Public Confidence Strategy
2018 - 2021
‘The police are the public, the public are the police’. This quote from Sir Robert Peel encapsulates the relationship between British policing and the communities it serves – and is the reason why public confidence is one of the five strategic priorities in the Policing Plan. This strategy sets out how we will build confidence within Staffordshire’s diverse communities, not just because this is important in its own right, but because it will help us tackle the significant challenges we face: rising crime rates; new and emerging threats like cyber-related crime; and the growth of extremism.

Because public confidence breeds trust, legitimacy and consent – and if communities trust our work, they will support us in our efforts to keep them safe from harm.

This is the purpose of our public confidence strategy: it will modernise and revitalise how the public contact the force, making it easier and more convenient; it will deliver a refreshed, more consistent approach to public engagement, placing more emphasis on understanding community needs and using these to better shape our services and how we will work with the public; and in ensuring, too, that we use our unique position of authority appropriately and ethically, providing a service that is fair and proportionate for all communities.

Over the summer of 2018 we put in place the first of the building blocks, with the launch of a new Operating Model that has seen a significant investment in neighbourhood policing and a refocusing of response policing that will be central to this strategy.

But the challenge of building public confidence is for everyone within Staffordshire Police. Each of us has responsibility for making the best contribution we can, for maintaining the highest ethical standards, for ensuring that policing is – and is perceived to be – fair, visible, and accountable. It will contribute too, to making this organisation a great place to work and improve our service offer to the people of Staffordshire. I look forward to working with you all to make it happen.

Gareth Morgan  
Chief Constable
Communities are becoming more diverse and the challenges we face more complex, at a time when policing is facing unprecedented financial pressure. In this context public confidence – and legitimacy – are crucial in enabling the force to do more, with less, with the active support of those we keep safe and reassured.

Public confidence relies heavily on our ability to respond to emergencies effectively and prevent and detect crime and anti-social behaviour. It relies on our understanding of the issues communities face and tackling these issues accordingly. Additionally, it relies on policing treating all communities, and the individuals who live within them, fairly and respectfully, according to the Code of Ethics and the values we uphold.

This was summarised in the force’s policing plan under the three outcomes set out below:

1. **People are confident that the service is there when they need it**
2. **People feel safe within their communities; and**
3. **People feel they are treated fairly, with dignity and respect**

If we achieve these outcomes, we will have built stronger, more resilient communities that have confidence in the service we provide and will work actively to support us.

This strategy is divided into six thematic areas that taken together deliver the outcomes set out above:

1. Public contact
2. Fairness in policing
3. Visibility and accessibility
4. Community engagement
5. Confidence with service
6. Policing diverse communities

This strategy should also be read in the context of the other operational policing plans and the underpinning People First strategy, which aims to ensure our people are equipped and empowered to deliver the best possible service.

Each of the six areas will incorporate evidence-based best practice, recognised national programmes and will build on the good work we do already in communities. Each area will be supported by full implementation plans with specific actions, named owners and clear timescales. The strategy will be overseen by the Assistant Chief Constable, Neighbourhoods and Partnerships and Contact and Response bringing together all directorates, to ensure delivery and assess effectiveness. But above all, it will be delivered by all of us, as we look to build public confidence with policing across Staffordshire.

‘We will build stronger, more resilient communities that have trust and confidence in the service we provide’
Our service commitment

This charter outlines our commitment to the people of Staffordshire. To succeed we need communities to work with us; by contacting police in the right way, by sharing information and intelligence, and by acting on crime prevention advice. Together we can create safe, fairer and united communities.

1. We will be there when you need us – 24 hours a day, 365 days a year.
2. We will treat everyone with dignity and respect, irrespective of race, religion, sexuality or background.
3. We will maintain neighbourhood policing as the bedrock of policing in Staffordshire, with a commitment to community-based police officers and PCSOs.
4. We will place victims’ needs at the forefront of all we do, and ensure victims receive the service they’re entitled to under the Victims’ Code of Practice.
5. We will provide the earliest support possible to the most vulnerable victims, to keep them safe from further victimisation.
6. We will make our services more accessible through better online and digital services, enabling you to undertake routine tasks and contact the force at your convenience.
7. We will offer accessible, well-equipped enquiry offices, at key locations across the county, supported by state-of-the-art digital help points in key locations.
8. We will implement our ‘heart’ approach to community engagement, so that we better understand the issues that matter to communities and stakeholders, and work collectively with local agencies to tackle these issues and prevent crime and disorder.
9. We will actively pursue and tackle those people associated with serious organised crime to reduce the risk they pose to communities.
10. We will keep you informed and updated about local priorities and what we’re doing about them.
People are confident that the service is there when they need it

We will ensure that people can access service in different forms and channels when they need it. We will do more to project our visibility in communities, expanding the range of public contact to take advantage of new digital capability, while finding new and innovative ways of delivering face-to-face contact as required.

People feel safe within their communities

There is much we can do to ensure that we are consistently working with local communities to better understand their needs and to respond to fears and concerns. A key aim will be to improve local accountability, empower communities and become more responsive to meet our future demand and the changing needs of Staffordshire’s communities.

People feel they are treated fairly, with dignity and respect

We start from a high base, but we must continue to focus on legitimacy and fairness in all aspects of police contact, so that we can meet and exceed individual and community expectations and deliver higher levels of satisfaction with all forms of police contact.
Building public confidence

Enabling individuals and communities to feel safer and more reassured

1. Public contact
2. Fairness in policing
3. Visibility and accessibility
4. Community engagement
5. Confidence with service
6. Policing diverse communities
1. Public contact

Our Vision:
We will ensure that people can contact us in a variety of ways, including traditional methods and through digital channels. We will provide a seamless service at point of contact, understanding the vulnerability of those who contact us to ensure an appropriate response, problem solving and resolving at the earliest opportunity.

We will do this through:

- Ensuring incidents are responded to and resources are deployed in a timely manner using the national decision making model, with an initial assessment based on the principles of threat, harm, risk, investigation, vulnerability and expectations (THRIVE) and the ‘golden hour’ principles of investigation.
- Accurately identifying and prioritising victims and vulnerable callers based on threat, harm and risk so that they receive the appropriate support from the outset of their contact with us.
- A new unified communication system that makes it easier for the public to maintain contact with the officer in charge of their case and making the police more accessible to victims when needed, for example, through connection with their mobile data device.
- All access points will provide consistent and relevant information, advice and tools to resolve queries at first point of contact.
- Working with policing nationally to develop and enhance the range of online services for the public through the introduction of the Digital Policing Platform - Single Online Home.
- Improving our understanding of demand and seeking opportunities to increase the number of access channels to our services, encouraging enhanced use of self service options.
- Upskilling and empowering our people with effective IT equipment and systems to resolve issues at first point of contact.
- Embedding an adaptive culture of learning and evidence-based practice.
Our Vision:
We will provide effective and fair policing services, using our unique powers proportionately and legitimately in order to prevent crime and disorder and keep people and communities safe from harm, harnessing the trust, confidence and support of the public.

2. Fairness in policing

We will do this through:

• Providing clear direction and leadership, role modelling our values and the Code of Ethics and recognising that by caring for our people, they in turn will care for the public.
• Building a clear understanding of procedural justice throughout the organisation through effective learning and development, ensuring that every directorate reviews their processes to incorporate it.
• Taking every opportunity to explain to the public the rationale behind the actions that we take, to ensure that our approach and decision making is well understood, for example through communication campaigns where debate and challenge is encouraged.
• Using our powers in a considered, proportionate and fair way, ensuring that decisions are recorded and reviewed and where possible explained to those on whom they are used.
• Valuing openness, transparency, accountability and responsibility, embracing continuous improvement and learning lessons through external scrutiny, for example, the Ethics, Transparency and Audit Panel, the Independent Advisory Group, independent custody visitors and safer neighbourhood panels.
• Improving the ways in which we seek feedback from the public about their experiences or perceptions, following contact with us.
• Designing and managing policies and processes that are non-discriminatory and build confidence and trust in service delivery.
• Ensuring that all data we record, process and maintain is of the highest quality and reviewed according to all legislative guidelines and requirements.
3. Visibility and accessibility

Our Vision:

To ensure that we are visible and accessible to the public in a way that gives them the confidence to know that we are there when they need us and using our physical assets, for example buildings and vehicles, and our on-line presence, to increase visibility within local communities.

We will do this through:

• Continued investment in neighbourhood policing and the co-location of police officers and PCSOs with partner agencies within local communities, enhancing our physical presence.
• The smart use of response deployment locations at key strategic points across Staffordshire, reducing the need for officers to return to police stations.
• Hot-spot targeted policing, linked to demand, community data and evidence-based practice, to bolster our presence in those areas most in need of prioritisation, additional patrols or community interaction.
• Inviting the public, MPs, local councillors and other community contacts to key events and other activities, for example, the force Open Day and Contribution to Policing days, providing an insight into modern policing.
• Continuing to evolve the Resolution Centres to deal with non-emergency calls and incidents, freeing up time and the capacity for police officers and PCSOs to remain visible within local communities.
• Developing plans to enable the public to report crimes and incidents through social media.
• Transforming our approach to providing digital and on-line capabilities for our people, enabling them through the use of technology to increase their presence and accessibility within local communities.
• Moving away from our reliance on physical buildings as a mechanism to display our visibility to a more accessible service through digital and technological solutions.
Our Vision:
Neighbourhood policing will be the bedrock of everything we do. We will ensure people feel connected to Staffordshire Police, being empowered to shape local priorities and understanding how together we are tackling issues in their communities.

