



# Annual Report 2013/2014



Office of the Police and  
Crime Commissioner  
**STAFFORDSHIRE**

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## Commissioner's Foreword

The end of 2012 was a fascinating time to become involved with policing, the justice system and community safety. The impact of less money was really biting and some commentators predicted that policing across the country would be 'financially unsustainable' by 2016.

I don't agree... or at least it doesn't have to be the case if money is spent more effectively through the public sector working more collaboratively to deal with the causes of crime and social ills... not simply the effects. It requires a fundamental and brave change of mindset but is worth trying to do because it would result in further reductions in crime, big financial savings and better services. Easy to say, I know, but less easy to actually achieve. But that is, and will remain, our ambition.

It takes a multitude of public agencies and others to help make Staffordshire and Stoke-on-Trent safer. Whilst policing plays a big part, the police cannot do it on their own. It needs the whole public sector, businesses and charities, as well as all of us... the people of Staffordshire.

Improving joint working and dealing with things that potentially cause harm earlier is at the heart of the strategy I published last year. Delivering that strategy is the focus for the small group of professionals I brought together in 2013 to replace the old Police Authority. I went for a broader scope of expertise in my office than most PCCs have because I wanted the ability to drive the complex changes needed for the future rather than simply monitoring what's happening.

If we are successful, and I can see progress already, it will be good for the short term and the longer term. As a society we broadly 'reap what we sow' but too often public services are so busy dealing with today's issues they forget about trying to prevent tomorrow's problems. Let me explain. A child growing up today in a family where drugs and alcohol are part of daily life is likely to adopt those same traits in their adult life. It can lead to crime and violence, absence of any work ethic, even a lack of the basic principles of right and wrong over generations.

But often there are opportunities to disrupt that cycle of decline and dysfunctional behaviour which affects the rest of us and damages our society's long term prospects. It requires a coordinated effort from different agencies working effectively together as early as possible to tackle the causes. Early Intervention is an absolute priority for the team I've brought together. Success will reduce future demand for services, make our communities safer and save hundreds of millions of pounds of public money over the next decade.

There's also societal change, which is more difficult to influence. The Internet means that being defrauded online is more likely than being mugged in the street. Social media and the endless ways of communicating means there are now new risks to youngsters and vulnerable people. The threat of extremism and terrorism is evolving,

as are risks from organised criminal gangs. And society's more prevalent use of alcohol or drugs leads to more incidents of theft or violence. I don't make these points to alarm, but to explain the complexities facing policing, security services and wider public services.

This first Annual Report highlights some key issues, what's going well and what's not. I think it gets to the heart of why the Police and Crime Commissioner role is unique. A democratic mandate to influence the wider landscape, beyond just policing, has never existed before. A whole system view of how to make our places and people safer, rather than just bits of it, is potentially a game changer.

For example, the Intelligent Justice work we've been doing with the Police, Crown Prosecution Service and Courts has improved processes in the criminal justice system. It has resulted in unprecedented improvements in performance with convictions up, less wasted Court time and better quality justice. It's also meant better value for money, all in just six months. Additional work aligned to all that will lead to fewer postponements of hearings, offenders getting to Court faster and less trauma and inconvenience for victims and witnesses. It's working across that whole system which is making the difference.

The Safer Fairer Stronger Communities Strategy I published last year called for that more joined up approach. It recognises that effective partnership working is very difficult because it requires sharing power, responsibility and budgets instead of working in silos. Most challenging in the public sector is a willingness to combine budgets around a theme such as Offending or Domestic Violence... but that is crucial. Collaborative working and being brave enough to bring different pots of money together is not the answer in itself but doing that effectively ensures clear and shared ambitions, less wasted effort, better value for money and almost always better results much faster.

The financial challenges faced by public services can be tackled in distinctly different ways. One is to make the area that services cover bigger. Regionalisation might appear to be cheaper but everyday I find that the further away governance and decision making is from service delivery, the more inefficiencies and waste there is. It makes them more remote and less relevant to local people and reduces the ability to target a different approach to different areas with differing needs. It is the stack 'em high and sell 'em cheap option to public services... an easy quick win option which I think is flawed.

