This operational policing plan aligns the force to the five priorities outlined in the Police and Crime Commissioner’s Safer, Fairer, United Communities 2018-2020 strategy.

The strategy sets out the Commissioner’s ambition to prevent harm, support victims, and reduce offending and reoffending in Staffordshire, through effective working with the police and our community safety partners. Delivery requires a significant change in the way the force, and our community safety partners, operate.

In response the force is undertaking a major transformation programme, outlined in the force’s Blueprint for Change. The Blueprint sets out how the force will be reshaped over the next three years, including the implementation of a new Operating Model, the overhaul of our information technology, and a reshaping of our organisational culture to facilitate our future success.

This annual plan provides the framework through which the force will monitor and deliver the Blueprint over the next 18 months, and achieve the Commissioner’s ambitions for a safer, more prosperous county.
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This is my first Policing Plan for Staffordshire. Through it I aim to give clear direction and purpose to everyone who works for Staffordshire Police, and through your delivery be held accountable by the Police and Crime Commissioner for the performance of the force.
We face significant challenges; nationally, for the first time in several years we are seeing crime rates rise. And this is not just a result of more confidence in reporting or changes to Home Office reporting standards.

In addition, we face a raft of new and emerging threats, including cyber-enabled crime – be that online fraud, or the pernicious use of the internet to groom and abuse the young.

Our communities face a growing risk from extremism as the terror-related incidents of the spring have illustrated. Ensuring our strategic capabilities can address these risks is a priority for all forces across the UK.

Alongside the challenge of increasing calls on our service, the force will need to save more than £11m from our annual budget by March 2021; this is on top of more than £11.2m in cash terms we have already saved since 2010. Savings of this nature present a singular challenge.

But our ambition is to improve our service to the people of Staffordshire. This year, and next, the force will be implementing a new Policing Model – the way we are structured and organised to deliver our service. The new Model will place a premium on better understanding, managing and reducing demand; our connection with our communities; and our ability to act earlier to protect the most vulnerable and prevent crime and anti-social behaviour. Alongside this, the force will be seeking to modernise its working practices and embed a culture of continuous improvement; improve the well-being and welfare of officers and staff, while becoming more reflective of the communities we police; and exploit technology more effectively to modernise our policing practices.

In this Plan I have aligned our priorities directly to the PCC’s Police and Crime Plan priorities. Underpinning each of these priorities is a set of outcomes that we will achieve through our transformation activities and the key activities and projects within each of the new directorates. The plan will provide a strong accountability framework; this will underpin our commitment to continuous improvement, as we reflect on what we do well and build on it, and where we must do better.

I want everyone who works for the force to understand and recognise the contribution they make in delivering against these priorities. It will be through the hard work of all those who work for the force, be that frontline or enabling services, that we will achieve our aim of safer, fairer and united communities.

GARETH MORGAN
CHIEF CONSTABLE
Matthew Ellis, Staffordshire’s Police and Crime Commissioner (PCC), has set out his strategic objectives for the force in his Safer, Fairer, United Communities 2017-2020 strategy.
Focusing on what matters to the people of Staffordshire, the PCC’s strategy identifies five clear priorities for the police, our partners and the wider criminal justice system.

1. MODERN POLICING
   A modern and transformed police service fit for a changing future, able to address existing and new issues and the threat and harm that impact from local, regional, national and international activity.

2. EARLY INTERVENTION
   Preventing crime and anti-social behaviour and providing early help to individuals, families and communities before problems become entrenched, more complex and costly to resolve.

3. SUPPORTING VICTIMS AND WITNESSES
   Ensuring that victims, witnesses and their families are supported in a way that recognises their individual circumstances and places them at the very heart of all criminal justice processes.

4. MANAGING OFFENDERS
   Being able to reduce offending and reoffending in Staffordshire and Stoke-on-Trent.

5. PUBLIC CONFIDENCE
   Ensuring that the people of Staffordshire are better informed and involved in how policing and community safety arrangements are delivered, helping thereby to increase public confidence and reduce the fear of crime.

This operational policing plan shares these five priorities.
The force is at the outset of a major transformation programme that will affect every aspect of its design, structure and working practices.

This transformation programme, described in more detail in the Blueprint for Change, is predicated on a series of strategic principles, agreed collectively with the Police and Crime Commissioner, which sets out what the force wishes to become.

