

Police and Crime Plan

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2024 – 2028

Staffordshire &
Stoke-on-Trent



STAFFORDSHIRE COMMISSIONER
Police | Fire and Rescue | Crime

Introduction



As Staffordshire's Police, Fire & Crime Commissioner, I am responsible for securing an effective and efficient Police service, so I am delighted at the considerable progress officers and staff have made over the past three years with the Chief Constable's clear direction. That progress was recognised by His Majesty's Inspectors of Constabulary and Fire & Rescue Services (HMICFRS) when they discharged Staffordshire Police from 'special measures' this spring, and in their recent PEEL report highlighting improvements across the force.

My office monitors the force's performance on your behalf, and it is rewarding that the improvements I have seen have been recognised by the inspectors. There is still more to do, however, to further reduce crime and anti-social behaviour (ASB), and give more people confidence that their Police and community safety partners will keep them safe.

This plan is informed by our communities' expectations: a good quality service which responds quickly to emergencies, crime reports or sharing of information. An expectation that they will be treated with courtesy and respect, that victims will be kept informed and that crime and ASB in their neighbourhoods will be addressed.

Staffordshire Police is well placed to meet these expectations, balancing them with the demands of tackling organised criminals, responding to increases in domestic abuse, and protecting children and vulnerable people. With council taxpayers' support, I will continue to invest in the technology, training and people to help the force meet these daily challenges, weighing up risk and potential harm to prioritise tasks.

Since the pandemic, organised gangs have targeted Staffordshire, sometimes forcing vulnerable young people to break into properties to take car keys and steal cars, or machinery from rural businesses and farms. These criminals contribute to increased shoplifting and drugs in our communities. Investment in proactive policing is already helping to tackle these issues, but people are understandably concerned and many, especially those in the countryside, feel vulnerable. In this plan, and in my public performance meetings with the Chief Constable, we will focus on the force's response to vehicle crime, rural crime and retail crime, as well as prioritising 101 call answering times.

Too many people are seriously injured or killed on our roads, so this remains

a plan priority. My deputy and I co-chair the Staffordshire Safer Roads Partnership, bringing together council highways, education and other specialists with Police and Fire & Rescue. The Central Motorway Policing Group has now been dissolved and the force has taken back responsibility for its own Roads Crime Team, policing the motorway and road network and providing our communities with a more focused and localised service.

Staffordshire's significant court backlog since the pandemic distresses victims and undermines public confidence, so I will strengthen relationships between the agencies responsible for delivering justice. I will use my powers to bring agencies together to tackle the underlying causes of crime, reduce violence and push for more rapid justice. Further progress over the next four years should see a reduction in numbers entering the criminal justice system, and the daily demand on our Police service.

Staffordshire Police and partners in local councils, housing, NHS, voluntary sector and other agencies can all contribute to preventing and reducing crime and ASB, and many have a statutory requirement to do so. Our Local Community Safety Partnerships (CSPs) have an important role to play, and this plan outlines how I will help them focus on community concerns and involve residents and businesses in their solutions. I will also be exploring how experienced groups such as Neighbourhood Watch can help us do more to keep ourselves and our property safe.

Confidence matters. Staffordshire and Stoke-on-Trent are safe places to live, yet people tell me crime and ASB are increasing when overall they are not, and they don't feel supported. Police and partners must engage more effectively to keep our communities informed about issues in their area or industry, how they are being policed and what they can do to help make Staffordshire unattractive to criminals. Capturing feedback from victims, witnesses and those who feel let down is important. The best-performing organisations learn from feedback and I think Staffordshire Police can, too.

A new local policing model, introduced in 2022, and increased officer numbers are delivering a more local and responsive service for our communities. More suspects are being arrested and stop searched, 999 calls are answered more quickly and effectively, and people are seeing some improved criminal justice outcomes. Emerging challenges such as this summer's violent disorder reminded us all of the bravery and resilience of our officers, earning the respect and support of communities across Staffordshire and Stoke-on-Trent.

Keeping Staffordshire safe is something we must all do together. I will be doing everything I can to help residents, businesses, charities, our Police service and our criminal justice and community safety partners to play their part.

Ben Adams
Staffordshire Commissioner

Our aim

Keep Staffordshire safe

Our priorities

An outstanding local Police service

Closer to communities to really understand what matters to them and proactive in solving their concerns. Easy to contact, focused on the needs of victims and providing excellent customer service. Proficient and professional in everything they do. This will mean that people are safer and feel safer, and are confident in and proud of Staffordshire Police.

Supporting victims

Ensure that victims (which includes witnesses) are treated with respect and empathy to ensure they remain confident in the force's response and are provided with high quality, specialist support services so they feel able to cope and recover from the impact of crime and ASB.

Preventing and protecting

Prevent harm and protect people (particularly children and those who are vulnerable) by intervening early, ensuring they are appropriately safeguarded and receive the help and support they need. Challenge and support people to make life choices that will prevent them from offending or reoffending. Doing so will mean fewer victims of crime.

Impactful partnerships

Bring partners together and ensure the appropriate agency plays to its strengths in preventing crime and ASB, protecting people from harm, supporting those affected and delivering justice. Encourage people to get more involved in shaping priorities, volunteering and helping to solve problems in their community.

