



STAFFORDSHIRE COMMISSIONER
Police | Fire and Rescue | Crime

Police and Crime Plan

2021 – 2024

Staffordshire and Stoke-on-Trent



Introduction



Ben Adams
Staffordshire Commissioner

Policing in Staffordshire and Stoke-on-Trent continues to evolve as the nature of crime continues to change. With fewer neighbourhood crimes such as burglary and theft but more crimes against the person, there is a greater focus on protecting people from harm. Complex issues such as child sexual exploitation, modern slavery, online fraud and managing public protests have become 'business as usual' for our police service with local police teams increasingly addressing issues caused by societal problems such as domestic abuse, missing persons, mental health concerns and substance misuse. In light of recent events, people rightly want the police and other services to act urgently to reduce the threat of violence against women and girls.

Protecting people from harm is an absolute priority and it is important that everyone in Staffordshire knows that this is being done well. However, people are frustrated that some of the fundamental police services that they value are being eroded. People expect calls to be answered quickly, for the police to respond rapidly and to deal effectively with problems in their area.

Some communities feel exasperated by the anti-social behaviour (ASB) and drug-related crime they see in public areas. They also want action to be taken on speeding and anti-social driving on our roads. Where these problems are repeated, people lose confidence in policing with the result that many think that crime is high and rising, when in reality the opposite is the case. They want locally based officers to listen to them, understand and address local problems to help them feel safer. They also want to be kept informed about what is being done to stop them happening again.

I share these frustrations and aim to rebuild public confidence by rebalancing the essential activities needed to protect the most vulnerable people in our communities from harm, with an enhanced effort to drive down the crime and ASB that affects the wider community. The further increase in officers that we will see in Staffordshire in the next two years will help us to do just that as will our approach which is built on prevention and early intervention. I will provide an effective means for people to trigger a multi-agency response to repeat incidences of ASB.

I will work determinedly with the police service to bring about the changes that are needed but it's broader than just policing. I have wider responsibilities to prevent crime, influence the criminal justice system and support victims with services which cannot be delivered by the police. Some of these services are commissioned by my office and others require working closely with the NHS, councils, criminal justice agencies, schools, businesses, community groups and other partners. Where there are gaps in services being provided, I will do my utmost to make sure they are filled.

There is an important role for you in all of this too. Representing your communities by volunteering or engaging with the police and other agencies to tackle problems in your area can help them to help you.

Together we can keep Staffordshire safe.

Ben Adams
Staffordshire Commissioner

Our aim

Keep Staffordshire safe

Our priorities

A flexible and responsive service

Understand and deal with what matters to communities, respond promptly to incidents and work with partners to solve problems and prevent them from getting worse. This will mean that crime and ASB reduces, our roads are safer and confidence in Staffordshire Police increases.

Prevent harm and protect people

Prevent harm and protect people (particularly children and those that are vulnerable) by ensuring they are appropriately safeguarded and receive the help and support they need.

Support victims and witnesses

Ensure victims and witnesses are provided with exceptional specialist support services so they feel able to cope and recover from the impact of crime and ASB.

Reduce offending and reoffending

Ensure people are challenged and supported to make life choices that will prevent them from offending and perpetrators don't reoffend. Doing so will mean fewer victims of crime.

A more effective criminal justice system

Ensure Staffordshire Police, the Crown Prosecution Service, Courts, the National Probation Service and HM Prison Service all work seamlessly so that effective justice is delivered more quickly.



Our aim

Keep Staffordshire safe

Our approach

Community focused

Understanding communities and recognising their different needs is essential to delivering a style of policing and related services in their local area that builds relationships, tackles the right problems and increases public confidence. It's therefore important to give people a voice so that they feel they are being heard and are confident to report crime and ASB and provide information that can help to prevent crime. I will also encourage people to get more involved through shaping priorities and services, volunteering, scrutinising policing services and helping to solve problems in their community.

Prevention and early intervention

Preventing crime and ASB from happening in the first place is more cost effective, reduces demand on our police and other services, and is less damaging for children, young people, adults, families, communities and businesses. By intelligently targeting interventions at those more vulnerable to crime and ASB and intervening as early as possible, we can prevent issues from happening in the first place or escalating so that they become even more damaging, complex and costly. So, prevention and early intervention will be central to delivering all aspects of this plan.

Supported and equipped

Our police service must have the equipment, vehicles, buildings and technology it needs to be able to improve services, help protect the public and deliver real value for money. Staffordshire Police's most valuable resource is its people, and officers and staff must have the right leadership, management, training and wellbeing support, underpinned by the right organisational culture. Recognising the Government's climate change commitment, we will also do everything we can to reduce our impact on the environment without compromising operational effectiveness.

Solving problems together

The issues affecting individuals, families and communities are often complex and rarely solved by one organisation alone so we need to bring organisations together to prevent problems from escalating and protect people from harm. This means sharing resources and knowledge and aligning services to deliver more efficient and comprehensive solutions. Even better collaboration between partners including neighbouring police forces, other blue light services, councils and health authorities, criminal justice partners and the voluntary and community sector is essential. I will work with communities to address their local safety concerns and ensure that partners have the skills to intervene early, recognise and address vulnerability.

Value for money

Wherever possible, every penny in policing should be directed at keeping people safe by preventing and reducing crime. We can use our resources efficiently and continuously improve by listening to the people doing the job, learning from best practice in other organisations and listening to those who receive our services, remembering that government grants and the police share of council tax are not just to cover policing; PCCs have broader statutory responsibilities to prevent crime and support victims with services which cannot be delivered by Staffordshire Police alone.

Open and transparent

I will listen, act on public concerns, explain what we are doing to address them and treat people fairly and I expect Staffordshire Police to do the same. I will challenge, scrutinise and share performance data publicly to demonstrate my expectation of the highest standards of public service and to increase trust and confidence.