We will be a great employer, where people are enabled to flourish. We want to recruit and retain the best people, where diversity is valued and where our staff are supported to achieve their potential. We want people to be proud to work for us and in turn do their best for our communities. We will retain the best elements of our current organisational culture, but combine it with greater empowerment and agility; in an environment where our people can achieve their best. We need a culture where people feel supported to make informed decisions and solve problems. Alongside this, we will invest in leadership development. We want leaders to be authentic, who care about the well-being and welfare of their colleagues, are operationally competent and decisive.

We will be more focused on early intervention and prevention. By redesigning our neighbourhood teams we will better understand our communities, invest in the capacity to intervene, with partners, earlier than we do currently to tackle the root causes of demand and build more sustainable communities.

To provide the capacity to do this we must be better at managing calls for service, finding new ways to respond and investing in more modern approaches to resolving low-level incidents and crime. Our response capability will be refocused on delivering a timelier and higher quality emergency service.

Our intention is to be community- and citizen-focused. To do this we will embed a culture of service excellence throughout the force, understanding individuals and communities better through the development of a professional relationship management system, and better engagement.
The force will be driven by better insight, through improvements to our information management and analytical capability facilitated by a single Knowledge Hub. This will improve reactive decision making, early identification of risk, and enable better strategic decisions in the allocation of resources and capabilities.

We will provide excellent service regardless of geographic, functional or organisational boundaries. New forms of criminality do not recognise regional or international borders. Likewise, we need to build new types of capability at scale across our organisation. Increasingly, our response will be undertaken in partnership with other public services.

Similarly, our services are increasingly integrated, for example, our specialist capabilities. We will continue to integrate to provide the best possible service. We will value and encourage collaborative working, building the platforms and ways of working that will enable the force to work seamlessly with our partners.

And we will refocus our enabling services so that we can better support the needs of our people, as we deliver the services that keep our communities safe. This includes investing in our strategic capability, improving the efficiency of our transactional services by enabling true self-service, streamlining and automating our support processes where practical, so that we deliver value for money.
In the following section we set out the five priorities shared with the Police and Crime Commissioner, and the outcomes that we will achieve if we are successful in delivering to these priorities for the period up to and including March 2019.
Throughout the plan these outcomes are expanded upon through the words of our employees, and with reference to some of the major transformation activities that will support our aims.

1. MODERN POLICING – A FORCE THAT IS FIT FOR A CHANGING FUTURE

To achieve our ambitions will require us to align our strategies, structures, people and processes to enable us to become a truly outstanding force.

A great employer where people are enabled to flourish

Our aim is to be a great employer, one that supports the welfare and well-being of our employees, with a progressive and supportive culture where people feel empowered to do their best. It’s also about having a diverse workforce, that better reflects our communities and where ‘difference’ is valued positively. Only then can the force deliver a truly outstanding service for our communities.

Caroline Coombe, Head of People Services

“Over the next year we will be working with colleagues to deliver our new people plan, which will enable the force to achieve its ambitions to become an organisation that delivers outstanding service, through enabling our colleagues to fulfil their promise.”

“There is an exciting agenda over the coming year, and beyond, and people will be at the forefront as we look to achieve our aims.”

An organisation that delivers value for money

Staffordshire Police is facing growing demand for its service alongside a real-terms reduction in the force’s budget. Doing more with less is a critical requirement of all public agencies, with the force seeking to embed a culture of continuous improvement where every last pound is well-spent. Alongside this, the force will be implementing a raft of methods to improve our productivity, including greater automation of transactional services; and building a stronger strategic core that will improve financial and business planning, enabling the force to dedicate more resources to protecting our communities.

Justine Kenny, Director of People and Resources

“In the coming months we will be revolutionising the way the business manages its money. We’ll be ensuring that our operational leaders have far greater control and understanding over the costs in their area, and how their activities impact on the costs of the force. We will look to invest in those areas which will have a long term impact on reducing costs. At the same time, we’ll be undertaking a root-and-branch review of our budgets, scrutinising our contracts and looking for lower cost options, so that we can be confident that we are spending all that we can on keeping people safe.”

A force that deals with crime and disorder effectively, including new and emerging threats

Demand on the force is changing, with greater complexity, the growing dangers of online crime, and threats that stretch well beyond our borders, locally and internationally. By bringing together our analytical capability, we can strengthen the force’s understanding of current and future threat, harm and risk. Our plans will enable officers to reduce the time it takes to locate and distil vital information, and more time using the information to improve the welfare and well-being of our communities.
HOW THE FORCE IS TRANSFORMING LEADERSHIP & CULTURE

We have 3 Cultural Themes made up of 9 attributes

**We Do Things Properly** – Whilst we have some real strengths in this area, we feel we can maximise our impact in being Ethical, Supportive and Courageous as there is always more we can do.

