actions / Areas for Review	Governance	Owner
Head of crime review of Crime Allocation policy. This links to the [redacted] and will consider current allocation methodology under the crime continuum against alternative options such as thematic allocation	Quality of Investigations Board	Chief Supt SCC
Refresh the current thematic ownership and plans of SAC categories that are currently aligned to CID Detective Inspectors - Burglary and Vehicle Crime completed. Robbery to be reviewed.	Performance Board	Supt – Head of CID

SECTION 8i: Serious Acquisitive Crime

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity								Review of Crime Continuum	Current	October 2024	Consideration of allocation options against current methodology including allocation by crime type	NA	NA
Capability	Burglary Residential revised plans	December 2023	October 2024	62 point action plan relating to burglary dwelling. Each LPT has a 4 P plan.	NA	NA	Revised strategic and tactical plans covering call to conclusion						
	Op Bormus	2022	Current	Force Tasking Priority targeting organised vehicle theft/burglary.	NA	NA	Guidance on initial evidence gathering and secondary investigation published – led on by Priorities Team South						
Condition	DCI or DI leads on thematic SAC Crimes	BAU	October 2024	Annual Refresh of thematic ownership of core SAC categories burglary, robbery, TOMV	NA	NA	Det Inspector leads against delivery plans						
	Investigative guidance provided through pocket guides	BAU	BAU	Accessibility to guidance material	NA	NA	Guidance for the wider force resources on attendance, evidence gathering and considerations						

Overall Assessment:

- The MoRiLE ORA assessment has remained stable since FMS 5 with both the current and future scores remaining at medium
- Revised action plan focusing on burglary dwelling and owned by the [REDACTED]
- Force remains focused on Theft of Motor Vehicle (TOMV) [REDACTED]
- There are a number of related forecast exceptions relating to this area linked to acquisitive crime, burglary residential and business and TOMV

Future demand expected to be met:

Force Guidance on approach to SAC crime

Review of crime continuum

Future demand risks:

TOMV trend

Proactive Capabilities to support disruption

Ability to meet requirements for Rural / Business Crime

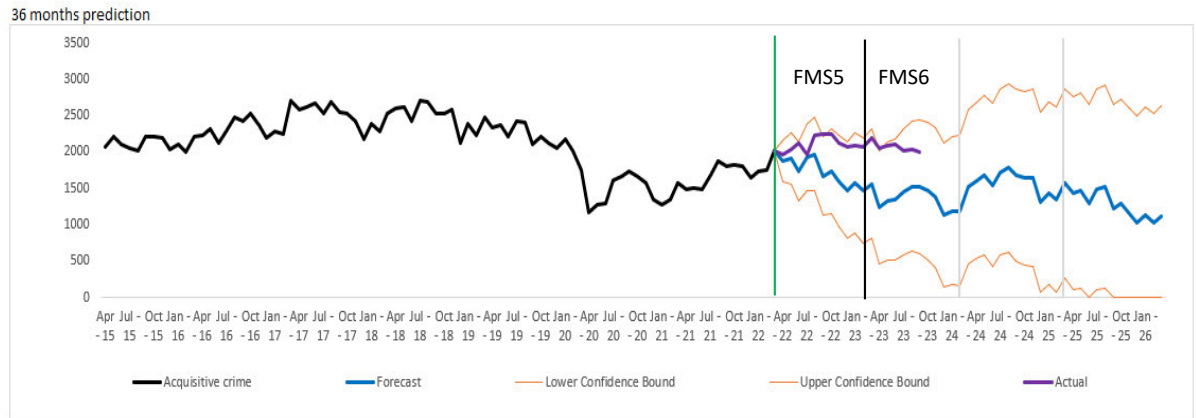
SECTION 8i: Serious Acquisitive Crime: Forecast Exception – Genuine Increase: Acquisitive Crime - Demand

FMS5 - Forecast V Actual
 Ending Mar-23

- Above the forecast, close to the upper confidence boundary
- This crime was impacted significantly during the Covid period, which impacted on the forecast.
- Regional increase in TOMV and Burglary Residential (car key burglaries), Op Bormus was put in place to deal with this crime increase.

Lead's prediction

Local Policing	8.40	8d Serious Acquisitive Crime	Stable
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FMS5 New Forecast to March 2026

	Year 1	Year 2	Year 3	Year 4
Acquisitive Crime	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
Forecast from Mar 21 (Includes covid)	20,525	16,285	18,955	15,218
Upper Confidence Level	27,091	27,374	33,226	32,299
Lower Confidence Level	13,959	5,197	4,683	470
Actual	25,342			
Dif	4,817			

FMS6 - Forecast V Actual
 Ending Mar-24

- Predicting to be higher than the forecast and close to the upper confidence boundary, the spread of the upper and lower confidence bounds indicate that this is difficult to predict.

This includes: Burglary (Residential & Business), Robbery (Personal & Business), Vehicle Crime (TOMV, TFMV, Vehicle Interference) and Other Theft

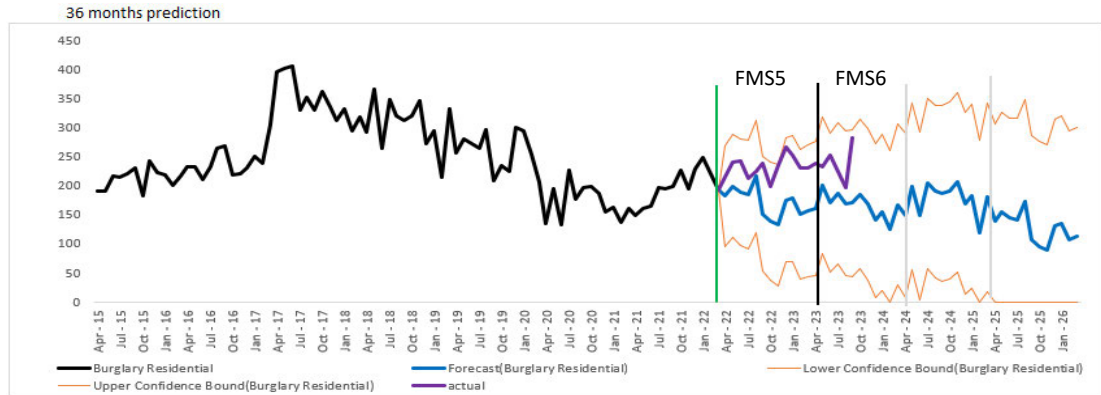
This is **not** the DCPN Neighbourhood crime criteria – To be forecast in FMS7

SECTION 8i: Serious Acquisitive Crime: **Forecast Exception – Genuine Increase: Burglary Residential - Demand**

FMS5 - Forecast V Actual
 Ending Mar-23 – Above the forecast, particularly the latter half of the year
 - Regional increase in Burglary Residential (car key burglaries), Op Bormus was put in place to deal with this crime increase.

Lead's prediction

Local Policing	8.40	8d Serious Acquisitive Crime	Stable
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FMS5 New Forecast to March 2026

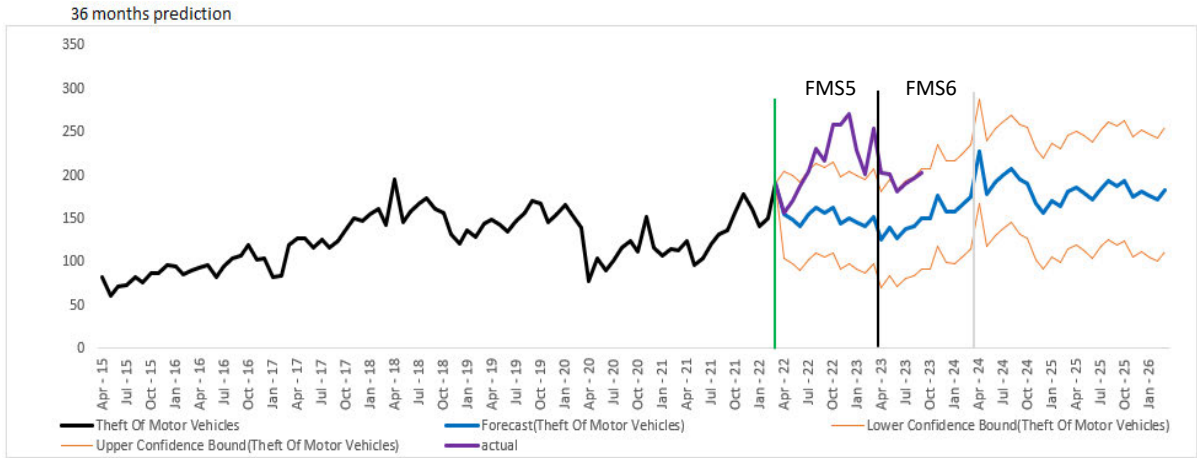
	Year 1	Year 2	Year 3	Year 4
Burglary Residential	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
Forecast from Mar 21 (Includes covid)	2,055	1,998	2,122	1,528
Upper Confidence Level	3,257	3,527	3,942	3,671
Lower Confidence Level	853	482	343	0
Actual	2,786			
Dif	731			

FMS6 - Forecast V Actual
 Ending Mar-24
 - Predicting to be above the forecast based on trajectory YTD, the spread of the upper and lower confidence bounds indicate that this is difficult to predict.
 - Volumes are returning to pre Covid levels

SECTION 8i: Serious Acquisitive Crime: **Forecast Exception – Genuine Increase: Theft Of Motor Vehicle - Demand**

FMS5 - Forecast V Actual
 Ending Mar-23 – Significantly above the forecast, and outside the confidence boundaries
 - Regional increase in TOMV, Op Bormus was put in place to deal with this crime increase, most significant increase was in autumn 2022

Lead's prediction			
Local Policing	8.40	8d Serious Acquisitive Crime	Stable



FMS5 New Forecast to March 2026

	Year 1	Year 2	Year 3	Year 4
	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
TOMV				
Forecast from Mar 21 (Includes covid)	1,819	1,806	2,233	2,188
Upper Confidence Level	2,447	2,498	2,992	3,018
Lower Confidence Level	1,190	1,115	1,475	1,357
Actual	2,639			
Dif	820			

FMS6 - Forecast V Actual
 Ending Mar-24 – Predicting to be above the forecast based on the trajectory YTD
 - Increases in TOMV were above pre Covid levels and linked to a regional issue which has continued, but not at the volume seen in autumn 2022.

