

Police, Fire and Crime Panel – 23rd September 2021

Police and Crime Performance Report

Report of the Staffordshire Commissioner

1. Purpose of Report

- 1.1 This report updates the Police, Fire and Crime Panel on the work taking place to refresh the approach to managing police performance in the public domain. The refresh occurs firstly as a result of the Commissioner's view on how he can be more transparent and open on police performance and secondly, as a result of the broader national changes that are taking place on National Policing and Crime Measures.
- 1.2 It is the Staffordshire Commissioner's Office (SCO) intention to publish a broader and more rounded view of the measures than that required nationally, in order to provide transparency, local context and assurance to the people of Staffordshire, whilst still highlighting national requirements.
- 1.3 The report presents the issues that will form the basis of discussion at the Commissioner's Public Performance Meeting (PPM) on policing on the afternoon of 23rd September 2021 and at future meetings.

Attention is focussed on areas currently impacting service to the people of Staffordshire. These include current police performance levels for: -

- Contact
- Response
- Local Policing provision
- Road Safety enforcement
- Officer recruitment.

The Public Performance report will also meet the Commissioner's new statutory obligations to demonstrate Staffordshire Police's progress against the recently launched National Crime and Policing Measures. Proxy measures are being designed to show local progress against the following outcomes with commentary from Staffordshire Police.

- Reduce murder and other homicide
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Improve satisfaction among victims & witnesses, with a particular focus on victims of DA
- Tackle cyber crime

The report will be published a week before the Public Performance meeting on the PFCC website at the following link [Public Performance Meeting Link](#).

- 1.4 The report also updates the Panel on current police officer numbers and recruitment plans, as requested. This is provided in section 4 of the report.

2. Recommendation

- 2.1 That the Panel note the changes taking place that will facilitate the Commissioner's scrutiny of police performance, ensuring that statutory requirements are met and make comment as appropriate.

3. Performance Background

- 3.1 The Commissioner has traditionally presented performance reports to the Police, Fire and Crime Panel that provide for scrutiny and assurance of his performance in delivering against his Police and Crime Plan (as the Police and Crime Commissioner) and Fire and Rescue Plan (as the Fire and Rescue Authority). It should be noted that the statutory nature of these two roles is different and therefore, performance reporting reflects this. Given the election of a new Commissioner in May 2021, both these plans are being drafted and will be published later in this calendar year; a separate report on the Panel's agenda updates on the process for completing this work and involving the Panel as necessary. Following publication, the Commissioner will continue to report to the Panel on his performance outcomes.

- 3.2 This report provides detail on the work taking place to refresh the approach to managing police performance in the public domain. The refresh occurs as a result of the Commissioner's approach to being transparent and open and the broader national changes that are taking place on National Policing and Crime Measures. It is the Staffordshire Commissioner's Office (SCO) intention to publish a broader and more rounded view of the measures than that required nationally, in order to provide local context and assurance to the people of Staffordshire, whilst still highlighting national requirements.

- 3.3 The Commissioner is keen to continue to use the existing Public Performance Meeting (PPM) forum to deliver open and transparent updates on performance of Staffordshire Police to the people of Staffordshire. It would be SCO intention to continue highlighting the areas of greatest importance to the public of Staffordshire with a formal report published on a quarterly basis incorporating local progress and the statutory requirements of the Specified Information Order and national crime and policing measures

- 3.4 The most recent examples of PPM Reports have covered the areas required within the national police outcomes framework with a focus on accountability and public confidence. With an agreed format and framework of PPM report, this method of publication would not increase the burden on police and SCO and would perform the required transparency for the Commissioner. These areas include:

3.4.1 Contact

Performance for 101 and 999 and digital channels has declined over the past 6 months following Covid restrictions easing. Abandoned call rates are cause for concern and the force is taking steps to recover service levels.

3.4.2 Response.

The Commissioner is keen to understand the disparity in response levels across different areas of the county and what the force can do to smooth service levels by developing the current operating model.

3.4.3 Local Policing provision

The Commissioner seeks reassurance that policing understand the needs of each area and can adapt to meet differing requirements under the current operating model.

3.4.4 Road safety enforcement

The Commissioner is keen to see a developed roads policing strategy with due consideration given to the safety of the people of Staffordshire and the impact of enforcement on the wider Criminal Justice System.

3.4.5 Officer recruitment

To examine the progress of Operation Uplift and the force's own glide path to maintain staffing levels to meet forecasted incident and crime levels.

3.4.6 National Policing and Crime Measures

The intention of the National Policing and Crime Measures is to complement existing local priorities set out in PCCs' local Police and Crime Plans. Each force has a key role in supporting the Measures, so that collectively we can see real improvements in outcomes over the four years from the baseline of June 2019. It is recognised that not all Measures will apply equally to every force so PCCs must consider how best to apply these measures in their force area.

3.5 The PPM report would present Staffordshire Police (and other agency) national police measures in a way that identifies current trends, allows the force the opportunity to take the force response through the force governance structure, mould the narrative and identify what actions are being taken in response.

3.6 These reports would be discussed at quarterly PPM meetings and published on the SCO website. This approach will meet the Commissioner's aspirations for transparency and detailing what performance looks like on a quarterly basis in Staffordshire.

3.7 The Order requires PCCs to provide a statement on the contribution of their force to achieving improvements against those priorities. Following publication of the National Measures the quarterly PPM will include:

- Reflections on force performance and how the force has contributed towards the delivery of the national measures, including contextual information that might help explain that contribution.
- A summary of planned action for the next quarter to drive the force's performance against applicable measures.

- An explanation of which of the Measures are assessed to be applicable and which are not applicable in the local context, including the reasons for that assessment.

3.8 The Order requires that this statement is published at the same time as the Policing and Crime Plan, and that it is reviewed quarterly, and any variation published, within one month following publication of an annual report on the force by HMICFRS. Quarterly updates should be made following the publication of quarterly crime statistics.

4 Police Officer Numbers 2019-2023

4.1 Staffordshire's uplift allocation from the national 20,000 increase in police office numbers over 3 years is a total of 300, broken down over the following years:

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

Total Officer Numbers – Actual v Operating Model (FTE)

Year End @ 31 March	Op Model	Actual	Variance
2018/19 (actual)	1585.5	1567	-18.5
2019/20 (actual)	1660.5	1672	11.5
2021/21 (actual)	1729.5	1759	29.5
2021/22 (planned)	1841.5	1856.5	15
2022/23 (planned)	1931.5	1936.7	5.2

Total Officer Numbers – Actual increase 2019-2023

Year End @ 31 March	Actual FTE	Variance from previous year
2018/19 (actual)	1567	
2019/20 (actual)	1672	105
2020/21 (actual)	1759	87
2021/22 (planned)	1856.5	97.5
2022/23 (planned)	1936.7	80.2

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Background Documents:

Appendix 1. Agenda for PPM

Appendix 2. Proposal National Police and Crime Measures

**COMMISSIONER'S PUBLIC PERFORMANCE MEETING - STAFFORDSHIRE
POLICE
AGENDA**

Thursday 23rd September 2021, 14:00 – 16:00
Webcast via TEAMS

SCRUTINY ITEMS

1. Performance Monitoring

Staffordshire Priorities – Public Confidence

- Contact
- Response
- Local Policing
- Road Safety: Enforcement
- Operation Uplift, Officer recruitment

National Crime and Policing Measures

- Reduce murder and other homicide
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Improve satisfaction among victims & witnesses, with a particular focus on victims of DA
- Tackle cyber crime

2. Emerging Challenges

DATE OF NEXT MEETING

Tuesday 23rd November 2021, 10:00 – 12:00

National Crime and Policing Measures – Specified Information Order

Proposal for local implementation in Staffordshire (July 2021)

Background / Context

The aim of this document is to set out a framework by which Staffordshire Commissioner’s Office and Staffordshire Police can work together to demonstrate current performance in an open and transparent manner whilst meeting the obligations of the recent [Elected Local Policing Bodies \(Specified Information\) \(Amendment\) Order 2021](#).