In my view, a more effective and sustainable answer is a properly integrated system where services work towards common outcomes in a similar way. Staffordshire and Stoke-on-Trent is big enough, with a population well over a million, to achieve some economies of scale but small enough to make that whole system approach work. It's about optimum size. Big enough for some scale but small enough for targeted local services that fit the needs of different areas within it. That local approach, but joined

up across a system, would reduce future demand for services, save more money and also result in much greater socially valuable outcomes. We're dipping our 'toe in the water' by starting to pool money across services around themes as I mentioned earlier. Governance and management of services closer to delivery would mean better value for money, reduced future demand and positive social impact.

The overall strategy is critical but as PCC I also have a specific legal responsibility to ensure the effective and efficient policing of Staffordshire so I'll finish with some thoughts around Staffordshire Police. The last three years has seen Government funding reduce substantially and there are even bigger reductions to come. The police have done a tremendous job in difficult times but sustaining quality policing has become more difficult year on year and managing finances mainly, but not exclusively, by cutting police officers and staff is not sustainable.

That's why perhaps the most immediate success of the last year and a bit has been working with the police to get finances back on track by buying better, changing the way some support services are delivered and generally having a laser focus on good housekeeping. The good working relationship between my team and the Chief Constable's has been pivotal in this turnaround. Even I am a little surprised at the strength of finances now up to 2020. It's no walk in the park and there are still challenges ahead but achieving it has helped in more ways than just the budget. It's created a little more space to think longer term about added value, better services and developing new ideas rather than simply trying to survive from one day to the next.

It means more focus on the quality agenda which is about reform where it's needed, freeing up police from bureaucracy or target chasing and getting officers back into more communities for more of the time. I also want to see improvements in the way police interact and engage with their local communities so we're working on establishing new standards of good old fashioned customer care as well as putting in place new public groups to act as local sounding boards for police commanders in each area of Staffordshire. I am delighted that Staffordshire is being recognised nationally as well on the way to meeting our ambition of having the most open and transparent police service in the country.

I firmly believe that it's not only how much money is provided for public services but how well it's spent. As each day, week and month goes by, collective ambition is growing and new ways of thinking are starting to take hold, not just in policing, but wider. It's a genuine and unique chance to step up for the people who live here to secure a safer, fairer, united future for our communities. It also means exciting times and opportunities are ahead.

A handwritten signature in blue ink that reads "Matthew Ellis". The signature is written in a cursive style, with the first name "Matthew" and the last name "Ellis" clearly legible.

Matthew Ellis, Police and Crime Commissioner for Staffordshire

## **Making the PCC role work for Staffordshire...**

The Police and Crime Commissioner role is new and different and it's important that the opportunity that it comes with it is made the most of. Through improving community safety, reducing crime and disorder and working collaboratively to deliver better outcomes for local people and local communities, the PCC's vision for a 'Safer Staffordshire' will also be achieved.

The approach that is being taken in Staffordshire is based on: -

- A recognition of the needs and priorities of Staffordshire
- A new and more mature relationship with Central Government
- A strategy supported by robust delivery plans
- Galvanising of support
- Building on what has been done already

This approach helps drive the specific work being undertaken by the Office of the PCC and whilst there is much more to do, progress has been excellent, as set out later in the Annual Report.

There is more to do; the size and complexity of the task when measured against the resource that is available can raise concerns. The PCC has, therefore, set aside resources within the 2014/15 budget to make sure those priorities can be delivered and where necessary change can happen. This is already having the desired impact, for example in delivering information technology change – Staffordshire Police was one of the first to roll out bodycams to police officers, in car technology to aid deployment of officers is being implemented and mobile technology to increase the time that police officers spend in their communities will commence roll out later this year.

### **Joining up, spending better, achieving more**

Most of what needs doing requires the PCC and others to work together. In Staffordshire, this starts with joined-up thinking at a senior level across all services. It hasn't been easy but the PCC as the 'honest broker' has brought together for the first time senior representatives from across the public sector to establish the Safer Staffordshire Strategic Board (SSSB).