Local Policing Command: 8j Serious Violence

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend	+	+	+	+	+	+	Current Standard of Service Delivery	+	
Serious Youth Violence & Knife Crime	Known working on Hidden	Good working on gaps	Stable ↓	Substantial	Moderate	Moderate	Moderate	Moderate	Moderate	Moderate ↓	Moderate	Medium ↔
Violence with Injury	Known Working on Hidden	Good Working on gaps	Stable ↓	Substantial	Moderate	Substantial	Moderate	Moderate	Moderate	Moderate ↓	Moderate ↓	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Serious Youth Violence & Knife Crime	Moderate	Moderate ↓	Moderate	Medium ↔
Condition	✓	Violence with Injury	Moderate	Moderate	Moderate	Medium ↔

Recommended Actions / Areas for Review	Governance	Owner
Night Time Economy to remain a focus for Local Policing working with local partnerships	Local Policing Command Boards	C / Supt (s) Local Policing
Patrol strategies in high footfall areas and identified times in tackling night time economy	Local Policing Command Boards	C / Supt (s) Local Policing
Introduce and/or maintain safe spaces within towns and cities to support VAWG	Local Policing Command Boards	C / Supt (s) Local Policing
Hot Spot analysis of SV locations using analytical support of Knowledge Hub to understand changing landscape of NTE	Local Policing Command Boards	C / Supt (s) Local Policing
Identify opportunities to exploit data use to improve prediction capability especially around knife crime and serious violence	Local Policing Improvement Bd	Supt Local Policing (City)

SECTION 8j: Serious Violence

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Increased capacity within the Violence Reduction Team	2024/25	2024/25	Increased ability to meet demand and undertake prevent activities	Yes	NA	Increased capacity	PPU Review	TBC	TBC	deliver an effective force-wide VRT that can maximise opportunities through the use of a multi-agency public health approach to reducing violence in our communities	NA	NA
								Review of crime continuum and allocation methods , following initial briefing to the head of crime.	May 2024	October 2024	Improved allocation methods to the most appropriately skilled resource	NA	NA
								Assessment of ██████████ linked to allocation processes	Jan 2024	June 2024	Improved demand analysis supporting better allocation and victim service	NA	NA
Capability	Growth of VRT into other areas of the County	2024/25	2024/25	Ability to deliver to wider audience	NA	NA	Wider audience reached						
	CID/Local Policing engagement plan	Feb 2023	BAU	Alignment of CID supervisors with LPT areas and planned attendance at those areas for case conference and liaison	NA	NA	Improved collaboration between CID and Local Policing						

Overall Assessment:

- The force have committed to a CE investigation team which will support those serious and complex CE /CSE matters which over time will see positive outcomes along with the wider safeguarding .
- PPU review has identified opportunities to improve focus in this area with uplifts occurring at present across that directorate.
- ██████████ to support service delivery which is also getting added too in the ██████████ , along with other departments as part of the PH approach with a focus on under 25 yr's including persons , themes and locations.
- ██████████
- Strong Multi-Agency links through Governance structures via the Violence reduction alliance and boards as part of the Serious Violence duty
- Multi-agency response focussed on public-health approaches recognising contextual safeguarding
- There is a forecast exception for this area

Future demand expected to be met:

Prevention Activity / Operations

Knife Prevention Orders

Multi-Agency Approach

Incident Management – Design out Violence

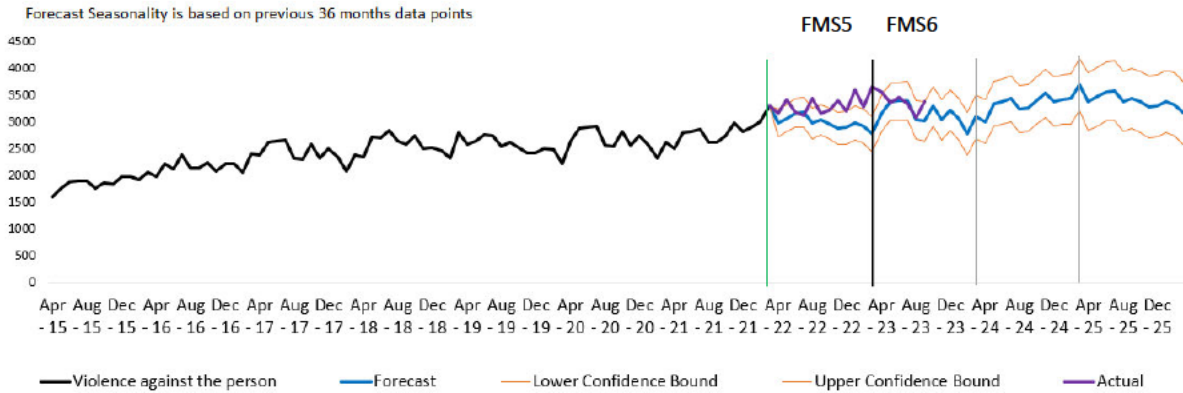
Inform & Educate

Potential Future Demand Risk:

Legislative Changes – Knife Crime

SECTION 8j: Serious Violence: Forecast Exception – Policy Change, Crime Recording etc: Violence Against the Person- Demand

FMS5 - Forecast V Actual
 Ending Mar-23 – Above the forecast, impacted by recording of harassment/stalking and the other most significant crime, counting 2 crimes for 1 incident and increased volumes of repeat victims and offenders.



FMS5 New Forecast to March 2026

	Year 1	Year 2	Year 3	Year 4
Violence against the person	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
Forecast from Mar 20 (Excludes Covid)	35,821	37,860	40,499	40,644
Upper Confidence Level	39,322	42,308	45,791	47,424
Lower Confidence Level	32,320	33,412	35,208	33,865
Actual	39,828			
Dif	4,007			

FMS6 - Forecast V Actual
 Ending Mar-24 – Predicting to be close to forecast based on the recent 6 month levels, tracking along the forecast. Since June 23, change to crime recording which reverted to principle crime rule, but moved stalking and harassment higher up the priority table.

Lead's prediction

PPU	6.20	6b Domestic Abuse	Increase <10%
PPU	6.30	6c Child Abuse	Increase >10%
PPU	6.60	6f - Honour Based Abuse	Stable
PPU	6.60	6f - Female Genital Mutilation & Forced Marriage	Increase >10%
PPU	6.90	6i Violence Against Women & Girls	Increase >10%
PPU	8.20	8b Modern Slavery & Human Trafficking	Increase >10%
Local Policing	8.60	8f Serious Youth Violence & Knife Crime	Increase >10%
Local Policing	8.90	8i Violence with injury	Increase <10%

FMS 2023/24

Section 9: Major Events

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
9a Public Order	Medium ↔	9	Medium ↔	6
9b Civil Emergencies	Medium ↔	7.13	Low ↔	4
9c Armed Policing	Medium ↔	7.33	Very Low ↔	2
9d Roads Policing	Medium ↔	9.63	Low ↔	4
9d Roads Policing - CMPG	Medium ↑	6.75	Low ↑	4
9e Corporate Resource Unit	Medium ↔	10.83	Medium ↔	9
9f Technical Planning Unit	Medium ↔	8.75	Low ↔	5
9g Firearms Licencing Unit	Medium ↔	6.00	Low ↔	4

Force Contact and Operations Command: 9a Public Order MoRiLE ORA Assessment, Residual Demand and Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Fully Understood	Known With Gaps	Increase >10%	Moderate	Moderate	Moderate	Substantial	Moderate	Moderate	Moderate	Minor	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate	Minimal	Minimal	Medium ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Continued to monitor demand and any impact on service delivery	FCO Command Board	C Supt FCO
Continue to deliver end of collaboration solution for public order training at	FCO Command Board	Supt Ops

Overall Assessment:

- The MoRiLE ORA scores have remained stable since the last assessment with no changes. The Current Demand / Asset Score and Future Service Delivery scores remain at Medium.
- Regional plausible Scenario Analysis indicates that it is highly likely the Force will see an
- The trend is for a continued increase greater than with continual requirements for resourcing to support information and intelligence to inform decisions and resourcing of events and protests.
- A new PPST training facility was opened in March 2024 with improved capability for Public and Personal Safety Training.
- A further, enhanced training facility for Public Order is being scoped with funding in place through the MTFs.