**We Are Modern Leaders** – A lot of recent focus has been given to being more Collaborative, Agile and Diverse and these are now growing strengths that we want to even better at.

**We Trust and Enable Our People** – A key area in our transformation and will help us be more Accountable, Empowered and Adaptive to meet our future demand and the changing needs of our Communities.

To deliver this our Leadership activity follows the College of Policing Framework of Understanding, Developing and Displaying Leadership. In addition to this the Chief Constable has set out four personal qualities for our Leaders to be:

1. Operationally and Professionally Competent
2. Confident to make Decisions
3. Caring and Compassionate
4. Authentic

DELIVERING THIS PRIORITY – KEY ACTIVITIES THROUGH TO 2019

**TRANSFORMATION (SP25) ACTIVITIES**

- Design and implement the future enabling services model
- Finance function restructure and e-procurement
- Increase information about people, places etc. to support relationship management
- Implement self-service channels
- Review non-pay spend
- Deliver transformational HR quick wins (ie. implement e-recruitment)
- Review the force’s approach to learning and development
- Implement business intelligence system and improved analytical tools
- Design and implement a single knowledge hub
- Review and implement improved force-wide approach to information management
- Embed the force’s new approach to governance

**CROSS-DIRECTORATE ACTIVITIES**

- Develop and deliver the force’s new integrated People Plan, including learning and development programme
- Consolidate our estate reflecting the requirements of the force’s new Operating Model
- Deliver an effective finance and business planning system
- Develop and deliver a fit-for-purpose internal and external communications strategy
- Consolidate IT systems and applications around the new record management system (RMS)
- Increase workforce productivity by implementing new technology (eg. Office 365)
- Work with partners to identify and develop greater collaboration / joint services
- Deliver fleet strategy, including sustainable future transport solutions
2. EARLY INTERVENTION – TACKLING ROOT CAUSES BEFORE THEY BECOME A PROBLEM

Prevention is better than cure. As a service we will work with our partners to protect the vulnerable and intervene earlier.

All officers will be problem-solvers – understanding how an issue can be tackled, at root, to prevent it from reoccurring and reducing pressure on already over-burdened public services.

This is at the heart of our focus on early intervention, and will be supported throughout the new Operating Model.

Root causes are identified and addressed to prevent problems from occurring or escalating

The earlier we can intervene, the more effectively we can resolve issues and prevent crime and disorder from escalating. We intend to invest to strengthen our capabilities. Central to this will be bolstering the ability of our neighbourhood teams to prevent problems from escalating, and specifically through training all our police community support officers (PCSOs) in problem-solving techniques.

Through our new resolution centre, we’ll strengthen our investigative and problem-solving capability with trained investigators able to solve and resolve incidents at the first point of contact.

Problems are prevented through police, partners and the public taking a problem-solving approach

Problem solving is not the sole preserve of the police. Through more effective joint working with our partners, co-location (as demonstrated at One Smithfield), and better sharing of information through a single Knowledge Hub, we will identify those most at risk of crime or perpetrating crime, and put in place coordinated solutions that meet their needs. By understanding better who and where our most vulnerable citizens live, we can support them to protect themselves.

PCSO Simon Jones, Stoke neighbourhood policing team

“The most important aspect of the work I do is helping the most vulnerable in our community. The elderly lady who has been the victim of distraction burglary, for instance. By working with local partners – for example, the voluntary sector, I can help put in place a safety net, to protect people from being exploited or becoming victims of crime.”

“Partners are also well placed to help me identify future victims, so that we can put in place the right support. It’s what makes my job meaningful and gives me a great sense of satisfaction that I’m in a position to help people.”

Sarah Brassington, Contact Services Manager

“We’re the first port of call for the public when they call for assistance, and the team are passionate about providing an outstanding service, especially to those in our communities who are most vulnerable.

“It’s incredibly important that we get the service right at first contact, recognising when someone is vulnerable and doing the right thing in the interests of the victim. Our job is to show compassion and empathy for the individual, whilst maintaining professionalism, and it’s what I and all the Contact services staff strive to achieve so that the victim receives the highest level of service in their time of need.”

People are diverted away from and within the criminal justice system

We need to better understand the drivers of crime in the county, and look to work with those agencies to put in place diversionary activities.
to divert people, and especially younger people, from offending. Within the criminal justice system, we need to be increasing the use of restorative justice rather than relying on unnecessary court appearances.