Finance

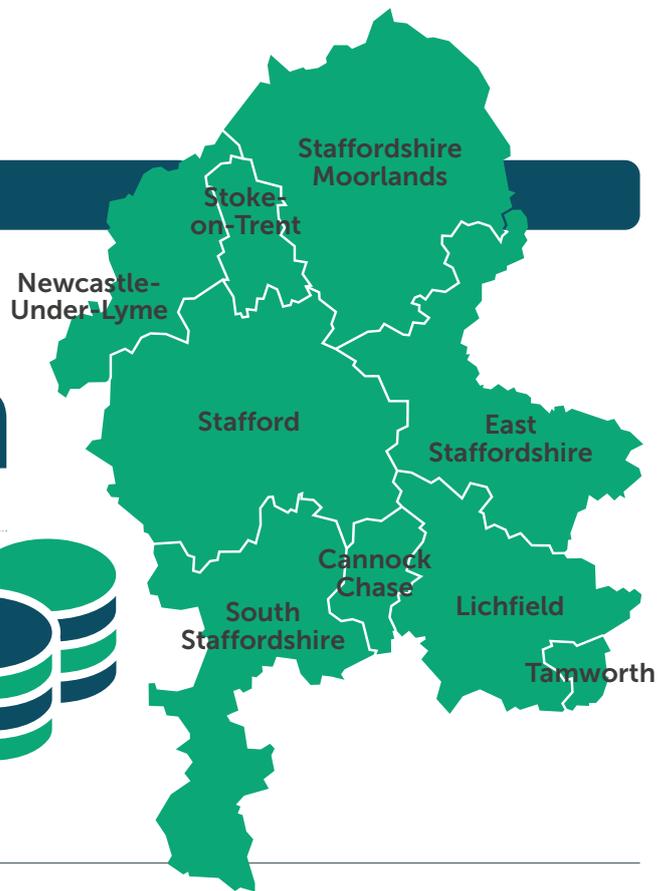


Budget

£222m

53 pence

per person per day



About Staffordshire



1.14m

people

508,000

households



1,049

square miles

Motorways

64.5 miles

30

A roads

543.5 miles

Minor roads

3,895.5 miles

Officers and staff



1,742

Officers

(1,845 by end March 2022
1,935 by end March 2023)

215

PCSOs

1,404

police staff

250

Special Constables

105

volunteers



Over the past year there were:



188,000
calls to 999



252,000
calls to 101



101,000
online contacts



4,000
missing person reports



1,322
police complaints

253,000
incidents

67,000
crimes

7,800
repeat offenders

46,000
motoring offences



25,000
counts of anti-social behaviour

12,000
arrests

5,600
people stopped and searched



73%
of victims of crime
satisfied with the way the
incident was investigated

58,000
crime victims
referred to the
Victim Gateway



About Staffordshire

Shaping the Plan

To help inform and develop this plan, a number of considerations have been made. This includes reviewing national guidance, understanding and assessing local community safety needs and, importantly, seeking and listening to professional and community opinion.

The following section outlines the main findings.

Public Concerns

During my election campaign and over fifteen years as a Councillor in Staffordshire, I have continually consulted with individuals, families and community representatives. I have found that the issues that concerned them the most are ASB, neighbourhood crime, drug dealing and its impact on young people, and road safety, coupled with a real desire for easy communication with their police service. Recent online public surveys have confirmed that these are the priorities for most people.

I will continue to listen to and consult with people across Staffordshire as your concerns will always be foremost in my local Police and Crime Plans.

My challenge, and the challenge for Staffordshire Police, is to get the balance right in addressing the issues that many people see day in, day out whilst also tackling the problems that most people don't experience but can cause significant harm to a smaller number of people who need to be protected.

Local Needs

Staffordshire is a relatively safe place to live, visit and work. Crime rates are well below the regional and national average and our area sees particularly low levels of vehicle offences, burglary and public order offences.

An annual Community Safety Strategic Assessment, commissioned by my office to identify crime and ASB challenges, demonstrates some that are specific to particular areas and others that are common to all. I will publish the executive summaries of each strategic assessment and a county-wide assessment on my website.

The common challenges identified in the assessments are:

Vulnerable People, Safeguarding and Drugs

Drugs can be a factor in a range of crimes from acquisitive offences to fund addiction to serious violent offences. County Lines are a form of criminal activity in which drug dealers in major cities establish

networks for the supply and sale of drugs to users in towns and rural areas, using other people (typically young or otherwise vulnerable people) to carry, store, and sell the drugs. This causes significant issues for communities; particularly though the degradation of local areas through use of properties for drug use, drug supply and other criminal activity, and as a result of violence and disputes between Organised Crime Groups (OCGs) and Urban Street Gangs (USGs) over control of particular County Lines and drug supply in specific areas.

The use of County Lines by OCGs is not limited to the supply and movement of drugs; the same criminal infrastructure is linked to Modern Slavery and People Trafficking, Child Sexual Exploitation and Child Criminal Exploitation, Serious Violence, Money Laundering and the supply of illegal weapons.

People with long-term substance misuse challenges often experience domestic abuse and are highly vulnerable to violence and criminal exploitation. Children in families where drug use is prevalent are often at substantially increased need of safeguarding and support to keep them from potential harm.

Mental health-related incidents place significant demand on policing and many people with mental health needs appear in other high-risk groups including those with substance misuse issues, socially isolated

and living in poor quality housing, as well as young people and adults at risk of criminal exploitation.

ASB

Compared to England and Wales, rates of ASB are high in Staffordshire. 59% of ASB is characterised as rowdy and inconsiderate behaviour, the vast majority of which is alcohol or drug-related and takes place in town and city centres and other public spaces. Deprived and disadvantaged communities, particularly those in high housing density areas and with high proportions of social housing, are disproportionately affected by neighbour disputes. Repeat victims of ASB tend to experience the same levels of psychological harm as victims of less-serious violent crime.

Domestic Abuse

Domestic abuse presents a significant risk to victims, but also has a wider impact where children are present. It is not just limited to physically violent offences but can also include incidents of controlling, coercive, threatening behaviour, stalking and harassment or abuse. The COVID-19 pandemic saw demand for support services for domestic abuse victims increase by 36%. While victims of domestic offences are primarily younger women (aged 18-39) and perpetrators are most likely to be younger men (aged 18-39), there are victims across all age ranges and both male and female offenders and victims.