Force Contact and Operations Command: 9b Civil Emergencies

MoRiLE ORA Assessment, Residual Demand and Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Working on Gaps	Known Working on Gaps	Increase >10%	Moderate	Minor	Moderate	Minor	Minor	Moderate	Minor	Minor	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Condition			Public Harm	Organisational Harm	
Capacity	✓	Assessment	Minor	Minimal	Minimal	Low ↔
Capability	✓					
Condition	✓					

<h3 style="margin: 0;">Overall Assessment:</h3>	<ul style="list-style-type: none"> The MoRiLE ORA scores have remained stable since the last assessment with no changes. The Current Demand / Asset Score and Future Service Delivery scores remain at Medium and Low respectively. The trend is for a continued increase greater than with protests, power outages and flooding being identified as national threats. There has also been an increase in protest around . Activity associated with training, planning, testing and partnership working is also likely to increase. A restructure will be taking place to best align resource and activity between Civil Emergencies, Public Order and TPU.
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Force Contact and Operations Command: 9c Armed Policing MoRiLE ORA Assessment, Residual Demand and Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known working on hidden	Good working on gaps	Increase <10%	Moderate	Moderate	Minor	Substantial	Moderate	Moderate	Minor	Minor	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Condition			Public Harm	Organisational Harm	
Capacity	✓	Assessment	Minor	No/Negligible	No/Negligible	Very Low ↔
Capability	✓					
Condition	✓					

Overall Assessment:

- The MoRiLE ORA scores have remained stable since the last assessment with no changes. The Current Demand / Asset Score and Future Service Delivery scores remain at Medium and Very Low respectively.
- To aid recruitment and retention of AFO's a Targeted Variable Payment (TVP) has been agreed to support AFO retention.
- Work continues for the development of a , a transferee scheme is also being implemented.
- Taser replacement program is monitored and managed via the , with funding in place
- Priority Based Resourcing (PBR) identified the requirement for a Dangerous Dogs officer (XL Bully) which has now been recruited to.
- VFM profiles 23/24 – Staffordshire Police has the for dogs and firearms service in the MSG

Force Contact and Operations: 9d Roads Policing MoRiLE ORA Assessment, Residual Demand and Risk, and Action Summary

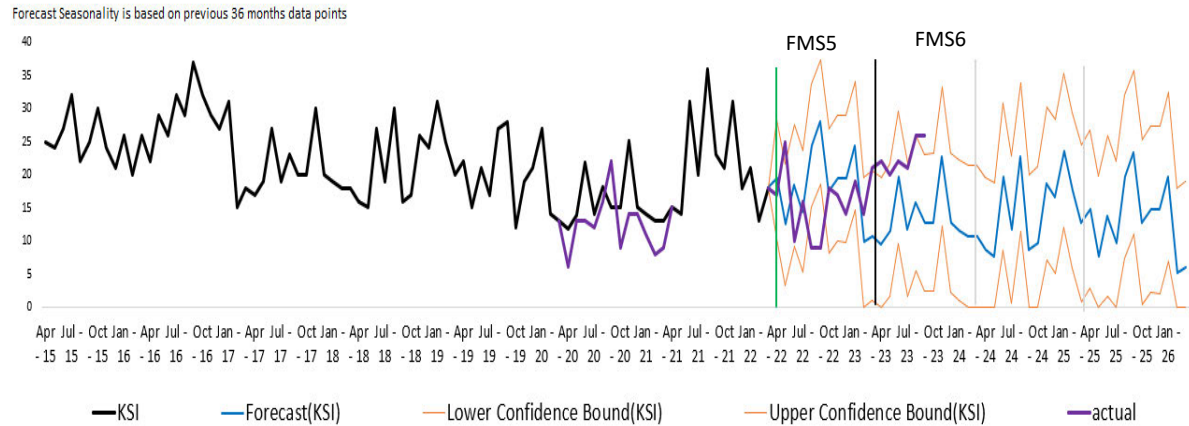
Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
RPU	Known Exc Hidden	Good With gaps	Increase >10% ↑	Moderate	Substantial	Minor	Minor	Moderate	Minor	Minor	Moderate ↑	Medium ↔
CMPG	Known Working on hidden	Good working on gaps	Increase 10% ↑	Moderate	Minor	Minor	Minor	Minor	Minor	Minor ↑	Moderate ↑	Medium ↑
Changes in place to address demand gap				Residual Demand & Harm		Residual Demand		Residual Harm				Future Service Delivery Risk Score
Capacity		✓		Assessment - RPU		Minor		Public Harm		Organisational Harm		
Capability		NA		Assessment- CMPG		Minor		Minimal		Minimal		Low ↑
Recommended Actions / Areas for Review								Governance		Owner		
Continue to monitor KSI's, and analysis to understand the reduction in serious injury collisions								Ops Performance Board		Supt FCO		
Undertake a Roads Policing Review of Strategic Governance meeting structures including partners.								FCO Command Board		C/Supt FCO		
Continue to develop business for strategic roads policing, including the necessity of CMPG								FCO Command Board		C/Supt FCO		
Overall Assessment:		<ul style="list-style-type: none"> RPU has remained stable since the last assessment. However, there has been some movement within CMPG, particularly Future Service Delivery Risk, which has increased to Low (which mirrors the RPU Assessment). A review of the CMPG Collaboration has commenced with future delivery opportunities being scoped. An increase in officer numbers and a move to a 24 / 7 shift pattern has been agreed and is being implemented within the RPU. This will help to improve both proactive and reactive roads policing. In addition, Roads Policing Officers have now undertaken accredited training. Increased communications activity is taking place and Operation Lightening has been reintroduced. KSI's are a forecast exception, and this will continue to be monitored. Investment in [REDACTED] has been agreed. The Force continues to play an active role in the Staffordshire Roads Safety Partnership (SSRP) VFM profiles 23/24 – The force is spending more on roads policing than MSG 										

SECTION 9d: Roads Policing: Forecast Exception Genuine Increase- Killed or Seriously Injured Demand

FMS5 - Forecast V Actual
Ending Mar-23 - Below the forecast

Lead's prediction

FCO	9.50	9d Roads Policing	Increase <10%
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FMS5 New Forecast to March 2026

	Year 1	Year 2	Year 3	Year 4
KSI	Ending Mar 23	Ending Mar 24	Ending Mar 25	Ending Mar 26
Forecast from Mar 20 (Excludes Covid)	219	162	178	162
Upper Confidence Level	332	287	315	312
Lower Confidence Level	105	38	51	34
Actual	189			
Dif	-30			

FMS6 - Forecast V Actual
Ending Mar-24 - Predicting to be above the forecast based on trajectory YTD

Police RTC data includes fatal collisions that are natural causes. Significant increase in 2023. Operation Lighting re-introduced to target road traffic offences

Analysis work continues to understand if the reduction in serious injury collisions is due to recording or the knowledge relating to a consistent understanding across different roles of the classification of the injury. i.e. what constitutes a serious injury

Force Contact and Operations: 9e Corporate Resource Unit MoRiLE ORA Assessment, Residual Demand and Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden	Good With Gaps	Increase <10%	Substantial	Moderate	Moderate	Substantial	Moderate	Moderate	Moderate	Moderate	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate	Moderate	Moderate	Medium ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
To consider a review of CRU via Corporate Change Team with a view to mitigating issues within this area	Strategic Change Board	C/Supt FCO

Overall Assessment:

- The MoRiLE ORA scores have remained stable since the last assessment with no changes. The Current Demand / Asset Score and Future Service Delivery scores remain at Medium.
- A number of IT / System changes have been implemented, or are in train. Once fully complete, and embedded, this will help to address and mitigate a number of key challenges faced by the team.
- Work continues to gain a fuller understanding of resources and capabilities throughout the force, which will improve the effectiveness of resource allocation.
- A paper is being scoped for approval to undertake a review of the department to and

Force Contact and Operations: 9f Tactical Planning Unit

MoRiLE ORA Assessment, Residual Demand and Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden	Good With gaps	Increase <10%	Moderate	Moderate	Moderate	Moderate	Minor	Moderate	Minor	Minor	Medium ↔
Changes in place to address demand gap				Residual Demand & Harm		Residual Demand		Residual Harm				Future Service Delivery Risk Score
Capacity	✓							Public Harm	Organisational Harm			
Capability	✓			Assessment	Minor	Moderate ↑	Minimal		Low ↔			
Condition	✓											
Recommended Actions / Areas for Review										Governance	Owner	
Review the impact of an increase in the use of										Ops Performance Board	Supt Ops	
Embed JESIP and formal debriefs into training throughout the force										FCO Command Board	C/Supt FCO	
To develop an improvement plan to support and monitor the delivery of recommendations associated with the advisory review undertaken by the Internal Auditors - Business Continuity Management (April 2024)										FCO Command Board	Supt Ops	

Overall Assessment:	<ul style="list-style-type: none"> The MoRiLE ORA scores have remained stable since the last assessment with no changes. The Current Demand / Asset Score and Future Service Delivery scores remain at Medium and Low respectively. A review of the team, working patterns and role realignment is taking place to support organisational preparedness and operational effectiveness TPU are currently developing command portfolios for the enhancement of the capability of critical incident commanders. A recent advisory audit has taken place into BCM with a number of recommendations identified. A strategic / organisational review of BCM is taking place, and an improvement plan is being developed and implemented. Increased in place to mitigate .
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Force Contact and Operations: 9g Firearms Licencing Unit

MoRiLE ORA Assessment, Residual Demand and Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Fully Understood	Good With gaps	Increase <10%	Minor	Minor ↓	Minor ↓	Moderate	Minor	Moderate	Minor	Minor	Moderate ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	NA			Public Harm	Organisational Harm	
Capacity	NA	Assessment	Minor	Minimal	Minimal	Low ↔
Capability	NA					
Condition	NA					

Overall Assessment:

- The MoRiLE ORA scores have remained stable since the last assessment with no changes. The Current Demand / Asset Score and Future Service Delivery scores remain at Medium and Low respectively.
- Improvements in performance have been seen over the 12 months and continued to be monitored closely by governance meetings, NPCC and the Home Office.
- , pending a of the Firearms Licencing to
- Recruitment and training has taken place since the last assessment which has improved the security of supply and current capability assessments from Moderate to Minor.

