



# Annual Report

Safer, Fairer, United  
Communities

2017/2018



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



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**Foreword by Staffordshire's Police and Crime Commissioner, Matthew Ellis**

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**MY FIFTH ANNUAL  
SUMMARY REPORT**



The last few years have seen the types of crime and harm police are dealing with become more complex and often more damaging for victims. The wider security and public protection environment in the UK has also become more unpredictable because of international conflict.

The ongoing importance of greater investment in technology and new capabilities for policing as the criminal and community safety situation changes is clear. Much of the crime police and wider law enforcement are dealing with today is of a different scale and complexity to just a few years ago. It is the scale of the changes in crime and the way it is committed, over just a few years, that's been bigger and more impactful than predicted.

The continued rise in the reporting of rape and serious sexual offences is a reflection of a greater willingness by victims to report because there's confidence that something will be done. Significantly increased demand on policing has to be resourced to maintain that confidence to report. The same can be said of domestic abuse, the exploitation of individuals and other crime that brings significant harm and changes lives.

The Internet has changed the world. Today, people are 20 times more likely to be a victim of crime online than in person, meaning law enforcement has to adapt. It means criminals can cause harm to others with less risk to themselves because there's no physical contact. The distance between a criminal and victim can be thousands of miles and often it's not only one victim attacked, but thousands, in a single 'click'. Four years ago, a few hundred thousand pounds a year was spent on forensic examination of technology, now it is millions of pounds.

Whilst policing has been adapting to immense changes in the types of crime over such a short time, the most local policing in the heart of communities has suffered. Numbers have remained broadly the same, but demand on their time has increased.

The intention to rebuild the most local neighbourhood policing for Staffordshire and Stoke-on-Trent has already started.

My Safer, Fairer, and United Communities Strategy for 2017 – 2020 and the Chief Constable's Policing Plan which helps to deliver that will drive the changes needed to ensure Staffordshire Police are well equipped to meet new and 'traditional demands on policing here.

This Annual Report is my opportunity to set out in some depth what has been achieved over the last 12 months as well as some of the challenges for the future. I hope you find it interesting and informative reading.

A handwritten signature in blue ink, appearing to read 'Matthew Ellis', with a stylized, cursive script.

**Matthew Ellis**

**Police and Crime Commissioner**

## Safer, Fairer, United, Communities 2016 – 2020



The Police and Crime Commissioner's (PCC) strategy for policing and community safety in Staffordshire and Stoke-on-Trent sets out his vision of how public services, working together across four key areas, can make a positive difference to local people.

The Safer, Fairer, United Communities strategy up to 2017 had **four key priorities**: Early Intervention, Victims, Offenders and Public Confidence.

In addition to a continuation of the four priorities identified in the 2013 to 2016 Safer, Fairer, United Communities plan, the PCC added a **fifth priority** for the 2016 to 2020 plan, that being to build a modern and transformed police service that is fit for a changing future, able to address existing challenges and new threat and harm that impact from local, regional, national and international activity.

The strategy supports and drives improvements to get organisations working more effectively together as a whole system.

This Annual Report outlines what has been achieved over the last 12 months as well as some of the challenges for the future.



# Priority:

## Modern Policing

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The communities served by the police service and the challenges they face are increasingly diverse and complex requiring different more sophisticated responses. Staffordshire Police has to be able to respond to cyber-crime, domestic abuse, vulnerability, child sexual exploitation, serious and organised crime and terrorism, as well as more traditional crime types and anti-social behaviour.

These challenges cannot be addressed by policing alone. Staffordshire Police has to work effectively with its partners in Staffordshire and also at a regional and national level. It has to be easy to do business with, sharing information, skills and resources with partners to prevent and intervene early to deal with the root causes of problems before they become more complex and costly to address.