This brings together senior executives from local authorities, probation, prisons, CPS, Courts, the Fire Service, Safeguarding Boards and the two universities in Staffordshire to develop ways to work better as a more joined up system. If they don't, the future will see services decline and Staffordshire and Stoke-on-Trent will be less safe. It's early days but the signs are it's working with a real sense of drive and ambition by all partners and that things have to change. The PCC's obsession that it's not CPS or NHS or police or council money...it's all public money, has started to break down the old silo mentality in favour of working more as one system.

An initial work plan for the SSSB is being developed and will include for example, detailed work on building a more joined-up approach to address serious and organised crime and a similar piece of work to review how domestic violence services are delivered in Staffordshire.

The PCC has also allocated far more funding at a local level than ever before, on the basis that local people, local organisations and local commissioners are in the best place to determine what matters most and what is needed. Community Safety Partnerships based around the eight district and borough council areas plus the city of Stoke-on-Trent have seen community safety funding allocated through the PCC rise by over 100%. In addition two new funds that can be accessed through bids from local areas and local people have been created; in 2014/15 a Proceeds of Crime (POCA) Fund worth £250,000 and a People Power Fund worth £500,000 are available. Evaluation of the success of this new partnership focused funding regime will determine how it is delivered in the future.

## Listening to you

Over the last 12 months the PCC has spent a good proportion of his time speaking to and listening to over 12,000 people across Staffordshire and Stoke-on-Trent. The relationship, involvement with and engagement of local people, partners and communities has been essential in determining local priorities.



Over 4,000 people are already receiving our electronic newsletter [www.staffordshire-pcc.gov.uk/email](http://www.staffordshire-pcc.gov.uk/email). This 'open door' policy has been adopted for all and will continue to keep local people informed and updated through regular newsletters, public meetings, email updates and the wider media.

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## **Transforming Policing in Staffordshire and Stoke-on-Trent**

The PCC's aim is that police officers will be more visible, more readily available and more accountable to local people. The way people interact with the police is changing as increasingly people prefer to reach the police by phone, email or online – and most important of all, they want to see officers on the streets rather than behind desks. This provides an opportunity not just to refocus resources, but also to reconnect the public and the police.

So there'll be a further range of improvements: -

- New mobile technology which will put between 3,000 and 7,000 hours back into front line policing as officers spend less time indoors at desks and more time out and about in communities
- Improved customer service which will make it easier for people to contact the police and receive a response where they feel satisfied they have been helped and kept informed
- Better, more sensitive and more tailored services for victims and witnesses where agencies involved join together and give wrap around support
- New police posts that help people to interact with the police in the way that they want to, as well as increasing visibility and public confidence in policing.

## **Value for money for local taxpayers**

The PCC is making sure every penny of taxpayers' money works as hard as it possibly can. It's about looking at the £7.5 billion which is spent by public services in Staffordshire in the round rather than, for instance, the £181million spent on policing in isolation. Over the next year we'll continue to build on the theme of joined up approaches and drive reform, bringing funding from across agencies together to achieve better services for the people of Staffordshire. There are now numerous examples of innovative pieces of work going on across Staffordshire that deliver better value for money.

Critical to achieving this has been developing a PCC's Office that has different, with wider, capabilities than most others. It's a small team with the ability to drive transformation and organisational change in the long term. So it will support and drive improvements to get all the organisations involved in working more effectively together as a whole system. Some examples of how this has worked so far include: -

- Policing and the justice system – a new whole system approach with the Crown Prosecution Service (CPS) and police already showing convictions are up by 2%, early guilty pleas up by 10% and court time halved. Next, work will take place that involves the Courts and makes sure that the whole system works better for victims and local people.

- Early intervention - continuing the development of a joined up approach to offending and re-offending across Staffordshire. This includes taking on the challenge of early and targeted intervention, supporting the family agenda and ensuring that national developments mesh with local requirements

## **Leading the way on transparency**

Transparency shines a light on decisions and wasteful practices and helps build public confidence. The PCC's ambition is to be the most open and transparent force in the country by 2016 and so we're re-engaging local people with policing and helping to drive openness and ethics in policing.

This year the PCC has put in place an independent Ethics, Transparency & Audit Panel (ETA) made up of members of the public with a wide role to scrutinise all aspects of policing including complaints, 'stop and search', custody and also the way that support services, such as information technology help or hinder police officers in doing their job.