FMS 2023/24

Section 10: Knowledge Management & ICT

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
10a Performance Management & Audit	High ↔	12.83	Medium ↓	9
10b Business Intelligence & Analysis	Medium ↔	10.83	Medium ↓	10.5
10c Information & Records Management	High ↔	15.5	High ↔	14
10d ICT	Medium ↔	11.25	Medium ↔	6

Deputy Chief Constable Command: Section 10a Performance & Audit MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Working on Hidden	Partial	Increase >10%	Severe	Substantial	Moderate ↓	Minor	Substantial	Moderate	Moderate ↓	Substantial	High ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capacity	Partial	Assessment	Moderate ↓	Moderate	Moderate ↓	Medium ↓
Capability	Partial					
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Continue to develop and deliver performance products and analysis to support service delivery across the force	DCC Command Board	Head of Performance
Continue to develop and deliver annual audit programme, identifying area of best practice, and area for improvement	DCC Command Board	Head of Performance
Continue to map demand for performance function over a 52 week period to establish capacity and manage customer requests	DCC Command Board	Head of Performance

SECTION 10a: Performance Management & Audit

Mitigations Implemented / In Train

	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date
Capacity	Increased Audit Capacity (4 FTE – E Grade)	2023/24	2024/25	Increased capacity to support delivery of audits	✓	NA	Capacity increased to allow increased support in undertaking audits.
	Corporate Development review growth in performance function	2023/24	2024/25	██████████ at analyst and provide senior analyst support.	✓	NA	Not yet realised
Capability	Corporate Development Redesign	2023/24	2024/25	Realignment of roles & responsibilities to ensure a fit for purpose Corp Dev unit that can meet the current and future needs of the force.	✓	NA	Not yet realised
	Realignment of Assurance & Audit	2023/24	2024/25	To realign A&A into the Performance Team to improve links and efficiencies across the force.	NA	NA	Not yet realised
	Professionalisation of Performance Analyst role	2024/25	2024/25	To professionalise and align performance management functions with clear roles akin to ██████████	NA	NA	Not yet realised
Condition	Development of PowerBI	2023/24	2024/25	To provide capacity and capability to both the performance function and leads across force in a self serve manner.	NA	NA	Partial realised in terms of dashboards built.

Overall Assessment:

- There have been some improvements to the MoRiLE ORA since the last assessment. The current demand / asset score remains at high, whilst the future service delivery risk score has reduced to Medium.
- Improvements to audit approach has been recognised positively by HMICFRS
- Increased usage of performance information, providing increased oversight / grip of issues as they arise to allow early opportunity to address
- ██████████, reducing the opportunities to ██████████
- Delivery and iteration of performance framework has been recognised as HMICFRS as having improved data, oversight and grip across the leadership teams
- Connectivity of the Policing Plan to the performance framework is showing roots in terms of structure and connectivity.

Future demand expected to be met:

Potential Future Demand Risk:

Monthly /Quarterly Performance Packs

Ad-hoc performance requests

Audit Programme

Performance Reporting Compliance with ██████████

██████████

██████████

Command / Thematic Audit Info

Requirement to continually develop performance products

Development of Self Serve data and insight

Recruitment & Retention of Analytical Staff

Deputy Chief Constable Command: 10b Business Intelligence & Analysis MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known working on hidden	Good With gaps ↑	Increase >10% ↑	Substantial	Substantial ↓	Moderate	Moderate	Minor ↑	Moderate	Moderate ↓	Substantial	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capacity	Partial	Assessment	Moderate ↓	Moderate	Substantial ↓	Medium ↓
Capability	Partial					
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Continue to deliver Power BI programme with robust schedule	DCC Command Board	Head of Performance
Peer review of demand within BI function	DCC Command Board	Head of Performance
Project management instigated in relation to Power BI delivery	DCC Command Board	Head of Performance

SECTION 10b: Business Intelligence & Analysis

Mitigations Implemented / In Train							
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date
Capacity	Corporate Redesign delivery	2023/24	2024/25	Will bring together an Insights principle supporting capacity across BI and Performance functions	✓	NA	To be realised
	Recruitment, Retention and review of market supplements	2023/24	Ongoing	As part of recruitment and retention process market supplement and retention payments are considered	NA	NA	Ongoing to retain staff
Capability	Project Management of PBI	2023/24	2024/25	PBI will be afforded a project manager to support delivery across complex areas of BI, IG and IT.	NA	NA	To be realised
Condition	Development and launch of further of Power BI performance Dashboards, enabling increased self-service.	2023/24	Ongoing	Improve accessibility to performance information	NA	NA	Increased performance information providing improved oversight and grip
	Review of demand across BI function	2024/25	2024/25	Peer review (internal) has been commissioned to review and understand the pressures and demands upon the BI function.	NA	NA	To be realised.

Overall Assessment:

- There have been some improvements to the MoRiLE ORA since the last assessment. The current demand / asset score remains at medium, whilst the future service delivery risk score has reduced to medium.
- A number of Power BI Dashboards have been launched providing increased accessibility to performance information – as March 2024, now 26 products available
- Development of the insights approach and DDaT, looking at how data is used within the organisation, both now and in the future.
- Connectivity between the PBI platform and the Policing Plan in terms of a dashboard led approach to both strategic and Command led performance metrics.
- The bringing together of the Insights principle with the performance team will seek to provide support to mitigate pressure across both teams.

Future demand expected to be met:

Delivery of Power BI programme

Development of Strategic Dashboards

Supporting Self Serve Pan Organisation

PBI Champions network will alleviate some pressures

Potential Future Demand Risk:

Ability to meet increasing demand for visualisation of Performance Dashboards

New products lead to new requirements from users

Sequencing products – ie. Competing risk (Forensics vs vulnerability)

SCDA support and delivery of serious violence product

Delivery of [REDACTED] Dashboard

Deputy Chief Constable Command: 10c Information & Records Management MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden ↓	Partial ↓	Increase >10%	Substantial	Moderate ↑	Moderate	Substantial	Substantial ↑	Moderate ↑	Severe	Severe	High ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Substantial	Moderate ↓	Substantial	High ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Complete review of Data / Information Governance and SaDA Resource and Delivery model as part of Corporate Development Redesign and Peer Review instigated to review processes and service delivery	DCC Command	Ch Insp Information Assurance Info Governance & Assurance
Adopt and deliver Digital Capture and Storage project and improvement Roadmap - delivery 24-27	DCC Command	Ch Insp Information Assurance Info Governance & Assurance
Deliver Data Management Strategy 23-26 and associated improvement plans	Data Governance Board	Ch Insp Information Assurance Info Governance & Assurance
Improve force SYAP (Security Assessment for policing) to minimum if baseline score of 2	Data Governance Board	Ch Insp Information Assurance Info Governance & Assurance
Design and Implement force record, asset and case management solutions	Data Governance Board	Ch Insp Information Assurance Info Governance & Assurance
Scope and adopt appropriate opportunities for efficiency through robotic process automation	Change Portfolio Board	Ch Insp Information Assurance Info Governance & Assurance

SECTION 10c: Information & Records Management

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	DG Function and Resource Review	Dec 2022	June 2024	Investment of resources to match demand profile or remapping of demand streams to match resource	TBC	Reduction of litigation costs and fines . Reduction of current OT and overspend in DG .	Process mapping for efficiencies. Reduced data breaches.	Linked to Robotics – RPA has opportunity to reduce resource requirements and automate current manual research tasks. Request for prioritisation of solution to minimise resource investment					
	Data Management Strategy	April 2023	March 2026	Multiple improvement areas across culture, skills, and delivery for data	TBC	Reduced data storage costs, Improved data management and reduced breaches	Reduced data costs from legacy emails. Improved management of [REDACTED]						
Capability	Digital Capture and Storage roadmap	Jan 2024	2024-27	Improvements Quality of Investigation and victim focus/outcomes. Enable national projects. Maximise investigatory benefits and reduce process inefficiencies.	TBC	Commercial negotiation to reduce existing and future costings. Officer time.	Improved data management – reducing storage, reallocation of licenses to improve service delivery						
	Record / Case Management , Asset management (including legacy risk)	June 2023	March 2026	Efficiency saving from system automation and task management reducing manual interventions.	TBC	Reduction in data storage costs, reduced data breach risk and associated costs. Staff time and resources.	Local RRD of units profiled under DIAM completed.						
Condition	SyAP Improvement Plan	June 2023	Dec 2024	Reduce cyber threat risk to force. Improve force system security. Investment in resource under DG review	Partial	Reduced risk of attack, no insurance so cost to recover would be required from force.	IT investment made to support IT aspects of demand						

Overall Assessment:

- There has been some deterioration in the MoRiLE scoring since the last assessment, however both the current demand / asset score the future service delivery risk score remain at high
- Force change programme required to improve data management requiring investment and corporate support – [REDACTED]
- Resourcing model in Data / Information Governance needs stabilisation and investment to align to current demands, both BAU and also change agenda
- Record Management and Data storage and sharing [REDACTED]
- Small areas of improvement are evident across risks but scale of change is limited to current DG resources and capacity to drive change
- Large scale change agenda across force being prioritised and supported by DG BAU teams.