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 area that builds relationships, tackles the issues most important to them and increases public confidence. It's 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.

Prevention and early intervention

Targeting interventions at those more vulnerable to crime and ASB and intervening as early as possible prevents issues from happening in the first place or escalating so that they become even more damaging, complex and costly.

Supported and equipped

Our Police service must have the equipment, vehicles, buildings and technology it needs to improve services, help protect the public and deliver real value for money. Staffordshire Police's most valuable asset is its people; officers, staff and volunteers must have the right leadership, management, training and wellbeing support, underpinned by the right organisational culture.

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, health authorities, criminal justice partners, businesses, communities and the voluntary sector is essential.

Value for money

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 elsewhere 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. In holding the force and partners to account, I will challenge, scrutinise and share performance data to demonstrate my expectation of the highest standards of public service and to increase trust and confidence.

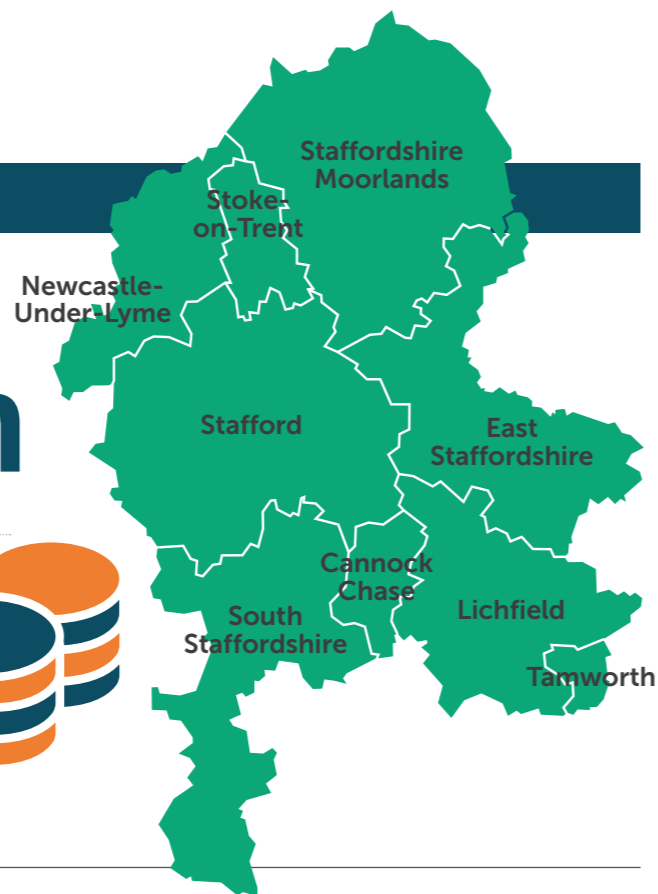


Finance

Budget
£248m

58 pence

per person per day



About Staffordshire

1.16m
people

488,600
households

1,049
square miles

Motorways
64.5 miles



A roads
543.5 miles

Minor roads
3,895.5 miles

Officers and staff



2,017

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

183
PCSOs

1,448
Police Staff

140
Special Constables

109
Volunteers



Over the past year there were:



230,000
calls to 999



310,000
calls to 101



59,000
online contacts



5,000
missing person reports



1,846
police complaints

263,000

incidents

84,600

crimes

3,756

repeat offenders

51,000

motoring offences



16,000

counts of anti-social behaviour

16,300

arrests

5,400

people stopped and searched



80.1%
of victims of crime
satisfied with the way the
incident was investigated

63,700

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

Throughout my previous term of office and during my election campaign, I have consulted with individuals, families and community representatives. The issues that continue to concern them most are ASB, neighbourhood crime, drug dealing and road safety.

My office and the force jointly commission regular surveys to understand public concerns about crime and ASB, their priorities for policing, levels of trust and confidence in the force, and opinions on its effectiveness in delivering services and engaging with communities. These surveys confirm that people's top priorities for Staffordshire Police are reassurance (49%), ASB (41%) and drug-related crime (40%), followed by acquisitive crimes such as burglary and vehicle crime (20%).

Other findings from the latest survey in March 2024 include:

- 94% say it's important to them to have a visible Police presence where they live
- 18% had some contact with Staffordshire Police in the previous year
- 24% say there has been a decrease in Police numbers in their area
- 65% have confidence in Staffordshire Police
- 73% feel they could rely on their local Police team if needed
- 88% are confident the Police treat people fairly
- 77% feel that people from different backgrounds are treated equally
- 21% believe they might become a victim of crime in the next year
- 8% say they have been a victim of crime in the past year

This indicates the challenge we have in reassuring communities. Even though there are 428 more Police officers in Staffordshire than in 2020, too many people perceive that the numbers have reduced. Some people's fear of crime is far higher than the likelihood of them actually becoming a victim of it.

Communities are not just geographical, and I have also listened to concerns from groups with common interests such as retailers and other businesses, farmers and rural communities.

My engagement and consultation highlight consistent themes around the basic aspects of policing. People value a visible Police presence to deter offending and provide reassurance, they want a prompt response to calls for service and expect officers to take robust action and be effective in investigating crime.