Later this year and into next, local versions of this panel will also be set up, to be a sounding board for commanders in local police areas, retrospectively assess the use of police cautions and restorative justice and scrutinise local complaints.

The PCC has also tasked his Office to ensure that his decision making and other aspects of his work are transparent, going well beyond the minimum requirements expected.

## Safer, Fairer, United Communities 2013 -2018

### The first year...

The Police and Crime Commissioner officially launched his five- year strategy in October 2013 following one of the widest consultation and public engagement programmes in Staffordshire. The plan sets out how public services will work together on four key priority areas to make a positive difference for local people.



Over the two months of July and August 2013 almost 6,500 people helped shape the plan giving their views on the priorities through a variety of means including face to face surveys, public meetings and on-line. A suite of more detailed co-ordinated delivery plans sits under this five-year strategy.

Since the launch of the strategy in September 2013, much has been done to deliver the four priorities and to make sure that some of the right foundations are also in place.

### **Managing Resources and Performance**

So that the PCC can ensure value for money is achieved in all that Staffordshire Police do, progress has included the development of a Medium Term Financial Strategy (MTFS) that sits alongside the Safer, Fairer United Communities Strategy and the Chief Constables' Policing Plan. The MTFS has been prepared over a six year timescale, 2014/15 to 2019/20 and sets out how Staffordshire Police can deliver excellent services whilst resources reduce.

Managing resources effectively has also meant that: -

- Police officer recruitment has started for the first time in over three years meaning that 28 new recruits joined the service last year and now recruitment of a further 80 officers is underway for this year
- There has been no increase in the police and community safety portion of the council tax for people in Staffordshire and Stoke-on-Trent.

It is also important that there is excellent performance, clear channels of accountability and governance is effective. The PCC has: -

- Established the Safer Staffordshire Strategic Board (SSSB) to bring together the leaders of all public sector organisations responsible for delivering community safety in Staffordshire. The SSSB held its first meeting in January 2014 and met again in May and July 2014. The SSSB is a platform to lead, influence and shape the efficient and effective delivery of a 'Safer Staffordshire'
- Developed a performance framework using data from a number of sources to effectively hold the Chief Constable to account for delivery. Targets have been scrapped to ensure that police officers can focus on what matters most to local communities rather than chase figures. This doesn't mean that performance isn't measured though, so that the very best performance is achieved
- Ensured that through formal agreements and excellent relationships, the work of his office and the Chief Constable's workforce is complementary; delivering an agreed vision, ensuring resources are used effectively to do so and making changes where necessary to resolve any issues that arise.

This annual report is an opportunity to set out just some of the achievements in the first year of the strategy in each of the four priority areas: -

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

- Police Cadets – Cadet Units have flourished in Cannock and Stafford since their launch in 2013. The third unit, in Stoke-on-Trent, was launched in June 2014. In just over 12 months since the first unit was launched, the service has made a real difference to the lives of around 100 young people. Being a Cadet has turned around the lives of many youngsters, giving them confidence and a sense of purpose and responsibility.
- Community Safety – A new funding regime for 2014/15 onwards has been implemented with more funding going to local areas to commit to local preventative and early intervention initiatives.
- Troubled Families – The Office of the PCC is contributing to the programme in both Staffordshire and Stoke-on-Trent, ensuring that Staffordshire Police play an integral role in the providing support and help to those that need it.
- Early Intervention Plan – Leading work with the Early Intervention Foundation (EIF) to develop a cohesive and co-ordinated early intervention plan for the area.