The PCC's strategy for modern policing is reflected nationally in the National Policing Vision 2025, to which the PCC contributed and supports. Key elements of this are:

- The bedrock of policing being at a local level, increasingly focused on proactive and preventative activity. As a result of the PCC's extra investment during the next two years neighbourhood policing will be boosted by more than 140 officers;
- Using technology to the utmost limit - giving officers the fullest possible picture of any situation they're dealing with through a truly 'Connected Staffordshire' where agencies share the right information at the right time;
- The need to develop more effective and efficient specialist capabilities so that new and more complex threats can be addressed;
- Policing as a profession, with a workforce that is representative, with the right skills, powers and experience;
- The opportunities around digital technology, both in using it as a tool to provide better intelligence and join up systems between different partners and making it easier for the public to contact the police;
- Opportunities for business support functions to be delivered more efficiently and consistently and in partnership;
- The need to strengthen accountability arrangements, particularly at cross-force and national levels.



### **SP25 change programme**

The Chief Constable has developed a Blueprint for Change to ensure delivery against the PCC's five priorities. The first annual Policing Plan details the projects and other activities the force is undertaking in working towards the Blueprint. The force projects combine to form a cohesive change programme, entitled SP25, which will significantly change the way the force operates. The Chief Constable presented this in June 2017 to the PCC, who has agreed the programme and the delivery arrangements and will hold the Chief Constable to account for delivery. The delivery plans incorporate Boeing Defence UK in providing the capacity and capability to take advantage of the best that technology can provide.

The SP25 programme commenced its implementation phase in August 2017 and will run for three years. By 2021, the new operating model will have delivered annual savings of £6.4m while enabling the force to deliver better outcomes for communities.

The force has started delivering the first phase of the programme, including:

- Introduction of more efficient and effective force governance arrangements;
- New ways of delivering neighbourhood policing and partnership working, customer contact and response policing; investigations; operational support and business support functions;
- A greater investment in neighbourhood policing and partnership teams to support prevention, early intervention and public protection;
- The development of a resolution centre to deliver a more informed and streamlined response to non-emergency service requests and reduce demands on front line resources;
- Enhanced capabilities in key areas of policing activity such as early intervention, crime prevention, offender/sex offender management, adult abuse, child abuse, economic, serious and organised and cyber-crime;
- The implementation of a new target information management model;
- A rationalisation of the estate where many buildings have been empty and underutilised, as they are not suitable for modern policing purposes. This will be achieved through integration of services with partner agencies and new ways of working;
- Workforce planning to ensure the right people with the right skills are in the right place with the necessary development and wellbeing support;
- Leadership and cultural development programmes.

### **Providing the right resources to ensure an effective police service**

The SP25 Outline Business Case and Blueprint for Change were presented by the Chief Constable to the PCC in 2017 and agreed. The Force's Policing Plan detailed the activities to be undertaken during the latter part of 2017/18 and 2018/19 both within the SP25 programme and as business as usual and the force constructed its budget on that basis. The Office of the Police and Crime Commissioner will work

closely with force representatives to ensure that the medium term financial plan (MTFP) provides the right level of resources to deliver the programme and maintain effective policing services. There is a savings requirement linked to the programme over the period of the MTFP.

### **Delivering new technology**

A range of IT projects have commenced to support the delivery of the SP25 programme which will:

- Simplify, standardise and stabilise the IT estate;
- Significantly reduce the number of IT applications, including by integrating core policing systems and creating an infrastructure that better supports data sharing;
- Incorporate technology replaced through national IT programmes such as the Emergency Services Network;
- Enable more effective integration and management of data from a variety of sources.

Projects already completed include the new generation of body worn video cameras, which have been rolled out across the force on a personal issue basis. Staffordshire was at the forefront of this technology to improve transparency and deter crime and anti-social behaviour and the new version has brought enhanced image quality, improved functionality and speedier transfer and access to footage.



# Priority:

## Early Intervention



### Police Cadets

This PCC introduced the cadets in 2013 in line with his election promise and the programme for 13 to 18-year-olds continues to expand and improve young people's lives in Staffordshire.

This last year saw a total of 10 units being achieved - one in every Local Policing Team with more than 340 cadets in total. The Staffordshire Cadets were the first of their kind, but many other PCCs have followed suit and now have similar schemes.

Staffordshire Police Cadets have formed Honour Guards at the National Memorial Arboretum, marched on Remembrance Sunday, helped out in their local communities and assisted at many events and functions every year. The scheme helps young people from all kinds of backgrounds improve in confidence and become good citizens, both now and in the future. To prepare them for the future, the programme follows the National Volunteer Police Cadet programme and cadets also work towards a BTEC Level 1 in teamwork, personal skills and citizenship.

The units are run by 69 volunteers, special constables, police officers and PCSOs who give up their time to support this initiative. Some cadets have also gone into the Special Constabulary to continue serving the people of Staffordshire.

A Junior Cadet scheme has been introduced for children at primary school. Consisting of six one-hour sessions led by a PCSO during school time, this fun-packed programme includes encouraging good behaviour, road safety, school security and anti-social behaviour. There are now more than 4,000 junior cadets from over 250 primary and junior schools. An intermediate age group of 10 to 13 years will be devised to start in 2019 with a pilot group aimed to start at police headquarters in Stafford.

### Space 2017

Spearheaded by the Police and Crime Commissioner (PCC) for Staffordshire, the Space 2017 positive activities programme for young people ran between July and September based on the experiences and learning from the previous 2 years.

Again funded by the PCC with commissioning of provision via Local Authority partners, Space 2017 sought to increase the number of young people aged between

11 and 17 years engaged in diversionary activities, reducing anti-social behaviour (ASB) / youth crime and to develop volunteering opportunities. Additionally Space sought to promote personal, health and social development, team building and new experiences for young people.

Supported by police, partners and local businesses, Space 2017 encompassed both a universal and targeted offer for youngsters across Staffordshire and Stoke-on-Trent, once more putting a significant emphasis on local area services being proactive in effective engagement with cohorts at risk of committing ASB and offending and from social exclusion.

£133,546 PCC funding provided the opportunity for thousands of young people to access a range of activities with 18,101 (6,428 targeted and 11,673 universal) attendances recorded. Police-recorded youth related ASB incidents reduced by 677 or 38% during the programme period.

Space continues to provide a huge opportunity for Staffordshire and it is the intention of the PCC to continue its ongoing growth and development. For the full Space 2017 evaluation, please visit the PCC's website <https://www.staffordshire-pcc.gov.uk/space/>

### **Youth Commission**

The Staffordshire Youth Commission has continued to deliver its 2017-18 work programme, undertaking a significant amount of youth engagement.

The Commission has engaged over 1500 young people directly this year in developing understanding and obtaining evidence relating to their key priorities, which were identified through the 'big conversation' in 2017. To date 29 interactive peer to peer workshops have been run on the topic of knife and gang crime with young people from Stoke-on-Trent sixth form, Burton & South Derbyshire College and Nacro, specifically targeting young people at risk or who have been directly affected.

In addition the Youth Commission has also undertaken 22 interactive peer to peer workshops on mental health, 20 workshops on Hate Crime and Exclusion and has just recently started the process of undertaking abuse and CSE workshops.

The Youth Commission continues to hold advisory meetings with Staffordshire Police, looking at topics such as hate crime and exclusion where they will give feedback on a hate crime toolkit. They are doing their own social media campaign to raise awareness of the topic, which includes a short film designed to show the impact of hate crime.

The Youth Commission has undertaken a great deal of engagement work across the county to determine youth awareness of the SPACE project, its potential impact and how it could be developed in the future.

Planning has begun for the Youth Commission's annual conference in late September where they will report back to the PCC with recommendations and suggestions concerning their five priority topics. They are looking to work with partners in making any recommendations applicable to numerous services.

### **Adverse Childhood Experiences (ACEs)**

In recent years there has been significant national attention in the UK about the importance of Adverse Childhood Experiences (ACEs) and the impact they can have on the future health and social outcomes for adults.

Routine Enquiry about Adversity in Childhood (REACH) is the process of systematically asking individuals about traumatic/adverse experiences during routine assessments with a view to responding positively, following any disclosures. This includes ensuring interventions are put in place, helping to reduce any negative impacts on health and social wellbeing. Adults recognising the potential negative impacts of certain behaviours may also make positive changes to their own future parenting styles.

Stoke-on-Trent City Council have been working with Lancashire Care Foundation Trust to support three local organisations to pilot this approach. In addition, over 200 professionals from a range of organisations have undertaken multi-agency training on ACEs, Attachment and Emotion Coaching. This will enable practitioners to have a greater awareness of ACEs and the role they can play in enhancing behaviour change opportunities for service users.

The PCC has provided funding to the Centre for Health and Development (CHAD) to evaluate this project to provide continuous learning about the impact of REACH in order to maximise its potential for positive outcomes.

### **Child Sexual Exploitation (CSE)**

The PCC has worked alongside partner agencies to develop a multi-agency CSE Strategy and Action Plan for Staffordshire. This will ensure that all aspects of CSE work including prevention, support for victims and enforcement with offenders will be consistently co-ordinated and delivered across all partner agencies.

To measure the impact of the CSE Strategy and CSE Plan, the OPCC has developed a CSE Outcome Framework with Chanon Consulting and the University of Bedford, which has received significant national attention being the first of its kind

in the UK. The PCC has agreed time-limited funding to support the implementation of the framework.

In September, Catch 22, a specialist charity which works nationally, commenced delivery of services for victims and potential victims of CSE and children who go missing across Staffordshire and Stoke-on-Trent. Catch 22 are now fully embedded into local partnerships and have established a base at one of the Children's Centres in the North of the County. They have now completed over 1,200 Return Home Interviews with children who have gone missing from home. 109 children who are at risk of CSE or victims of CSE have received support and 83 professionals have received advice and guidance around CSE.

The PCC's office continues to work with all partners to develop and implement a CSE campaign in Staffordshire schools. The campaign is being developed with eight pilot schools and includes the production of a video, storyboard and classroom discussion pack and will roll out across all schools in Stoke-on-Trent and Staffordshire during the 2018/19 academic year.

### **Harmful Sexual Behaviour (HSB)**

The PCC's office is working with Stoke-on-Trent City Council, Staffordshire County Council and the NSPCC to undertake a local audit of Harmful Sexual Behaviour using the NSPCC's nationally recognised HSB Framework. A wide variety of stakeholders attended a launch event and were asked to participate in the audit. The findings of the audit will be gathered and analysed by the PCC with a view to identifying gaps and making strategic, commissioning and operational recommendations for local delivery of HSB services. A further stakeholder event is planned in September where a pan-Staffordshire action plan will be formulated to address gaps and recommendations.

### **Female Genital Mutilation (FGM)**

The PCC submitted a successful bid to the Home Office Violence against Women and Girls Service Transformation Fund in March 2017 to develop and implement an FGM service in Staffordshire and Stoke-on-Trent. This will focus on prevention including the provision of education and support for children, who may be potential victims or victims of FGM and their families. Awareness raising and training for professionals and community members will also be central to the project.

Following a successful commissioning exercise, Barnardo's were appointed as the service provider and it is anticipated that the new service will be in place from May 2018 until April 2020.

### **Prince's Trust**

Since March 2015 the PCC, Stoke-on-Trent City Council and a private sector donor have commissioned the Prince's Trust to support some of the most vulnerable young people across Staffordshire. The project aims to engage young people at risk of offending, those involved in risky behaviour and victims of crime in order to improve

their health and wellbeing, lifestyles, confidence and employment prospects. Between March 2015 and December 2017, the programme has supported 561 young people and the PCC has agreed to extend funding for a further two years until September 2019.

### **Stoke City Football Club Community Trust**

The PCC worked successfully with Stoke City Football Club Community Trust and other partners to submit a bid to the Premier League/Professional Footballers Association (PL/PFA) Community Fund. In addition to this £250,000 grant, £50,000 partnership match funding has been secured by the three organisations involved in the bid. Commencing September 2018, the project aims to support vulnerable young people from across North Staffordshire, who are at risk of exploitation and have multiple barriers to the transition and progression to adulthood.

### **Vulnerability Education/Personal, Social, Health and Economic Education**

Some time ago the PCC alongside other partners recognised a gap in the co-ordination and delivery of Personal, Social, Health and Economic (PSHE) Education in schools and other education settings, particularly around vulnerability areas such as CSE, youth violence and substance misuse.

Work is underway to scope the current delivery of the PSHE curriculum, understand the gaps in provision and develop a set of recommendations for future delivery. The findings will be presented to the Families Strategic Partnership Executive Group (FPEG) and the Child Sexual Abuse Forum (CSAF) as part of the agreed governance arrangements.

The PCC also supported the introduction of a nationally recognised education resource (Values versus Violence) in schools across Staffordshire and Stoke-on-Trent. This is delivered by teachers to raise awareness among children and young people and provide them with some of the necessary skills to keep them safe from the dangers of abuse, sexual exploitation and radicalisation, for example. Over 2,200 children in 24 primary schools across Stoke-on-Trent and Staffordshire have been provided with Values versus Violence booklets. The PCC has extended funding for the programme in 2018/19.

# Priority: Supporting Victims and Witnesses



National funding enables PCCs to commission a number of services such as the Staffordshire Victim Gateway and provide grants to specific areas such as sexual abuse, domestic abuse, hate crime and child sexual exploitation.

## Staffordshire Victim Gateway

Following the victim and witness needs assessment in 2014 the Gateway model was developed and introduced in 2015 to provide a 'front door' for victims of crime in Stoke-on-Trent and Staffordshire and a whole systems approach from the victim reporting the crime or recognising they need support, through to the victim receiving specialist support.



The Victims' Code of Practice came in to operation in 2006 to establish minimum standards on the rights, support and protection of victims of crime. The Gateway supports the delivery of the Code's key entitlements and provides prompt, professional, appropriate support to help service users cope and recover from the impact of crime. It is delivered in a respectful, sensitive and professional manner without discrimination. The service encompasses a triage assessment, tailored advice, emotional and practical support and managed and supported onward referral to specialist services. As such, the Gateway is an essential part of the victim support system.

During 2017/18 there were 58,553 referrals into Staffordshire Victim Gateway - an increase of 2,932 on the previous year. Of those initial referrals, 56% required an enhanced service and 44% a standard service, as defined in the Victims' Code. Of those 48,170 received advice, guidance and information on the Victims' Code of Practice. Over 5,500 enhanced service victims were eligible for specialist support.

More information on the Gateway is available at:  
[www.staffsvictimsgateway.org.uk/](http://www.staffsvictimsgateway.org.uk/)



### **Victim Code of Practice**

Key entitlements under the statutory Victims' Code of Practice include the right to be kept informed about case progress; make a Victim Personal Statement to explain the impact of the crime and have it read out in court; be referred to victim support services; apply for compensation; and apply for special measures in court for vulnerable, intimidated or young victims. The Code aims to 'transform the criminal justice system by putting victims first, making the system more responsive and easier to navigate'.

This means that we have to deliver victim services on a much larger scale and to a higher quality than ever before.

An example of some of the new approaches being taken include:

- Complainant Declined to Prosecute – a new recording process to monitor decisions, help the police and the victim understand their decisions and that any decision is made following the assessment of victim vulnerability, need and perpetrator risk.
- Prosecution Hubs – help officers prepare case files, engage with victims and witnesses and work with officers to obtain special measures (identified through victim contracts).
- Victim Personal Statements – Stafford officers have trialled the recording of victim personal statements using Body Worn Video. So far, feedback from Officers and victims has been positive. Once approval has been received from the criminal justice partners the pilot will be rolled out across Staffordshire.

### **Victim and Witness Commissioning and Development Board**

This board was established in 2017. It is chaired by the Deputy PCC and aims to develop an effective, integrated structure for all victim and witness services that tackles the delays and inefficiencies in the system that can have a negative impact on victims and witnesses.

This multi-agency board work jointly at every opportunity to deliver a single vision for victims and witnesses in Stoke-on-Trent and Staffordshire, adopting a multi-agency, pan-Staffordshire vision and strategy supported by strong governance and partnership arrangements, together with joint commissioning, aligned budgets and delivery plans that make a positive difference to victims and witnesses.

### **Victim and Witness Needs Assessment**

Whilst there is a range of specialist victim and witness related support services in place, these have not been commissioned in a systematic way and there is some concern as to whether they meet current demand. A further needs assessment for victims and witnesses has been commissioned to provide an up-to-date picture so

that resources can be directed most effectively. The findings will also be used to support the development of a victim and witness strategy and action plan.

### **Business Crime and Business Crime Advisors**

Staffordshire was at the forefront of focusing policing more on business crime. Successful businesses are the lifeblood of thriving communities and crime plays a significant role in their development; it can cause high costs and damage to companies. Small and Medium Enterprises are particularly vulnerable if they become victims of crime; in certain circumstances it can force the business to cease.

The Business Crime Advisor project, delivered by Staffordshire Chambers, was a new initiative in 2015 funded by the PCC to provide support to the business sector by ensuring victims of business crime receive a high quality service tailored to their needs. The Business Crime project is a system of referral and support to victims of business crime.

The businesses receive a standard victim offer (control measures to avoid further incidents of crime) but will also be able to access a range of other accredited secondary support services specialising in areas such as HR, security, banking, insurance, ICT recovery, reputational damage etc. The additional 1 hour offer of contact is with a specialist contractor, who has a broad knowledge of issues likely to affect the continuity of the business. Their advice is free. Businesses can then choose to pursue additional paid help. The service is regularly publicised within relevant media forums and is also open to referrals from businesses who have not reported the crime to police.



### **Domestic Abuse**

The Domestic Abuse Commissioning and Development Board (DACDB) introduced by the PCC continues to move forward this key agenda and strategic partners have begun work to deliver the 2017-2020 'Breaking the Cycle' Domestic Abuse (DA) strategy.

Alongside this activity, work began to co-commission pan-Staffordshire domestic abuse services with partners from Staffordshire County and Stoke-on-Trent City Council. Aiming to provide consistent services across the whole area and meet the needs identified in the DA Needs Assessment, the PCC has identified over £900,000 supplementary funding to support those involved in domestic abuse.

### **Video Links**

Video links enable vulnerable and/or intimidated victims to give their best evidence and help relieve the stress and fear associated with giving evidence in court and

coming into contact with the defendant. Video Link is a 'special measure' granted by the Court.

Funded by the PCC, victims and witnesses residing within Stoke-on-Trent and Staffordshire can now give evidence via video link at Alder Lodge in Burton-on-Trent. Users of the Lodge are met by professional staff and a witness service volunteer. A separate waiting area and kitchen is available for family and carers who accompany victims to the Lodge. De-briefing sessions are being held to enable partners to learn from feedback, ensuring all vulnerable victims receive a gold standard service. Work is on-going to look at the rollout of more sites, cross border opportunities, best practice and ensuring the site in Burton is providing the best possible service for victims.

### **Domestic Abuse in the Workplace**

The Deputy PCC is continuing to lead the PCC's drive to improve services and responses to domestic abuse, in particular the way domestic abuse victims are supported. This project continues to go from strength to strength. Since the start of the scheme there has been around 130 champions trained across Staffordshire on how to respond appropriately to victims within their workplace. The champion's role is to listen, be confidential, non-judgmental and to signpost the victim to a specialist provider for appropriate domestic abuse related support. The project is regularly advertised across various media forums to prompt more interest.

Staffordshire Chambers of Commerce were commissioned to identify businesses that will sign up to the scheme. They also support Women's Aid in administering the training, provide campaign work as well as make follow up calls to workplace champions six months after completing the training.

### **Online Fraud**

The PCC's office has continued to strengthen its multi-agency Online Fraud Forum chaired by the Deputy PCC that includes representatives from the public sector, education sector, private sector and business community representatives. This has been instrumental in gaining agreement from the Chief Constable to the training of all front line officers and staff in identifying and investigating cyber-crime and providing them with awareness raising material for issue to the public.

Action Fraud now signpost Staffordshire cyber-crime victims to the Victim Gateway, whose staff have also received training to ensure they are given the right support. The Chambers of Commerce have also been commissioned to support businesses that fall victim to cyber-crime. Work has been commissioned to better understand the extent of the problem and inform the response across Staffordshire.

Raising awareness is an essential part of preventing and tackling this growing issue and as a result, public and private sector organisations through the Online Fraud Forum hosted Staffordshire's biggest Online Fraud Conference in November 2017.

The event was attended by over 400 people and received extensive media coverage. Facebook adverts were viewed by over 78,000 people with almost 30,000 women with families and children viewing videos on cyber bullying on the police web site. Media interviews and features supported by messages using social media also helped increase awareness.

# Priority:

# Managing Offenders

## Offenders



Preventing  
offending in  
the first place  
and reducing  
the likelihood  
of re-offending

### Strengthening Governance

In 2014, the PCC established the Staffordshire Offender Management Commissioning and Development Board, bringing together all key partners with a responsibility or interest in the offending arena to support a whole system approach to reducing offending and re-offending in Staffordshire and Stoke on Trent.

Partners have agreed an ambitious county-wide strategy (the Staffordshire Strategic Framework for Reducing Offending 2015-18) to guide local action in relation to this agenda. The aims of the strategy are to:

- Promote timely interventions across agencies in Staffordshire to reduce the risk of people becoming involved in offending behaviour; and
- Ensure that where people do offend they are brought to account for their actions whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.

A comprehensive action plan has been produced to support implementation of the strategy based around 4 key themes - Prevention, Diversion, Offender Management and Offender Rehabilitation and Resettlement - and multi-agency delivery groups have been established to oversee the delivery of agreed actions under each theme.

### Prevention

The PCC supported the Values versus Violence programme for primary schools across Staffordshire and Stoke-on-Trent which is delivered by teachers to raise awareness among children and young people of the risks of exposure to/involvement in offending behaviour.

A funding contribution of £230k was made to support the delivery of Youth Offending Team (YOT) prevention services in 2017/18, including work in local schools. An independent, comprehensive review of YOT prevention services has been commissioned by the PCC which will recommend potential future delivery models to ensure services remain relevant and effectively targeted and deliver improved outcomes. This will report in May 2018.

Funding was agreed for a new prison family support worker post at HMP/YOI Brinsford to help maintain and improve prisoners' family ties during custody.

## **Diversion**

Diversionary approaches allow, where appropriate and with victim's consent, low level offending to be dealt with at an early stage and outside of the criminal justice system. This avoids unnecessary court proceedings and problems escalating.

Following a successful pilot in 2016/17, a new multi-agency triage assessment process was introduced to improve collaboration and decision making between the YOT's, police and partner agencies when considering instances of minor offending and anti-social behaviour by young people. This ensures consistency in identifying cases which might be suitable for out-of-court disposal.

A new police-led strategic group has been established to develop a cohesive approach to adult out-of-court disposals and encourage greater use of community resolutions and conditional cautions as an alternative to prosecution where appropriate.

A new Looked After Children protocol and action plan has been introduced to guide multi-agency action aimed at reducing the number of young people in care coming into contact with the criminal justice system.

Funding for a coordinator post to support multi-agency work across the county aimed at diverting young people away from gang-related activity and youth violence was extended.

A new multi-agency partnership (the Staffordshire and Stoke-on-Trent Mental Health and Community Safety Strategic Board) was established to ensure the availability of services to enable individuals with mental health needs and other vulnerabilities coming into contact with criminal justice agencies to be diverted into appropriate treatment and care. Funding for the current co-commissioned Staffordshire Mental Health Street Triage Team has continued. The PCC has also worked with NHS England and health partners to improve the coverage of criminal justice mental health Liaison and Diversion services in the county.

## **Offender Management**

Work has continued with key criminal justice partners - the police, YOTs, