

Ref	Section Title	Command	Performance exception	Current Demand/Ass	PPOG delivery areas	Planned Change- Business Areas Comments	Change Programme / Project	EMB Decision	Force risk / Issue	Audit Reports 23/24	PBR	MTFS	HMICFRS REC/AFI	HMICFRS Gap / Issue	VFM 23
3a	Request for Service	Force Contact & Ops	Forecast exception due to policy change etc - 101/Triage Calls	Medium ↔	Crime bureau phase 1 - crime closure and desk based investigations now sit's here via staff restructure RCRP Implementation Vulnerability Training Delivered Increased officer headcount PowerBI Dashboards - Demand, RCRP, Forecasting Triage function standup	Planned Changes – Capacity, Capability & Condition: Capacity: An increase in █████ has been agreed through Workforce Planning to bolster capacity of the team, timescales for this are unknown. Right Care, Right Person project: this project was launched in Jan 23 and involves a deep dive into current demand data which will quantify demand that is not police related & identify appropriate pathways. Leadership skills: staff are being supported through the Inspired Leadership Programme and CRM development scheme. Salesforce: Exploratory development, looking at the Salesforce IT systems and the opportunities to introduce a victims automated portal and platform that updates victims automatically following Niche programmes.	RCRP Force Command	28.02.23 █████ 06.04.23 - █████ Sept 23 in take agreed 26.05.23 - █████ - Growth in FCC from █████ - to go to █████ 13.10.23 - █████ - Force resourcing policy approved with PIR within next 3 months	FCC BCM Police staff recruitment and retention			Control Room Staffing █████ Control Rm Tech infrastructure █████ Tech CRM and Storm █████	ACOC discharged HMIC VSA shows good performance in FCC		
3b	Incident Response	Local Policing	Forecast exception due to policy change - less serious violence Forecast exception due to policy change - other crime	High ↔	RCRP Vulnerability Training Delivered QoI Masterclasses Supervisor Sprintwork - IQSSA Feedback IQ Sgts Mass data audit / VSA █████ Power BI Dashboards - DA, RCRP, Problem Solving, Sudden Death, Investigations, ASB, Serious Violence, Team and Officer, Local Picture	Recent data analysis suggests that Response numbers are █████ PPU recruitment will present a █████ 2000 officer numbers will be met this year meaning a reduction in abstraction for student officer training. All Stations now have wellbeing rooms, to ensure better usage by both Staff Associations and Occupational Health, to ensure they have a more meaningful impact in improving the wellbeing of teams.	Contact (tech) driven development- Victims Portal, Victims Journey (Salesforce); improved victim service	06.04.23 -116 - Sept 23 in take agreed 27.06.23 - █████ 26.07.24 - █████ - RCRP plans signed off 13.10.23 - █████ - Force resourcing policy approved with PIR within next 3 months 27.02.24 - █████ - Agreed adopt █████ 27.02.24 - █████ - implement salesforce phase 1, phase 2 back to EMB after phase 1 27.02.24 - █████ - Approval to request full driving licence for student officers joining	ESN	Data Integrity - Offender Management, 18.12.23		and Neighbourhood - █████ Longton refurb; Burton, Cannock Longton & Cheadle █████ Stafford █████	AFIS re understanding demand on officers to respond to calls and attending calls in line with SLAs	Attendance times █████ Review and re THRIVE of G2 / Number of jobs on filters █████	23/24 MSG high outlier PO cost
4	Prevention & Deterrence (Neighbourhood Policing)	Local Policing		Medium ↓	PCSO Review Vulnerability Training Delivered Problem Solving Approach N'Hood Strategy Power BI Dashboards - DA, RCRP, Problem Solving, Sudden Death, Investigations, ASB, Serious Violence, Team and Officer Community Engagement Strategy	Significant investment in problem solving capability will continue alongside a major uplift in training and accreditation for neighbourhood officers Joint training for ASB has been implemented with partners Investment in Wardens and diversion capability under the national ASB pilot		21.07.23 █████ -Police now option 2 approved - additional █████ June 24 N'Hood cohort █████ March 24 cohort increasing DC cohort 28.11.24 █████ - N'hood abstraction policy approved 27.02.24 █████ - Agreed adopt █████		Potential 24/25 PCSO PBR			AFIS assessed by force as complete: N'hood strategy, engagement strategy Problem solving Abstraction policy	Embedding problem solving wider than LP Consistency around community mapping (engagement) Development of CE evaluation f/work	23/24 MSG - -high outlier PCSO cost -low outlier PO cost - community liaison high outlier