Future demand expected to be met:

Improved Records Management

Effective Risk Mitigation - Systems

Effective Risk mitigation - People

Delivery of change and BAU demand

Legislative and Inspection compliance

Improved Operational effectiveness and efficiency

Potential Future Demand Risk:

Enabling Services Command: 10d ICT MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Exc Hidden	Good with Gaps	Increase < 10% ↑	Severe ↑	Substantial	Moderate	Minor	Moderate	Moderate	Moderate	Substantial ↑	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Minor ↓	Moderate	Moderate	Medium ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Continue to develop and delivery DDaT Strategy	Head of IT Strategy & Transformation, Head of IT Service & Operations	Enabling Services Command Board
Continue to work with HR to address	Head of IT Strategy & Transformation, Head of IT Service & Operations	Enabling Services Command Board
Continue to work with HR to implement plan / investment to increase DDaT	Head of IT Strategy & Transformation, Head of IT Service & Operations	Enabling Services Command Board

SECTION 10d: ICT

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity								Robotic Process Automation (RPA)	2024/25	2025/26	Productivity Review re re case file redaction alone ~ 490k hrs nationally Staffs Bus Case - after 18mnths Three Forces 105fte ~ 35fte ave / force	✓	TBC
	Reorganisations of ICT department	May 2023	On-going	██████████ within the team Realignment of roles and responsibilities Create increased scope for planning and innovations / project work	✓	NA		Increased Resources to support delivery of DDaT Strategy	2024/25	2025/26	Ability to delivery DDaT Strategy	✓	TBC

Overall Assessment:

- The Current Demand Asset Score remains stable at Medium, and Future Service Delivery Risk score remains at Medium.
- Recruitment and retention ██████████ for this area, with the ██████████.
- BAU demand has stabilised due to improved stability of core systems, ██████████
- The strategic risk associated with ██████████ and other areas has been discharged.
- There is a related outlier from the 23/24 VFM profiles in respect of higher non-pay costs

Future demand expected to be met:

BAU ICT Support Demand

Delivery of agreed ICT projects across force

BAU ICT Infrastructure Demand

Delivery of DDaT

Potential Future Demand Risk:

Unknown Demand from projects requiring IT Support



FMS 2023/24

Section 11: Force Wide Functions

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
11a - HR	Low ↓	5.54	Low ↓	5
11b - L&OD	Medium ↔	7.13	Medium ↔	7.5
11c Professional standards	Low ↔	5.33	Low ↔	5
11c ACU	High ↔	12.08	High ↔	12
11c Vetting	Medium ↔	9.75	Medium ↓	9
11d Corporate Planning & Governance	Medium ↔	6	Low ↔	5
11e Change Management	High ↔	10.5	Medium ↔	9

Enabling Service Command: 11a HR

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend	+	+	+	+	+	+	Current Standard of Service Delivery	+	
Assessment	Known working on hidden	Good working on gaps ↓	Stable ↓	Minor	Minor	Moderate	Moderate ↓	Minor	Moderate	Minor ↓	Minor ↓	Low ↓

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	NA			Public Harm	Organisational Harm	
Capability	✓	Assessment	Minor ↓	Minimal	Moderate	Low ↓
Condition	✓					

Recommended Actions / Areas for Review	Governance	Owner
Continue to work with Business Areas to mitigate recruitment challenges faced across the force	Workforce Planning Board	Service Director People & OD

Overall Assessment:

- A number of improvements have been made in this area over the last 12 months with both the Current Demand Asset Score and Future Service Delivery Risk Score reducing to Low. This is a result of improved IT capabilities [redacted] training, improved accessibility to performance information (Power BI), and delivery of key projects such as PDR's.
- The team will continue to support the Force and Fie Service in delivering employee requirements such as PPU project, and work to develop mitigations measures to address [redacted].
- Equipment capabilities will continue to be addressed as further development of [redacted] continues, along with PowerBI dashboards.

Enabling Services Command: 11b L&OD

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known working on hidden	Good working on gaps ↓	Increase >10%	Minor ↓	Moderate	Moderate ↑	Moderate	Minor ↓	Minor ↓	Minor ↓	Minor ↓	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate	Minimal	Moderate	Medium ↔
Condition	NA					

Recommended Actions / Areas for Review	Governance	Owner
Continue development of the next phase of PDR's following feedback from phase 1.	Workforce Planning Board	Head of L&OD
Continue to work with the Corporate Communications & Engagement team to identify workstream crossovers and alignment of responsibilities.	Workforce Planning Board	Head of L&OD Head of Communications

<h3>Overall Assessment:</h3>	<ul style="list-style-type: none"> A number of improvements can be seen in the MoRiLE ORA since the last assessment, however the current demand/asset score and future service delivery risk score remain at medium. Capability will continue to improve with monitoring of skills and CPD activity in place to support this. PDR will enhance this capability and formalise team and individual capability. Conversations ongoing with Estates to establish specific requirements to meet force demand. Ad hoc booking of external rooms to enable training delivery has been implemented. Once all teams are and everyone is upskilled and independent in role, this will alleviate some of the current issues. The team has achieved a number of key activities this year which will have a wider benefit on the force: <ul style="list-style-type: none"> PEQF regional collaboration won a the National 'Protective Services Apprenticeships Provider' Implementation of the new PPST standards into our training as well as the new driver training standards, trainer development requirements for CoP. Currently supporting 545 student officers across 16 different cohorts, consisting of 6 different entry routes. Maintained direct claims status with the qualifications awarding body SFJA, re-negotiated the HEI contract for the PCER programmes with a greater emphasis on operational work being used for academic achievement Successfully reached and maintained uplift numbers of police officers Integral to the recent HMIC inspection addressing improvement with investigation skills, problems solving and supporting our student officers on PCER programmes.
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Deputy Chief Constable Command: 11c Professional Standards (incl. ACU and Vetting)

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand/ Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
PSD	Known Working on hidden	Good working on gaps	Increase <10% ↓	Moderate ↑	Minor ↑	No/Negligible	No/Negligible	Minor ↑	No/Negligible	Moderate ↑	Moderate ↑	Low ↔
ACU	Known Working on hidden	Good with gaps ↑	Increase >10%	Substantial	Moderate	Minor	Severe	Minor ↓	Severe	Moderate	Severe	High ↔
Vetting	Known Working on hidden	Good working on gaps	Increase >10%	Substantial	Moderate ↑	Minor	Substantial	Minor	Substantial ↓	Substantial	Moderate ↓	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
				Public Harm	Organisational Harm	
Capacity	Partial					
Capability	Partial	PSD	Minor	Minimal	Moderate	Low ↔
Condition	Partial	ACU	Moderate	Substantial	Substantial	High ↔
		Vetting	Moderate	Moderate ↓	Moderate ↓	Medium ↓

Recommended Actions / Areas for Review	Governance	Owner
Continue to address and mitigate Sexual Misconduct Risk	People Intel Board	Head of PSD
Continue to drive / embed learning from Complaints	Org Learning Board	Head of PSD
Continue to work in partnership with [REDACTED] for Vetting and potential income	People Intel	Head of PSD / Head of Vetting
Continue to address and work through HMICFRS Recommendations / AFI's	DCC Command Board / HMICFRS Gold	Head of PSD
Continue to implement learning from [REDACTED]	DCC Command Board	Head of PSD

SECTION 11c: Professional Standards

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Use of [redacted] resource	2023/24	2025/26	support large scale complex criminal investigation.	NA	NA	Improved timeliness of investigations and expediting the enquiry	Proposal to backfill vacancies in PSD has recently been submitted and approved	2024/25	2024/25	support in terms of workload and demand allocation	NA	NA
	Additional Triage Capacity	2022/23	2023/24	To increase capacity to manage initial complaints in the most appropriate / appropriate way	NA	NA	Additional triage staff have delivered benefit primarily to frontline policing by removing the demand on supervisors to deal with complaint matters. Currently 95% complaints are retained within PSD						
Condition	Implementation of [redacted] to support vetting processes	2023/24	2024/25	New Operating system to improve efficiency and effectiveness of vetting processes	✓	NA	Nothing to date						
	Mass Data Audit / ATA	2023/24	2024/25	Ability proactively audit systems and use of systems	✓	NA	Nothing to date						
								Potential for Income Generation through partnership working with [redacted] Police the contract for vetting	2024/25	TBC	Potential Income Generation	NA	TBC

Overall Assessment:

- MoRiLE ORA Assessment remains stable and in line with the last FMS statement with a reduction around the vetting future service delivery risk to medium
- Historic Data Wash delivery and compliance achieved
- Recommendations 28 in-depth review and audit of historic sexual misconduct cases
- Number of HMICFRS Recommendations for ‘2022 HMICFRS - An inspection of Vetting, Misconduct and Misogyny in the police service’ report have been signed off and verified
- Highlighted for best practice for Triage and have undertaken PEER Reviews
- Revised policies and notifiable associations have been put in place with increased governance and oversight
- Culture and standards working group and its internal impact, such in increased confidence to report issues thereby resulting in increased referrals to the department (conduct)

Future demand expected to be met:

Potential Future Demand Risk:

Vetting (New Starters)	Triage (Complaints)	Disciplinarys / Misconduct Reviews	Impact of [redacted]	Ability to meet continued rise in complaints	[redacted]
Vetting (AIR's)	Revised process for notifiable associations, business interests and gifts and gratuities	Organisational Learning from Complaints	Impact of New Vetting APP	Proactivity of ACU Mass Data Audit	

Deputy Chief Constable Command: 11d Corporate Planning & Governance

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known working on hidden	Good working on gaps	Increase <10% ↓	Minor ↓	Minor	Minor	Moderate	Minor	Minor	Minor ↓	Moderate	Medium ↔
Changes in place to address demand gap				Residual Demand & Harm		Residual Demand		Residual Harm				Future Service Delivery Risk Score
Capacity	Partial							Public Harm		Organisational Harm		
Capability	Partial			Assessment		Minor		Minimal		Moderate		Low ↔
Condition	Partial											
Recommended Actions / Areas for Review								Governance		Owner		
Consider and review possibility of utilising IT to improve efficiency associated with action planning								DCC Command Board		Head of Planning Change		
Continue to enhance the FMS, embedding throughout the Force and within the Strategic Planning Cycle and Governance Framework								Strategic Planning & Change Board		Head of Planning Change		
Focus and development of an Efficiencies and Savings Strategy, including Priority Based Resourcing (PBR)								Strategic Planning & Change Board		Head of Planning Change		
Continue to develop, deliver and embed the Force Policing Plan and Annual Delivery Plans throughout the Force, with a new Policing Plan to be produced for 2025/26								Strategic Planning & Change Board		Head of Planning Change		
To develop the team to enhance the forces approach or Organisational Learning and Continuous Improvement								Organisational Learning Board		Head of Planning Change		

<h3>Overall Assessment:</h3>	<ul style="list-style-type: none"> • There have been positive changes to the MoRiLE ORA since FMS 5. The overall demand/ asset Score remains at medium, and future service delivery risk score at low. • Whilst the team's capacity has largely been directed at supporting the Executive Team whilst in Engaged Status, the team has continued to deliver to core functions including: <ul style="list-style-type: none"> • A revised approach to FMS 5 and FMS 6 • Planning Framework and Risk Management Process • Inspection activity, also receiving positive feedback to our approach • Delivery of an effective Business and Executive functions through our dedicated Business Support Team • Improved action planning processes enabling increased oversight and key board meetings • The impact of the Corporate Development Redesign on the team is [REDACTED]
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Deputy Chief Constable Command: 11e: Change Management MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Working on hidden	Good With gaps	Increase <10%	Moderate ↓	Moderate ↓	Substantial	Substantial	Moderate ↓	Moderate	Substantial	Substantial	High ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate	Moderate	Moderate	Medium ↔
Condition	✓					

Recommended Actions / Areas for Review	Governance	Owner
Finalisation and Implementation of Corporate Development Redesign (capability & capacity MTFS funded uplift)	DCC Command Board (EMB)	Ch Supt Corporate Development
Review implementation facility and subsequent development or seek alternatives	Change Portfolio Board	Head of Plan & Change
Commencement of interim support to develop a Permanent Project Management Office & Benefit Realisation capabilities	DCC Command Board	Ch Supt Corporate Development
Continue to develop change governance arrangements to ensure efficiency and effective direction and management of change portfolio; portfolio rationalisation, delivery of required benefits and ultimately supporting Policing Plan ambition	Change Portfolio Board	Head of Plan & Change

SECTION 11e: Change Management

Mitigations Implemented / In Train							
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date
Capacity	Corporate Review delivery	2024/25	2024/25	Will support [redacted] in both delivery and PPMO; increasing deliverability of change portfolio, pace, resilience, and assurance (inc benefits realisation)	✓	NA	Not yet realised
	Rationalisation of Portfolio	2023/24	2024 on	Cohesive and deliverable portfolio delivering benefits in support of Policing Plan ambitions	✓	Yes – through portfolio components	Not yet realised
Capability	Corporate Development Redesign including establishment of a Permanent Project Management Office	2023/24	2024/25	Realignment of roles & responsibilities to ensure a fit for purpose Corp Dev unit that can meet the current and future needs of the force, including change delivery and assurance	✓	NA	Not yet realised
	Implementation of Project management tool [redacted]	2023/24	Q1 2024/25	Improved efficiency and reduced duplication in managing, tracking and reporting on portfolio	✓	Staff time - TBI	Not yet realised
Condition	Change Training development plan	2024/25	Q1 2024/25	Upskill both team members and key stakeholders in required change methodologies/disciplines	✓	NA	Not yet realised

Overall Assessment:

- There have been some improvements to the MoRiLE ORA since the last assessment in respect of both capacity and condition. Albeit the current demand / asset score remains at high, with the future service delivery risk score remaining at medium.
- The impact of the impending integration of the savings and efficiencies programme and the impact of the Corporate development review are not yet fully known
- Further and significant capacity and additional capability uplift (Leadership, Delivery, PPMO, Benefits Realisation, Business Architecture) is planned through the (MTFS funded) Corporate Development Review proposals
- Demand driven by ambition still outstrips supply (change, enabling & SME's) however continuing development of the single-view approach to portfolio rationalisation and prioritisation will assist together with the DDaT strategy connectivity to ensure resourcing reality and a deliverable portfolio.
- The bringing together of the structure/units within Corporate Development will assist with both [redacted]

Future demand expected to be met:

Potential Future Demand Risk

Key Programme Management

Key Programme delivery support

Establishment of a Permanent Project Management Office

Core Portfolio Reporting & Governance

Team Development & skills uplift

Deliverability of whole portfolio to required time, cost, quality

Embedding Benefits Realisation

Continuing growth of change portfolio

Deliverability impact on business/organisational development and enablers

FMS 2023/24

Section 12: Collaboration

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
12a Finance	Medium ↔	10.5	Low ↑	4
12b Commercial	Medium ↔	10.54	Medium ↔	7.5
12c JETS	Medium ↔	7.33	Medium ↔	6
12d Estates	Medium ↔	10.54	Low ↔	4
12e Corporate Communications & Engagement	Medium ↔	7.33	Medium ↔	9

Enabling Services Command: 12a Finance

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Working on hidden	Good with gaps ↑	Increase <10%	Substantial ↑	Substantial	Moderate	Substantial ↓	Moderate	Substantial ↓	Moderate ↑	Moderate ↑	Medium ↔
Changes in place to address demand gap				Residual Demand & Harm		Residual Demand		Residual Harm				Future Service Delivery Risk Score
Capacity	✓							Public Harm		Organisational Harm		
Capability	✓			Assessment		Minor		Minimal ↑		Minimal ↑		Low ↑
Condition	✓											
Recommended Actions / Areas for Review								Governance		Owner		
Develop and deliver action plan to address management actions within the Internal Audit Report – Financial Systems 22.02.24								Enabling Services Command Board		Service Director - Finance		
Continue to develop and deliver Training & CPD to further enhance capabilities within the Team and mitigate potential succession planning issues								Enabling Services Command Board		Service Director - Finance		

SECTION 12a: Finance

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / Impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capacity	Review of Finance SLT	2023/24	2024/25	Additional capacity at leadership level 3 of 3 posts appointed to (subject to working notice periods)	✓	£41k	To be realised	Further review of the Financial Accounting team within the Finance department is required	2024/25	2024/25	[REDACTED]	TBC	TBC
	Creation of Systems & Technical Accountant	2024/25	2024/25	[REDACTED] in having a permanent Systems role within the structure	✓	NA	To be realised	Additional resource request to be submitted to support Phase 2 of [REDACTED]	2024/25	2024/25	Process improvements and efficiencies.	✓	NA
Capability	[REDACTED] Phase 1	2023/24	Nov 2023	Phase 1 - continuity of provision and risk mitigation	✓	NA	Risks associated with end of life systems have been removed.	[REDACTED]	2023/24	2024/25	Process improvements and efficiencies.	✓	TBC
								Reinstatement of Trainee Accountant post for development of talent	2024/25	2024/25	Future proofing of the department; development of skills gaps	✓	NA
Condition	Internal Audit – Financial Systems	2023/24	2023/24	To ensure compliance, identify best practice, and areas for improvement	NA	NA	Reasonable Assurance received, plan developed to address actions						

Overall Assessment:

- Since the last assessment there has been some movement in the MoRiLE ORA. Overall the Current Demand Asset Score remains at Medium and the Future Service Delivery Risk Score has increased to Low
- [REDACTED]
- Review of the Finance Department SLT structure has been undertaken and further work will continue across other teams
- Training to support succession planning has commenced
- Reasonable Assurance has been achieved in the recent internal audit, recommendations will be worked through over coming year
- First Phase of [REDACTED] has been implemented, removing a significant risk for the Force

Future demand expected to be met:

Potential Future Demand Risk:

Financial Planning & Forecasting

Accounts Receivable

Financial Systems Development

Accounts Payable

Budget Management

Monthly Payroll

Payroll Reporting/System Support

Enabling Services Command: 12b Commercial Services MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend	█	█	█	█	█	█	Current Standard of Service Delivery	█	
Assessment	Known Exc hidden	Good with Gaps	Increase >10%	Moderate ↓	Substantial	Moderate	Minor	Moderate	Moderate	Minor	Moderate ↓	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Deliver Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate ↓	Minimal	Moderate	Medium ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Continue to understand and mitigate impacts associated with the Public Procurement Reform (due Oct 2024)	Enabling Service Command Board	Service Director Commercial
Continue to understand procurement requirements for the PFCC's Office	Enabling Service Command Board	Service Director Commercial
Continue to understand demand gaps and future requirements for all functions undertaken by the team	Enabling Service Command Board	Service Director Commercial
Continue to embed the Sustainable Strategy throughout the force	Enabling Service Command Board	Service Director Commercial

Overall Assessment:

- Overall the Current Demand Asset & Future Service delivery scores have remained stable at medium since the last assessment.
- To address █, a proposal has been put forward for a Senior Commercial Business Partner and a Senior Commercial Officer, to support the demand. The proposal will also dilute the asks for an agency worker to balance the strategic, high level work.
- Significant increase in contracts and asks of the Purchasing function, with the contract base doubling in 2 years – █
- The Public Procurement Reform, due October 2024, is likely to be intensive with new processes and ways of working.
- Insurance function continues to manage existing demand, with further work needed to hold JLS to account to provide timely data.
- Sustainability is in its infancy, the strategy is now in place and approved. There will be an impact not just in commercial services but across the force, with sustainability influencing behaviours and culture

Enabling Services Command: 12c JETS

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score	
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend	Current						Current Standard of Service Delivery			
Assessment	Known working on hidden	Good Working on Gaps ↓	Increase <10%	Moderate ↓	Substantial ↓	Minor ↓	Moderate	Moderate	Moderate	Moderate	Minor ↓	Minor ↓	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capacity	Partial	Assessment	Moderate	Minimal	Minimal	Medium ↔
Capability	Partial					
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Consideration of developing a skills / capability matrix to support development and succession planning	Enabling Service Command Board	Head of JETs
Consideration to a further audit, following the completion of the management actions from the last audit	Enabling Service Command Board	ACO Resources

SECTION 12c: JETs

Mitigations Implemented / In Train								Further Mitigations Agreed					
	Changes / Investments	Implementation date	Delivery date	Intended Benefits / impact on gap	MTFS Costed	Projected savings	Benefits realised to date	Changes /investment	Implementation date	Delivery Date	Intended Benefits / impact on gap	MTFS Costed	Projected Savings
Capability	Process & Capability Review	2023/24	Ongoing	Improved processes in stores and parts stock to keep up repairs Improved process in external work and repairs across several garages to help demand	NA	NA	Improved process efficiencies to support speedier turnaround times						
Condition	Dashcams	2024/25	2024/25	It is anticipated that by linking dashcams to driver standards that over the medium-term driver standards will rise, and result in a reduction in the running costs of fleet through better standards and reduced fleet numbers	✓	NA	Yet to be realised	Electric Vehicle Infrastructure (over 4 years)	2024/25	2027/28	There is a legal requirement to transition away from internal combustion engine vehicles and increasingly manufacturers are not making these vehicles ahead of that deadline. Across the force estate work will need to be undertaken to ensure that we are able to meet these deadlines to ensure ongoing operational efficiency.	✓	NA
Condition	PBR in Fleet / Vehicle Replacement Programme	2023/24	Ongoing	To identify opportunities for process efficiencies or savings via operational changes to fleet management	NA	NA	Yet to be realised	Vehicle Telematics	2024/25	2025/26	- Reduced accidents - VRP cost reduction - equipment standard	✓	Officer Time

Overall Assessment:

- Since the last assessment the Current Demand Asset Scores and Future Service Delivery Scores remain stable at medium.
- Performance has improved in Jets in the last 6 months, with identifying processes and efficiencies to improve.
- Engagement of the team and engagement of operational teams has helped to understand improvement in performance needed and where the demand is.
- Market supply issues of some vehicles have impacted on [REDACTED]
- JETS monitor the number of vehicles off road and work to ensure this has minimal impact on frontline delivery. This is reviewed weekly
- Short to medium term demand, can be met by the assets planned to be on fleet.
- All actions from the partial assurance in the last fleet audit have been completed.
- There is a related outlier from the 23/24 VFM profiles indicting that overall fleet spend is more than MSG with the majority relating to [REDACTED] – however this is likely to be reflective of the shared service arrangement with fire.

Future demand expected to be met:

Annual Maintenance Programme

Fleet Replacement Programme

Vehicle Telematics

Continue Development / Move towards net zero

Routine Repairs / Accident Damage

Potential Future Demand Risk:

Impact of changes to market supply

Suitability of Estate (Workshop)



Enabling Services Command: 12d Estates

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	[Redacted]	Current Standard of Service Delivery	[Redacted]	
Assessment	Known Exc Gaps	Good with Gaps	Increase > 10%	Moderate ↓	Moderate	Moderate ↑	Minor	Moderate	Moderate	Moderate	Moderate	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Condition			Public Harm	Organisational Harm	
Capacity	✓	Assessment	Minor	Minimal	Minimal	Low ↔
Capability	✓					
Condition	✓					

Recommended Actions / Areas for Review	Governance	Owner
Continue to deliver Estate Strategy to improve facilities to employees and support improved service provision	Enabling Services Command Board	Head of Estates
Continue to deliver approved restructure	Enabling Services Command Board	Head of Estates

Overall Assessment:

- There have been no significant changes since the last assessment with both the current demand /asset score and future service delivery risk score remaining at medium and low respectively.
- The team continues to deliver the PFCC's Estates strategy to improve facilities for employees, and supporting improved service delivery across both the Police and Fire & Rescue service.
- The team also continues to oversee an annual maintenance programme.
- A restructure of the team has been approved which will improve capacity, capability and condition scores.
- There is a related outlier from the VFM profiles 23/24 where Staffordshire demonstrates an underinvestment relative to other (non-pay) having [Redacted]

Deputy Chief Constable Command: 12e Corporate Communications & Engagement

MoRiLE ORA Assessment, Residual Demand & Risk, and Action Summary

Demand / Assets	Demand			Capacity		Capability		Condition		Performance		Current Demand / Asset Score
Sub Category	Understanding of Current Demand	Understanding of Future Demand	Anticipated Demand Trend							Current Standard of Service Delivery		
Assessment	Known Working on Hidden	Good working on gaps	Increase <10%	Moderate ↓	Moderate	Moderate	Moderate ↑	Moderate ↓	No/Negligible	Moderate	Moderate ↑	Medium ↔

Changes in place to address demand gap		Residual Demand & Harm	Residual Demand	Residual Harm		Future Service Delivery Risk Score
Capacity	Partial			Public Harm	Organisational Harm	
Capability	Partial	Assessment	Moderate	Moderate	Moderate	Medium ↔
Condition	Partial					

Recommended Actions / Areas for Review	Governance	Owner
Continue to address issues associated with [REDACTED]	DCC Command Board	Head of Comms & Eng
Undertake a review to improve processes and adopt new systems to reduce the amount of transactional work the team carries out	DCC Command Board	Head of Comms & Eng
Understanding and Identifying the impact of our campaigns	DCC Command Board	Head of Comms & Eng

Overall Assessment:

- Whilst there have been some changes to the MoRiLE ORA the current demand / assets score, and future service delivery risk score remain stable at medium. This is due to growing demand (and challenge in social media, re. Nicola Bulley legacy); some corporate issues around campaign prioritisation; and legacy systems like the intranet
- Delivering comms for two blue light services simultaneously means sometimes there are competing priorities, which is mitigated by advance planning and engagement with both leadership teams to raise awareness of the priorities of each organisation
- Despite the challenges the team continues to deliver high-level support to both organisations such as:
 - Increasing the volume of proactive media activity, promoting the positive impact of Staffordshire Police;
 - handling international media issues (like Crooked House pub fire);
 - providing professional advice and assistance to local policing teams to improve local engagement with communities;
 - developing and delivering a digital communications strategy to support this key area;
 - enhancing stakeholder engagement through a new monthly newsletter; and
 - delivering new rich media products (ie. Review of the Year) to support engagement / pride in the workforce

OFFICIAL-SENSITIVE

FMS 6 2023/24

Part 3: Organisational Command's Overview

Force Contact and Operations Command Overview

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
3a Request for Service	Medium↔	10.88	Medium ↑	6
5e Custody	Medium↔	10.5	Medium↔	6
5g Criminal Justice	Medium↔	10.83	Medium ↑	9
9a Public Order	Medium↔	9	Medium↔	6
9b Civil Emergencies	Medium↔	7.13	Low ↔	4
9c Armed Policing	Medium↔	7.33	Very Low ↔	2
9d Roads Policing	Medium ↔	9.63	Low ↔	4
9d Roads Policing - CMPG	Medium ↑	6.75	Low ↑	4
9e Corporate Resource Unit	Medium↔	10.83	Medium↔	9
9f Technical Planning Unit	Medium↔	8.75	Low ↔	5
9g Firearms Licencing Unit	Medium↔	6.00	Low ↔	4

Our People

<p>Sickness - Average Days Lost:</p> <p>9.22 (2023/24 comparison with 2022/23)</p>	<p>Target Operating Model (FTE):</p> <p>886 (2023/24 comparison with 2022/23)</p>	<p>Difference between TOM & Actual (2024):</p> <p>69.8 FTE Below TOM</p>
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Key Achievements in last 12 Months

- Improved call handling processes leading to improved ATA's for 999's and improved service provision and discharge of ACOC
- Implementation of RCRP (Phase 1), to increase officer capacity, reduce demand, and ensure the most appropriate service services the call.
- PBR pilot into Police Dog provision, resulting an dedicated dangerous dogs officer
- Relaunch of Operation Lightning and a move to a 24/7 service within the RPU
- Introduction of Crime Validation and Closure Unit.