We need to work with victims and perpetrators to have a sustained and meaningful impact on domestic abuse.

Community Cohesion, Extremism and Terrorism

This focus area is in response to increases in hate crime, extremism, and tension in some communities resulting from national and global events including incidents of terrorism, the UK's exit from the EU and the COVID-19 pandemic. Such major events and government decisions arising from them have the potential to exacerbate tensions within a small number of more fragmented communities and affect social and political trust, which can be exploited by extremist groups.

The UK terror threat level currently remains at 'Substantial', meaning that an attack is likely. The terror attack on London Bridge in 2019, which was carried out by an individual from the Staffordshire area, highlights the need for the police and partners to continue to create stronger, more cohesive and safer communities. Stoke-on-Trent remains a Home Office 'Prevent' priority area with the City Council receiving additional support from the Home Office for its work to tackle to extremism.

National Policing Requirements



Home Office

New National Crime and Policing Outcomes have been set for all forces, including reducing murder, serious violence and neighbourhood crime, improving victim satisfaction, disrupting drugs supply and County Lines and tackling cyber-crime.

The Beating Crime Plan 2021, sets out the Government's strategy for protecting the law-abiding majority, swiftly bringing criminals to justice and robustly managing offenders, and covers topics such as improving call handling, intervening early to prevent violence, offender management and employment for prison leavers and reducing drug-related criminality.

The Strategic Policing Requirement sets out six national threats which all police force areas in England and Wales must demonstrate they have the plans, capacity and capability to respond to:

- Public disorder
- Civil emergencies
- Serious and organised crime
- Terrorism
- National cyber security incidents
- Child sexual abuse



Staffordshire Police must be well prepared to meet this requirement locally but also be able to support joint responses between forces, regionally and nationally. There has been a significant recent increase in the level of resources that the force has to commit to policing protests and demonstrations linked to environmental, political and social issues locally, nationally and globally.

I will work with the Chief Constable to regularly scrutinise Staffordshire's position against these areas and allocate sufficient funding to ensure the force has the capacity and resilience to make its contribution to these vital aspects of policing.

The Policing Vision 2025 sets out the future for policing and will shape decisions about how police forces use their resources to keep people safe. The vision has been developed by the National Police Chief's Council and the Association of Police and Crime Commissioners in consultation with The College of Policing and the National Crime Agency, staff associations and other policing and community partners. All Police and Crime Commissioners and Chief Constables in England and Wales have signed up to the Vision.

Priority 1

A local and responsive service

Understand and deal with what matters to communities, respond promptly to incidents and work with partners to solve problems and prevent them from getting worse. This will mean that crime and ASB reduces, our roads are safer and confidence in Staffordshire Police increases.

I will:

- Improve telephone and online 101 non-emergency services so that people contacting Staffordshire Police receive a high-quality and timely response.
- Reduce the time taken to safely respond to emergency and non-urgent calls and ensure the effective management of incidents.
- Promote awareness and use of the tools and powers available to prevent and resolve ASB so that issues are quickly and effectively addressed by all those responsible.
- Build strong relationships with communities by focusing neighbourhood policing teams on crime prevention and early intervention and by ensuring people can easily contact their local police to raise concerns.
- Ensure police and partners take a problem-solving approach to drive down neighbourhood crimes such as burglary, robbery and vehicle crime and to tackle business and rural crime, all of which cause distress, disrupt communities and directly impact on livelihoods.
- Ensure the policing of our road and transport network is appropriately resourced and assisted by the latest digital technology to help officers identify and apprehend offenders, deter criminals and reduce casualties by tackling excessive speed, distracted driving, drug or drink driving, unsafe and uninsured vehicles.
- Develop protocols for the application of expected new laws to tackle illegal trespass where it causes distress, harm and disruption to local communities.
- Ensure that public protests are policed in a safe and impartial way which balances the rights of individuals to protest against the rights of those whose activities are impacted upon.

- Expect Staffordshire Police to protect people in custody by ensuring appropriate arrangements are in place for their safe detention.
- Continue to work with the Environment Agency, Staffordshire Fire & Rescue Service, local authorities and other partners to ensure co-operation in investigation and enforcement activity related to fly-tipping, waste and environmental crime, often linked to organised crime.
- Improve digital and traditional links with people, particularly seldom heard groups and young people, to understand their views, gather evidence on crime, ASB and road safety issues and keep them informed about what is being done to tackle them.
- Support local Community Safety Partnerships in surveying the public to better understand community safety concerns in their area and take a lead in addressing their local priorities.
- Encourage more people to get involved in improving their local police service through volunteering, community representation and scrutiny and assurance work.
- Expect police leadership, standards, systems, culture and training to be focused on providing high-quality services.
- Expect Staffordshire Police to have a rigorous approach to, and a low tolerance of, unacceptable behaviour by their officers and staff ensuring they meet the required standards.

Working together to keep Staffordshire safe

Regional Policing

Criminals don't recognise borders so it is important that Staffordshire Police works effectively with our neighbouring forces. It also means that more specialised services can be provided on a larger scale to tackle the most acute problems across a broader geography in a way that would not be affordable locally.

The **Regional Organised Crime Unit** comprises officers from Staffordshire, West Midlands, Warwickshire and West Mercia forces and delivers a cohesive and coordinated response to serious organised crime across the region.

The **West Midlands Counter Terrorism Unit** is part of the national counter terrorism network that leads the response to international terrorism and domestic extremism. Its team of specialist officers provides a coordinated response in support to Staffordshire, West Midlands, Warwickshire and West Mercia forces and supports the national network as required.

Central Motorway Policing Group is made up of officers from Staffordshire and West Midlands Police forces and aims to stop crime on the region's roads and make them safer. The team covers all motorways across the area and the A500, keeping some of the busiest roads in Europe moving.

Staffordshire and West Midlands also have joint teams for Legal Services and Firearms Licencing.

Police/Fire Collaboration

Staffordshire was only the second area in England where governance of fire and rescue was transferred to an elected Police, Fire and Crime Commissioner. Collaborative work has brought real benefits to how fire and police work together to keep communities safe, and delivered significant financial benefits.