The Specified Information Order comes into force on May 31st and includes the requirement for elected local policing bodies to publish on their websites:

- A statement on how their force is performing in relation to key national priorities for policing (the new National Police Outcomes Framework as outlined in GR 61/2021);
- Copies of HMICFRS PEEL inspection reports, and a summary assessment of the force’s performance; and
- Copies of IOPC data on force complaints, and a statement on how the PCC (or Mayor’s Office) is exercising its complaints-handling functions under the Police Reform Act 2002.

The National Crime and Policing Measures will help focus effort on key national priorities, allow performance to be measured and help to demonstrate value for money in policing. It is not anticipated that these measures will be available at a force level so Staffordshire will use local data to demonstrate current performance levels.

Outcome	National measure/data source
Reduce murder and other homicide	Homicides (police recorded)
Reduce serious violence	Hospital admissions of u25s for assault with a sharp object (NHS data)
	Offences involving discharge of a firearm (police recorded)
Disrupt drugs supply and county lines	Homicide in England and Wales (ONS) data on drug related homicides. Substance misuse treatment for adults (PHE) data on new presentations to treatment by referral type.
Reduce neighbourhood crime	Burglary, robbery, theft of and from a vehicle, theft from a person (CSEW)
Improve satisfaction among victims, with a particular focus on victims of DA	Satisfaction with the police among victims of domestic abuse (CSEW)
	Victim satisfaction with the police (CSEW)
Tackle cyber crime	Confidence in the law enforcement response to cyber crime (Cyber Aware Tracker)
	Number of businesses experiencing a cyber breach or attack

Policing accountability via the Crime and Policing Performance Board

Parallel cross-system measures, not part of policing outcomes framework

CJS outcomes for rape cases	Given the challenges of measuring impact against these high-harm, under-reported crimes from a policing-only perspective, without creating perverse incentives, we believe the most effective approach would be a suite of cross-CJS measures.
Tackle CSEA	

Cross-system accountability via other forums

Further Information

National priorities for policing

The intention of these Measures is to complement existing local priorities set out in PCCs' local Police and Crime Plans. Each force has a key role in supporting the Measures, so that collectively we can see real improvements in outcomes over the four years from the baseline of June 2019. It is recognised that not all Measures will apply equally to every force so PCCs must consider how best to apply these measures in their force area.

It is the SCO's intention to publish a broader and more rounded view of the measures than that suggested in the national crime and policing measures in order to provide local context and assurance to the people of Staffordshire whilst highlight the national statistics and our part in that wider picture.

The Commissioner is keen to continue to use the existing Public Performance Meeting (PPM) forum to deliver open and transparent updates on performance of Staffordshire Police to the people of Staffordshire. It would be SCO intention to continue highlighting the areas of greatest importance to the public of Staffordshire with a formal report published on a quarterly basis incorporating local progress and the statutory requirements of the Specified Information Order and national crime and policing measures

The most recent examples of PPM Reports have covered the areas required within the national police outcomes framework with a focus on accountability and public confidence. With an agreed format and framework of PPM report, this method of publication would not increase the burden on police and SCO and would perform the required transparency for the Commissioner.

The PPM report would present force (and other agency) national police measures in a way that identifies current trends, allows the force the opportunity to take the force response through the force governance structure, mould the narrative and identify what actions are being taken in response. The SCO envisages a similar format to the current section55 responses to HMIC which allows both force comment and Commissioner comment to be collated within one report.

These reports would be discussed at quarterly PPM meetings and published on the SCO website. This approach will meet the Commissioner's aspirations for transparency and detailing what performance looks like on a quarterly basis in Staffordshire.

The Order requires PCCs to provide a statement on the contribution of their force to achieving improvements against those priorities. Following publication of the National Measures the quarterly PPM will include:

- Reflections on force performance and how the force has contributed towards the delivery of the national measures, including contextual information that might help explain that contribution.
- A summary of planned action for the next quarter to drive the force's performance against applicable measures.

- An explanation of which of the Measures are assessed to be applicable and which are not applicable in the local context, including the reasons for that assessment.

The Order requires that this statement is published at the same time as the Policing and Crime Plan, and that it is reviewed quarterly, and any variation published, within one month following publication of an annual report on the force by HMICFRS. Quarterly updates should be made following the publication of quarterly crime statistics.

HMICFRS reporting

The Order requires that PCCs publish the PEEL report for their force on their website, within one calendar month of its publication by HMICFRS. This may be done by publishing a link. Once HMICFRS publishes its new 2021-23 PEEL report for individual forces, PCCs are to provide a link to this report, within one calendar month.

In the interim, PCCs are asked to provide a link to the 2018/19 integrated PEEL report, which is the most current force performance report, on their website by 31 July 2021.

Under its new PEEL assessment framework HMICFRS will grade each aspect of a force's performance as: inadequate; requires improvement; adequate; good; or outstanding. Alongside a detailed narrative to substantiate its grading decisions, HMICFRS will also include a summary infographic of its assessment of the force's performance against each inspection area.

The Order requires PCCs to publish the summary infographic on their website within one calendar month of publication of the HMICFRS PEEL report. Individual force-level infographics will be provided to PCCs by HMICFRS on request.

Complaints handling

The Order provides that PCCs must publish the most recent IOPC quarterly complaints data for their force and the IOPC annual statistics report, alongside a narrative setting out how the PCC is holding the chief officer to account, and the PCC's assessment of their own performance in carrying out their other complaints handling functions.

Holding the chief officer to account

It is recommended that the narrative should include:

- How the force is measuring complainant satisfaction.
- Progress updates on implementing relevant recommendations made by the IOPC and/or HMICFRS in relation to complaints handling, or where recommendations were not accepted an explanation as to why.
- A summary of any mechanisms put in place to identify and act on themes or trends in complaints.
- A summary of systems in place to monitor and improve performance in the timeliness of complaints handling.

- The number of written communications issued by the force under regulation 13 of the Police (Complaints and Misconduct) Regulations 2020 where an investigation has not been completed within a “relevant period”.
- Quality Assurance mechanisms in place to monitor and improve the quality of its responses to complaints.
- Details of the administrative arrangements the PCC has put in place to hold the chief constable to account for complaints handling e.g. frequency of meetings and a summary of discussions.

PCC assessment of their own performance in carrying out their other complaints handling functions

It is recommended that the assessment should include:

- The timeliness of complaint reviews e.g. the average time taken to complete reviews.
- Details of which review functions the PCC has delegated and what measures they have taken to ensure quality, integrity and impartiality.
- Quality Assurance mechanisms the PCC has established to ensure that review decisions are sound and in line with the requirements of the complaints legislation and IOPC statutory guidance.
- How the PCC assesses complainant satisfaction with the way in which they have dealt with complaints.
- For PCCs who operate as a “Model 2” or “Model 3” area the timeliness of initial complaint handling undertaken by the PCC.
- [For Model 2 and 3 areas] details of quality assurance mechanisms for decisions made at the initial complaint handling stage and [Model 3 only] the quality of communications with complainants.

The Order requires that the IOPC data and report are to be published on the PCC’s website within one month of their publication by the IOPC, and the narrative and assessment are to be published annually, within one month of the date of publication of the IOPC’s annual statistics report.

Manner of publication

The amending Order specifies that the new information must be published in a prominent place on the PCC’s website. The purpose of this requirement is to make it as easy as possible for the public to access the information. We fully recognise that PCC websites will differ in style and content but recommend that PCCs either:

- Provide all specified information directly on the PCC’s homepage; or
- Clearly signpost this information on the homepage, with links to the relevant location.

In the short term SCO will publish the following on the SCO website:

- PPM reports in response to the SIO requirement
- PEEL inspection report links and SCO/police S55 responses.

- Copies of IOPC data on force complaints, and a statement on how the PCC (or Mayor's Office) is exercising its complaints-handling functions under the Police Reform Act 2002.

Timelines

Quarterly PPMs, reports and other documents to be published as follows: -

To 31/3 – PPM in May and then published

To 30/6 – PPM in August and then published

To 30/9 – PPM in November and then published

To 31/12 – PPM in February and then published