Potential Future Demand Risk:

- Single Online Home Demand
- Custody Wait Times
- Safer Detention of Child Detainees
- Digital Transfer of Files
- Traffic process files
- Suitability of estate for Custody
- Force Contact BCM arrangements

Local Policing Command Overview

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
3b Incident Response	High ↔	11.25	Medium ↔	9.00
4 Prevention & Deterrence (Neighbourhood Policing)	Medium ↓	10.420	Medium ↔	9.00
5a Investigating Volume Crime (Local Policing)	Medium ↓	9.75	Medium ↔	9.00
5b Criminal Investigations Department	Medium ↔	9.75	Medium ↔	9.00
6k Susceptibility to Radicalisation	Medium ↓	10.5	Medium ↔	6.00
6l Hate Crime	Medium ↔	9.75	Medium ↔	6.00
8i Serious Acquisitive Crime	Medium ↔	7.58	Medium ↔	9.00
8j Serious Youth Violence & Knife Crime	Medium ↔	7.26	Medium ↔	9.00
8j Violence with injury	Medium ↔	7.58	Medium ↔	9.00

Our People

Sickness - Average Days Lost: 6.88 (2023/24 comparison with 2022/23)		Target Operating Model (FTE): 1286.1 (2023/24 comparison with 2022/23)		Difference between TOM & Actual (2024): 24.28 FTE Below TOM
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Key Achievements in last 12 Months

- Development and implementation of localised Community Engagement Strategies
- Development and delivery of new Problem Solving Approach including increased training, best practice sharing and performance dashboard
- Development and delivery of new abstractions policy, allowing increased understanding of resourcing demand
- Increased Supervisor Training, and capacity to help support / improve investigation quality and effectiveness
- Introduction of Masterclass' to improve awareness and understanding, thereby improving investigation quality

Potential Future Demand Risk:

- Responding to all grade 2 in line with graded response policy (Incident Response)
- All open incidents still requiring attendance (Incident Response)
- Appropriate response to all calls with vulnerability identified (Incident Response)
- Abstraction of Neighbourhood Officers
- Crime allocation changes v Resource Structure (Vol Crime)
- Problem Solving capability within partner agencies
- Impact of legislative change on:
 - organised groups (V2R)
 - Knife Crime
- Incident demand v crime demand (Vol Crime)
- Outcome from [redacted] v Resource Capacity against crime alignment (CID)
- TOMV increasing trend
- Proactive capabilities to support disruption
- Public trust & confidence in public bodies resulting in increases in hate crime
- Unpredicted demand from volatility of political climate on national and international scale
- Modelled demand v Resource and allocation balance (Vol Crime)

Public Protection Unit Command Overview

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
6a Stalking & Harassment	High ↔	11.25	Medium ↓	9
6b Domestic Abuse	Medium ↓	10.00	Medium ↓	9
6c Child Abuse	High ↔	14.67	Medium ↔	9
6d Missing	Medium ↔	9.67	Medium ↓	9
6e Rape and Serious Sexual Offences	High ↔	14.17	Medium ↔	9
6f Honour Based Abuse	Low ↔	5.63	Very Low ↔	1
6f Female Genital Mutilation & Forced Marriage	Low ↔	5.42	Very Low ↔	1
6g Adult Sex Work	Medium ↔	10.83	Medium ↔	9
6h Adults at Risk	Medium ↔	11.67	Medium ↔	9
[REDACTED]	High ↓	14.67	High ↔	16
6j Mental Health	Medium ↓	5.50	Low ↓	4
7a MOSOVO	Medium ↔	10.50	Medium ↔	9
7b Integrated Offender Management	Low ↔	4.50	Low ↔	4
8a Child Criminal Exploitation & Child Sexual Exploitation	High ↓	12.32	Medium ↔	9
8b POLIT	Medium ↓	6.75	Medium ↔	9
8c Modern Slavery & Human Trafficking	Medium ↓	9.17	Medium ↓	9

Our People

Sickness - Average Days Lost: 10.01 (2023/24 comparison with 2022/23)		Target Operating Model (FTE): 482 (2023/24 comparison with 2022/23)		Difference between TOM & Actual (2024): 57.2 FTE Below TOM
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Key Achievements in last 12 Months

- Delivery of a Child Exploitation Team that has the capability to lead complex investigations.
- Delivery of a large proportion of key PPU resources into estates that are fit for purpose and co-located and shared with partners.
- Successfully undertaken early implantation stages of [REDACTED] together with implementation of surveys, service and Early Advice to achieve better outcomes for victims of RASSO.
- Successfully piloted adults information sharing via Pitstop Model and further influenced partners responsible for child safeguarding to work towards an 'early information' sharing solution.
- Improvements in service across PPU recognised by sign off of AFI's by HMIC across all areas of the business and a clear use of performance management and quality assurance by staff.

Potential Future Demand Risk:

- [REDACTED]
- [REDACTED]
- Digital elements of [REDACTED]
- Volume challenge will likely remain with resourcing against projected threat likely to be challenging - [REDACTED]
- Ability to meet Early Advice Targets for RASSO

Specialist Crime Command Overview

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
5c Digital Online Crime	Medium ↔	10.54	Medium ↔	7.5
[Redacted]	Medium ↔	10.42	High ↑	14
5f Forensics services - Digital	High ↔	16.00	Medium ↔	9
5f Forensics services - All other areas	Low ↔	4.67	Low ↔	4
[Redacted]	High ↔	15.17	High ↔	12
8e Fraud	Medium ↔	11.25	Medium ↔	9
8f Organised Crime Groups	Medium ↓	10.83	Medium ↔	9
[Redacted]	Medium ↔	10.42	High ↔	12
[Redacted]	High ↔	16.83	High ↔	14

Our People

Sickness - Average Days Lost: 4.61 (2023/24 comparison with 2022/23)		Target Operating Model (FTE): 488.9 (2023/24 comparison with 2022/23)		Difference between TOM & Actual (2024): 31.34 FTE Below TOM
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Key Achievements in last 12 Months

- Delivery and Implementation of a new Suspect Management Policy
- Delivery of New Fraud and Cyber Crime Strategy
- Innovative Practice – SOC Performance Dashboard
- Commitment to Increase capacity within MID

Potential Future Demand Risk:

- Impact associated with Growth & Use of Digital Data
- Impact of demand to undertake proactive activity
- Capacity/Court trial impact/Supervision of Reviews
- Intelligence development and analytical support to identification of upstream opportunities
- Continued exploitation risk of imported CL activity from numerous Police Forces
- [Redacted]
- [Redacted]
- Physical Forensic Marketplace

Deputy Chief Constable Command Overview

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
10a Performance Management & Audit	High ↔	12.83	Medium ↓	9
10b Business Intelligence & Analysis	Medium ↔	10.83	Medium ↓	10.5
10c Information & Records Management	High ↔	15.50	High ↔	14
11c Professional Standards	Low ↔	5.33	Low ↔	5
11c ACU	High ↔	12.08	High ↔	12
11c Vetting	Medium ↔	9.75	Medium ↓	9
11d Corporate Planning & Governance	Medium ↔	6	Low ↔	5
11e Change Management	High ↔	10.5	Medium ↔	9
12e Corporate Communications & Engagement	Medium ↔	7.33	Medium ↔	9

Our People

Sickness - Average Days Lost: 4.99 <small>(2023/24 comparison with 2022/23)</small>		Target Operating Model (FTE): 150.21 <small>(2023/24 comparison with 2022/23)</small>		Difference between TOM & Actual (2024): 26.31 FTE Above TOM
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Key Achievements in last 12 Months

- Re-established corporate development capability
- Transformation and service improvement through change portfolio
- Robust performance strategy and framework. (incl. developing culture of accountability and pride in delivering right outcomes)
- Complaints Triage function has exceeded the ambition of maintaining 80% of the demand in PSD bringing significant VfM with further non cashable savings to the frontline.
- Delivery of strategic communications and engagement programme to support force-wide improvement plans
- Historic Data Wash delivery and compliance achieved

Potential Future Demand Risk:

	Deliverability impact on business/organisational development and enablers	Continuing growth of and deliverability change portfolio
Embedding Benefits Realisation	Impact of	Ability to meet continued rise in complaints
Impact of New Vetting APP	Proactivity of ACU Mass Data Audit	Ability to meet increasing demand for visualisation of Performance Dashboards
	Performance Reporting Compliance with	SCDA support and delivery of serious violence product
		System & resource led Non Compliance

Enabling Services Command Overview

MoRiLE ORA Overall Assessment Score

Sub Category	Overall Assessment			
	Current Demand/Asset Score (Steps 1 & 2)	Score	Future Service Delivery Risk Score (Steps 3 & 4)	Score
10d ICT	Medium ↔	11.25	Medium ↔	6
11a HR	Low ↓	5.54	Low ↓	5
11b L&OD	Medium ↔	7.13	Medium ↔	7.5
12a Finance	Medium ↔	10.5	Low ↑	4
12b Commercial	Medium ↔	10.54	Medium ↔	7.5
12c JETS	Medium ↔	7.33	Medium ↔	6
12d Estates	Medium ↔	10.54	Low ↔	4

Our People (Please note there are currently 156.01 pre-independent patrol status FTE's in addition to the below TOM / Actual figures)

Sickness - Average Days Lost: 4.96 <small>(2023/24 comparison with 2022/23)</small>		Target Operating Model (FTE): 369 <small>(2023/24 comparison with 2022/23)</small>		Difference between TOM & Actual (2024): 13.14 FTE Below TOM
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Key Achievements in last 12 Months

- IT Network stability and usability with key systems successfully upgraded.
- National Apprenticeship award winners for PEQF
- Increased financial resilience and balanced budgets whilst avoiding reserve circularisation and investing in headcount.
- Increased fleet quality and availability
- Delivered new PPST facility and ambitious £45m Estates Investment Programme

Potential Future Demand Risk:

- Unknown Demand from projects requiring IT Support
- Impact of changes to market supply (Fleet)
- Suitability of Estate – Fleet workshop
- Accounts Payable
- Payroll Reporting/System Support



OFFICIAL-SENSITIVE

FMS 6 2023/24

Part 4: Appendix List

A significant amount of supporting information was considered to inform the assessment as set out in the main body of the FMS. The key analytical products used, as set out below, are submitted as appendices for further reference:

- 1) Performance Reflections & Forecast (Including methodology)
- 2) Mapping Matrix
- 3) MoRiLE ORA Heat Map
- 4) VFM Profile