A forward-looking joint estates plan has seen fire and police teams brought together in modern facilities in Hanley and Tamworth, with public money no longer spent on separate buildings for each team. There are plans for similar arrangements in other locations across Staffordshire.

Staffordshire Police and Staffordshire Fire & Rescue Service now share a number of vital support services including vehicle fleet management, estates management, corporate communications, financial services, supplies and logistics, HR and occupational health. This saves money that is redirected to front line services.

In addition to financial savings, closer working between police and fire is bringing benefits such as joined-up approaches to protecting vulnerable people, and missing persons searches that take advantage of both services' resources and skills.



Priority 2

Prevent harm and protect people

Prevent harm and protect people (particularly children and those that are vulnerable) by ensuring they are appropriately safeguarded and receive the help and support they need.

I will:

- Support the work of the Violence Reduction Alliance to prevent and address all forms of violence, including that connected to County Lines drug gangs and violence against women and girls.
- Work with regional partners, employing state-of-the-art surveillance and covert methods, to disrupt and dismantle serious organised crime gangs and to prevent potential terrorist activity.
- Commission prevention and early intervention programmes for those more vulnerable to crime (domestic abuse, sexual assault and abuse, drug and alcohol misuse, exploitation, harmful sexual behaviour, hate crime, road crime, online fraud, cybercrime) or ASB.
- Further develop the way in which partners (such as Staffordshire Police and NHS) work together to address mental health and other vulnerabilities in a community safety setting to ensure that people get early access to the support they need from the right agencies.
- Intensify the activity of our Safer Roads Partnership so that police, fire and rescue, local authorities and National Highways work jointly towards safe roads, safe vehicles, safe road use, safe speeds and post-crash care to reduce road casualties that have devastating consequences for families.
- Equip professionals with the skills and knowledge to identify and respond appropriately to harm and Adverse Childhood Experiences or trauma.
- Work with partners to understand and address the root causes of crime and ASB, breaking the cycle of crime.
- Ensure Staffordshire Police have the systems, processes and skills in place to be able to promptly identify harm and vulnerability and to safeguard individuals and families.
- Strengthen police and partners' ability to share data and intelligence to help them understand problems, intervene quickly to resolve them, support victims and target offenders.

- Work with schools and alternative education establishments to develop and deliver consistent, good quality education about community safety-related topics, so children are able to make informed, positive and safe choices.
- Commission services to protect vulnerable children and adults from harm and exploitation including those who go missing from home or care.
- Divert children away from harm through a range of personal development programmes and positive diversionary activities.
- Establish a Staffordshire-wide community safety forum to enable better collaboration with partners to ensure prompt, joint action to prevent harm and safeguard individuals and families.





We aim to:

“work together to strengthen the visibility, early identification and partnership response to prevent serious violence and its associated harms”.

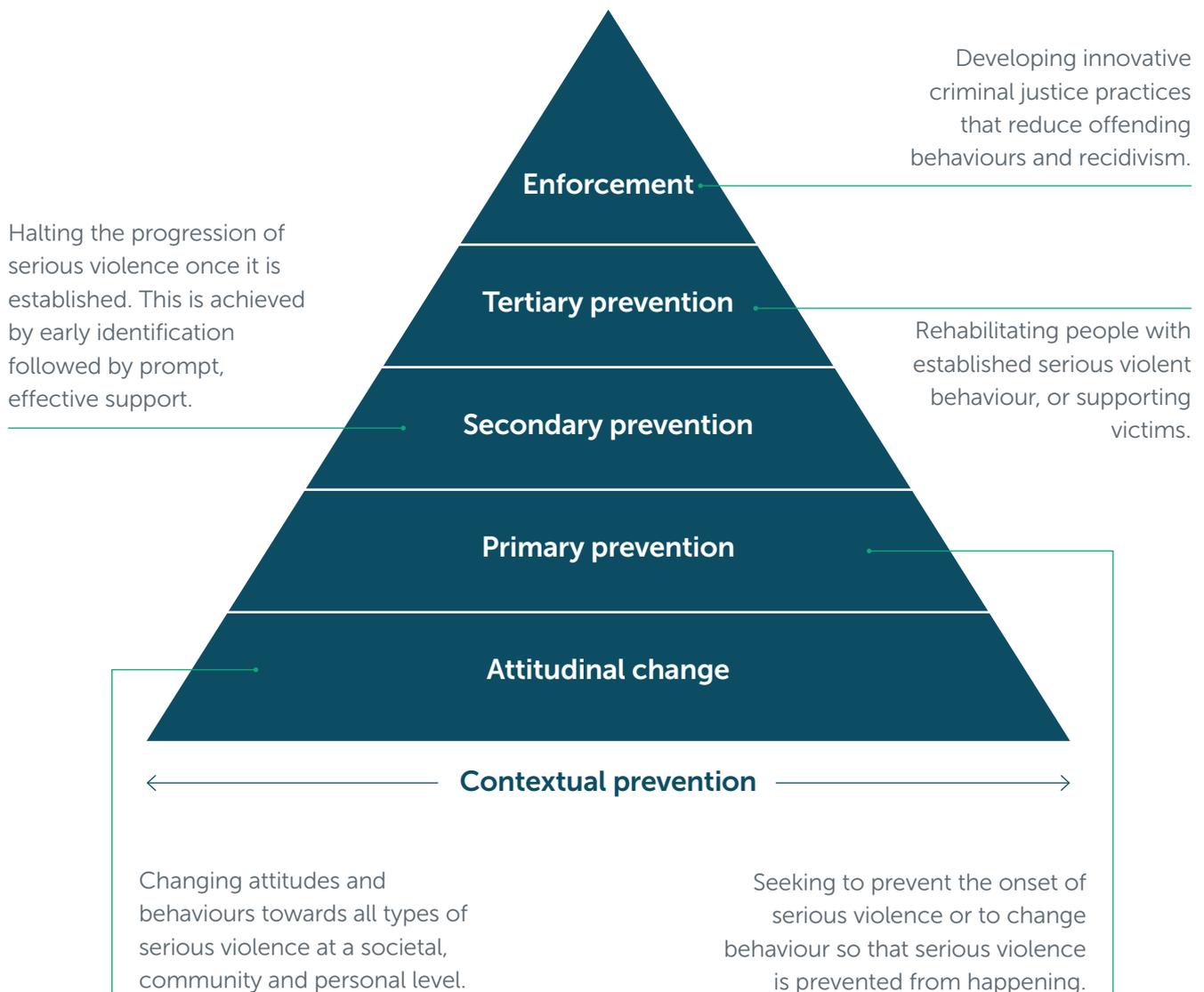
The Violence Reduction Alliance was established to ensure that we work collaboratively to deliver the Staffordshire and Stoke-on-Trent Serious Violence Strategy 2020-2023; we will also focus more broadly on violence reduction including violence against women and girls.

The Strategy takes a public-health approach. This means we will work in partnership to understand the causes and consequences of violence, focusing on early intervention and prevention, and be informed by evidence and evaluation of interventions.

A wide range of agencies are involved in taking joint action including criminal justice, law enforcement, education, local authorities, health, businesses, as well as expertise from communities and the voluntary sector.

Whilst this approach seeks to address the root causes of violence and is focused on whole system change, it is anticipated that the actions taken will address not only violence but will impact positively across many areas of vulnerability, recognising that the risk and protective actors for these areas are frequently similar.

Violence Reduction Alliance Priorities



Priority 3

Support victims and witnesses

Ensure victims and witnesses are provided with exceptional specialist support services so they feel able to cope and recover from the impact of crime and ASB.

I will:

- Provide a range of free, confidential, non-discriminatory, specialist support services for victims and witnesses of crime (including domestic abuse, sexual assault and abuse, violence, exploitation, hate crime, road crime, harmful sexual behaviour, business crime, restorative justice, online fraud and cybercrime) and ASB.
- Make sure Staffordshire Police work harder to keep victims informed on how their case is progressing.
- Provide a free and confidential triage service for victims of crime to assess their needs and ensure they are signposted to specialist services where necessary.
- Improve accessibility to support services, paying particular attention to seldom heard groups, tailoring their service offer accordingly.
- Work with police and partners to reduce repeat victimisation.
- Address offending behaviour to prevent people becoming victims.
- Ensure service providers (defined in the Victim Code of Practice, 2020) comply with the Victims Code.
- Reach agreed quality standards for all support services (such as SARC services achieving forensic accreditation by October 2023).
- Improve ways service providers collect victim satisfaction levels, using new and emerging technology.
- Improve communication on victim support so that people are more aware of what services are available and how they can access them.
- Ensure agencies working with victims consider how they provide consistency when engaging with a victim to limit the number of contacts, confusion and repeating of the victim's story.

- Work with the NHS and other agencies to ensure victims have access to services to meet a broad range of related needs (such as mental and emotional health support).
- Develop a more coordinated approach for witness support which is currently provided by a range of agencies.
- Ensure that information about witnesses and their experience is accurately recorded and available to help services improve.
- Adhere to any emerging requirements of new legislation such as the Victims Law and the Domestic Abuse Act 2021.



Priority 4

Reduce offending and reoffending

Ensure people are challenged and supported to make life choices that will prevent them from offending and perpetrators don't reoffend. Doing so will mean fewer victims of crime.

I will:

- Support prevention and early intervention programmes to stop the onset of offending behaviour, diverting people away from unnecessary contact with the criminal justice system.
- Target interventions to those identified as more vulnerable to / at risk of offending; working with partners to prevent generational offending.
- Commission programmes to address specific offending behaviours such as domestic abuse and harmful sexual behaviours.
- Offer targeted programmes to repeat or high-risk offenders.
- Improve the availability and effectiveness of housing, employment and other rehabilitation support services (such as drugs and alcohol, and mental health) to help those in prison or in the community to reintegrate successfully and achieve stable lifestyles away from crime.
- Ensure offenders are brought to account for their actions through appropriate punishment and effective disposals whilst being given the appropriate support and encouragement to move on and avoid reoffending.
- Continue to disrupt criminality in Staffordshire's prisons, address staff corruption and protect prison staff.
- Engage with the Ministry of Justice, Youth Offending Services, the Probation Service and the Prison Service to ensure the effective delivery of custodial and community sentences.
- Prevent people from being drawn into terrorism due to their vulnerabilities, associations or ideology and ensure individuals are appropriately monitored and managed.

Criminal Justice Agencies and People with Complex Needs

Poor mental health can be a contributing factor that leads people into contact with the police or criminal justice system, especially when people are unable to access community-based support.

My office, Staffordshire Police, local authorities and health partners are working together to improve services for people coming into contact with the police or criminal justice agencies with complex health and social care needs, including mental health and/or problems with substance misuse.

A Staffordshire Mental Health and Community Safety Strategic Board – the first of its type in the country – was established to oversee the development and delivery of a joint strategy, supported by joint commissioning and aligned budgets.

The Board ensures the availability of services at key stages of the criminal justice process, from initial contact with the police, through to arrest, detention in custody and first appearance at court, to ensure that individuals with complex needs are assessed and, where appropriate, diverted from unnecessary contact with the criminal justice system and into appropriate treatment and support.

Developments include:

- Further development of the existing countywide, multi-agency, Community Triage service through which police and nursing staff jointly attend mental health-related incidents to identify people with vulnerabilities and determine an appropriate agency response
- Improvements in the provision of custody and court-based mental health liaison and diversion services which identify people with vulnerabilities in contact with the criminal justice system and help them to access appropriate treatment and support services
- Improvements in joint working arrangements between agencies to support greater use by the Courts of Community Sentence Treatment Requirements, including Mental Health Treatment Requirements, Drug Rehabilitation Requirements and Alcohol Treatment Requirements. These require individuals whose offending is linked to their mental health and/or substance misuse to attend for treatment as part of their sentence as an alternative to custody.

Priority 5

A more effective criminal justice system

Ensure Staffordshire Police, the Crown Prosecution Service, Courts, the National Probation Service and HM Prison Service all work seamlessly so that effective justice is delivered more quickly.

