

Staffordshire Police Authority & Chief Constable's Joint Annual Report



2008/09



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Foreword

The past year has been a time of consolidation for [Staffordshire Police](#) and [Police Authority](#). We have seen the embedding of the trust and confidence strategy into the work of the force so that it underpins every aspect of our activities.

Our mission: To put the citizen at the heart of all that we do, so that we can be the force that inspires the greatest levels of trust and confidence amongst the communities it serves, has been imprinted on all our activities.

'You said, we did' has become an integral part of normal business and the way we deliver our services. Our communication with the communities we serve has become more focused and has been tailored to provide information at a more detailed and local level than previously. Crime mapping on the force website allows access to a simple, detailed snapshot of crime levels in every one of the force's 136 Neighbourhood Management Areas (NMAs). Neighbourhood newsletters, giving local updates on force activities have also begun to be distributed. This is part of a long term commitment to keeping residents informed. To achieve this aim we are recruiting additional members of staff who will be responsible for producing these publications.

Our work on freeing up officer time so that they can spend more time on frontline duties has continued and is paying dividends. We have released the equivalent of 54 officers to frontline duties by ensuring that the workforce mix is correct and reducing the amount of time officers spend on unnecessary paperwork. This has allowed us to have a more visible presence in communities.

Our work on reducing bureaucracy has been recognised nationally. The streamlining of processes for preparing court files has been adopted as best practice. We have also been a pilot force for the single-page crime report. This, coupled with the use of professional judgment and proportionate alternatives to arrest, has allowed us to put in place effective community resolutions and focus our attention on robustly investigating serious crime.

The recruitment of 38 county council-funded police community support officers (PCSOs) to work with 26 full and part-time detached youth workers has given us an opportunity to engage positively with young people. It has enabled us to establish positive connections with young people and become an integral part of their local community. The roll out across the force of 2,000 mobile data terminals has allowed officers the freedom to be able to remain out on patrol longer. A great deal of the data entry which would previously have been done at a desk in the station can now be done via these hand-held terminals enabling officers to maximise their visible presence in neighbourhoods.

Our Economic Crime Unit has had a record-breaking year. In the 12 months ending March 2009 they have recovered more than £4.2m in cash and assets from criminals under the Proceeds of Crime Act 2002 (POCA). This is an increase of more than £1m on the amount recovered during 2007/08 and £2m ahead of our Home Office target. The seizing of cash, properties, high value cars and other possessions sends a clear signal to offenders and the public that we are determined to ensure that criminals do not profit from crime.

Foreword

Once again, we have been given an 'excellent' rating by the Audit Commission for the way in which we manage our finances, assets and resources. The results of the Police Use of Resources (PURE) inspection found us yet again at the top of the league. People in Staffordshire can rest assured, that, demonstrably we are doing our best to ensure that we provide a quality service as well as offering value for money.

Throughout this year, the leadership of both Chris Sims, as Chief Constable and Mike Poulter, as Chair of the Police Authority, has been of paramount importance. As a result of the county council elections in June 2009, Mr Poulter is no longer a member of the Police Authority. In his eight years in the role, Mike Poulter was an outstanding Chair. His personal enthusiasm, commitment and dedication, were second to none and had a major influence on many of the key policing changes and developments such as the introduction of neighbourhood policing and the Authority and force's trust and confidence strategy. His contribution to the policing service - locally, regionally and nationally - has been immense. It is fitting that in this year he was awarded an MBE by Her Majesty the Queen.

Chris Sims' contract with the force provided the backdrop against which the trust and confidence strategy could flourish. By freeing officers from the shackles of unnecessary bureaucracy, the field was clear for them to make common-sense decisions, based on their experience and professional judgement, about how to deal with lower level crimes and incidents. This was only possible because of the commitment and support of the Authority.

During this year we have established Project Columbus. The project will focus on improving the services we provide to the people of Staffordshire and delivering cost savings that will secure our financial position for future years when we know public sector finances will be significantly constrained. Project Columbus should deliver solutions and ensure the enhanced delivery of our trust and confidence strategy.

We can reflect on a successful year delivering our trust and confidence strategy and we look forward to the challenges ahead.



A handwritten signature in black ink that reads "Adrian Lee." with a horizontal line underneath.

Adrian Lee
Acting Chief Constable



A handwritten signature in black ink that reads "David Pearsall" in a cursive style.

David Pearsall
Police Authority Chair

About Staffordshire Police

Staffordshire Police is one of the country's top-performing forces. We serve a population of more than a million across an area of around 1,000 square miles which stretches from the Peak District National Park in the north to the West Midlands border in the south.

We employ around 4,500 people - with police officers accounting for more than half this figure. We also have more than 200 police community support officers (PCSOs) and nearly 400 volunteer special constables. The rest of the workforce is made up of police staff.

The force area is divided into four geographical policing divisions: Chase, North Staffs, Stoke-on-Trent and Trent Valley, each having its own divisional commander of Chief Superintendent level.

Neighbourhood policing is fully embedded in the force. Each community in Staffordshire and Stoke-on-Trent has its own designated, named officer. A full list of neighbourhood officer contact details is published in Safer Staffs, the force newspaper, which is distributed to homes and businesses across the force area once-a-year.

Neighbourhood policing is supported by specialist central departments made up of police officers and police staff (support staff) based within our Communications Centre, Justice Services, Organisational Support and Development Group and Protective Services Division.

Protective Services Division is made up of five departments, all led by a superintendent - Tactical Operations, Major Investigation Department, Intelligence and Level 2 Operations, Force Identification and Public Protection. The division is usually at the forefront of the force's response to a major incident and offers vital support to territorial divisions.

What the Police Authority does

Staffordshire Police Authority has a statutory duty to maintain an efficient and effective police force for the people of Staffordshire and Stoke-on-Trent. While the Chief Constable has overall responsibility for operational policing, the Authority monitors, reviews and evaluates the force's performance, and holds the Chief Constable to account.

This is an ongoing process, which the Authority carries out not only at formal meetings, which are open to the public, but also through individual member involvement in specific areas which impact on the delivery of policing services and the achievement of Policing Staffordshire Strategy and Plan (PSSP).

Working with the Chief Constable and local communities, the Authority:

- ▶ sets a budget each year for itself and the force and in consequence decides how much should be paid by council taxpayers
- ▶ monitors the budget, both revenue and capital, throughout the financial year
- ▶ consults Staffordshire people and communities, working with them to address local policing needs and issues
- ▶ issues a three-year strategy and an annual policing plan for Staffordshire, setting out specific objectives (and targets for those objectives) for the year
- ▶ issues an annual report assessing the effectiveness of the implementation of the previous year's plan
- ▶ publishes performance against targets and performance indicators
- ▶ promotes equality and diversity
- ▶ monitors stop and search and complaints against police, and keeps itself informed and satisfied as to arrangements for dealing with those complaints
- ▶ appoints the Chief Constable, Deputy Chief Constable, Assistant Chief Constables and the force's Director of Resources
- ▶ operates a custody visitors scheme as an independent check on the welfare of detainees at police stations.

Authority members lead local community consultation committees (PACCs) across the Authority's area. In addition, arrangements have been developed to ensure local feedback on community policing issues are appropriately recorded and addressed.

It also appoints lead members to engage in specific areas of activity together with representatives to serve on the nine community safety partnerships (CSPs) throughout Staffordshire and Stoke-on-Trent.

The Authority is also represented at the Staffordshire Local Area Agreement (LAA) Strategic Board and the Safer and Stronger Communities Steering Group.

What the Police Authority does

POLICE AUTHORITY AND COMMITTEE MEMBERSHIP

The current list of Authority and committee members can be found on its website. The 17 members of the PA as at 1 April 2008 were:

Councillor Members

- ▶ Mr Edward Boden*
- ▶ Mr Clive Brian
- ▶ Mr Randolph Conteh
- ▶ Mr Terry Dix*
- ▶ Mrs Christina Jebb
- ▶ Mr Frank Lewis MBE
- ▶ Mr Ian Parry
- ▶ Mr Michael Poulter MBE*
- ▶ Mr Peter White*

Independent Members

- ▶ Mr Adrian Bowen
- ▶ Mrs Rosemary Crawley
- ▶ Mr Leigh Gothard MBE
- ▶ Mrs Hifsa Haroon-Iqbal
- ▶ Mr Peter Vigurs

Magistrate Members

- ▶ Mr Andrew Compton MBE
(member from 1 October 2008)
- ▶ Mrs Christine Edwards
- ▶ Mr David Pearsall

*Ceased to be members of the Authority from June 2009

In addition, Mr H Stemp and Mrs L Foulkes sit as Independent Persons appointed to the Standards Committee, and Mr Stemp chairs the Committee.

[Staffordshire County Council](#) and [Stoke-on-Trent City Council](#) appoint councillor members, of which there are nine. The eight independent members are appointed by Authority members from the local community following advertisements throughout the Authority's area, and with the agreement of the Home Secretary.

Committees

- ▶ Performance and Citizen Focus Committee
- ▶ Professional Standards Committee
- ▶ Liaison and Consultation Committee
- ▶ Property Strategy Working Group
- ▶ Standards Committee
- ▶ Authority Services Special Sub-Committee
- ▶ Independent Advisory Group
- ▶ Human Resources Committee
- ▶ Custody Visitors Committee
- ▶ Police Appeals Tribunal Panel
- ▶ Joint Consultation Strategy Panel
- ▶ Equality and Diversity Board
- ▶ Complaints Panel
- ▶ Precept Leaflet Group

Delivering Trust and Confidence

Our trust and confidence strategy has informed a great number of our major commitments over the past year. The push to reduce bureaucracy and free up officer time for frontline duties continued in earnest. By the end of the financial year our efforts had yielded the equivalent of 54 additional frontline officers (more than £400,000) by reducing unnecessary paperwork and the introduction of time-saving technology.

This technology included our mobile data project. Hand-held data terminals were rolled out across the force during late 2008 as a result of Home Office funding. Over a six week period, around 2,000 officers were issued with mobile data terminals and trained in their use. All force computer systems can be accessed through these terminals removing the need for officers to return to the station to complete paperwork. This allows officers to have a greater visible presence in communities.

Columbus, our project to review support services began in the final quarter of the year. Its remit is to examine the way in which support is provided centrally and divisionally to operational policing and service delivery. Its initial findings, outlining options for change, were reported at the end of the financial year. They will be implemented during this financial year. Estates provision also forms part of the review to ensure that employees are located in the most advantageous locations to support the needs of the force.

Separate to, but as important as, Columbus has been the review of the Communications Centre which took place during the second six months of 2008. Two recommendations have been taken forward to a proof of concept stage. Both options focus on improving the service provided to the citizens of Staffordshire by offering opportunities for stronger links between territorial divisions and control rooms.

Aiming to increase trust and confidence in every age group we have focused on youth engagement. A pilot of a scheme called 'Cop Swap' ran in Lichfield during the early part of the new school year. Primary school children were encouraged to engage positively with neighbourhood officers by collecting stickers printed with police-related information. Its success means it will be rolled out across selected neighbourhood policing units (NPU) in other divisions over the coming months.

A £3m grant from Staffordshire County Council has enabled the recruitment of 38 police community support officers (PCSOs). They have been deployed across the Chase, North Staffordshire and Trent Valley divisions to work co-operatively with 26 full and part-time detached youth workers to tackle key issues such as anti-social behaviour.

The force has played a leading role in a national pilot on proportionate crime recording and investigation. By encouraging our officers to exercise greater professional judgment and to use their knowledge and experience they are able to deal more effectively with less serious incidents.

Officers are encouraged to exercise 'value based' decision-making, where professional judgment is used in a way which is consistent with the core values of the force. This new approach allows officers to use a range of common-sense options such as community resolutions. These include advice, apologies, reparation and compensation.

Delivering Trust and Confidence

Lower-level crimes represent about 80 per cent of all crime. The single-page crime report introduced this year is more concise and speedier to complete than the conventional, multi-page crime report. This, coupled with the use of proportionate alternatives to arrest, allows officers more time to deliver better, needs-based services to victims of crime.

The relocation of the Major Investigation Department (MID) to Stone was a notable achievement for the force and Authority. Previously housed in three separate locations, the department took up its new premises within 12 months of the new site being identified. Uniting the department under one roof offers a cost saving, improves communication and enables better service delivery.

The V Festival once again passed off peacefully. The number of arrests was down slightly to 74 compared with 76 last year and recorded crime from 139 to 131. This is attributable to more CCTV cameras in operation with officers deployed to suspicious incidents more quickly. An 'Air Robot' drone flew around car parks working alongside the static CCTV cameras in a bid to reduce crime. There was a higher visibility of officers patrolling all areas with plain-clothes officers targeting car parks and camping sites. Once again we are indebted to the Independent Custody Visitors who were in attendance.

The force's approach to policing Stoke City and Port Vale home football matches has again ensured the vast majority of peaceful supporters enjoyed games free from hooliganism. It is hoped that this record will be maintained in the coming year as Stoke City has maintained its Premier League status.

What Success looks Like

Staffordshire Police was one of four forces chosen to pilot a new approach to proportionate crime recording and using professional judgment to resolve lower level crimes and incidents. The work formed part of Sir Ronnie Flanagan's wider 'Review of Policing' which was published in February 2008.

The ultimate aim of the initiative in Staffordshire has been to free-up time for officers and staff to deliver a better, needs-based service to victims and other members of the public who turn to the force for help and assistance.

Between August 2008 and March 2009 around 4,100 incidents have been resolved using professional judgment in Staffordshire with the vast majority of victims happy with the actions taken by officers.

Here are just some of the examples so far:

Criminal Damage

- ▶ A group of youths were throwing stones near a community centre and one hit a window. A police community support officer (PCSO) spoke to several suspects. Eventually the offender admitted causing damage and the matter was resolved by means of apology to the centre manager. The matter was dealt with by the PCSO from start to finish and was resolved over a couple of days
- ▶ Young boys damaged a Sure Start community centre by ripping the guttering off. The centre manager agreed to a community resolution and asked that the boys apologise to her in person and pick up litter and weeds outside the centre. She then took them round the centre, explained how it helped people and how their actions could have flooded and closed it
- ▶ A ten-year-old damaged a trampoline but denied the offence. The complainant did not wish to prosecute. The attending officer spoke to both parties; the victim only wished the ten-year-old to apologise. The officer spoke to the child with parents present and the child apologised. The victim and parents thought that the matter was resolved appropriately and thanked the officer for their approach
- ▶ A self-employed tradesman found the rear windscreen of his van smashed. The suspect was identified and admitted the damage. The victim asked for an apology and £60 compensation. The suspect's family stated that they were unable to pay, so the suspect offered reparative work instead. The victim accepted this but no work was done. The officer persevered with this and contacted the suspect again outlining the consequences of not complying with the victim's wishes. At a meeting the victim outlined the effect on him - loss of a day's business and the cost of the window. The suspect apologised and £60 was paid. He admitted throwing stones because he was bored. The victim offered him part-time work at weekends to combat boredom.

What Success looks Like

Theft (shops and stalls)

- ▶ Two juveniles were seen on Closed Circuit Television (CCTV) shoplifting at a local store. The attending officer spoke to the shop owner who did not want to take further action. However, he did want the juveniles taken home. The officer took both children home and advised them in the presence of their parents. Both parents and victim were pleased with the outcome, which resulted in the children apologising to the shop owner for their actions
- ▶ A theft occurred from a shop whereby goods to the value of £1.29 were stolen. The offender was served with a banning order and repaid the shop owner the £1.29. The shop owner was happy with police action and as a result did not want any further action taken by police. Previously the shop owner had not reported minor thefts as he did not want police involved
- ▶ An elderly lady was caught on CCTV shoplifting from a local store. The attending officer spoke to the shop manager who insisted that she was arrested. The officer established that the theft was low value and recovered the property. The elderly lady had no previous convictions and apologised for her action. The officer decided to deal with the matter proportionately and gave the lady a verbal warning. The officer explained his decision to the shop manager who was satisfied with this.

Theft (in a dwelling)

- ▶ A mother reported that her 12-year-old son had stolen money from her purse. She wanted to report this as a crime but did not want to provide a statement or support an arrest. She just wanted some help in 'parenting'. The resolution agreed was a verbal warning and she 'grounded' him for a week.

Theft (deception)

- ▶ Two boys aged 11 and 12 years fraudulently collected money door-to-door stating that they were doing so on behalf of a local charity. A resident became suspicious and contacted the police. On reviewing all of the facts, the investigating officer, with the support of the boy's parents, took the decision to get them to return the money to each of the households they had collected from and apologise personally for their actions. All of the residents affected were happy with the outcome and this course of action had a big impact on the two boys involved

Section 5 Public Order Act

- ▶ An offender used threatening behaviour toward the injured party after a verbal dispute and kicked out toward his car. However, no contact was made. The injured party requested that officers issue advice to the offender. This was done and the offender has also apologised for his actions
- ▶ An offender was involved in a 'road rage' type incident, during which he drove aggressively and shouted abuse at the injured party. The injured party did not want to go to court and asked that officers advise the offender regarding his behaviour. This was done and the offender has also agreed to attend the Driver Improvement Scheme at his own expense.

Performance

The force has achieved seven of the ten trust and confidence performance indicators set by the Authority. Two areas are close to target and show an improvement on the previous year. Increasing the percentage of people who are satisfied with the level of service provided by the police when they report incidents of anti-social behaviour remains a key priority for the force. A greater focus on working in partnership with local councils and regular review of local issues will drive performance improvements in this area. Improving the detection rate for serious acquisitive crime will be achieved through a continuous focus on household burglary, theft of motor vehicles and robbery.

Understanding Needs, Delivering Service			
Force Performance	Current Performance		
	Description	Performance 2008/09	Target 2008/09
Percentage of people who 'agree that the police in your area understand the issues that affect this community'	64.2%	↑	63.0%
Percentage of people who 'agree that local police are dealing with anti-social behaviour and crime that matter in this area'	53.0%	↑	53.0%
Percentage of victims who are satisfied with the overall service provided by the police (Crime)	88.6%	↑	85.0%
Percentage of victims who are satisfied with the overall service provided by the police (Anti-Social Behaviour)	80.8%	↑	85.0%

↑ Target achieved

↑ Target not achieved but performance improved

↓ Target not achieved

Reducing Crime			
Force Performance	Current Performance		
	Description	Performance 2008/09	Target 2008/09
Number of most serious violent crimes	720	↑	911
Number of serious acquisitive crimes	13838	↑	14105
Business-related crime	8935	↑	9090

Performance

Protecting People			
Force Performance	Current Performance		
Description	Performance 2008/09		Target 2008/09
Sanction detection rate for serious violence	49.1%	↑	50.0%
Sanction detection rate for serious acquisitive crimes	11.1%	↓	16.3%
Number of people killed or seriously injured in road traffic collisions	320	↑	375

↑ Target achieved

↑ Target not achieved but performance improved

↓ Target not achieved

Protecting People

During the last year the Major Investigation Department (MID), which previously worked from three locations across the county moved to a single location at Stone. The force undertook 44 major investigations last year. Below are a few examples of the work of the MID.

- ▶ In June 2008 Thelma Purchase, her son Lance Rudge and his friend Shane Edge were found guilty of the murder of Gregory Baker and also soliciting to murder a former partner of Purchase.

Thelma Purchase befriended Mr Baker, who was then 61-years-old and suffered from Polio and Muscular Dystrophy. She became his part-time carer. Initially it was believed that his death was due to natural causes but as a result of some concerns a Home Office post mortem was conducted which concluded the cause of death to be asphyxia.

At the conclusion of the case, the judge praised the investigation team for their thoroughness, professionalism and commitment. Purchase received prison sentences totalling 36 years

- ▶ In November 2008 Darraein Gilson was convicted of the manslaughter of David Hill, who was a 50-year-old vulnerable member of society who had been sleeping rough on a park bench in Burslem in 2007.

Initially it was believed that he had suffered a heart attack, but in light of further enquiries it became clear that he had been kicked around the body and died of internal injuries.

Gilson remained at liberty for nearly nine months whilst the investigation progressed. During this time he committed further offences of assault and robbery on other innocent and vulnerable members of the public. The perseverance and determination of the Major Investigation Department ensured that this man was brought to justice.

- ▶ On 19 March 2008 Staffordshire Police received a report that Samantha Bennett, aged 19, had not returned home. The body of Samantha, who was involved in prostitution, was found later that day at the rear of a house in Stoke-on-Trent.

This murder came several months after a series of killings of young women in Ipswich. As a consequence it generated a great deal of interest and raised concerns in the community.

Public reassurance was a major consideration. Through close working with the division, effective investigation, reassurance and communication strategies were developed and implemented.

The investigation resulted in the arrest of Matthew Robinson who was convicted of the murder of Samantha Bennett in August 2008. He received a 14 year term of imprisonment.

Protecting People

- ▶ During the early hours of 4 July 2007 the disused Hamilton Reid factory in Blackhorse Lane, Hanley, was set on fire deliberately. The building was frequented by homeless people and Darren Asher and Jessica Beech were trapped in the building and lost their lives. It took many months of painstaking examination and reconstruction involving forensic scientists to eventually establish the cause of the fire.

In December 2008 Simon Pass and Shaun Winwood were convicted of the manslaughter of Darren Asher and Jessica Beech.

- ▶ On 5 November 2008 Ellen Portsmouth, aged 78, was attacked in her home in Burton. She died as a result of her injuries.

Her attacker was arrested within days and on 7 January 2009 was convicted of her murder. This demonstrates that not all murder investigations need to be protracted as this was the quickest conviction for murder experienced in Staffordshire: two months from commission of the offence to sentencing.

- ▶ However, some investigations take years to come to court and require a great deal of perseverance. On 27 May 2002, Anita Stead died of carbon monoxide poisoning following a fire at her home address. Initially the cause of the fire was believed to be an electrical fault but enquiries revealed this not to be the case. In 2006, a re-investigation of the circumstances surrounding Anita's death began.

In February 2009, Alan Stead, the husband of Anita was convicted of her murder and sentenced to 25 years imprisonment. The trial judge commended the team on the thoroughness and professionalism of the investigation.

- ▶ February this year also saw the conviction of Dr Priya Ramneth for the manslaughter of Patricia Leighton. Dr Ramneth had administered a fatal dose of adrenalin contrary to advice from her medical colleagues.

This offence occurred in 1998 and proved extremely difficult to bring to justice as Dr Ramneth left the country within two days of the offence. Extradition proceedings initially failed, but with the signing of a new extradition policy by the US authorities, Ramneth eventually appeared in court to face trial 11 years after the crime and received a six months suspended sentence

The Economic Crime Unit has had a truly exceptional year and is one of the most successful units in the country. As already mentioned, in the year ending March 2009, the team recovered £4.2m through confiscation orders from drug dealers and organised crime groups (OCGs).

The [Home Office's](#) incentivisation scheme sees a percentage of money recovered coming back to forces for local initiatives. In Staffordshire, some of this is being ploughed into community projects funded by grants from the [Partners Assuring A Safer Staffordshire \(PASS\) charity](#), such as the successful Stone Boxing Club run for local youngsters by PC Andy Whitehall.

Protecting People

Criminals made to pay in 2008/09 included:

- ▶ Stephen Barnes and Andrew Cupples who were convicted of the large-scale production of cannabis in Amerton, near Stafford. As well as jail sentences totalling eight years, they received confiscation orders adding up to more than £376,000
- ▶ Alistair McGuffie, from Huddlesford, near Lichfield, who was told to pay £116,743 after he admitted immigration offences concerning the employment of illegal workers at his Burton-based laundry
- ▶ Adrian Sergeant, from Sutton Coldfield, who helped organise the supply of cannabis and movement of money to a Cannock-based drug network. He was jailed for four years and nine months, had more than £200,000 of cash seized and forfeited and, in October 2008, had almost £26,000 of assets confiscated
- ▶ Deborah Cartwright and Penelope Kemp who were each handed £80,000 confiscation orders after they were convicted of managing a brothel in Stoke-on-Trent
- ▶ Anthony Fellows, from Tipton, who was ordered to pay back £621,051 after admitting stealing more than £1m from the Cannock company where he was a finance director, on top of a four-and-a-half year prison sentence.

There is also a significant amount of work being undertaken in preventing violent extremism as the world of counter terrorism has changed dramatically in recent years.

Public protection issues have never been far from the national spotlight with many tragic and high profile cases that have the potential to seriously impact on public confidence. Throughout the year staff engaged in public protection have worked extremely hard and achieved significant success in protecting the most vulnerable in society and also managing those who present the greatest level of threat to the public.

As a force we have continued with our strong tradition of excellence in our reactive investigations but there has also been significant success in our proactive investigations. Operation Nemesis is an excellent example of Staffordshire Police working together with our partners to successfully disrupt OCGs, particularly those involved in the supply of Class A drugs and associated criminality.

It resulted in 82 arrests, 100 convictions, 160 years imprisonment, £148,000 cash seized and nine houses restrained. Lengthy trials were avoided as all the defendants pleaded guilty leading to a considerable saving in court time.

Feedback from the community was positive and supportive not only of the enforcement action but also the success achieved in helping drug users progress into treatment and rehabilitation.

Communication

Over the last year there have been a number of developments in the area of public relations, media and marketing communications to support the force's strategy:

- ▶ the roll-out of new neighbourhood newsletters across the county and Stoke-on-Trent has begun. These very local documents provide residents with details about their local officers and PCSOs, the local priorities and what they are doing to deal with them. The newsletters are being supported by 600 local information points which, with the support of local business and our partners, will provide policing information about where people live
- ▶ the force's website www.staffordshire.police.uk was re-launched in June 2008 based on the principles of providing local people with much more timely, relevant and direct information. Further developments will include online consultation, a link with the force's internal citizen focus toolkit so automatic updates are made on the action taken to deal with neighbourhood problems and greater use of video casting and blogs. The force launched itself on Twitter and YouTube at the start of the financial year and will do the same on Facebook in the near future
- ▶ local crime mapping was introduced before Christmas 2008 and enables people to see much more meaningful and comparable local crime information
- ▶ the force launched its new single non-emergency number, 0300 123 44 55. The change was made following Ofcom's signal that it would be introducing new rules regarding 08... numbers. The new 0300 number, which was chosen by our Citizens' Panel members, ensures fairer charging for callers ringing the force. A launch event organised jointly with BT was held at Trentham Gardens. Key stakeholders were invited and addressed by Chief Constable Chris Sims and a representative from BT. Marketing activity to promote the number was carried out throughout the rest of the year and will continue for some time to come
- ▶ a scheme to encourage positive youth engagement, called 'Cop Swap', (as mentioned on page 8 of this document), was piloted in Lichfield during the first term of the new academic year. Primary school children were encouraged to collect stickers and solve clues in a police-related competition. The scheme gave local neighbourhood police officers and PCSOs plenty of opportunities to visit the participating schools to distribute the stickers and engage with the pupils in a friendly and positive manner. Due to the success of the pilot, there are plans to roll out this scheme to selected NPUs across the force area
- ▶ a great deal of work has been carried out on the JIGSAW (justice information guide supporting and advising witnesses) DVD for victims and witnesses of crime. The DVD provides information on Staffordshire's criminal justice process and supports victims and witnesses through what can be a difficult time in their lives. It is due to be launched in September 2009.

Statutory Reports

RECOGNISING ACHIEVEMENTS; OPPORTUNITIES FOR DEVELOPMENT AND LEARNING

Commendations and awards

Award ceremonies are held throughout the year, when the Chief Constable presents police officers, staff and members of the public with certificates of commendation. These are awarded for bravery, dedication to duty and public-spirited acts.

This year the following awards were presented at headquarters:

- ▶ Chief Constable's Commendations - 9
- ▶ Police officers' 22 year long service and good conduct medal - 59
- ▶ Police staff 22 year Chief Constable's medal - 3
- ▶ Special Constabulary medals and bars - 3
- ▶ Police Authority awards for staff achieving 25 years Staffordshire service - 30
- ▶ Force annual award recipients - 15
- ▶ Royal Humane Society - 2

Award ceremonies are also held in each of the four territorial divisions and the operational division where members of the public are presented with certificates of appreciation and force officers and staff receive certificates of commendation and awards for team working.

The Authority is always represented at the award ceremonies. In addition the Professional Standards Committee receives information about the number and themes of letters of appreciation received throughout the year.

Leadership Programme

Officers and staff of the appropriate grade are encouraged to participate in the force's leadership development programme which is delivered in conjunction with the Centre for Professional Management (CPM) at [Staffordshire University](#).

The programme aims to provide participants with enhanced leadership and management skills to enable them to meet the needs of the force, and deliver effective improvements in police performance. It provides an opportunity for those completing the course to gain a vocational as well as a recognised academic award. It is delivered on a modular basis over a 12 to 18-month period.

The force and CPM were announced as regional and national winners of the prestigious National Training Awards 2006 and also again in 2008 in recognition of the innovative design and subsequent success of the programme.

Statutory Reports

Inspections

During 2008/09 the force underwent numerous external inspections by [Her Majesty's Inspectorate of Constabulary](#) (HMIC) and other agencies. The results of the inspections reflect highly on the force's commitment to continuous improvement.

Many associated 'strengths' were identified around areas such as serious and organised crime, major crime, neighbourhood policing and citizen focus. Other positive results were given for work conducted by the [National Policing Improvement Agency](#) (NPIA) for areas such as firearms and the prevention of domestic extremism.

HMIC Inspection programme 2007 to 2009

HMIC has introduced a phased approach to its inspections spanning a three year period. During 08/09 inspections have been completed in the following areas:

- ▶ neighbourhood policing
- ▶ citizen focus
- ▶ major crime
- ▶ serious and organised crime
- ▶ counter terrorism PREVENT
- ▶ custody facilities (jointly with Her Majesty's Inspector of Prisons)

The results from the inspection programme indicate the force is operating at a high standard. A new rating system has been introduced this year and Staffordshire has 'met the standard' in all of the above areas. HMIC also indicated that work in all areas is above the basic requirement to reach this level.

For full details of published reports visit www.inspectorates.homeoffice.gov.uk/hmic

Audit Commission – Police Use of Resources (PURE)

As mentioned elsewhere in this document, this audit is intended to assess whether public money is spent efficiently, economically and effectively. As in the previous year, Staffordshire was rated 'excellent'.

In addition to inspections of the force, HMIC and the Audit Commission begin an 18-month programme of inspection of all police authorities during 2009/10. Staffordshire Police Authority was invited to take part in a pilot for these joint inspections which took place during April 2009.

Statutory Reports

Stop and Search

Information relating to stop and search is analysed quarterly by the Authority's Professional Standards Committee and Equality and Diversity Joint Board. The data is also considered monthly by the Force's Tactical Diversity Group.

Stop and search is seen by the force as a valuable crime prevention as well as detection tool. Stopping someone who is suspected of "going equipped to commit crime" or possessing a weapon has obvious crime prevention benefits.

