



STAFFORDSHIRE  
**POLICE**

# Force Management Statement 2019

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Executive Summary

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Much has changed since Staffordshire Police produced its first Force Management Statement (FMS) in 2018. At that time the Chief Constable had just published his new Policing Plan, and the force was preparing to implement a new target operating model with a significant investment in neighbourhood policing and investigations, and the modernisation of its approach to response policing, amongst other significant changes.

The Policing Plan identified four operational priorities: a focus on early intervention; improving services to victims and witnesses; better management of offenders and the prevention of reoffending; and increasing public confidence. Underpinning all of these operational priorities was a fifth priority: to modernise the force. Against each of these priorities the force now has clear strategies in place, with robust action plans to drive change and improved outcomes.

In the first FMS the force, through its partnership with its strategic IT partner, Boeing, was looking forward to a major investment in a new core policing platform, which would transform the force's outdated IT and enable officers to work more effectively. Since then the force has selected NICHE as its new records management system, with the aim of replacing 12 core systems. Planning for the largest IT project in the organisation's history is now well underway, and while implementation will not be finished until 2020, the force is already beginning to recognise the benefits it will bring. These include the cultural change that it will facilitate which is a key aim of the 'modern policing' priority. Alongside this, the force is also launching its new Knowledge Hub. This will transform the force's analytical capability, enabling it to recognise crime trends and patterns more swiftly, bringing together intelligence and information that will support officers and staff across the organisation. This will facilitate greater self-service, enabling officers to access information more quickly, requiring fewer resources than before.

Both NICHE and the Knowledge Hub are central to the wider cultural change that is underpinning the modernisation of the force, and is being implemented through its 'People First' strategy. The strategy has eight interconnected themes and is now providing the framework against which Staffordshire can develop its organisational culture and drive more modern and efficient ways of working.

The force's operating context is also changing. The Staffordshire Commissioner's decision, mirrored by other police and crime commissioners nationally, to increase the precept is helping the force to stabilise its finances and support the ongoing programmes of change. Together with planned efficiency savings, this is enabling the Chief Constable to invest in areas to help prevent rising crime and, when it does happen, to investigate quickly and skilfully, to protect victims and prosecute offenders. This includes investment in a missing persons investigation team; enhanced roads policing capability; digital investigations; disruption; and forensic triage.

Yet the pressure on officers and staff continues, with sustained high levels of demand, growing complexity and vulnerability in areas like child safeguarding, as well as increases in serious violent crime, the continuing threat posed by 'county lines' drug dealing, and complex issues like domestic abuse, child abuse and exploitation.

In 2018 the force received 173,000 999-calls and 432,618 101-calls, and responded to 50 per cent of all reported incidents. The creation of telephone-based resolution centres has contributed significantly to the management of non-urgent calls for

service, and this approach will continue to be modernised as the force expands social media reporting of non-emergency incidents and adopts the single online home system this year. Collectively, these developments will transform the public's ability to report crime and transact with the force online, at their convenience.

In 2018, Staffordshire Police recorded 84,678 crimes, predicted to increase to 114,595 by 2022/23. To tackle this additional work, the force is focused on prevention and deterrence. 144 additional officers have been moved to neighbourhood policing from other areas, and the force is strengthening its 'place-based' approach. 'Harm reduction' hubs are being established in each neighbourhood team to deal with complex cases and repeat demand, informed by the Knowledge Hub, alongside partner agencies, to provide 'root cause' solutions to entrenched problems. Partnership working is an integral aspect of the force's approach, and is threaded through every aspect of the business. Strong governance and the maturity of relationships enables the force to work constructively with local authorities and government agencies; at local levels specially-trained PCSOs are involved in early intervention, including supporting repeat callers to access the services that will reduce their contact with the police.

Evidence-based policing is key to embedding sustainable solutions, and the force is investing significantly in this area. Alongside this, the force is putting in place a more systematic approach to community engagement, as part of its public confidence strategy. The force has developed its 'Heart' model, building on the strengths in community engagement for which Staffordshire is already recognised. More than 24,000 residents and businesses are signed up to various neighbourhood watch and volunteer schemes.

As part of the new model, the Chief Constable has increased the number of officers in the Investigations Directorate and created a specialist child protection and exploitation team, acknowledging the significant increase in demand in this area over recent years. While demand is now stabilising, this investment will aim to improve investigative outcomes.

The force also has in place a new strategy for managing the demand placed on it by being home to the largest prison estate in the country and it is working closely with partners in the prisons and probation service to tackle the complex issues that this presents.