5a	Investigating Volume Crime (Local Policing)	Local Policing	Forecast exception due to policy change etc - All Crime	Medium ↓	Crime bureau phase 1 - released capacity particularly for sgts to assist in improving investigation quality Vulnerability Training Delivered QoI Masterclasses Supervisor Sprintwork - IQSSA Feedback Power BI Dashboards - DA, RCRP, Problem Solving, Sudden Death, Investigations, ASB, Serious Violence, Team and Officer IQ Sgts Mass data audit / VSA Crime Review Process █████ █████	Harm Reduction have moved across to PPU ownership, this has had some impact on █████ as it allows less flex in resource previously held in Local Policing, the benefit of a dedicated vulnerability approach is however recognised. IQS Sergeants have been implemented to support Investigative quality and supervision Crime Bureau now complete all finalisations ensuring improved CDI in relation to outcomes	Crime Bureau Evidential Property Design and Implementation F/Line Sgt Review NICHE NLeds	24.01.23 - █████ - Sgt resilience review f unqualified acting sgts case by case linked to substantive vacancies 28.11.24 - █████ - approval x █████	Sgt Resilience and Effectiveness			Tech, █████ █████ █████	ACOC: Recs still WiP and on track HMIC VSA results show clear improvements with more to do	Sgts experience and capacity Focus on VCOP Delays in DF	
5b	Criminal Investigations Department	Local Policing	Forecast exception due to policy change etc - Most Serious Violence	Medium ↔		Business Change led Demand Assessment to understand where investigations currently sit and the appropriateness of this linked to skill set and time to investigate to inform force planning cycles IQS uplift to support investigation timeliness, supervision and standards A commitment from Local Policing Commands to support CID Aides when resource levels allow Agreement at WFP to allow direct recruitment into the CID in addition to the Detective Academy Routes PIP review being led by ACC Crime Implementation of IQS Ongoing VSA audit and performance oversight to understand condition and solutions	Evidential Property Design and Implementation	26.07.23 - █████ -TVP approved for this area	Sgt Resilience and Effectiveness				ACOC: Recs still WiP and on track HMIC VSA results show clear improvements with more to do	Sgts experience and capacity Focus on VCOP Delays in DF	
5c	Digital Online Crime	SCC		Medium ↔		A new Force Fraud and Cyber crime strategy has identified opportunities █████ across the Force for delivery and action planning. HR - Review of future Cyber capability requirements submitted for uplift consideration in LT planning for 2025.		09.01.24 - █████ *proceed with IO course and hiring investigative capability via █████							
5d	Intelligence	SCC		Medium ↔		No comments			█████ █████ █████	Data Integrity - Offender Management, 18.12.23	04.09.23 █████ potential 24/25 KH PBR 24/25 EIPU PBR				
5e	Custody	Force Contact & Ops	Forecast Exception - Positive Increase - Arrests	Medium ↔		A review of custody staffing levels, shift patterns and process improvements is ongoing Consideration of making slight changes to pay of CDOs to help with █████ An NACF refurb and modernisation is planned A Watling refurb and modernisation is required	NACF improvements	30.01.24 █████ Approval to appoint █████ to tender stage to be progressed at SGB Feb24 27.02.24 - █████ -TOM move █████ from FCC to custody		Evidential Mgmt Unit Follow Up, Reasonable Progress, 22.02.24 Firearms Storage & Destruction Follow Up, █████ 19.02.24		NACF Refurb 24/25 █████ Watling █████ 25/26	Monitoring of wanted and outstanding suspects linked to new strategy		