The following table shows the category and number of searches conducted during 2008/09:

Reason	No. of Searches
Stolen property	1,866
Drugs	5,039
Firearms	132
Going equipped to commit crime	1,436
Weapon	843
Other	1,070
Total	10,386

The figures show that drugs were cited as the reason why a stop search was conducted in almost half of the stop searches that were carried out.

The ethnicity of people stopped and searched is shown in the following table:

Ethnicity	No. of Searches
White	9,217
Black	431
Asian	553
Other	106
Not Stated	62
Vehicle only searched	17
Total	10,386

Statutory Reports

Analysis of the data indicates the level of Police and Criminal Evidence Act (PACE) stop searches was as follows:

- ▶ Stop searches per 1,000 white population - 8.9
- ▶ Stop searches per 1,000 BME population - 33.9

This indicates that 3.8 persons per thousand from a BME background were stopped and searched for every white person per thousand stopped.

Arrests

In 2008/09, 1,178 arrests were made as a result of a stop and search.

The percentage figures for people arrested following a stop and search according to their ethnicity are as follows:

- ▶ Percentage of white persons arrested - 11.1
- ▶ Percentage of BME persons arrested - 12.9

The gap between the percentage of white persons arrested and the percentage of BME persons arrested in 2008/09 was 1.8 per cent.

Stops and searches may also result in sanctions such as fixed penalty notices for disorder, cannabis street warnings and street bail.

Complaints

Authority members have a statutory responsibility to monitor how the force manages complaints made against officers and staff by members of the public.

To ensure members are kept fully informed, the Authority has a Professional Standards Committee which meets quarterly in January, April, July and October. This Committee receives information on individual cases, numbers of complaints received each year, how they are dealt with and how long it takes to conclude each case.

It is also informed about letters of appreciation and commendation and examines some individual letters. Data about stop and search and other matters of interest are also reported to the Committee and members monitor and evaluate all information.

This arrangement provides members of the Committee with the opportunity to raise detailed questions about specific cases and issues relating to complaints. This information is then fed back to the full Authority. The number of complaints made, their outcomes and other comparative information is as follows:

Statutory Reports

Figures for period 1 April to 31 March	2005/06	2006/07	2007/08	2008/09
Number of complaint cases recorded	903	909	979	521
Local resolution (previously informal resolution)	387	392	420	491
Not substantiated	200	391	452	387
Withdrawn	82	98	137	133
Dispensations	140	12	9	16
Substantiated	28	22	33	40
Percentage of cases completed within 120 days	82%	88%	91%	88%

NB 2008/2009 figures taken from the Police Complaints Stats IPCC Headline Figures for 2008/9

The Independent Police Complaints Commission

The **Police Reform Act 2002** saw the introduction of the **Independent Police Complaints Commission (IPCC)** on 1 April 2004. The Act sets out the statutory powers and responsibilities of the IPCC, chief police officers and police authorities for the new complaints system.

This guarantees the independence of the commission, outlines its role as guardian of the police complaints system as a whole, and gives the IPCC a duty to raise public confidence.

In some circumstances, 'complaints and conduct' matters and 'death or serious injury' matters, where there is no complaint or misconduct apparent, are referred to the IPCC. The IPCC has the power to determine the form of an investigation which could be:

- ▶ a local investigation by Staffordshire Police
- ▶ an investigation by Staffordshire Police under the supervision of the IPCC
- ▶ an investigation by Staffordshire Police under the management of the IPCC
- ▶ an independent investigation by the IPCC.

The Professional Standards Committee receives a report at each of its meetings on the current investigations which have IPCC involvement.

Spending by the Authority

Outturn

In 2008/09 the Authority and the force together spent £172.4m after taking account of income from charges etc., but before general government support and income from the precept. This was £6.4m less than the budget drawn up in the autumn of 2008. The underspend comprised operational savings of £5.4m, pension savings of £0.5m and Police Authority savings of £0.5m

Capital

Total capital expenditure amounted to £20.1m of which the majority was spent on buildings (£13.4m) and then IT (£4.4m) and vehicles (£2.3m). The main projects involved were the acquisition of a new headquarters site at Weston Road and the new Major Investigations Department office at Stone. The capital programme was financed mainly through loans of £16.3m along with capital grants, capital receipts and revenue contributions.

Budget 2008/2009

For 2009/10 the Authority set a budget of £178.8m and a Council Tax Precept, at Band D, of £172.71. The increase of 3.75 per cent was lower than the large majority of authorities in England and Wales. Reference has been made elsewhere in this Report of the conclusion of the Audit Commission that the Authority has made efficient use of resources. Because of this the Chief Constable indicated to the Authority that he was confident that this budget would enable him to meet the demands placed on him by Government, the Authority, and most importantly by local people.