**People are protected from individuals and groups that cause harm**

Through a better understanding of our communities, and those who pose a risk to the public, the force will be better placed to support communities to protect themselves, through targeted crime prevention and through ‘target-hardening’ those communities most at risk of crime.

**People feel better able to help themselves**

Through our early intervention programmes, we can provide our most vulnerable communities with the information to better support themselves. Whether this is through targeted education programmes, helping children and young people protect themselves online and when using social media. It extends, too, to the depth of our ongoing community engagement. Through Neighbourhood Watch programmes, active volunteering or through digital channels like Smart Alert, we are better able to alert and protect our communities to crime.

**HOW THE FORCE IS TRANSFORMING – DEVELOPING A CONSISTENT APPROACH TO VULNERABILITY**

Understanding and recognising vulnerability is a critical issue for the force. Alongside our investment in neighbourhood policing, we’re overhauling our approach to vulnerability, instilling best practice and a consistent, single approach throughout the force.

Our approach will build on multi-agency risk assessment conference (MARAC) principles, with the intention of identifying vulnerable people earlier and improving the way we work with partners to make our response more effective at meeting the needs of our most vulnerable citizens.

**DELIVERING THIS PRIORITY – KEY ACTIVITIES THROUGH TO 2019**

**TRANSFORMATION (SP25) ACTIVITIES**

- Develop and embed a consistent approach to vulnerability
- Design and implement the force resolution centre
- Design and implement response function and new approach (attend, solve, prevent methodology)
- Design and implement neighbourhood policing team model
- Improve integration with partnerships
- Review ANPR/roads policing
- Establish knowledge products for new neighbourhood teams
- Deliver improved process for out-of-court disposals

**CROSS-DIRECTORATE PRIORITIES**

- Improve our safeguarding of vulnerable people
- Support communities to better help themselves
- Promote active citizenship (e.g. through increasing Neighbourhood Watch and Smart Alert usage, cadet and volunteering numbers, etc.)
- Improve our understanding of root causes and opportunities for early intervention
- Improve partnership working to create sustainable communities
- Deliver tiered approach to vulnerability
- Develop target hardening programme for most vulnerable
- Keep road users safer through proactive, technology-assisted, roads policing approach
3. VICTIMS AND WITNESSES – MAKING IT EASIER FOR VICTIMS AND WITNESSES TO RECEIVE THE SUPPORT THEY NEED

Those individuals and communities that come into contact with the police deserve the very highest levels of service.

We already achieve excellent levels of satisfaction, but we need to ensure that we do better at placing the needs of victims and witnesses at the heart of all that we do.

Victims and witnesses feel better able to help themselves

By implementing new technology we will provide the ability for victims to report, track and monitor low-level crime without relying on officers to provide the information to them.

In addition, through a better understanding of our more vulnerable communities, we can provide information and support that will enable people to better help themselves.

Ollie Hyden, Digital Policing

“There are a raft of digital opportunities that we will be exploring over the next year, aimed at improving the service we offer victims and improving our efficiency.

“We’re now looking at how CCTV and other forms of evidence can be remotely uploaded, rather than being hand delivered or collected by officers; at how Victim Personal Statements can be completed online; and at ways we can maintain contact with victims and witnesses during the criminal justice process, which is currently done through letters – and for many people is not really the most effective means of maintaining contact.”

Victims and witnesses are satisfied with the services provided

We intend to embed a service excellence model throughout the force, ensuring that victims receive the highest and most professional level of care.

Through the creation of a resolution centre, we intend to begin the investigative process sooner for non-emergency or non-urgent calls, providing more effective and swifter justice. And through the resolution centre, provide the capacity in our response teams to deliver a swifter, better and more professional emergency service.

Victims and witnesses are helped to cope and recover effectively

Through the development of industry-standard relationship management software, the force will build a detailed picture of citizen contact with the force, linked to their individual circumstances and the issues affecting their area, so that the force can improve the quality of service.

Sally Tidswell, Victims Officer

“Increasingly I’m talking to officers about the importance of offering victims a chance to make a Victim Personal Statement – a key entitlement under the Victims’ Code. We know that when victims get the opportunity to explain how a crime has affected them it can be hugely cathartic – helping them to recover more quickly, and giving them the confidence that what has happened matters – not just to us, but throughout the criminal justice system. And that’s why we come to work, surely – to make it better for those people who have been affected by crime.”
Victims and witnesses are protected from further harm

Understanding vulnerability, and protecting victims from further harm, is a central feature of our new approach to neighbourhood policing. Using information and data more effectively, with our partners, we aim to intervene more effectively to protect those that need our support to prevent them from becoming repeat victims.

