

Staffordshire Police Authority
and Chief Constable's
Joint Annual Report
2009/10



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Foreword

The past year has seen major change for the force and Police Authority, most notably amongst the members of the force's executive team.

The departure of the former Chief Constable, Chris Sims, to the West Midlands saw the Deputy Chief Constable, Adrian Lee stepping into the role as caretaker for three months until the arrival of our new Chief, Mike Cunningham.

Adrian Lee's move to Northamptonshire on promotion to Chief Constable necessitated the recruitment of a new deputy with the role going to Assistant Chief Constable Douglas Paxton.

The arrival of Mike Cunningham saw the introduction of the Communities First strategy. Communities First is our dynamic programme of activity to provide citizens with high quality services that are responsive to the needs of their communities and is a development of the Trust and Confidence strategy supported by the Authority. The three principles underpinning the programme are:

- Quality of service
- Professional excellence
- Value for money

Quality of service

This means delivering a service that meets the needs and expectations of our communities by ensuring all staff are visible, accessible, attentive and responsive; are clear about the professional standards expected of them and delivering quality services first time

Professional excellence

a focus on how all staff deliver neighbourhood policing, respond to calls for assistance and investigate crime. Professional development and the proficiency of all staff will be invested in and encouraged to ensure we continually attain professional excellence

Value for money

This emphasises the best use of resources by improving planning, resource management and reorganising our structure and the way we work, and making sure we see the benefits of these quickly.

reflects our desire to ensure that we not only deal with issues that matter to communities, but are seen to deal with them in a professional and cost efficient manner. Together with partners we strive to ensure our communities are safe and feel safe.

Our surveys tell us that anti-social behaviour (ASB) is one of your main concerns. It can blight communities and affect the quality of life of residents. As a force we are committed to retaining a clear focus on ASB and continuing, in partnership with local councils and other stakeholders, to develop the service we provide to meet the needs and expectations of those we serve.

The challenging financial circumstances in which the police service as a whole finds itself, throw into sharp relief every force's ability to manage its money and resources. Once again, Staffordshire Police and Authority have been recognised as top performers in this area, having been rated as 'excellent' for 'managing finances', the only force in the country to achieve that grade. However, in order to deliver the Chief Constable's pledge of maintaining frontline services over the next three years, we will have to change our structure. We will eliminate duplication of resources by ensuring functions which can be delivered once will be done corporately and will continue to work hard to reduce the bureaucracy that keeps officers away from frontline duties.

Our new mission statement: Keeping our communities safe and reassured

As part of our commitment to keeping our communities safe and reassured, our efforts working with our partners in the Safer Roads Partnership to improve safety on Staffordshire and Stoke-on-Trent's roads have paid dividends. Over the past ten years, the number of people killed or seriously injured has fallen by 56 per cent which is 16 percentage points better than the target set for us by the Department of Transport in 2000. We have achieved this through a number of measures including education, engineering and enforcement. Despite our success in this area we still appreciate that every death or serious injury is a tragedy and we will continue to strive to reduce the number of casualties.

Staffordshire and Stoke-on-Trent have also seen crime rates fall over the past five years. People are safe and we will continue to channel our efforts into making sure they also feel safe.

The changes made over the past year form the foundations upon which a leaner, sustainable force will be built. We are not alone in having to make some tough decisions about how we go forward, as the public sector in general is facing the same circumstances. However, we remain resolute in our commitment to maintaining frontline services and this will inform every choice we make.



Mike Cunningham
Chief Constable

A handwritten signature in black ink that reads "M. Cunningham".



David Pearsall
Chair of the Police
Authority

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

About Staffordshire Police



We employ around three thousand eight hundred people - with police officers accounting for more than half this figure

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 a thousand square miles which stretches from the Peak District National Park in the north to the West Midlands border in the south.

We employ around three thousand eight hundred 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 based within our Communications Centre, Justice Services , Organisational Support and Development Group and Protective Services Division.

Protective Services Division is made up of six departments, with five of them led by a superintendent – Tactical Operations, Major Investigation Department, Crime, Intelligence, Forensic 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

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.

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 participate in local community consultation 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 Local Area Agreement Strategic Board and the Safer and Stronger Communities Steering Groups for both Staffordshire and Stoke-on-Trent.

Police Authority and Committee Membership

The current list of Authority and committee members can be found on its website www.staffordshirepoliceauthority.org.uk. The 17 members of the PA as at 1 April 2010 were:

Councillor Members

- Mr Philip Atkins
- Mr Peter Beresford
- Mr Clive Brian
- Mr Randolph Conteh
- Mr Derek Davis OBE
- Mrs Gill Heath
- Mrs Christina Jebb
- Mr Frank Lewis, MBE
- Mr Ian Parry

Independent Members

- Mr Adrian Bowen
- Mr Andrew Compton MBE
- Mrs Rosemary Crawley
- Mrs Christine Edwards
- Mr Leigh Gothard, MBE
- Mrs Hifsa Haroon-Iqbal
- Mr David Pearsall
- Mr Peter Vigurs

In addition, Mr Howard Stemp and Mrs Lynne 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, annually at a Joint Appointments Committee. 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.