The force is also striving to improve its effectiveness in terms of both investigation quality, victim / witness service, and outcomes achieved, as set out in the victims and witnesses strategy. It is strengthening its capabilities in digital intelligence and investigation, given the anticipated growth in this area in the coming years, and a service improvement board is overseeing the end-to-end process of investigations to drive improvement. While victim satisfaction fell slightly in 2018, it remains high comparatively.

In 2018 Staffordshire experienced an 11 per cent increase in domestic abuse crimes. The force recognises there is a high degree of repeat victimisation in this area, and is working collaboratively with Northumbria Police to adopt the multi-agency tasking and coordination principles into its processes. Again, as in other areas, the force's evidence-based approach means that a working group is reviewing and sharing good practice and examining end-to-end processes to make improvements in service. The main volume increase in this area continues to be the category of 'other violence against the person', including stalking, harassment and malicious communications.

Stalking or harassment crimes made up over 2,800 within this crime category. To improve understanding the force has implemented a major internal awareness campaign, aimed at improving levels of awareness, understanding and capability among officers. Alongside this, the force has made a significant, managed change to its supervisory processes, which it estimates will lead to 8,000 hours of additional time available to meet future demand.

Multi-agency safeguarding arrangements work well, in support of protecting the most vulnerable children and adults. The force's 'early intervention' strategy identifies the need for consistent identification and response to child exploitation, serious violence and domestic abuse. The strategy is being underpinned through the new harm reduction hubs. These will provide a focus on those most vulnerable victims, locations and high demand service users, through the analytical capability of the force's Knowledge Hub.

The force has seen a 5.8 per cent reduction in sexual offences against children, although it forecasts that this will increase over the coming four years; the new child protection and exploitation team will own all serious and complex crime where victims are under 18 years of age, and which require the specialist capability of a child protection officer.

In 2018 the force saw a small increase of 2.3 per cent in recorded rape offences. The current belief is that the force may be beginning to see some stabilisation following the huge increase in reports from 2012 to 2017. While this may be the case, the force is still expecting to see continuing increases over the coming four years.

As with other areas of vulnerability, the force is committed to working in partnership with other agencies, including the Crown Prosecution Service, to achieve the best possible conviction rates. To this end the force contributes to a multi-agency 'violence against women and girls scrutiny panel', to review learning from cases with partners.

In 2018 there were 5,022 missing person episodes (7 per cent more than 2017); the force anticipates that this category will see a reduction in demand over the coming four years. However, the force is determined to improve its service in this area and has created a new missing person investigation team, with new processes, to improve outcomes. Early evaluation indicates that missing people are being found up to a third quicker than under the previous approach and associated levels of risk and harm are reduced.

The force received 10,173 calls for service where mental health was a factor, in 2018 and it anticipates that levels of mental health will grow to almost 13,000 calls by 2022. The force continues to focus on early intervention, with PCSOs receiving extra training and awareness in order to deal with demand more effectively, and to work proactively with partner agencies. More widely, over 1,100 officers and staff have received mental health training.

One of the four operational priorities is the better management of offenders. A new multi-agency integrated offender management (IOM) model is being introduced that removes specific crime types and concentrates on threat, harm and risk of offenders; this will see a reduction in the number of offenders managed from within IOM, enabling the team to concentrate on those causing most harm. It should be noted, however, that the impact of reductions in operating budgets of partner agencies, for example, the Youth Offending Service, have yet to be fully explored.

Staffordshire continues to perform well in achieving early guilty plea rates in Crown Court cases, demonstrating good case management within the force, with

approximately 55 per cent of all cases heard in the Crown Court resulting in an early guilty plea and no trial. This is well above the national average, which stands at about 40 per cent. Conviction rates also remain higher than the national and regional average.

Underpinning the force's operational activities are its enabling services, which, like all aspects of the force, are undergoing significant change. Following the adoption of a single governance model for fire and police, under the Staffordshire Commissioner, Staffordshire Police and Fire and Rescue are developing opportunities for greater collaboration across their enabling services, including HR, estates, finance and procurement, communications, legal services, L&D and business intelligence. This includes exploring options for sharing space and facilities across the police and fire estates. The aim is to realise significant efficiencies, while strengthening the effectiveness of these areas in serving both organisations and the Commissioner's office.

Significant change brings with it significant challenge, not least within the context of emergency services and the continued pressures on blue-light services. The force is committed to the well-being of its officers and staff, with well-being central to its People First strategy. This is also a key component of the force's new leadership development programme, ensuring that managers and leaders throughout the organisation understand the force's commitment to the well-being of officers and staff.

Together, these programmes and developments will enable the force to make further progress on the priorities set out in the Policing Plan; to act earlier to protect the most vulnerable, to prevent crime and anti-social behaviour and to fulfil its ambition of improving service to the people of Staffordshire in the face of many existing and emerging challenges.



**Chief Constable Gareth Morgan**