HOW THE FORCE IS TRANSFORMING – IMPROVING OUR RESPONSE TO INCIDENTS

The force was responding to thousands of non-emergency calls through an appointment process, with members of the public having to wait for a physical appointment with an officer. In many cases these incidents would have been better – and more quickly – managed over the phone or online, making it convenient for the public and increasing the efficiency of our service.

By creating a citizen-focused resolution centre, our intention is to resolve about half of all calls coming into the force, so that our officers can be focused on responding to emergency and urgent incidents, or supporting those who are most vulnerable.

DELIVERING THIS PRIORITY – KEY ACTIVITIES THROUGH TO 2019

TRANSFORMATION (SP25) ACTIVITIES

› Develop and embed a consistent approach to vulnerability
› Design and implement response function and new approach (attend, solve, prevent methodology)
› Design and implement investigations hub
› Design and implement neighbourhood policing team model
› Improve integration with partnerships
› Introduce digital and telephone evidence capture

CROSS-DIRECTORATE PRIORITIES

› Embed service excellence through the force
› Improve our emergency and urgent response service (Grade 1 and 2)
› Develop our specialised non-emergency service (resolution centre)
› Crime will be subject to timely, quality and proportionate investigation
› Increase use and quality of Victim Personal Statements and entitlement within the Victims’ Code
4. MANAGE OFFENDERS – PREVENTING OFFENDING IN THE FIRST PLACE AND REDUCING THE LIKELIHOOD OF RE-OFFENDING

Our communities have the right to live, work and visit Staffordshire in safety. We will be audacious in protecting our communities from those who present the greatest threat, risk and harm. We will work with partners to divert those at risk of offending, and to deter re-offending.

People are prevented from first-time offending

Through closer working with partners, we will build our understanding of those most at risk of offending. Joined-up, integrated thinking will enable agencies to work together to take action to prevent potential offending, and to intervene at the earliest stage.

Jane Gould, Digital Services Manager

“We are working primarily on digital justice, looking at how we integrate digital services throughout the criminal justice system, from call through to court, to make it easier for officers and staff. Part of this is about making sure that evidence can be captured, stored and retrieved simply; but it’s also about building confidence in our officers and staff to use the technology that we have – to feel confident in its use and how it can improve the services we provide to victims and witnesses.”

People are prevented from re-offending

Reoffending in Staffordshire is estimated to cost some £250m each year; this is in addition to the human cost of reoffending. Working with our criminal justice partners, and other agencies, through integrated offender management (IOM) we are providing a ‘whole system’ approach to managing persistent and problematic offenders.

DI Peter Goodwin, Offender Management

“Our focus is on those that are the most vulnerable and those that pose the greatest risk. It’s critical in our role that we understand the factors that cause individuals to turn towards crime and unravel the toxic mix that leads them to cause harm to themselves and others.”

“We’re always looking to push beyond our current limits: GPS can pinpoint an offender’s movement; while polygraph testing can be the gateway to uncovering an individual’s true intentions. But we’re only part of the solution; by collaborating fully with our partners, and using the full range of tools and options available, we are best able to protect the most vulnerable and tackle offending.”
HOW THE FORCE IS TRANSFORMING – JOINT FORCE/OPCC PROJECT

A new pan-agency mental health and community safety board for Staffordshire – the first of its type in the Midlands region – has been established to improve the availability of assessment and diversionary services at all stages of the justice process for those with complex needs, including mental health needs and/or problems with substance misuse. The aim is to ensure that individuals are provided with fast access to treatment and support services and given the help they need to avoid repeat offending or being drawn into further contact with agencies.

The vision is to create a system of services that is accurately focused on local needs and capable of meeting demand for mental health and other vulnerability-related services wherever it may occur – from initial contact with the police, through to arrest, detention in custody and appearance at court – with individuals in appropriate cases being referred for ongoing support and having a lead care coordinator responsible for managing their care.