Principal Committees

Custody Visitors Committee

Human Resources Committee

Performance and Citizen Focus Committee

Professional Standards Committee

Standards Committee

Communities First



Aiming to continually put the community at the heart of everything we do and provide a service our family and friends would be proud of.

The Communities First programme is a new approach to delivering the force's agenda.

It is based on wide-ranging consultation with staff, partners and the public as part of a stock take held shortly after the arrival of Chief Constable, Mike Cunningham.

The Communities First Programme focuses on what we want to achieve – both as individuals and a force – how we will make it work through our processes and the enablers we need to employ to hit our targets. We remain committed to our values and the top ten indicators.

The programme enhances our commitment to be an excellent force - aiming to continually put the community at the heart of everything we do and provide a service our family and friends would be proud of.

As mentioned in the foreword, there are three main areas of emphasis for Communities First :

- **Quality of service**

this means understanding what satisfies citizens through continual discussion. It ensures all staff are visible, accessible and attentive; being clear about the professional standards expected and delivering quality services first time

■ Professional excellence

focuses on how all staff deliver neighbourhood policing, respond to calls for assistance and investigate crime. It emphasises how all managers and staff can support these services to our communities. Professional development and proficiency of all staff will be invested in and encouraged to ensure we continually attain professional excellence

■ Value for money

emphasises the need to improve planning, making sure resource management is right, examining the benefits of reorganising our structure and the way we work and making sure we see the benefits of these quickly.

The three key processes Communities First employs are:

■ Planning

This is led by the Deputy Chief Constable and ensures our priorities and targets are consistently identified and reviewed. Risk is also identified and managed under this process to ensure that as a force we are prepared for the future

■ Managing performance

This aims to achieve tighter operational performance management and is led by the Assistant Chief Constable (Territorial). It tasks all managers and staff to ask what they are accountable for, how they are performing and how this can be improved

■ Co-ordinated approach

Led by the Assistant Chief Constable (Protective Services) it aims to make sure all staff are well briefed and able to carry out their roles through concise information.

Communities First focuses on three areas:

■ Strong leadership

Clear expectations and support with continuous development for all managers. Offering reward and recognition as well as challenge where needed

■ Open communication

Clear, concise and relevant messages are delivered both internally and externally – particularly during times of change

■ Robust partnerships

Partnerships, both strategic and local, should work for the benefit of the people in our communities and strengthened at every level within the force.

What Success Looks Like



The force remains fully committed to the delivery of high quality policing in neighbourhoods.

The force's mission is to keep our communities safe and reassured. Crime rates are falling so people are safer, and our aim is to help them feel safer. In support of this, Staffordshire Police has signed up to the Policing Pledge.

The Policing Pledge aims to improve public confidence in policing nationally. It outlines the service people can expect from their police force, how crime is being tackled and how to become involved in shaping policing in their area.

As well as signing up to the Policing Pledge, we have introduced Communities First which highlights our commitment to providing accessible, visible and attentive policing services. Our efforts are showing some promising results. We have beaten our annual target for the percentage of people satisfied with the service we provide. Among victims of crime in the county during 2009/10, 87 per cent said they were satisfied with the way the force dealt with them, exceeding the target of 85 per cent – putting the force in the top five nationally.

In addition, 85 per cent of victims of anti-social behaviour (ASB) expressed their satisfaction, matching the force target. Increasing satisfaction is among the force's top 10 priorities. Measuring it has helped the force to keep improving the service it provides.

The statistics are arrived at by taking a random sample of surveys completed by all victims of crime and anti-social behaviour. Last year's sample was made up of information from 1,751 victims of crime and 2,043 of ASB.

Overall satisfaction takes account of victims' experience of contacting us for help, how they are treated by the organisation, their satisfaction with action taken as a result, and how well they are kept informed.

Whilst we gather vital information to enable us to continue to improve the service we supply through Home Office-prescribed crime victim satisfaction surveys, we also voluntarily undertake ASB surveys.

The force takes ASB extremely seriously. Officers strive to attend all ASB incidents within 60 minutes, with particular emphasis on vulnerable and repeat victims.

The force's commitment to stamping out ASB is demonstrated by officers attending 98 per cent of calls within 24 hours, but many immediately, with the remainder dealt with by appointment, often at the request of the victim.

Informants receive a call back as soon as possible after the incident and again after around four weeks to establish if the problem is resolved or continuing. A letter is also sent out by the Neighbourhood Policing Unit (NPU) commander after a couple of days, explaining what action has been taken and giving officer contact details, followed by a further letter after two weeks asking if there is anything the informant is unhappy with.

In addition, a dedicated ASB car is deployed in each NPU every evening from 6pm until around midnight, staffed by local officers. Repeat callers are monitored and their cases managed by local sergeants.

We have made substantial progress in tackling the issue across the county with incidents down 18.6 per cent year-on-year to the end of April (11,317 fewer).

The language of 'You said, we did' is now firmly embedded in the force. Residents can visit the 'policing Staffordshire' section of our website, www.staffordshire.police.uk and view information about the top three priorities for each NMA as highlighted by residents through meetings, citizen contact records (CCRs) and surveys (You said). The 'We did' element details any action taken to resolve the issues as can be seen in the extract below from the Bridgtown and Longford entry on Chase division.

“Your top three local issues

In your contact, surveys and meetings with your local officers, you're telling us you want us to deal with:

- Nuisance neighbours – 60 per cent
- Theft from motor vehicles – 20 per cent
- No issues – 20 per cent

Neighbourhood pledge

Our neighbourhood pledge to you: we're committed to improving our understanding of the issues that matter to you and the way we deal with those issues. We're also committed to keeping you informed about the action we've taken and to providing you with local information about crime and anti-social behaviour levels where you live. Ultimately, we are committed to building your trust and confidence in your local police. The document below provides you with details of Staffordshire's commitment to the national policing pledge.

How we're tackling your issues

You've told us about alcohol related anti-social behaviour (ASB) in the Longford area. We're continuing to work closely with partners, including Cannock Chase Council and Trading Standards, to carry out spot checks on licensed retailers and premises to remind them of their legal responsibilities with regard to selling alcohol to underage drinkers. We're also increasing our high visibility patrols at peak times during the evening and weekends to address this issue.

You told us you were concerned about local vehicle crime and burglary. We're increasing regular high visibility patrols day and night in order to deter the individuals responsible and reassure the community. We're also urging home and vehicle owners to adopt a few simple crime prevention measures to protect their property and valuables from opportunist thieves.

You've told us that you were concerned about Drug activity in the area. Thanks to the strong links local officers have forged with their community, we have acted upon information given to us to execute a warrant and make an arrest in the Longford area for production of Cannabis. Drug misuse can cause misery and distress for residents and we'll continue to take positive action against people found to be involved in this type of activity. We would urge anyone with information about drugs or any other suspicious activity to call Crimestoppers, anonymously, on **0800 555 111**.

If you're concerned about an issue that you would like us to address, please tell us about it. Your community officers will be able to assist with your local needs."

In addition to dealing with issues at a neighbourhood level, we have been the focus of national attention. The disorder caused by the English Defence League's (EDL) activity in January 2010 led to 17 people being arrested on the day with a further eight people arrested later following investigations by the MID.

Six police officers were injured during the demonstration and a member of the public was also hurt. However, the force's policing of the event was met with gratitude and praise by members of the communities affected. The force's Twitter site was used to issue updates and to respond to some queries during the event. Below are some of the comments posted in response to the force's handling of the protests;

- "Thank you for working your hardest to keep our town safe today!"
- "Well done today. Very Professional, fair policing. Good Work!"
- "Hope police injuries sustained are not too serious, they did a fantastic job."
- "The operation was a challenge for Staffs Police but a challenge they rose to."
- "Thank you to Staffs Police for doing a really wonderful job today. Felt very safe in the UAF camp."
- "Felt safe as walking out the Stoke train station, thanks for Staffs Police. Disgusted by the drunken idiots!"
- "Staffs Police your doing a good job. Lets hope you get a pat on the back for it."
- "Staffs Police good job today... thanks for your hard work and efforts."

Robust policing plans ensured another safe V festival at Weston Park. The force worked hard to provide reassurance to revellers and local residents, and to reduce crime at the festival that attracted 90,000 people.

During the event 60 people were arrested, mainly for theft and drug-related offences, a reduction on the 74 of last year. Recorded crime increased from 139 last year to 187, the majority of which were connected to thefts.

On-site Closed Circuit Television (CCTV) was stepped up and included infra-red cameras and helped to monitor the site during the night with officers deployed to suspicious incidents more quickly. Air Robot drones flew around the car parks working alongside the static Closed Circuit Television (CCTV) cameras in a bid to reduce crime.

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. The season was blighted by the death in February of Blackburn Rovers fan, John Steven Taylor. Mr Taylor died as a consequence of head injuries he sustained after being hit by a bin. A man from Preston was arrested but later released without charge in connection with the incident.

Performance Summary 2009/10



Dealing with anti-social behaviour and crime remains a key priority for the force.

The force has achieved eight 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. Performance around diversity is on target and is consistent across all strands of diversity. Two areas (the sanction detection rate for serious violent crime and the number of people killed or seriously injured in road collisions) have improved dramatically. Two areas did not achieve target.

Increasing the percentage of people who agree that local police are dealing with anti-social behaviour and crime 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.

Understanding Needs, Delivering Service			
Force Performance	Current Performance		
	Description	Performance 2009/10	Target 2009/10
Percentage of people who agree that 'the police and local council are dealing with the ASB and crime issues that matter in this area'	47.8% (Jan - Dec 2009)	↑	51.0%
To deliver a service to crime victims which meets their needs across age, ethnicity, gender/transgender, disability, religious beliefs and sexual orientation	On target: the level of service provided to victims of crime is consistent across all diversity strands		
Percentage of victims who are satisfied with the overall service provided by the police (Crime)	87.4%	↑	85.0%
Percentage of victims who are satisfied with the overall service provided by the police (Anti-Social Behaviour)	85.1%	↑	85.0%



Target achieved



Target not achieved but performance improved



Target not achieved

The force has achieved eight of the ten trust and confidence performance indicators set by the Authority.

Reducing Crime			
Force Performance		Current Performance	
Description	Performance 2009/10		Target 2009/10
Number of violent crimes with injury	9686	↑	9434
Number of serious acquisitive crimes	10695	↑	13752
Number of business-related crimes	9297	↑	10897

Protecting People			
Force Performance		Current Performance	
Description	Performance 2009/10		Target 2009/10
Sanction detection rate for serious violent crimes	61.7%	↑	50.0%
Sanction detection rate for household burglary, theft of motor vehicles and robbery	17.0%	↑	17.0%
Number of people killed or seriously injured in road traffic collisions	287	↑	337

↑ Target achieved

↑ Target not achieved but performance improved

↓ Target not achieved

Protecting People



Striving to provide professional excellence, quality investigations and value for money.

Protective Services Division is made up of six departments, with five of them led by a superintendent – Major Investigation Department (MID), Tactical Operations, Crime, Intelligence, Forensic Identification and Public Protection.

During the last year the MID has continued to evaluate its practices after moving to one site. The MID strives to provide professional excellence, quality investigations and value for money.

The force undertook 38 new major investigations last year, whilst continuing to provide excellent results on a force commitment to reducing acquisitive crime. Below are a few examples of the enquiries concluded by the MID during 2009/10.

In July 2009 Jordon Carroll and Carl Keatly were found guilty of murder and Edward Carroll (father of Jordon), guilty of attempting to pervert the course of justice.

On Sunday 25 October 2009 Michael Eccles, aged 43, was attacked whilst walking home from shops in the Dimbles area of Lichfield. Mr Eccles sustained extensive injuries to his body and head and despite the best efforts of police officers and paramedics who administered CPR, Mr Eccles later died at hospital.

The nature of this attack had a considerable effect on the local community. The local neighbourhood policing unit (NPU) Commander and an Independent Advisory Group (IAG) worked together to provide community reassurance. The offenders were sentenced in September 2009 to a total of 27 years.

At 2.15 am on Sunday 18 January 2009, Staffordshire Fire and Rescue attended a fire at 78 Chillington Way, Norton Heights, Stoke-on-Trent, at the seat of the fire they found the body of Amanda Marie Birks, aged 27. The circumstances of the fire were extremely suspicious and Amanda's husband, Christopher Birks, was arrested on suspicion of killing her and later released after interview. The initial post mortem results were inconclusive. However, subsequent toxicology revealed that Amanda was dead before the fire started. Analysis of the fire scene revealed it was started with a naked flame and developed very rapidly, inconsistent with an accidental cause.

Following an extensive investigation, Christopher Birks was re-arrested for the rape and murder of his wife and arson. He was charged with murder and two counts of arson endangering life.

In October 2009 Christopher Birks pleaded guilty to murder and was sentenced to 19 years imprisonment in December 2009. Following the trial, a letter of thanks was received from Amanda's family:

"Thanks for all your hard work and dedication at getting justice for our lovely daughter Amanda".

On 20 May 2008 Glen Hollinshead had been drinking with Sabina Erikson and had offered her accommodation for the night. A neighbour later saw Glen stumble out of his back door saying "she has stabbed me" before collapsing and dying. An ambulance crew found him with three stab wounds which proved fatal. The crew also found a blonde female who had hit herself on the head with a hammer. The hammer was taken from her but she ran off and jumped off onto the A50 carriageway causing severe injuries to her ankles.

Prior to meeting Glen Hollinshead, Sabina and her sister had been travelling by coach from Liverpool to London. When the coach stopped for a driver change at Keele Services the sisters left the coach. Their actions at the services caused concern. The sisters were later seen walking up the central reservation of the M6. The Highways Patrol and Central Motorway Police Group (CMPG) attempted to remove the sisters from the motorway, but whilst doing so both sisters ran into the oncoming traffic with Sabina's sister receiving leg injuries. Sabina was arrested and subsequently appeared at Fenton Magistrates where she was charged and released.

The trial in this matter took a considerable time to come to court. This was due to Sabina's lengthy recuperation from her injuries and difficulties in obtaining psychiatric reports as her

classification as a Category A offender meant she was moved out of the county. The location of the trial was also moved as the incident on the M6 was televised shortly before the trial commenced.

Sabina Erickson pleaded guilty to manslaughter with diminished responsibility and was given a five years sentence.

The MID not only investigates homicides but deals with a wide range of enquiries including:

■ Crimes in Action:

A company named Spa Serve, received a phone call from a lady wishing to buy a hot tub, and paid a deposit of £500 by debit card. An appointment was made for a surveyor to attend the address. The surveyor, an employee of Spa Serve was intercepted on his way to the appointment in a lane by a female and four males. They emptied his pockets, took his car keys and bundled him into a vehicle. Having been held for three hours he was told to ring work and request £8,000 to be paid into an account. During the ordeal he was threatened with an axe and a meat cleaver and threats were made to nail his hands to a tree. The offenders were in contact with an accomplice who was checking the balance of an account.

The £8,000 was paid and he was released. An extensive investigation took place, and due to the perseverance and dexterity of all the officers concerned eight offenders from Essex were identified. The case culminated in four offenders being sentenced to a total of 19 years imprisonment.

■ Child Exploitation and Online Protection (CEOP):

Operation Solitaire is the dedicated team comprising members from MID, Child Abuse Investigation and Hi-Tech Crime departments dealing with this specialised area of crime on behalf of the force. After undertaking the necessary additional training the team has investigated 12 new referrals from CEOP, plus a further four historical cases from divisions. There have been nine arrests and all the suspects have admitted their activities. Two children have been saved from harm. Currently the team has a list of 26 priority suspects.

The Tactical Support Unit has had considerable success with the seizure of uninsured vehicles. Last year, 2388 vehicles were seized. For the vehicle to be returned, owners have to prove the vehicle is insured, taxed and can only be collected by fully licensed drivers, producing the correct

documentation. 1,530 vehicles were collected, and the remaining 853 were disposed of, either by crushing, or for vehicles of slightly higher value, by sale at auction with the proceeds being used to continue to fund road safety and casualty reduction work.

The Collision Investigation Unit (CIU) is also part of Tactical Support. Collision Investigators are unique in the force as they are treated by the courts as expert witnesses. Consequently, opinions and explanations in reports are often subject to challenge. The experience, professionalism and knowledge of staff is paramount in promoting confidence in the Unit. Feedback from Courts, Coroners and senior investigating officers (SIO's) on the service provided by CIU is very positive.

An example of the unit's work is the case of Grzegorz Barcicki. On 8 March 2010, he appeared before Stoke-on-Trent Crown Court charged with causing the death of Peter Scupien by driving without due care and attention following a fatal road traffic collision (RTC) on the A53 at Quarnford on 16 December 2009. The CIU officer, PC Wetton, was able to show the Polish articulated vehicle was on the wrong side of the road at the point of impact with Mr Scupien's Ford Mondeo. Evidence from the Transics GPS system obtained from the database centre in Belgium indicates that Barcicki was lost at the time of the RTC and had turned around and was back-tracking in an attempt to find the A53's junction with the A515 on the outskirts of Buxton. Barcicki entered a guilty plea at the Crown Court and made an application for bail pending sentence. This was refused by the judge and Barcicki was remanded in custody for pre-sentence reports.

As well as investigating collisions, the force focuses on making Staffordshire and Stoke-on-Trent's roads safer. As a result of targeted work on education, engineering and enforcement, we have exceeded the targets set for us by the Department of Transport to reduce the number of people killed or seriously injured (KSI) on our roads. During 2009, 49 people were killed, in comparison to 71 in 2000.

One of the educational tools the force has been employing is Crash Course. Crash Course is a joint initiative with Staffordshire Fire and Rescue Service aimed at reducing the number of casualties and fatalities amongst those groups who are most vulnerable such as young drivers aged 17-24. By concentrating on young people, the number of blameworthy drivers in this age group in collisions where someone is killed or seriously injured (KSI) has reduced by 49 per cent.

During the last year, Crash Course has also received international recognition, assisting overseas colleagues in Germany with casualty reduction, and has been recognised as best practice.

In the last 12 months, 176 presentations of Crash Course have been made to schools, colleges, training providers, young offenders and fleet drivers representing a total of 12,300 people.

As a result of presentations to a number of large employers in the county, companies have reviewed their policies in relation to issues such as scheduling of deliveries, and mobile telephone use whilst driving. One company, Michelin, has implemented a complete ban on mobile telephone use whilst driving as a result of Crash Course.

The force tactical planning unit has a key role in contingency planning. Examples such as the V festival at Weston Park, a four day live music event for 85,000 people, require a co-ordinated multi-agency response to ensure they are effectively policed. During the planning for Operation Chime, the force response to the English Defence League and counter demonstrations in Stoke-on-Trent in January 2010, the Tactical Planning Unit was instrumental in both the planning and organisation of the operation.

This was one of the largest events the force has policed. By working jointly with colleagues from other forces and agencies, including Stoke-on-Trent Unitary Authority, the event was delivered effectively ensuring the safety of the public, whilst upholding people's democratic right to demonstrate.

The professionalism and expertise of our police motorcyclists means they are requested to support the Tour of Britain cycle race. In addition to being involved in the overall planning of the event, they take on team leader roles throughout the race. This involvement also generates income for the force. The race organisers paid £27,257 for the use of our officers in 2009.

Operation Talon, the Safer Roads Partnership initiative to change the behaviour of groups of motorists who pose particular safety risks on the roads, resulted in 647 offenders being given an opportunity to attend a version of Crash course as an alternative to prosecution. 370 turned up meaning the remainder face prosecution for their original offence.

The Tactical Support Team carried out surveillance on Matthew Mitchell, a diagnosed paedophile living in the community, due to his continued risk to children. The evidence gathered on him resulted in him being returned to court in April 2010. He was perceived by the court to be a substantial risk and danger to the community and given an indefinite hospital order taking him off the streets of Staffordshire. Without the surveillance evidence this would not have been possible.

This year has seen some excellent work taking place by our Serious and Organised Crime Department around a number of Organised Crime Groups (OCGs) resulting in several of them being dismantled and the threat and risk they cause to our communities being reduced.

Below are some examples of their successes:

■ Operation Languish

This relates to an OCG from the West Midlands Police Area operating across the Midlands and neighbouring regions where gang members were burgling houses, taking car keys and then stealing the owner's luxury cars off the driveway. The force provided a senior investigating officer (SIO) and investigation team to target the OCG utilising other regional resources as and when required.

More than 100 officers from across the region took part in arrests and searches in the Birmingham area. Nine people were arrested and the three main offenders were charged with a number of burglary offences and remanded into custody which coincided with this particular series of burglaries coming to an end.

The three offenders subsequently pleaded guilty at court to a number of offences of burglary and theft and were sentenced to a period of 11 years and 8 months collectively.

■ Operation Pectino

This relates to a Stoke-on-Trent- based OCG involved in the significant supply of cocaine. Fifteen defendants have been convicted with total sentences amounting to nearly 45 years imprisonment. The success of this operation has had a positive effect upon relations between the force and the community.

■ Operation Shook

This operation focused on an OCG from the West Midlands Police area involved in high risk acquisitive crime. The Group has also been operating in the Staffordshire Police area for a number of years.

As part of the operation Staffordshire Scenes of Crime Department (SOCD) took the lead in relation to a cash-in-transit offence that had occurred in March of this year. Three offenders had targeted security guards delivering cash to ATM machines in Rugeley. The gang used a sledgehammer and gas cylinder- style bottle to smash the bank's doors before stealing more than £75,000. Through an excellent fast tracked investigation by SOCD, a number of search warrants were executed and arrests made supported by officers from West Midlands Police. The three offenders were arrested, charged and pleaded guilty at court. They were sentenced to 25 years and 9 months collectively.

In addition to their arrests a number of high value cars were seized. This is a significant conviction as all three were high risk offenders who have impacted heavily on the region for a number of years.

■ Operation Fudge

This has been a two year investigation in relation to substantial cannabis production in cannabis factories predominantly in Stoke-on-Trent. This was a complex enquiry which resulted in a six-week trial at Birmingham Crown Court. The main organiser, Weng, and a landlord from Birmingham, Parvez, were convicted of conspiracy to produce cannabis and money laundering offences. The men were subsequently sentenced to nine and a half years collectively.

■ Operation Mellea

This relates to a Stoke-on-Trent OCG responsible for the running of cannabis factories. The focus of this Operation was on the principal member of this OCG, who had previously evaded capture. Following a pro-active operation he was arrested, charged and subsequently pleaded guilty to conspiracy to cultivate cannabis. He was sentenced to three and a half years imprisonment.

■ Operation Nemesis, Tamworth

This was a covert operation conducted by the Specialist Investigations Unit for a period of four months targeting heroin dealers in Tamworth. As a result of the excellent work undertaken sufficient evidence was gained to arrest and charge 30 priority suspects. 17 people were arrested as part of an Operation Nemesis day on 1st December 2009 and were subsequently charged with supply of Class A drug offences. All but two were placed before Tamworth Magistrates' Court where they were remanded in custody.

These arrests acted as a catalyst for other activity in the Tamworth area. Trent Valley Division, Protective Services Division, partnership agencies and the community worked together and were supported by a significant media and marketing campaign highlighting the Operation Nemesis brand as an holistic approach to tackling drugs and its effects on the community.

Thirteen further priority suspects were arrested in Tamworth on 14 January 2010 for drug supply offences. This now brings the number of people charged to 30 with 23 of them being remanded.

Twenty-eight of the offenders to date have pleaded guilty to Class A drug supply (heroin and crack). Sentences have ranged from between seven years custody and a two year community order.

It should also be highlighted that there is a very clear Proceeds of Crime Act (POCA) strategy led by officers and staff from the Economic Crime Unit that runs alongside each live operation. This has helped to ensure that the force exceeded the Home Office Confiscations target by around £1.2 million for 2009/2010. Central government receives the lion's share of any seized assets or cash with only a relatively small proportion being awarded to the seizing force.