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

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

Local Needs

Staffordshire is a safe place to live, visit and work. Overall crime rates are well below the regional and national average, and our area sees particularly low levels of neighbourhood crimes such as burglary, vehicle crime and robbery compared to most similar force areas. 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:

ASB

Overall rates of ASB in Staffordshire are now significantly lower than they were before the pandemic, and are fractionally lower than those seen across the West Midlands region but in line with national levels. As with crime overall, ASB tends to disproportionately affect our most deprived and disadvantaged communities, which tend to be overly affected by neighbour disputes, while town and city centres are more subject to rowdy and inconsiderate behaviour. Repeat victims of ASB tend to experience the same levels of psychological harm as victims of less serious violent crime.

Domestic Abuse

Domestic Abuse (DA) 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 or threatening behaviour, stalking and harassment or abuse. The passing of the DA Act (2021) and the Victim and Prisoners Act (2024) means there is now recognition of children who witness or experience such abuse as victims of DA in their own right. DA remains a largely hidden crime; an estimated 65% is not reported to the Police or other support services. In rural communities, it is estimated that around 90% of all DA goes unreported.

Current rates of DA offences in Staffordshire are almost unchanged from the previous year, however, people providing DA support services and in safeguarding roles report that cases are becoming increasingly complex and high risk. 80% of DA crimes are violent offences; while around 25% of all crime is flagged as DA related, this increases to 46% of violent crime. While victims of domestic offences are primarily younger women (aged 18-39) and offenders 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.

Vulnerable People, Safeguarding and Drugs

Drugs can be a factor in a range of crimes, from acquisitive offences to fund addiction to 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 the degradation of local areas through use of properties for drug use, drug supply and other criminal activity. Other issues are related to 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, Criminal and Financial Exploitation, Serious Violence, Money Laundering and the supply of illegal weapons.

People with long-term substance misuse challenges often experience DA and are highly vulnerable to violence and criminal exploitation. Children in families where substance misuse 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.

Fraud

Fraud is often sophisticated, organised and technologically advanced. In Staffordshire, around 70% of personal fraud has an online element. Fraud scams using internet banking and remote computer access mean that criminals can defraud individuals and businesses of large sums of money very rapidly and from anywhere in the world. This is often also the case in incidents of 'Romance Fraud', with criminals using chat functions in online games and social media to groom their victims online. Those vulnerable to fraud are also often vulnerable to 'door-step' crime, which may involve intimidating and aggressive behaviour or an element of befriending or grooming of the victim to facilitate offending or repeat victimisation. The average victim of door-step crime is over 80 years old and lives alone.

Serious Violence including Violence Against Women and Girls (VAWG)

Media, government and public interest and concern over levels of knife crime remains. There is ongoing local concern around

knife crime linked to organised criminality, however, actual levels of knife crime in Staffordshire remain comparatively low and have seen minimal change compared to pre-pandemic levels.

Evidence shows that many women in the UK do not feel safe in public or online: recent government research found that girls do not feel safe at school or in other educational establishments, and many women and girls in the UK have experienced verbal abuse, intimidation, and sexual harassment in public spaces. In 2022/23 VAWG accounted for 12.5% of non-domestic related crimes and 23% of non-domestic related violent crimes.

Community Cohesion and Tackling Extremism

National increases in hate crime, extremism and tension in some communities have been seen locally. Social change, concerns over immigration and climate change and national and global events including war and incidents of terrorism have had an effect on community cohesion. Such major events and government decisions arising from them have the potential to exacerbate tensions within some communities and affect social and political trust. This can be exploited by extremist groups, often through social media. In recent years, we have seen community tensions heightened in specific locations where repeated environmental and other protests have taken place and in the summer of 2024 the force dealt with severe incidents of disorder.

The UK terror threat level currently remains at 'Substantial', meaning that an attack is likely. There have been several terror acts carried out in the UK in recent years, and many more that have been foiled by security services and Police. While a number of high-profile terror incidents, arrests, and cases have been linked to Islamist Extremism, there have also been notable incidents linked with Right Wing Extremism. More broadly, ongoing global conflicts, in particular war in the Middle East, have

the potential to impact at a local level with a growth in and vocalisation of polarised political and ideological standpoints. Noting that Stoke-on-Trent is no longer a Home Office 'Prevent' priority area, which previously saw the City Council receive additional support from the Home Office for its work to tackle extremism, my office supports investment in local programmes to identify those at risk of being ideologically exploited.

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services



The HMICFRS PEEL (Police effectiveness, efficiency and legitimacy) Assessment of Staffordshire Police for 2023-2025 was published in September 2024. The following graded judgments were made.