DELIVERING THIS PRIORITY – KEY ACTIVITIES THROUGH TO 2019

TRANSFORMATION (SP25) ACTIVITIES

› Deliver improved process for out-of-court disposals
› Deliver second phase Justice Services review
› Review / redefine ‘centres of excellence’

CROSS-DIRECTORATE PRIORITIES

› Prevent victim-based crime and reoffending
› Reduce threat, harm and risk caused by crime groups
› Develop partnership approach to serious organised crime profiles
› Tackle high-risk offending
› Divert offenders and deter reoffending
› Embrace regional Organised Crime Unit approach to Organised Crime Gang management
› Develop partnerships to assist prevention and management of organised offenders
Visible, accountable policing is central to public confidence – and our new Operating Model will protect the resources available to neighbourhood policing and enable the force to respond to the needs of our communities.

We will ensure that the service we provide is seen to be legitimate, especially our use of police powers, and will actively encourage the participation of Staffordshire citizens in policing.

**People are confident that the service is there when they need it**

Through the intelligent use of our estate assets, purposeful and visible patrolling, and a coordinated approach to community engagement, the force will be better able to project its presence amongst our communities.

Alongside this we’ll further exploit digital opportunities to ensure that we’re reaching communities through a proactive social media presence.

**People feel safe within their communities**

Key to keeping our communities feeling safe is understanding local needs, priorities, and the issues that citizens want resolving in their areas. Building on better intelligence and insight into local issues, and engagement, we will work with citizens, stakeholders and partner agencies to build stronger, more resilient communities.

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Graham Read, Estates Commissioner

“The physical estate can play a key role in supporting the force to work effectively. Whether that’s through single bases which can accommodate all of our response officers, or shared facilities with local authorities and specialist services.

“Increasingly we’re looking at how the estate can be made as flexible as possible, so that we can adjust to changing requirements; for instance, could we provide beat officers and PCSOs with high-visibility temporary bases in different locations, which we could move around the county?

“What we do know is that increasingly we need to adapt our property to meet the needs of a modern workforce; more agile, technology-dependent, and digitally accessible. The future estate will look very different from today!”

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“Neighbourhood policing has always been at the centre of how we police in Staffordshire. Every day I see how we make a difference – helping to provide reassurance and build confidence in the work we do, even at a time when the pressure from demand is really high and available resources are less.

“Having a strong local presence, working with the community to build a relationship of mutual respect, is critical if we’re to understand the issues and challenges the people we serve face – and there’s nothing more rewarding than knowing the community has helped us to tackle criminals, or solve problems before they become a blight on our neighbourhoods.”

HOW THE FORCE IS TRANSFORMING – REAL TIME CUSTOMER TRACKING

The force is already active across social media, primarily Twitter and Facebook. Officers and teams have built loyal and interested communities of interest.

Moving forward, we’re looking at how we can use this to track ‘real time’ customer satisfaction, from first call or incident through to resolution. Utilising social media and other digital engagement mechanisms means that we can automate our analysis to continuous improve our public service.

DELIVERING THIS PRIORITY – KEY ACTIVITIES THROUGH TO 2019

TRANSFORMATION (SP25) PRIORITIES

- Design and implement resolution centre
- Design and implement response function and new approach (attend, solve, prevent methodology)
- Design and implement neighbourhood policing team model
- Improve integration with partnerships
- Real-time customer satisfaction tracking
- Develop crime / non-crime allocation policy

CROSS-DIRECTORATE PRIORITIES

- Improve local priority-setting
- Use technology to sustainably improve visibility
- Increase use of Citizen Contact Records
- Encourage and value local scrutiny
- Business intelligence-led ‘futures’ work
- Continue to embed ethical behaviour through force
- Ensure our complaints system is open and transparent
- Better understand impact of police powers on public confidence
- Embed ethical crime recording
The force undertakes an annual strategic assessment process to identify the levels of ‘harm’ and ‘risk’ posed to our communities by specific ‘threats’.

This strategic assessment has led to the following five operational focus areas:

1. PROTECTING VULNERABLE PEOPLE
2. ANTI-SOCIAL BEHAVIOUR AND VIOLENT CRIME
3. COUNTER-TERRORISM
4. ORGANISED CRIME
5. ROAD SAFETY

Each of these threats has an operational delivery owner to drive police activity and is managed through the force’s Tasking Process.
The Strategic Policing Requirement (SPR) was first published by the Home Secretary in 2012. It outlines the national threats and the policing capabilities required to respond.

The current SPR was issued in March 2015, and identified the following national threats:

- Terrorism
- Serious and organised crime
- National cyber security incidents
- Threats to public order or safety that cannot be managed by a single force alone
- Civil emergencies that require an aggregated response across force boundaries
- Child sexual abuse

National threats require coordinated or aggregated responses from a number of police forces, partners and national agencies to ensure such threats are tackled effectively.