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5f	Forensics services - Digital	SCC		High ↔		Refer to narrative in business area return	DF infrastructure and OP Model	28.11.23 - █████ - Approve budget and accept forecast overspend 27.02.24 - █████ - Approval for DF business case to proceed to next stage and request funding form PFCC			PBR Potential 24/25	24/25 25/26	AFI: █████ in DF (business case in place)	GAP	
5f	Forensics services - All other areas	SCC		Low ↔		Refer to narrative in business area return									
5g	Criminal Justice	Force Contact & Ops		Medium ↔	Offender Management Strategy (cuts across to other areas) █████ PowerBI Dashboard - Casefile Quality	Overtime continues to be paid to manage capacity Digital case file (future project) is to be planned and implemented. A project is being stood up to review prosecution hub processes and composition (paper submitted to Strategic Project Review Board)	Evidential Property Design and Implementation Digital casefile Digital evidence management Prosecution Hubs		Property store	Data Integrity - Offender Management, 18.12.23	PBR potential 24/25 prosecutions	25/26			
6a	Stalking & Harassment	PPU	Forecast Exception due to policy change etc - Harassment	High ↔	Impact of Vulnerability Training & Masterclasses	The Force are considering investment in RVR & Complex DA Stalking investigation team. Investigations are predominantly led by Local Policing █████			Sgt Resilience and Effectiveness						
6b	Domestic Abuse	PPU		Medium ↓	Impact of Vulnerability Training & Masterclasses █████ PowerBI Dashboard - DA	Efficiency changes have been made with the partnership triage process and operation encompass referrals. These have reduced duplication and bureaucracy that were linked to the previous process. Investment in the knowledge and capability of the HRH making significant improvements in the management of DA. The force is keen to invest in a safe video capability to improve communication pathways for victims of DA. To mitigate this the Commissioner's Office has invested in a pan-Staffordshire DA service to support victims and work with perpetrators. The force are exploring a future complex DA and Stalking investigation team	RVR Pilot - Project support required, tabled at EMB 26.03.24 with agreed support and ownership via PPU project		Sgt Resilience and Effectiveness				AFI re victim feedback WIP	Focus for 23/24 PEEL under PVP Force undertook █████ Improve use of protective orders Automated performance dashboards	
6c	Child Abuse	PPU		High ↔	Impact of Vulnerability Training & Masterclasses	No comments							X ref where we are re CP recs		23/24 High v MSG
6d	Missing	PPU		Medium ↔	Impact of Vulnerability Training & Masterclasses	No comments			Sgt Resilience and Effectiveness						
6e	Rape and Serious Sexual Offences	PPU		High ↔	PPU Uplift	No comments	█████						AFI re victim feedback WIP - █████		
█████	█████	PPU		Low ↔		No comments									
█████	█████	PPU		Low ↔		No comments									
6g	Adult Sex Work	PPU		Medium ↔		No comments									
6h	Adults at Risk	PPU		Medium ↔		No comments									
6i	Violence Against Women & Girls	PPU		High ↓	Impact of Vulnerability Training & Masterclasses	Multi agency and multi disciplinary VAWG intensification weeks continue throughout the year to deliver significant results.			Sgt Resilience and Effectiveness						
6j	Mental Health	PPU		Medium ↓	RCRP	Management of where the work for MH currently sits (under Specialist Crime) but with RCRP and moving forward to BAU consideration for reviewing line management for MH is a potential as part of the review into the EIPU.	RCRP								
6k	Susceptibility to Radicalisation	Local Policing		Medium ↓		A new V2R plan will be completed for Staffordshire in line with the CTLP which is due to be published in Feb/March 2024.. Both Staffordshire and Stoke will create bespoke Prevent plans for 2024/25 based upon the new CTLP for the area.									