An example of a financial investigation undertaken is that relating to a Stafford Company Director who funded a lavish lifestyle through fraud. This centred upon falsifying rental agreement documents, misappropriation of company funds and disposal of equipment. His assets included a villa in Marbella, a 47 foot yacht which has a list price of £490,000, a luxury home and a Mercedes car.

On his arrest he admitted offences of theft, false accounting and fraud. He was subsequently sentenced to three years and eight months imprisonment. All of his assets were subject to restraint and a POCA investigation has commenced.

Communication



Specific focus has been given to working with Local Authority partners to ensure approaches and value for money.

The communications strategy of the force is based on supporting its Communities First programme of change. A cornerstone of the approach is providing relevant, timely, local information to Staffordshire and Stoke-on-Trent residents.

In June 2009 the Safer Staffs newspaper was delivered to 450,000 homes and businesses across the county and Stoke-on-Trent. This provides information on local policing teams and what things are being done about the issues that matter to local communities.

Neighbourhood newsletters are a powerful tool to give local communities feedback on what neighbourhood policing teams are doing to tackle local problems with local partners. More than 200,000 of these very localised newsletters were delivered to our communities either through door-to-door delivery or through a network of 600 police local information points set up in key community locations.

Specific focus has been given to working with Local Authority partners to ensure approaches and value for money. Campaigns to tackle anti-social behaviour (ASB) between Halloween and Bonfire Night were launched in conjunction with Staffordshire County Council, Cannock Chase District Council, Stafford Borough Council and South Staffordshire Council. This was followed up by campaigns at Christmas time focused on alcohol related violence and domestic abuse.

JIGSAW, a DVD to help demystify the criminal justice process for victims and witnesses, was launched officially in Sep 2009. This was a major project for the team which was 18 months in the making. More than 1,700 copies of the DVD were distributed by Witness Care and Witness Support Officers to the end of March 2010.

The force has also looked at other innovative ways of communicating with new audiences with new YouTube and Facebook sites being launched last year. Twenty-two videos have been produced and uploaded which have attracted more than 10,000 viewings. All of this work is focused on communicating with audiences that are not reached by traditional press or media avenues.

The force also had to employ effective communication on a number of significant operations including major Operation Nemesis activity in the Tamworth area which saw dawn raids in December and January resulting in the arrest of 30 people. As a result of communication activity in Tamworth, awareness of the Nemesis brand rose from seven per cent to 76 per cent, an increase of 69 per cent. The activity also helped to prompt a 77 per cent increase in Crimestoppers calls.

Communications team staff were also heavily involved in the operational response to the demonstration in Stoke-on-Trent in January 2010 by the English Defence League (EDL) and used social media in the run up to the event and on the day to engage with demonstrators and other key audiences. This also involved close partnership working with colleagues from Stoke-on-Trent City Council communications office. Staff from the council and the force worked side by side in the same office during the event.

Communicating both to the public and our own staff about the changes proposed under the significant Communities First programme, has also been a major commitment for the Corporate Communications Department and will continue to be so throughout the change programme.

Statutory Reports

Recognising achievements; opportunities for development and learning



A fundamental aspect of delivering trust and confidence is acceptance that every contact leaves an impression.

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 - 15
- Police officers' 22 year long service and good conduct medal - 95
- Police staff 22 year Chief Constable's medal - 15
- Special Constabulary medals and bars - 8
- Police Authority awards for staff achieving 25 years Staffordshire service - 42
- Force annual award recipients - 15
- Staffordshire Association of Women in Policing - 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.

National Awards

PC Andy Pope and PC Andy Wolstencroft, of the Central Firearms unit received an award from British Association for Women in Policing for their work in encouraging women to become firearms officers. The officers had previously been recognised by Staffordshire Association for Women in Policing.

PC Geoff Martin of the force's Road Crime Team has been awarded the Prince Michael of Kent road safety award in recognition of his work with motorcyclists.

Leadership Programme

30 police officers and police staff joined the nationally recognised Staffordshire Police Leadership Development Programme during 2009-2010. The 18-month 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.

The force, working closely in partnership with the Centre for Professional Management at Staffordshire University, has continually developed the programme to take account of key national and force issues. A greater emphasis has been placed on effective citizen and community focus, creating and building strong teams and delivering a high quality service.

Those graduating from the programme are awarded the Graduate Certificate in Leadership and Management awarded by Staffordshire University and also the Certificate or Diploma in Management from the Chartered Management Institute (CMI). Further celebrations were held this year when 19 participants continued their studies and went on to gain the prestigious CMI Diploma in Public Service Leadership. This new programme is designed to enhance management and leadership skills in collaborative projects and partnership working across the public sector.

The leadership programme was complemented by a series of one day professional events which attracted 154 managers from across the force covering such issues as managing change, managing multiple projects, capturing team talent and managing people.

Strengths were identified around areas such as tackling anti-social behaviour (ASB) and protecting the public from serious harm.

Inspections 2009/10

During 2009/10 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 tackling ASB and protecting the public from serious harm. Other positive results were given for work conducted by the national Policing Improvement Agency (NPIA) for areas around citizen focus and developments around the Police National Database.