In order to provide for this the PCC must ensure that sufficient funds are set aside to maintain their force’s contribution under the SPR. The PCC holds the Chief Constable to account for the delivery of this provision.

An SP25 work package will undertake a specialist capability review.
ORGANISATIONAL CAPABILITY AND DELIVERING THIS PLAN

Organisational capability

In developing this operational policing plan the force and OPCC have identified a critical set of organisation capabilities – that is, the abilities and skills it requires to achieve our desired outcomes. Assessing our organisational capabilities will be a key aspect of our work as we look to develop the force’s management statement for Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Service (HMICFRS).

The full list of organisational capabilities is set out in an annex to this document, aligned to the five priorities, our desired outcomes, and activities.

SP25 programme

The force is implementing an extensive transformation programme – the SP25 programme – that will enable it to deliver a new Operating Model and fundamentally redevelop the way the force operates.

By 2021, the new Model will have delivered annual savings of £6.4m, while enabling the force to deliver better outcomes for our communities. The SP25 programme is overseen by a specialist programme team, who are responsible for ensuring that the programme delivers to schedule, delivering the service and financial benefits specified.

Directorate delivery

The force is in the process of delivering a new directorate structure, as illustrated below. In addition to working with the SP25 programme team to deliver the transformation programme, the directorates have a series of cross-cutting priorities that will support delivery of this plan.

Business leads for each directorate are now in the process of developing business plans for their directorates, ensuring that our cross-cutting priorities are being delivered, and that continuous improvement is embedded within the force.
A revised performance management framework has been developed to enable the force to better track delivery against the Commissioner’s five priorities, and to support continuous improvement.

The framework consists of:

- The five strategic priorities and the ‘outcomes’ into which these translate
- The activities, projects and SP25 programme activities that will deliver these outcomes
- Measures, inspection, evaluation and audit outcomes to inform a judgement on the performance of the whole force
- Effective governance
- The central performance information hub – currently the BRAIN.

Utilisation of data techniques, tools and methodologies that provide a robust evidence based assessment:

- Statistical process control charts
- Seasonality and trend analysis
- Predictive analysis
- Survey data
- Operational evaluation
- Inspection/audit findings
- Professional judgement
- Intelligence

A developing view of the framework will feature as an integral part of the performance information hub. It will be constructed to accommodate a complete force view accompanied with the option of adapting the view to each of the six directorates. Through this mechanism transparent data analysis and information sources will be made accessible to all staff.
GOVERNANCE AND SCRUTINY

Beyond the force’s own scrutiny arrangements, independent assessments are made to ensure that the intended outcomes for stakeholders are defined and achieved. A summary of external scrutiny is given below:

Accountability – The Police and Crime Commissioner

The PCC is elected to provide strategic direction to the force and to hold the Chief Constable to account for performance and delivery. The PCC has an accountability structure in place to support his role which involves public performance meetings, scrutiny reviews, community performance reviews and various systems of internal control to ensure robust budget monitoring, risk assessment and decision-making.

The Policing Plan sets out how the force will deliver the aims and objectives set out in the PCC’s Police and Crime Plan; it therefore becomes a central tool for the PCC in holding the Chief to account in meeting his aims and objectives. The Policing Plan is reviewed as part of the Performance and Assurance Board process with areas of poor performance challenged by the Office of the Police and Crime Commissioner (OPCC) and escalated to the PCC to directly challenge the Chief Constable if required. In addition Policing Plan delivery and performance can be challenged at the Strategic Governance Board.

OPCC

The governance arrangements of the OPCC define clear lines of accountability for holding the Chief Constable to account. The OPCC governance framework is developed in line with the force’s to ensure that scrutiny and challenge arrangements are in place through various mechanisms including the monthly Performance Assurance Board, quarterly public performance meeting, and various themed confidential inquiry sessions.

The Performance and Assurance Board process ensures areas of poor performance receive regular, thorough and fair challenge, allowing emerging issues to be referred for action to the most appropriate place within the Force or the OPCC. The process also allows the force to challenge the OPCC on its performance where it impacts delivery by the force.

The Ethics, Transparency and Audit Panel fulfils the statutory Audit Committee role and conducts detailed scrutiny thematic reviews of topics and services where there is evidence of poor performance, public concern or emerging issues. These reviews are intended to shine a light on performance and make recommendations and suggestions for improvement.