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Preventing crime	Police powers and public treatment	Responding to the public	
		Managing offenders	Investigating crime	
		Developing a positive workplace	Protecting vulnerable people	
		Leadership and force management		



The Inspectorate recognised the force's positive response to the concerns identified in the previous inspection in 2021/22. Key points arising from the inspection include:

- The force has addressed some of the poor performance identified previously, including in the areas of investigations and responding to the public. It still faces challenges in these areas, however, including attending incidents in a timely manner and assigning appropriate outcomes to crimes. It also needs to reduce the number of non-emergency 101 calls that are abandoned by callers.
- The force is using data much more effectively, and has a much better understanding of demand and its capacity and capability to meet it. Leaders and frontline staff have better access to data to be able to monitor performance in areas such as the standard of investigations, how it responds to the public and how it manages the risk posed by offenders.
- Through its own audit processes, the force is aware of issues in its response to domestic abuse incidents including the timeliness of attending incidents, risk assessment and use of body-worn video at the scene.
- The force has considerably improved its management of registered sex offenders and offenders who have accessed indecent images of children, including its oversight of risk assessments and sharing safeguarding information with children's social care. It needs to ensure it is monitoring whether offenders are complying with orders and that those on bail for offences of accessing indecent images of children are complying with bail conditions.
- Officers and staff expressed confidence in the senior leadership team and understand the move to a more performance-focused culture and why this approach has been taken.

Government Policy

At the time of publishing this plan, the new Government's policies with regard to crime, policing and community safety are in development. There are, however, some themes contained in the Labour Party Manifesto, some of which are consistent with our local findings:

- Public trust in policing is reliant on responsive service and quality investigation
- Victims must have faith that justice will be delivered and criminals punished
- Investment is needed in neighbourhood policing to improve the connection between Police and public
- Trust in the service has been undermined by high-profile misconduct cases and failures in vetting
- ASB needs to be tackled and enforcement powers increased
- Tougher enforcement action and support is needed to reduce knife crime
- VAWG needs to be a higher priority, with action needed to bring more offenders to justice, fast-track rape cases and provide support to victims of DA at the first point of contact
- More needs to be done to tackle the backlog in the criminal justice system and improve service to victims

National Policing requirements



National Crime and Policing Outcomes are 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 Strategic Policing Requirement (SPR) sets out seven national threats which all Police force areas in England and Wales must demonstrate they have the plans, capacity and capability to respond to:

- VAWG
- Terrorism
- Serious and organised crime
- A national cyber incident
- Child sexual abuse
- Public disorder
- Civil emergencies

I have a legal duty to respond to the SPR and ensure that Staffordshire Police is well prepared to meet the requirement locally and also able to support joint responses between forces, regionally and nationally. I will hold the Chief Constable to account and regularly scrutinise Staffordshire Police'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.

This plan, and force plans, will be kept under review to take account of any changes made to the SPR by the Home Secretary.

I have considered the seven national threats in forming my priorities. Tackling them relies on strong partnerships with other Police forces, emergency services, councils, health and other organisations, and a major part of my role is to convene agencies to develop and deliver an effective, coordinated response.

I chair the Staffordshire and Stoke-on-Trent Violence Reduction Alliance Board and have overseen the development of our local Violence Reduction Strategy which includes a range of projects developed to help prevent and reduce violence, including public space VAWG.

I currently chair a Regional Governance Group of PCCs and Chief Constables which oversees our collaborations to respond to serious and organised crime and terrorism across the region. Drugs supply is a major driver of serious and organised crime and I also chair the local Drug and Alcohol Partnership Board which oversees our local response to the National Drugs Strategy.

My office supports and works alongside the Staffordshire Safeguarding Children Board and the Stoke-on-Trent Safeguarding Children Partnership, which co-ordinate the actions of partner agencies and help ensure the effectiveness of safeguarding children arrangements.

I also commission a range of support services for young people, professionals, parents, and carers, aimed at preventing or stopping child criminal exploitation.

Our local response to civil emergencies is through the Staffordshire Local Resilience Forum (LRF), a partnership of Police, Fire & Rescue, local authorities, health services and the Environment Agency, currently chaired by the Chief Fire Officer. Through the Civil Contingencies Unit, the LRF supports and coordinates agencies to prepare for emergencies through joint plans and exercises.

The Policing Vision 2030 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 Chiefs' Council and the Association of Police & Crime Commissioners, in consultation with The College of Policing and the National Crime Agency, staff associations and other policing and community partners. All Police & Crime Commissioners and Chief Constables in England and Wales have signed up to the Vision.



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.

Staffordshire has a collaborative arrangement with West Mercia and Warwickshire Police for the delivery of **Police Constable Entry Route** (PCER) programmes through Staffordshire University's Institute of Policing. The PCER includes undergraduate and postgraduate courses for new recruits.

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

Police/Fire Collaboration

Staffordshire was the second area in England where governance of Fire & Rescue was transferred to an elected Police, Fire & Crime Commissioner. Collaborative work has brought real benefits to how Police and Fire & Rescue work together to keep communities safe and delivered significant financial benefits. There are now five Police, Fire & Crime Commissioners and the Government is encouraging more coterminous Police and Fire & Rescue areas to consider the benefits of collaboration.

A bold joint estates plan has seen Police and Fire & Rescue teams brought together in modern facilities in Hanley, Tamworth, Penkridge, Stone, Uttoxeter and Kinver, with public money no longer misspent 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, occupational health and equality, diversity and inclusion. This saves money that is redirected to frontline services.

Work is being carried out to scope the opportunities for a joint approach to IT which shares expertise, networks and systems where appropriate, improves resilience and delivers efficiencies through better procurement. This would also be a sound basis for taking full advantage of advances in automation and artificial intelligence.