**Supporting Victims and Witnesses** - making it easier for victims and witnesses to get the support they need.

- Victim Service Gateway - A county wide Victim and Witness Steering Group has been established with agreed membership and terms of reference. This group is the main driving force for delivering the victims and witnesses agenda. The vision that 'victims, witnesses and their families are supported in ways that recognise their individual circumstances and needs', is being transformed into reality through the development of processes and functions to ensure sufficient services are commissioned to enable a smooth transition from current to new service provision in April 2015. Areas under development include: -
  - Identification of the vulnerable as early as possible and protecting them
  - Targeting of those in most need
  - Development of services that are easy to find, contact and use.
  - Offering simplicity and choice
  - Ensuring contact is professional, respectful and sensitive
  - Providing timely information, advice and support to individuals
  - Enabling access to the range of justice open to victims including Restorative Justice
  - Staying focussed on how well the victim copes and recovers.
- 'Business Crime Matters' is focusing on crime against businesses and in particular providing the right support for victims of business crime. Future plans include the provision of specialist advice to business crime victims, in much the same way as occurs for other victims.
- Transforming Technology to support Victim Services: -

- Victim Case Tracker – A brand new, secure web service for victims of crime to enable them to track the status of their crime online. The case tracker system is currently being tested and is due to be launched in autumn 2014
  - Bodycams – Providing 530 body worn cameras, enough for every frontline officer, PCSO and Special Constable on duty at any one time. The body worn cameras have been rolled out to officers across Staffordshire and Stoke-on-Trent
  - Mobile Data – The PCC is committed to providing new technology to transform the police’s frontline resources, ensuring that police officers do not need to return to a police station or sit behind a desk to use police IT systems, but can do so in local communities. New GPS technology in cars will also make sure that the right officer is sent to the most appropriate incident faster than ever before.
- Prosecute Not Process – An initiative between the PCC, the Crown Prosecution Service and the Police that has led to significant improvements in the quality, pace and cost of justice in Staffordshire. The adoption of this new approach across the rest of Staffordshire will result in fewer court cases being cancelled, a better experience for victims of crime as well as a reduction in overall policing and criminal justice costs.

**Offenders** - preventing offending and reducing the likelihood of re-offending.

- Cars Behind Bars – This scheme, successfully instigated by the PCC in May 2013, continues to catch drivers without car insurance travelling through Staffordshire and Stoke-on-Trent. As of June 2014, over 2,250 vehicles have now been seized as a result of this campaign, sending out a clear message that Staffordshire’s roads are only for the properly insured
- Integrated Offender Management (IOM) – This now has greater alignment with the Youth Offending Service (YOS) and with troubled families focusing on early intervention. A review is underway in conjunction with YOS over how to deter young offenders through support and diversionary activities. Diversionary schemes include boxing clubs in Stafford, Tamworth and Longton, with the club at Tamworth also operating a mentoring scheme
- Community Payback – This is gaining momentum as a method of offender management. To make recompense, offenders are involved in litter picking, tidying run down areas and gardening, enabling them to put something back into society
- Transforming Rehabilitation – In line with Ministry of Justice guidelines a Community Rehabilitation Company will take on the responsibility for delivering rehabilitation services in Staffordshire in 2015. The PCC is ensuring that the provider will deliver services aligned to the Safer, Fairer, United Communities Strategy. The process to select a preferred provider for Staffordshire is continuing within the expected timescales

- New technology is transforming how offenders are managed. ECINS is a single case management system used for information sharing in order to build up a picture of an offender to enable the correct support to be in place upon release to prevent reoffending. The Partnership Information Exchange Team works centrally to ensure that information sharing across partners is lawful, consistent and appropriate.

**Public Confidence** – making sure individuals and communities feel safe and reassured.

- Public Engagement – The PCC has engaged and spoken with over 12,000 people across Staffordshire and Stoke-on-Trent. There have been 40 successful ‘Let’s Talk’ events across the County and City. These events provide the opportunity for people to talk directly to the PCC. Over 4,000 people have signed up to receive quarterly updates and the work of the PCC is covered widely in local media across Staffordshire and Stoke-on-Trent. Information is also available through a regularly updated website and Facebook, Twitter and YouTube accounts are all available to the public
- Ethics, Transparency and Audit (ETA) Committee – The ETA Committee was successfully launched on 30 January 2014. Four Review Groups have been established and scoping documents produced to help identify areas for future scrutiny. Members of the ETA are already taking part in police force groups, scrutinising crime recording decisions and meeting regularly to take their work forward
- Customer Service – The Office of the PCC currently administers two groups of volunteers focused on ensuring that Staffordshire Police delivers the best possible customer service: -
  - Independent Custody Visitors (ICVs) play a vital statutory role in making unannounced checks on the conditions of police custody cells and the welfare of people in custody. The ICVs provide a crucial link between the community and police and help maintain public confidence in the custody system
  - Mystery Shoppers have been recruited and have started to make unannounced telephone calls, enquiry office visits and checks on the Staffordshire Police website to ensure that the highest levels of service are always provided to the general public from the first point of contact.
- Special Constables - In line with the PCC’s Strategy pledges, specialist posts are being created within the Special Constabulary including community specials, special detectives, rural & wildlife officers, IOM, Central Motorway Police Group and licensing specialists. All have been trained in their respective