HMIC Inspection

During 09/10 HMIC have reviewed the way they undertake inspections across forces with a keen focus on being 'fierce advocates' for the public. The structure of inspections for 09/10 has focused predominately around

- Policing Pledge delivery
- Police Report Card.

The results from the above inspections indicate the force is operating at a good standard, particularly around response, provision of crime information and leadership. The force has been cited as having national good practice also in tackling ASB. Any areas for consideration as highlighted from the inspections have been channelled into action planning and improvement activity with clear links to the forces change programme 'Communities First'.

Staffordshire was also seen to be performing well in terms of data quality around most serious violence, with HMIC recognising good work in this area.

The force has also volunteered to assist HMIC with a national thematic inspection as follows:

- Youth Crime Prevention

Although this is not graded it has supported national work in this area and feedback given to the force has been implemented to drive improvements.

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

The force's use of covert surveillance was reported positively.

Audit Commission - Police Use of Resources (PURE)

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 began 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. This process has identified many positive aspects in terms of the Police Authority's role in setting strategic direction and scrutinising performance and value for money.

Staffordshire also volunteered to assist the Audit Commission in a national 'More for Less' study which again afforded the force learning points in this area which have been driven forward to support inspection activity around value for money in the forthcoming year.

Other Inspection Activity

The force's use of covert surveillance was reported positively by The Office of Surveillance Commissioners in their annual review.

The force is totally committed to improving quality and resilience.

Stop and Search

Information relating to stop and search is analysed quarterly by the Authority's Ethical and 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 2009/10:

Reason	No. of searches
Stolen property	1352
Drugs	3895
Firearms	30
Going equipped to commit crime	1323
Weapon	495
Other	616
Total	7711

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

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

Ethnicity	No. of searches
White	6845
Black	237
Asian	462
Other	106
Not Stated	61
Total	7711

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 - 6.78
- Stop searches per 1,000 BME population - 14.64

This indicates that 2.16 persons from a BME background were stopped and searched for every white person stopped.

Arrests

In 2009/10, 832 arrests were made as a result of a stop and search.

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

- Percentage of white persons arrested - 10.6
- Percentage of BME persons arrested - 12.0

The gap between the percentage of white persons arrested and the percentage of BME persons arrested in 2009/10 was 1.4 per cent.

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

The force has adopted Service Recovery as way of dealing with dissatisfaction locally.

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 an Ethical and 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.

In the year 2009/10 the force received 422 complaints. This is 99 fewer than those received during 2008/09 (521 complaints). The table below details the outcomes of these complaints. It should be noted that a complaint can contain more than one allegation against one or more officers. This explains why the number of outcomes listed in the table is greater than the number of complaints received.

Figures for period 1 April to 31 March	2008/09	2009/10
Substantiated	40	34
Local resolutions	419	289
Not substantiated	387	316
Withdrawn	133	64
Dispensations	16	1

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.

The force has adopted Service Recovery as way of dealing with dissatisfaction locally. This is a responsive, customer focused way of dealing with dissatisfaction with service rather than the conduct of officers or staff.

Service Recovery offers an opportunity to put things right and issue an apology straight away rather than asking the 'complainant' to fill in a form and enter into a protracted process. This approach removes bureaucracy and adopts Policing Pledge principles to deal with dissatisfaction at source, as long as the person is satisfied and, where applicable, an explanation and/or apology accepted.

Issues dealt with through Service recovery are recorded for transparency, and the approach is more in keeping with IPCC's new Statutory Guidance 2010.

Spending by the Authority



Spending by the Authority 2009/10

Outturn

In 2009/10 the Authority and the force together spent £183.2 million after taking account of income from charges etc., but before general government support and income from the precept. This was £1.4 million less than the budget drawn up in February 2009. The underspend comprised operational savings of £1.14 million and pension savings of £0.05 million. There was an overspend of £0.4 million on Capital Financing, but this was offset by an underspend of £0.15 million on the Police Authority Budget and the Police Authority contingency of £0.25 million.

Capital

Total capital expenditure amounted to £12.8 million of which the majority was spent on buildings (£5.2 million) and then IT (£3.6 million), the new helicopter (£2.4 million) and finally vehicles (£1.6 million). The main projects include the relocation to the new headquarters site at Weston Road, the refurbishment of Watling House which was acquired in the year and the acquisition and installation of a new Human Resources system. The capital programme was financed mainly through loans of £7.4 million along with capital grants, capital receipts and revenue contributions.

Budget 2010/11

For 2010/11 the Authority set a budget of £190.0 million and a Council Tax Precept, at Band D, of £177.61. The increase of 2.8 per cent was in the mid-range of Police Authority increases 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.]

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This report is produced in accordance with the Police Act 1996 (introduced by section 157 of the Serious Organised Crime and Police act 2005), Local Government Act 1999, Police Reform Act 2002, Police and Justice Act 2006.