In addition to financial savings, closer working between Police and Fire & Rescue 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.

An outstanding local Police service

Closer to communities to really understand what matters to them and proactive in solving their concerns. Easy to contact, focused on the needs of victims and providing excellent customer service. Proficient and professional in everything they do. This will mean that people are safer and feel safer, and are confident in and proud of Staffordshire Police.

I will:

- Work with the force to develop innovative approaches to engaging with neighbourhoods and communities with shared interests to help shape priorities and services and keep them informed of what the force are doing.
- Expect Staffordshire Police to improve non-emergency contact services such as 101 so people receive a high-quality, timely response.
- Ensure Staffordshire Police respond quickly to incidents and thoroughly investigate crime and ASB.
- Expect the force to 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.
- Work effectively with partners to tackle burglary, robbery, vehicle, business, retail and rural crime.
- Help the police to improve their service by learning from complainants and victims.
- Ensure resources are in place to provide the force with the capacity and resilience to tackle domestic abuse, child sexual abuse, VAWG and other incidents of high harm.
- Ensure the force has the specialist staff, technology and equipment to proactively tackle serious and organised crime gangs involved in drug-related crime, theft of vehicles and plant, and the exploitation of vulnerable people.
- Require Police leadership, standards, systems, culture and training to be focused on providing high-quality services.
- Require 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.

- Ensure the force continues its work to increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and addressing any organisational or cultural barriers to achieving this.
- Ensure the force takes a strategic approach to transformation and Digital, Data and Technology (DDaT) and has sufficient capacity and capability to deliver change programmes and monitor their benefits.
- Help the force stay ahead of criminals and respond to new challenges by providing facilities and technology to further enhance their specialist capabilities such as firearms and public order training.
- 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.
- 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.
- Require Staffordshire Police to protect people in custody by ensuring appropriate arrangements are in place for their safe detention.

Supporting victims

Ensure that victims are treated with respect and empathy to ensure they remain confident in the force's response and are provided with quality, specialist support services so they feel able to cope and recover from the impact of crime and ASB.

I will:

- Provide a free and confidential triage service for victims of crime to assess their needs, provide help and support, and ensure they are signposted to specialist services where necessary.
- Ensure free specialist support services are in place for victims and witnesses.
- Ensure victims are kept informed about support available to them and how their case is progressing.
- Ensure that Police and the wider criminal justice system improves its recognition and response to the personal impact on employees of crime and ASB committed against businesses.
- Work with Police and partners to reduce repeat victimisation.
- Ensure service providers comply with the Victims and Prisoners Act 2024.
- Work with Police and partners to ensure information about victims' and witnesses' experience is accurately recorded and used to help services improve.
- Improve communication on victim support so that people are more aware of what services are available and how they can access them.
- Improve accessibility to support services, paying particular attention to seldom heard groups.
- 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).