I will:

- Ensure all partners work towards the same Local Criminal Justice Board Strategy and Performance Framework, with the same aspirations and goals.
- Improve the quality of investigations and case preparation so charging decisions can be made more efficiently.
- Ensure fairness for all within the Staffordshire Criminal Justice System (CJS) so that the system provides everyone with the same opportunities and people are treated with dignity and respect.
- Develop and implement simplified and secure digital processes from charge through to sentencing.
- Help increase the number of guilty pleas and reduce the number of repeat visits to court so that justice is delivered more quickly.
- Promote the use of community orders and Restorative Justice where this is appropriate and supported by victims.
- Ensure mechanisms are in place to help victims and witnesses engage successfully and positively with the CJS, such as safe rooms, video links and other special measures.
- Work to reduce adjournments and short notice court date changes.
- Ensure victims and witnesses are kept informed and provided with information and support through every stage of the criminal justice process, and ensure their needs and wishes are considered.
- Develop a victim satisfaction survey which seeks victims of crime experiences from the point of reporting the crime through to exiting the CJS.

Local Criminal Justice Board

Part of the 'and crime' element of the Police and Crime Commissioner role is to engender a more effective service to be delivered by agencies that are accountable to Government departments such as the Home Office and Ministry of Justice. The public rightly expects all Government bodies to work towards the same goals. My power to convene provides an opportunity to work with criminal justice agencies to seek improvement in their joint delivery of services in the interests of the communities of Staffordshire.

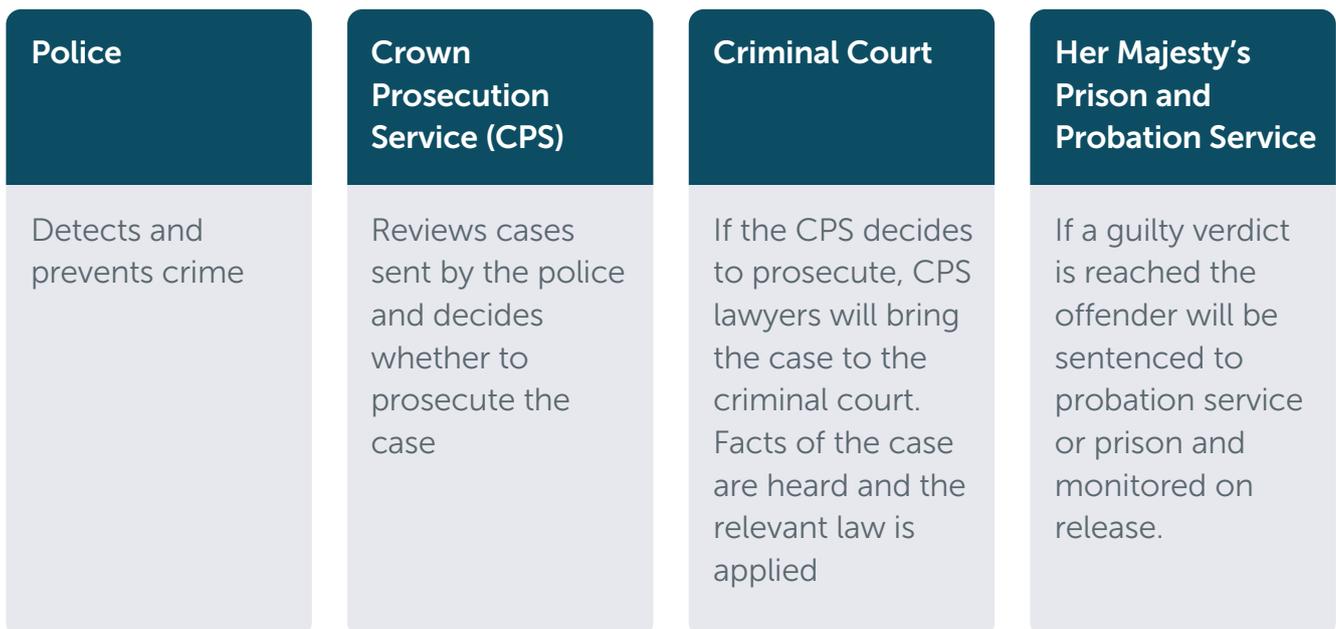
The Local Criminal Justice Board brings together the police, Crown Prosecution Service, courts and probation representatives to improve the efficiency, effectiveness and transparency of the criminal justice system. I chair the board that covers Staffordshire.

The board's vision is:

For everyone to have confidence in our local criminal justice system. That means a system that is fair to all, supports victims and witnesses, reduces reoffending, and is effective and efficient.

The board's work is focused on four areas:

1. **A system that effectively supports victims and witnesses.**
2. **A system that aims to rehabilitate offenders and reduce reoffending.**
3. **A system that is fair to all of those that come into contact with it.**
4. **An effective and efficient criminal justice system.**



Delivering the Plan

Finance and Resources

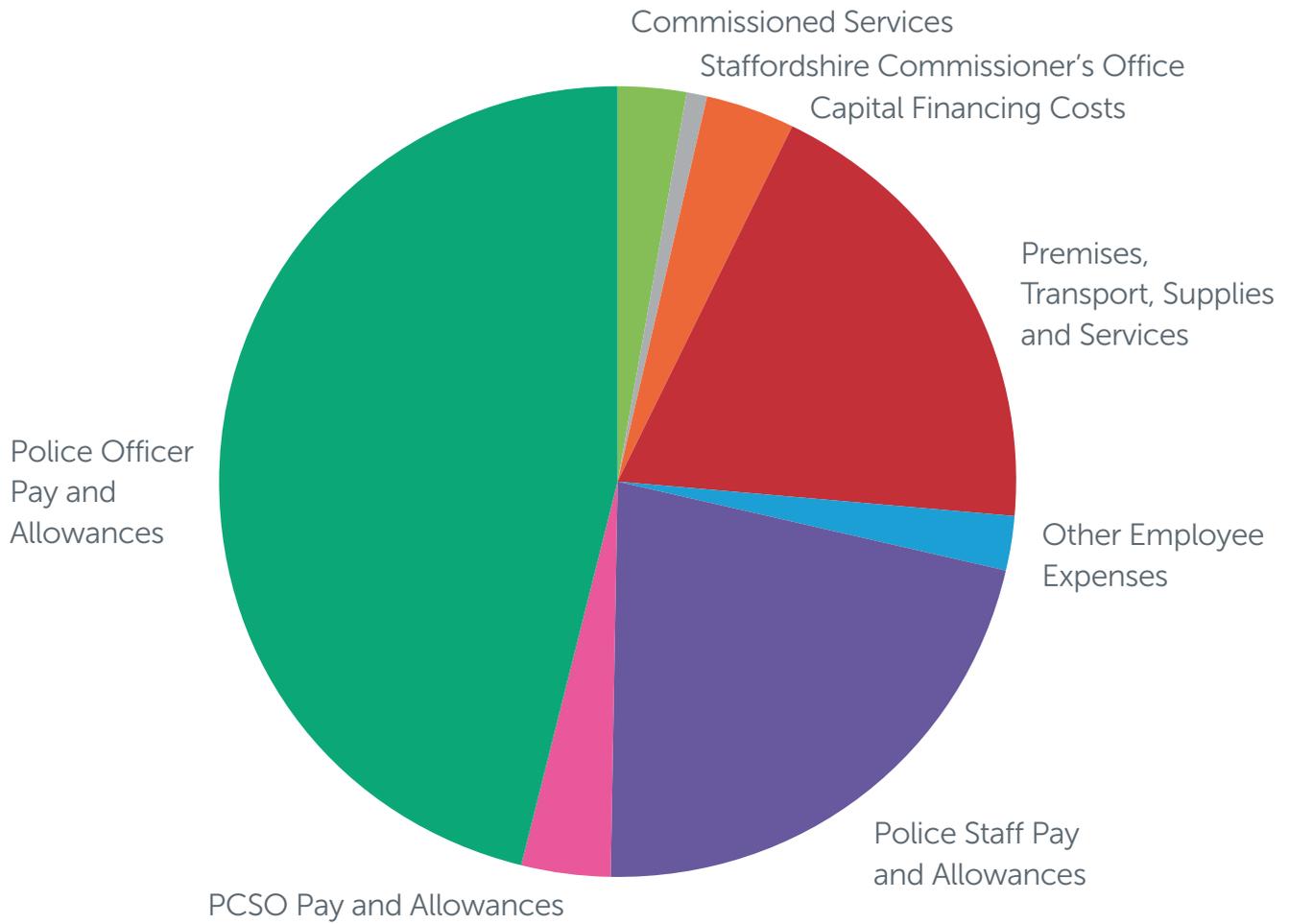
The total police and crime budget I hold is £222m in 2021/22. This is not just about policing – PCCs have broader statutory responsibilities to prevent crime and support victims with services which cannot be delivered by the police.

The budget includes direct grants from Government, such as the Victim's Grant, dedicated to community safety initiatives, drug and alcohol services and victim support services. Income is also received from local authority partners to jointly commission services to address domestic abuse and provide support for victims.

The Medium-Term Financial Strategy (MTFS) sets out the basis of our current assumptions for the future and looks ahead in order to predict the overall funding position for my office and Staffordshire Police for the next few years. As at 2022/23, the current MTFS is predicated on identifying savings of £5m.

The future is always difficult to predict but there is likely to be a significant impact of the pandemic on public finances both locally and centrally. A good MTFS will remain flexible to take account of changes in financial assumptions, the overall funding position, the operational priorities of the Chief Constable and emerging challenges.

Future funding considerations will of course influence any proposals that I put forward regarding the level of council tax increases required for 2022/23 and beyond. The increases in council tax for Staffordshire have been lower than most other regions during the last 10 years and I will only ask for additional funding where I consider the increase necessary to protect services and keep the communities that we serve safe.