specialism. Specials have also taken an active part in supporting and training police cadets, providing the potential to inspire cadets to become Specials.

- Safer Staffordshire Website and Mobile App – These are being designed to provide two new platforms to communicate effectively with the public. Once implemented both platforms will enable greater, more effective communication with the people of Staffordshire through a medium that suits their lifestyle. These projects will create a mechanism to link the residents of Staffordshire with providers of support services relevant to their needs.
- Mental Health Diversion Project – The PCC commissioned one of the first reviews of its kind to better understand the issues around policing and mental health. Based on the review findings the PCC committed to invest new money to test a new way of working between the NHS and Staffordshire Police. The project, called ‘Community Triage’, began operating in the Northern Area Custody Facility in November 2013 and provides a service similar to the assessment undertaken when patients arrive at Accident and Emergency to help decide how best their needs should be managed. This approach ensures that people with mental health problems get the appropriate treatment and police time is freed up to return to the frontline.

## **The coming year**

This Annual Report gives a snapshot of what has been achieved in the last year and in particular since the Safer, Fairer, United Communities strategy was published. The following gives a taste of what’s to come. In the autumn of 2014 the strategy will be refreshed to ensure that it continues to be firmly rooted in the views and priorities of Staffordshire people.

Some of the particular challenges for the next 12 months are: -

- Continuing to ensure that policing in Staffordshire fully meets the needs of local people and communities and that with the Chief Constable, the PCC ensures Staffordshire Police are the best they can possibly be
- Building further on the transparency arrangements already in place in Staffordshire; developing in particular the local versions of the Ethics, Transparency and Audit Committee, so that local people and representatives can both have regular conversations with senior police officers about policing in their local area and scrutinise the way it is delivered
- Delivering the financial savings identified in the Medium Term Financial Strategy, so that current plans for improvement and service development can be delivered. Ensuring that the financial challenges that face the ‘whole system’ are managed well and that joined-up working with partners and local communities is not thrown off course



- Ensuring, through evaluation and evidence that the funding provided to local communities through the Commissioners' Community Fund (Locality Deal, Proceeds of Crime Fund and People Power Fund) is being used effectively and delivering excellent outcomes
- Delivering new arrangements for victims and witnesses through the Victims Gateway and making the most of the funding being devolved to PCCs from the Ministry of Justice from April 2015. Building effective restorative justice arrangements that support victims and offenders is also a key priority
- Ensuring that the right support is provided to offenders so that reoffending in Staffordshire is reduced. The advent of Community Rehabilitation Companies that will bring new ideas and ways of working into what was the Probation Service is both an opportunity and a risk that needs managing at the local level
- Making sure that the initiatives being implemented now to make policing more visible in communities (mobile working, police posts, community Special Constables and more) are effective and measurably build public confidence
- Delivering more significant change through technology improvement. As well as the roll out of existing programmes such as that which will support mobile working, the allocation of £1.8 million through the Office of the PCC to deliver a 'Doing More' programme in the Multi-Agency Safeguarding Hub (MASH) will make a substantial difference to safeguarding across Staffordshire and Stoke-on-Trent
- Delivering with the help of the Early Intervention Foundation (EIF) more coordinated early intervention support in Staffordshire; exploring also the opportunity for Staffordshire Police to be the first police force to be part of a research programme into how policing can best support the coordinated programme.

This list is just some of the work that will be delivered over the next 12 months. The refresh of the Safer, Fairer United Communities strategy later in 2014 will provide more and further detail of the work plan, implementation, performance management, finance and governance arrangements as required in a Police and Crime Plan.