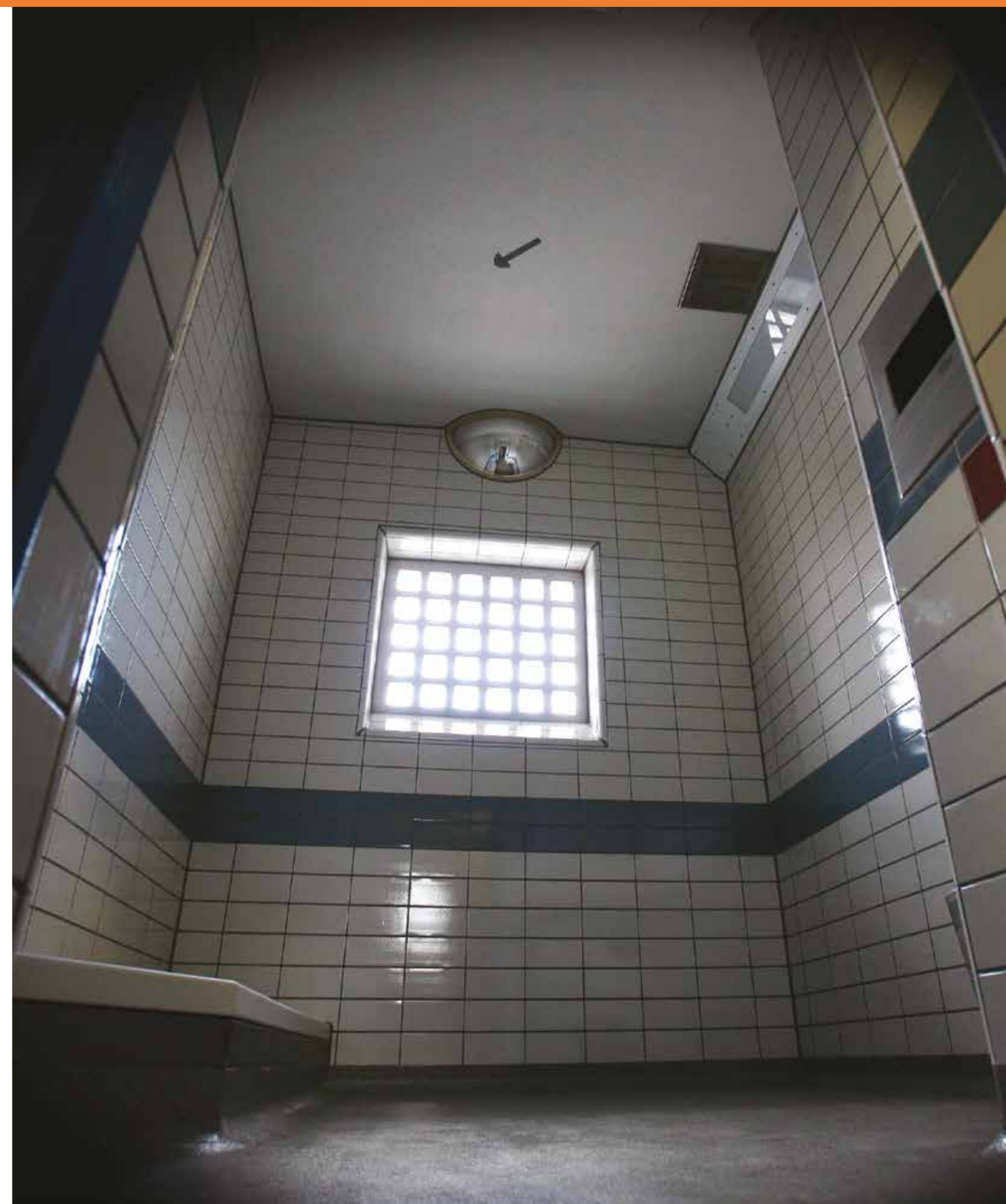


Preventing and protecting

Prevent harm and protect people (particularly children and those who are vulnerable) by intervening early, ensuring they are appropriately safeguarded and receive the help and support they need. Challenge and support people to make life choices that will prevent them from offending or reoffending. Doing so will mean fewer victims of crime.

I will:

- Ensure prevention and early intervention programmes are in place to stop the onset of offending behaviour.
- Work with schools and other educational establishments to develop and deliver consistent, good quality education on community safety related projects.
- Divert children from crime and ASB through positive, diversionary activities.
- Work with partners to equip professionals with the skills and knowledge to identify and respond appropriately to harm and the root causes of harm and criminal behaviour.
- Work with Police and criminal justice partners to ensure offenders are brought to justice or receive effective interventions to prevent them from reoffending.
- Work with partners and criminal justice agencies to ensure Community Orders are granted with drug, alcohol and mental health treatment requirements to provide people with support and encouragement to avoid reoffending.
- Ensure services are in place to divert vulnerable people away from crime and ASB.
- Improve the availability and effectiveness of housing, employment and other rehabilitation support services to help those in prison or in the community achieve stable lifestyles away from crime.
- Ensure programmes are in place to address specific offences such as domestic abuse and harmful sexual behaviour.
- Work with Police, local authorities and support services to ensure a joined-up approach to supporting vulnerable children and adults, protecting them from harm and exploitation including those who go missing from home or care.
- Prevent people from being drawn into terrorism due to their vulnerabilities, associations or ideology and ensure individuals are appropriately monitored and managed.
- Work with partners to continue to disrupt criminality in Staffordshire's prisons, address staff corruption and protect prison staff.



Impactful partnerships

Bring partners together and ensure the appropriate agency plays to its strengths in preventing crime and ASB, protecting people from harm, supporting those affected and delivering justice. Encourage people to get more involved in shaping priorities, volunteering and helping to solve problems in their community.

I will:

- Work with our local Community Safety Partnerships to develop and implement sound strategies to prevent and tackle crime and ASB in their area and to ensure any funding I allocate to them is directed to best effect.
- Improve digital and traditional links with people, particularly seldom heard groups and young people, to understand their views, gather evidence on crime, ASB, drugs and alcohol, road safety issues, and keep them informed about what is being done to tackle them.
- Encourage more people to play a part in tackling crime and ASB and improving safety in their community through volunteering, community representation and scrutiny and assurance work.
- Help community-based organisations that want to make their neighbourhoods safer.
- Strengthen Police and partners' ability to share data to help them identify vulnerability and intervene quickly to support victims and target offenders.
- Promote awareness and use of the tools and powers available to Community Safety Partnerships to prevent and resolve ASB so that issues are quickly and effectively addressed by all those responsible.
- Through the Violence Reduction Alliance, prevent and address violence, including that connected to County Lines drug gangs and violence against women and girls and ensure specified authorities meet their obligations under the Serious Violence Duty.
- Through the Drug and Alcohol Partnership Board, implement a comprehensive local response to the National Drugs Strategy to break drug supply chains, deliver treatment and recovery services and reduce the demand for drugs and to develop and deliver a local alcohol strategy.
- Work with regional partners to disrupt and dismantle serious organised crime gangs and prevent potential terrorist activity.
- Work with partners in the Criminal Justice System to deliver more rapid justice.

- Intensify the activity of our Safer Roads Partnership so that Police, Fire & 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.
- Ensure the continued support of NHS partners to Staffordshire Police in addressing 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.
- 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.
- Drive further collaboration between Police and Fire & Rescue services to deliver effective, efficient and resilient support services with an early focus on finance and IT support.