6l	Hate crime	Local Policing		Medium ↔		No comments									
7a	MOSOVO	PPU		Medium ↔	PPU Uplift	No comments							AFI signed off	Vacancies rate now being addressed	
7b	Integrated Offender Management	PPU		Low ↔		No comments									
8a	Child Criminal Exploitation & Child Sexual Exploitation	PPU		High ↓	Impact of Vulnerability Training & Masterclasses PPU Uplift	Posting of new DC's due for completion March 2024 CI ownership of both teams to allow for good governance CE North to move into █████ Further exploration of joint working locations with █████ continue to be developed Review of █████ and system change for CE in both local authorities under way for 2024. Increase in training for staff as per PPU skills matrix and investment in ensuring correct skills and learning on both CE teams.	PPU transition state 1 & 2 CE								
8b	POLIT	PPU		Medium ↓	PPU Uplift	Additional uplift of █████ improves capacity. Recruitment into this post has been secured. There are no current vacancies within the team. The Knowledge Hub is working with colleagues from the local authority to ensure opportunities for investigation and safeguarding children are taken. Significant investment of █████ for training within the PPU and specific							AFI signed off X ref to CP inspection		
8c	Modern Slavery & Human Trafficking	PPU		Medium ↓		No comments									
8d	Drugs Supply	SCC		High ↔		No comments									
8e	Fraud	SCC		Medium ↔		No comments									
8f	Organised Crime Groups	SCC		Medium ↓	SOC Review	No comments		09.01.24 - █████ - additional CI city Command focus on SOC					Draft SOC report - Requires Improvement		
8g	County Lines	SCC		Medium ↔		█████ staff currently been agreed centrally for 24/25, but recruitment not permitted until end of 2024. CL impacts on █████ and currently there is now a newly formed CET with dedicated response to understand, investigate and effectively manage this wider risk, but the ownership and impact is not yet realised and is s being developed further within the PPU realignment and review of Missing and wider exploitation response.		26.07.23 - █████ - TVP approved for this area					Draft SOC report - Requires Improvement		

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9f	Technical Planning Unit	Force Contact & Ops		Medium ↔		A restructure will take place shortly moving events to the public order and protest team allowing work to be better balanced across the team. Once all plans meet the required criteria a greater investment in testing and exercising will take place to ensure they are embedded as BAU. Presently the TPU carry a wide range of work streams including operational planning, mutual aid and contingency planning. The restructure will look at separation of these which will result in a more focused service to both areas, but will likely require investment in staff. BCM will likely identify areas for improvement which will need an investment of both time and staff. Training and exercising at all ranks will continue to help embed the Manchester arena findings. Further resilience direct embedding across the entire organisation. A review of 7 day working for TPU/CRU is currently under way with a view to limiting overtime spend and ensuring effective support for the force across all 7 days. Once restructured we will seek to better align roles and responsibilities within the team and ensure organisational preparedness and operational effectiveness. The new equipment will provide a facility which can be deployed for a variety of command/welfare functions.				Business Continuity Management, 04.04.24.	04.09.23 Dog Support				
9g	Firearms Licencing Unit	Force Contact & Ops		Medium ↔		There is currently substantial scrutiny for the business area by executive and senior management, as a result all planned changes are currently in place and being monitored through governance. Substantial investment has been recently made in training. All staffing structure and decision making changes are in place with new procedures to meet the new statutory guidance which was released in February 2023, a new guidance release is now due which will require further review of working practices. Investment is required in training to refresh and train new staff (which will come at a cost). £3,500,000 Home Office investment in technology for licensing has started, it is expected to create some change in capability (if the investment delivers).									
10a	Performance Management & Audit	DCC		High →	Corp Dev Review	Corporate Development Review and Redesign Additional National Scrutiny through Performance Management Framework and more support for Strategic Change Programs / Consultants	Corp Dev Redesign	28.02.23 ██████████							
10b	Business Intelligence & Analysis	DCC		Medium ↔	Power BI Rollout - development and implementation	Need the team to move into exploiting existing and setting up further new capabilities to benefit the Force.	Corp Dev Redesign								
10c	Information & Records Management	DCC		High →	Corp Dev Review	No comments	Corp Dev Redesign	30.01.24 - ██████ - IG to Move to Corp Development as part of redesign	SyAP / Cyber Emerging RRD			See DDaT 2fte			
10d	ICT	Enablers		Medium ↔		No comments	RPA DDaT Investment in staffing	26.05.23 - ██████ - approval IT resourcing (KIV ability to recruit)	Police staff recruitment and retention			DDaT Investment 28fte			
11a	HR	Enablers		Low ↓	Increased officer head count managed via workforce planning ██████████ - PPU workforce plan - PowerBI Dashboard - Joiners, Leavers, Glideways, Operational Capability, Supervisor View, Turnover	No comments		30.10.23 - ██████ - DDaT investment approved at EMB with requirement for SGB approval 30.01.24 ██████ - PDR to origin online forms to commence June 24			Potential 24/25 PBR		Engaged leadership Manageable workloads for officers and staff Support and capacity for supervisors	PDR pause Support for new recruits Ongoing review of workloads / SDA	
11b	L & OD	Enablers		Medium ↔		Staff capability remains good, 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 fully staffed, and everyone is upskilled and independent in role, this will alleviate some of the current issues. Needs set clear priorities, and plan resources (people and estates) to meet these priorities, balanced against abstractions – conversations ongoing.	OPST Facilities Origin				04.09.23 Prof Dev Unit		Engaged leadership - complete		
11c	Professional Standards	DCC		Low ↔		Currently carrying ██████ vacancies and monitoring impact. DC vacancies either require PIP2 accreditation or working towards Paper has been submitted to backfill DC's vacancies on a temporary basis. This will support in terms of workload and demand allocation however there will be an additional impact on the department whilst they are suitably trained and skilled in the complaint and misconduct regulations.									