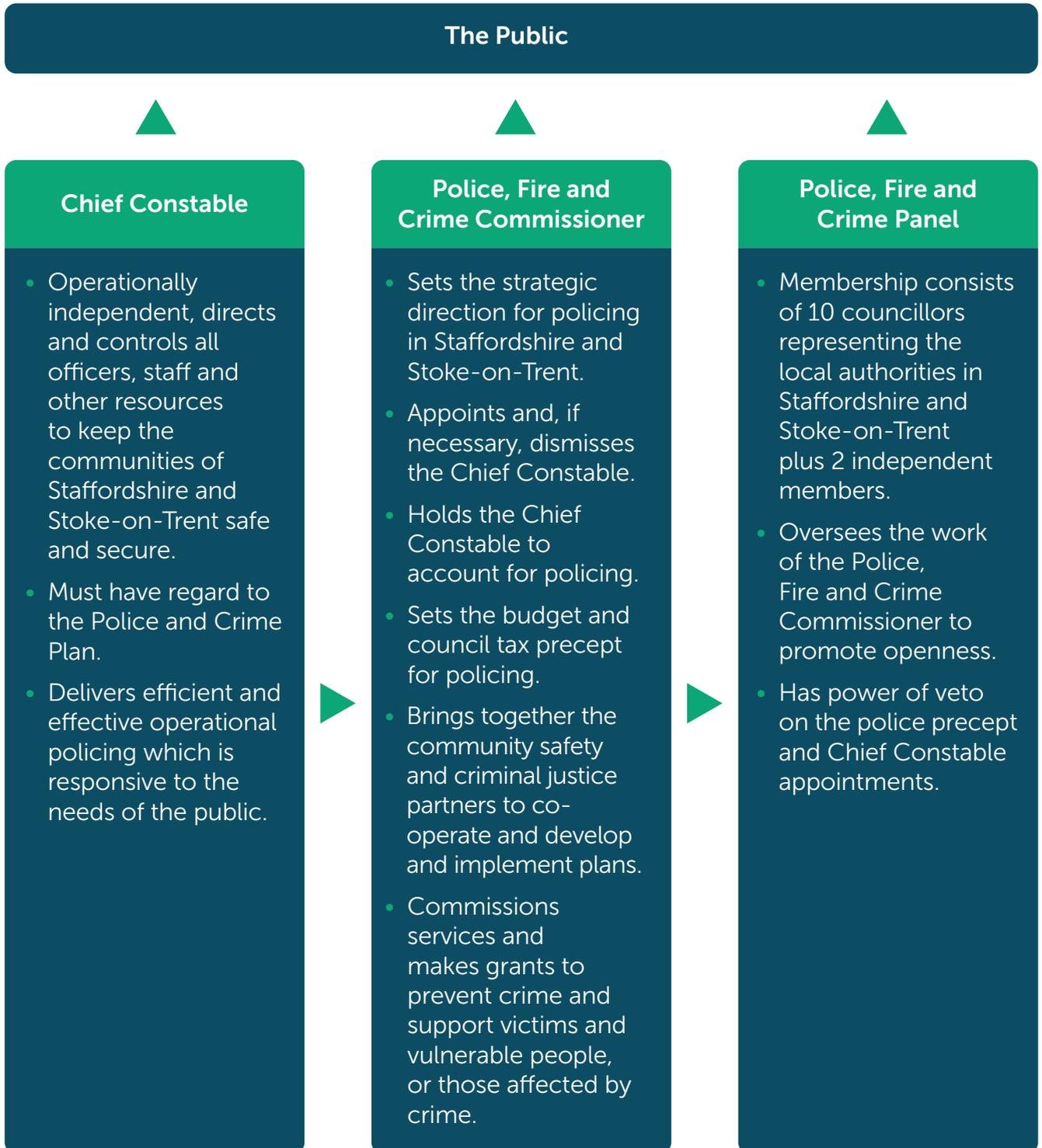
Expenditure

Police Officer Pay and Allowances	110.4
Police Staff Pay and Allowances	51.8
PCSO Pay and Allowances	8.3
Other Employee Expenses	5.7
Premises, Transport, Supplies and Services	45.4
Commissioned Services	6.4
Capital Financing Costs	8.7
Staffordshire Commissioner's Office	1.8
Total Gross Police and Crime Expenditure	238.5

Income

Income	-16.4
Net Cost of Service	222.1

Performance and Accountability



This plan sets the overall direction of travel for policing and other services over the next three years, and some of my ambitions go beyond my term of office. It will be kept under review and refreshed to take account of finances, changes in national policy or major events.

I expect the Chief Constable to develop an annual Policing Plan in response to each of the priorities for policing set out in this plan and the Strategic Policing Requirement. The Policing Plan will review progress in the previous year, set out current and emerging issues and challenges, and how Staffordshire Police intends to address them.

Evidence on progress will be gathered from a number of sources including the force's own performance data, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports, government reports and datasets, audit findings, data from partners and public surveys.

I will be completely open about performance against the new national outcomes and the measures I will monitor locally to ensure our priorities are being delivered. I will publish performance data and hold Public Performance Meetings where I will hold the Chief Constable to account for delivery and which will be available online.

Governance statements, policies and procedures, decision records and details of expenditure and contracts are all accessible at <https://staffordshire-pfcc.gov.uk/transparency/>.

Progress against this plan will be regularly reported to the Police, Fire and Crime Panel and an annual report will be published.

My office is separate to the police, and fire and rescue service, and works closely with partners, businesses and communities to support me in implementing this plan and with public engagement, the scrutiny of policing and fire and rescue services, and commissioning services to support victims and to prevent crime.

My office is specifically responsible for:

- Monitoring and scrutinising the performance of Staffordshire Police and Staffordshire Fire & Rescue Service.
- Commissioning appropriate services to prevent crime and ASB and provide support for local people affected by crime and ASB. This means consulting with partners and service users to understand their needs; designing services and targeting resources to meet those needs.
- Seeking the public's views on policing and community safety decisions that affect them directly.
- Keeping the public up-to-date and informed about police performance, fire service performance, my work and that of my office.
- Publishing easy-to-access and transparent information about decisions, budgets, performance and governance.
- Co-ordinating community safety and crime prevention activities across Staffordshire.
- Managing a range of contracts providing essential support services to operational policing such as medical services for people held in custody.
- Carrying out reviews of police complaints where the complainant is unhappy with the way the original complaint was handled or the final outcome.

Get Involved

As your Police, Fire and Crime Commissioner for Staffordshire, I welcome your feedback. By letting me know the issues that matter to you most, you will be directly shaping policing and community safety decisions both now and in the future.

You can contact my office to give feedback or ask questions about your police service.

Staffordshire Commissioner's Office, Block 9, Weston Road, Stafford, ST18 0YY

Telephone: 01785 232285

Email:

commissioner@staffordshire-pfcc.pnn.gov.uk

Website:

<https://staffordshire-pfcc.gov.uk/>

Facebook:

Ben Adams for Staffordshire
StaffordshirePFCC

Twitter:

@benadams4staffs
@StaffsPFCC

Volunteers play a vital role within the police service. Details on the following opportunities and more can be found at:
<https://staffordshire-pfcc.gov.uk/get-involved/volunteer/>

- Independent Custody Visitors
- Custody Appropriate Adults
- Youth Commission
- Ethics, Transparency and Audit Panel
- Dog Welfare Volunteers

Details on the following opportunities and more can be found at:

<https://careers.staffordshire.police.uk/volunteers/>

- Special Constables
- Independent Advisory Group Members
- Police Cadet Leaders/Assistants
- Rural Crime Volunteers
- Safer Streets Volunteers

For Community Speed Watch, go to:

<https://staffssaferroads.co.uk/community-speed-watch/>

For details of Neighbourhood Watch schemes in your area, go to:

<https://www.ourwatch.org.uk/>

To stay in touch with police and crime issues affecting your local area, go to:

<https://www.staffordshiresmartalert.co.uk/>

If you require this information in an alternative format or language please email:
commissioner@staffordshire-pfcc.pnn.gov.uk



STAFFORDSHIRE COMMISSIONER

Police | Fire and Rescue | Crime