Delivering the Plan

Finance and Resources

The total Police & Crime budget I hold is £264.8m in 2024/25. 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.

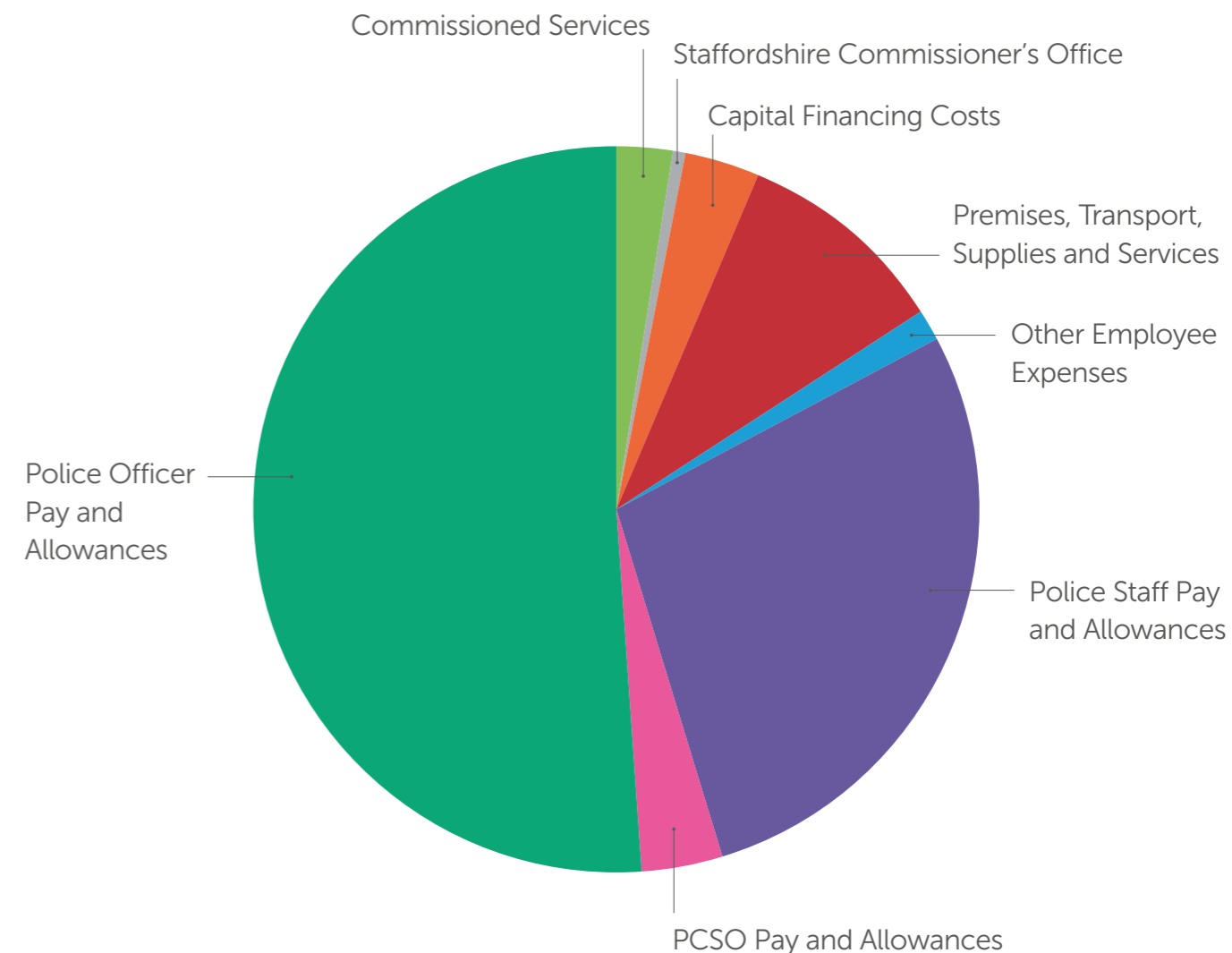
The budget includes direct grants from government, such as the Victim’s Grant, dedicated to community safety initiatives, drug and alcohol services and victim support services. Income is also received from local authority partners to jointly commission services to address DA and provide support for victims.

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 2024/25, the current MTFS is predicated on identifying savings of £19m and work is underway to achieve this significant target.

The future is always difficult to predict, but there is likely to be a significant impact of the change in Government 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.