11c	ACU	DCC		High →		No further plans for an uplift in ACU resources. ██ ██			APSP			Tech ██████ ██████			
11c	Vetting	DCC		Medium ↔		It is anticipated that capability should improve through efficiency savings after implementation of ██████ and amendment to the operating model.									
11d	Corporate Planning & Governance	DCC		Medium ↔	Once the new starters within the Vetting Department are onboarded and trained to an appropriate level the capacity of the unit and timeliness of the clearances should improve.	No comments	Corp Dev Redesign	28.02.23 - ██████ change capacity and capability ratified 26.05.23 - ██████ change proposal approved					AFIS remain on track: Understanding current demand - SDA Effective plans to meet future demand - PBR, efficiency planning etc. Understanding capability and capacity to make best use of resources		
11e	Change Management	DCC		High →	Corp Dev Review	No comments	Corp Dev Redesign		Police staff recruitment and retention			██████████ ██████████			

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12a	Finance	Enablers		Medium ↔		The Finance SLT Review has concluded with ██████ posts recruited to; challenges to recruit to the Senior FBP roles are prohibiting the improvements to capacity planned. Some benefits from the finance system are being realised. Work will continue to drive further efficiencies. Risk around a potential skills gap being left in all roles, should individuals leave the organisation. Succession planning has commenced. The full impact of the new finance system is unknown; whilst benefits are anticipated, there will be a number of dis-benefits by moving away from a fully integrated ERP system. It is anticipated that benefits will continue to arise from the new finance system.	Origin Phase 2			Finance Systems, Reasonable Assurance, 22.02.24					
12b	Commercial	Enablers		Medium ↔		A proposal has been put forward for a Senior Commercial Business Partner and a Senior Commercial Officer, to support the demand and time within the team – this will dilute the asks for an agency worker to balance the strategic, high level work. Concern with individuals across insurance and purchasing – being managed in line with HR through ASM’s		27.02.24 - ██████ agreed to focus on remedial action plan to hold to account							
12c	JETS	Enablers		Medium ↔		Moving towards net zero, the ban of the sale of diesel/ petrol vehicles by 2035 is a pressing deadline, work needs to be done in line with the EV infrastructure across the force. Movement of fleet towards this needs to begin, through EV working groups. Changes to the workshop is in flow – awaiting approval to progress expanding workshop space. Links to armed forces leavers are being utilised to attract the right skills and increase application rates for vacancies. Telematics is in progress with a business case written to progress the data and functionality of driver use and behaviour – this will significantly help demand and flow of work. This will compliment the work being undertaken to better understand the demand passing through JETS Fleet Board to manage and hold account to actions. Planned replacement program will if maintained at its current funding manage to remove the highest risk vehicles as they become uneconomical and unreliable.	Telematics				04.09.23 Fleet	Elec vehicle infrastructure ██████ █████ ██████████████ █████ ██████████			
12e	Estates	Enablers		Medium ↔		No Comments	NACF Improvements	06.04.23 - 111 - Estates restructure approved 27.06.23 - 131 - Approval return Longton Police station				Kier Contract rev			
12f	Corporate Communications & Engagement	DCC		Medium ↔		We continue to be ambitious in our expectations of the team, including the delivery of new services (for instance, the monthly stakeholder newsletter), and to support the growing focus on cultural change and change communications more widely. However, there are no plans to provide additional capacity which will enable the team to continue to respond to growing demand. Training is in place to support the large number of new starters into the team since the restructure in 2023. Once the digital team is up to capacity, we should see further improvement in wellbeing.		Update at EMB 26.03.24 around delivery of new perception survey							