There are also 11 Safer Neighbourhood Panels (SNPs) across Staffordshire made up of local community members; they have a role in holding the local policing teams (LPTs) to account for performance. They do this by directly questioning LPT Commanders on the performance of their policing teams using crime data, complaints data and locally raised performance concerns. They can escalate any concerns they have around performance to the OPCC who will feed those concerns into the Performance and Assurance Board process. The SNPs also conduct scrutiny reviews on topics such as Stop and Search and Use of Force in order to ensure that the correct procedures are being followed, that the power is used appropriately and examine whether its use is leading to positive outcomes.
Her Majesty’s Inspector of Constabulary, Fire and Rescue Services (HMICFRS)

HMICFRS is an independent inspectorate appointed by the Crown. HMICFRS’s annual inspection programme for police forces in England and Wales is subject to the approval of the Home Secretary under the Police Act 1996 and considers the risks to the public, service quality, public concerns, the operating environment, the effect which inspection may have on a force, and the benefits to the public of improvements which may follow inspection.

Annually HMICFRS conduct an inspection programme across each force assessing Police Efficiency, Effectiveness and Legitimacy. In addition to this annual inspection framework other HMICFRS thematic inspections (using a cross section of forces) are undertaken. Alongside this, there is a joint inspectorate rolling programme which assesses areas such as: custody; crime data integrity; and child protection, across all forces.

Ethics, Transparency and Audit Panel (ETAP)

ETAP encompasses the statutory requirement of an Audit Committee and provides an independent and high level focus on the audit, assurance and reporting arrangements that underpin good governance and financial standards.

This body provides independent advice and recommendations to the OPCC and the force.

ETAP is enabled and required to have oversight of, and to provide independent review of, the effectiveness of the OPCC and the force’s governance, risk management and control frameworks, their financial reporting and annual governance processes, and internal audit and external audit. In addition, thematic reviews are also undertaken to complement and enhance existing scrutiny arrangements.

Internal audit

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve an organisation’s operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, controls and governance processes. An annual programme for internal audit is agreed by the commissioned auditors in consultation with the members of ETAP, the OPCC and the force.

Areas that will be covered are identified to ensure compliance with legislative requirements along with a risk-based approach to auditing other internal controls mechanisms where assurance is sought.

External audit

An external audit function is a legislative requirement which must be conducted in accordance with the National Audit Office’s 2015 Code of Audit Practice, International Standards on Auditing (UK and Ireland), and other guidance issued by the National Audit Office.

External audit is required on an annual basis and provides an independent opinion on the following:

- the year’s financial statements; and
- the consistency of other information published with the financial statements.

A conclusion is also made on the arrangements the PCC and Chief Constable have in place to secure economy, efficiency and effectiveness in their use of resources.
**POLICING PLAN-ON-A-PAGE**

**Policing Plan**

**Police and Crime Commissioner and Staffordshire Police Shared Priorities**

1. **Modern Policing**
   - A police force that is fit for a changing future

2. **Early Intervention**
   - Tackling root causes before they become a problem

3. **Victims and Witnesses**
   - Making it easier for victims and witnesses to receive the support they need

4. **Manage Offenders**
   - Preventing offending in the first place and reducing the likelihood of re-offending

5. **Public Confidence**
   - Enabling individuals and communities to feel safer and more reassured

**Desired outcomes**

1. **Modern Policing**
   - A great employer where people are enabled to flourish
   - An organisation that delivers value for money
   - A force that deals with crime and disorder effectively, including new and emerging threats

2. **Early Intervention**
   - Root causes are identified and addressed to prevent problems from occurring or escalating
   - Problems are prevented through police, partners and the public taking a problem solving approach
   - People are diverted away from and within the criminal justice system
   - People are protected from individuals and groups that cause harm
   - People feel better able to help themselves

3. **Victims and Witnesses**
   - Victims and witnesses feel better able to help themselves
   - Victims and witnesses are satisfied with the services provided
   - Victims and witnesses are helped to cope and recover effectively
   - Victims and witnesses are protected from further harm

4. **Manage Offenders**
   - People are prevented from first time offending
   - People are prevented from re-offending
   - People feel safe within their communities
   - People feel they are treated fairly, with dignity and respect

5. **Public Confidence**
   - People are confident that the service is there when they need it

**Deliver our key transformational activities, including**

- Implement the new policing model
- Implement the information model
- Develop and deliver our future enabling services model
- Develop and deliver a new approach to managing knowledge
- Develop and deliver the force’s integrated People Plan, including L&D programme

**Deliver our cross-directorate activities and projects**