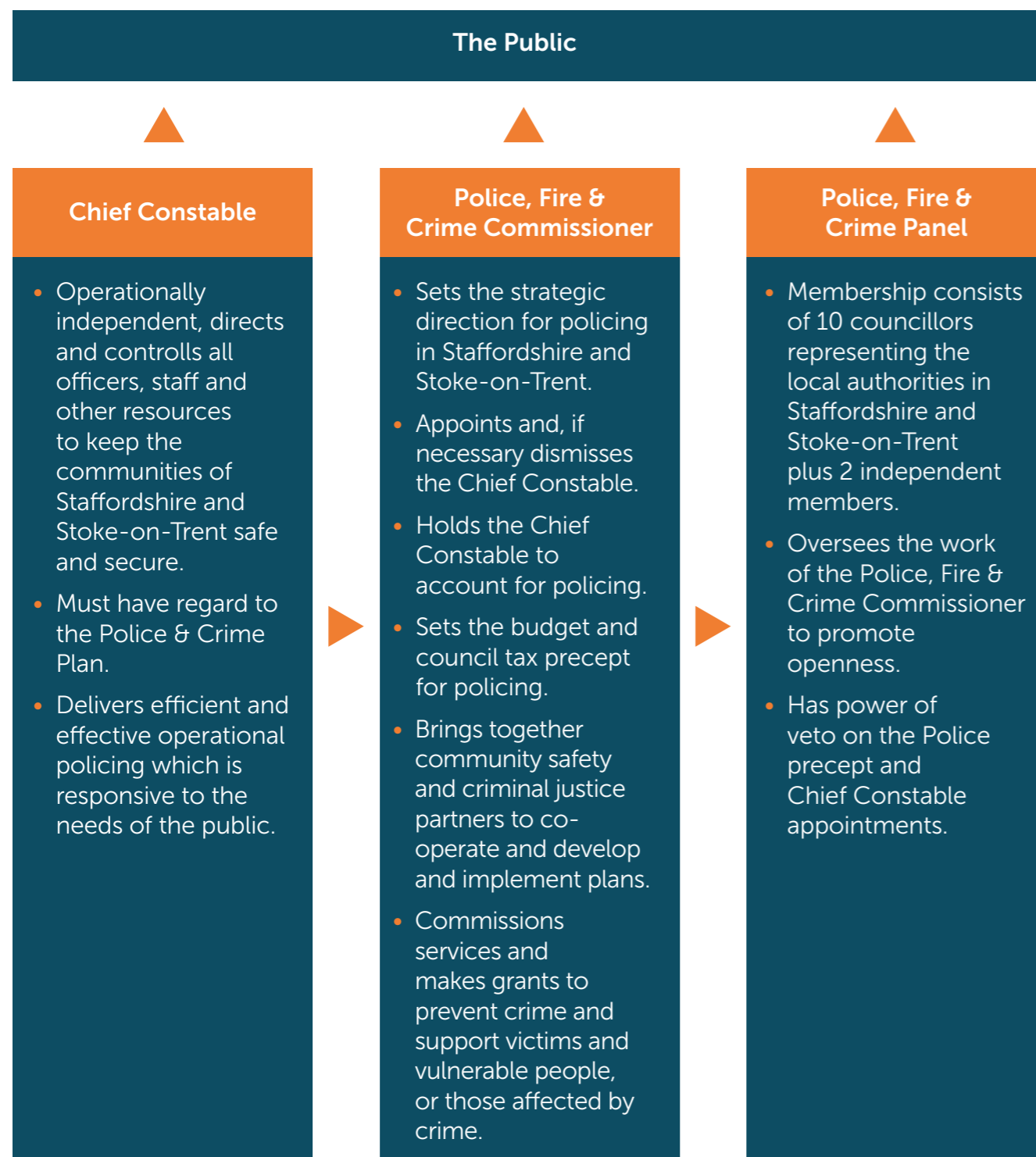
Future funding considerations will of course influence any proposals I put forward regarding the level of council tax increases required for 2025/26 and beyond. The increases in council tax for Staffordshire have been lower than most other regions during the last 10 years, and I will only ask for additional funding where I consider the increase necessary to protect services and keep the communities we serve safe.



Expenditure	£m	Income	£m
Police Officer Pay and Allowances	135.5	Income	16.9
Police Staff Pay and Allowances	74.4		
PCSO Pay and Allowances	9.5		
Other Employee Expenses	3.7		
Premises, Transport, Supplies and Services	25.5		
Commissioned Services	6.1		
Capital Financing Costs	8.6		
Staffordshire Commissioner’s Office	1.5		
Total Gross Police and Crime Expenditure	264.8	Net Cost of Service	247.9

Delivering the Plan

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, His 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 www.staffordshire-pfcc.gov.uk/transparency/.

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

My office is separate to the Police and Fire & Rescue services. It works closely with partners, businesses and communities to support me in implementing this plan and with public engagement, the scrutiny of Police and Fire & Rescue services, and commissioning services to support victims and 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 & Rescue 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 sexual abuse referral centres for victims of sexual abuse.
- 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 & 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 232385

Email:
pfcc@staffordshire-pfcc.gov.uk

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www.staffordshire-pfcc.gov.uk

Facebook:
Ben Adams for Staffordshire
StaffordshirePFCC

Instagram:
benadams4staffs
staffscommissioner

X:
benadams4staffs
StaffsPFCC

Volunteers play a vital role within the Police service. Details on the following opportunities and more can be found at:

www.staffordshire-pfcc.gov.uk/getinvolved/volunteer/

- Independent Custody Visitors
- Custody Appropriate Adults
- Ethics, Transparency and Audit Panel
- Independent Scrutiny Panel

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

www.careers.staffordshire.police.uk/volunteers/

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

For Community Speed Watch, go to:

www.staffssaferroads.co.uk/communityspeed-watch/

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

www.ourwatch.org.uk/

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

www.staffordshiresmartalert.co.uk/

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



STAFFORDSHIRE COMMISSIONER

Police | Fire and Rescue | Crime