4. Community engagement

We will do this through:

- Being committed to staying local, engaging with communities and facilitating two-way dialogue to understand and address local priorities and increase confidence to report issues and concerns.
- Empowering the public to become more resilient through active citizenship, for example through Speed Watch, Neighbourhood Watch and Staffordshire Smart Alert, and the volunteers/specials programme building confidence and reducing the fear of crime.
- Maximising collaboration and partnership opportunities with communities and organisations, and through creative and innovative problem-solving activities address local issues.
- Building honest and strong relationships with people to provide reassurance and improve community cohesion, engagement and trust – keeping our promises and being clear with the public about the service they can expect from Staffordshire Police.
- Keeping the public informed and up to date with policing activity using both traditional and digital methods ensuring that we act on and respond to feedback received.
- Making a minimum commitment to communities in terms of public meetings, their frequency and the regularity and content of publications and other communications.
- Recognising that officers and staff are the most effective way of building public confidence and providing them with the right skills and tools for communication and engagement.
Our Vision:
To deliver good quality and consistent policing services, ensuring that every contact with the public leaves a positive impression and provides a successful resolution to their issue.

We will do this through:

• Embedding a culture of service excellence throughout the force, with the needs of the public and not the organisation at the heart of everything that we do.
• Responding to calls for service in the most appropriate way, ensuring we are there when we are most needed, protecting the public from harm and resolving issues successfully at the earliest opportunity.
• Investigating crimes and incidents, in a prompt and effective way that safeguards and supports victims and witnesses, keeps them informed of progress through the effective use of technology and takes into account their needs and wishes to deliver a successful outcome.
• Aligning resources to preventative and deterrence work, reducing the chances of offending and reoffending through diversionary activities and effective access to perpetrator programmes.
• Working with other partner organisations to ensure that a seamless service is provided where more than one agency is involved in the resolution of the issue ensuring we keep people informed.
• Our complaints and compliments process is accessible and our culture encouraging and empowering our people to apologise when mistakes are made and to resolve complaints at the earliest opportunity when it is the right thing to do, learning from the issues raised, benchmarking with other forces, and making the necessary improvements.

5. Confidence with service
Our Vision:
Ensuring that we understand the diverse and individual needs of the people and communities of Staffordshire, meeting those needs and expectations through an inclusive service that builds trust in our service throughout all of the communities we police.

6. Policing diverse communities

We will do this through:

• Providing clear vision and leadership, so that our people understand their contribution and responsibility towards delivering non-discriminatory and supportive policing services.
• Reviewing our approach to recruitment through our People First strategy, to actively ensure that we attract applicants from all sections of the community.
• Investing in learning and development for diversity and difference, acting on best practice and embedding change to positively impact on service delivery and community cohesion.
• Maximising opportunities for people within the force from diverse backgrounds to act as force advisors and role models, forging links within communities to improve understanding, relationships and trust.
• Ensuring trusting and productive relationships exist with all sections of the community, in particular identifying key community contacts that are truly representative of their communities, so they have confidence in our ability to deliver policing services.
• Providing policing services that are non-discriminatory and based on meeting individuals’ needs and expectations.
• Being present at significant times and events for all communities, through the most appropriate method, for example, using Police Link Officers for the Deaf.
• Regularly producing and analysing data so that we are clear on community profiles and specific needs and priorities of local communities.
Being Staffordshire Police

We will identify and address the root cause of issues, preventing problems and keeping people safe from harm throughout Staffordshire by developing the following behaviours as outlined within our People First strategy.

**We do things properly**

- **Ethical**
  - We always do the right thing

- **Supportive**
  - We care about the wellbeing of others

- **Courageous**
  - We face challenges confidently

**We are modern leaders**

- **Collaborative**
  - We create solutions with others

- **Agile**
  - We are smart and efficient with time

- **Diverse**
  - We value different opinions and ideas

**We trust and enable our people**

- **Accountable**
  - We make things happen

- **Empowered**
  - We are proactive problem solvers

- **Adaptive**
  - We are always learning and improving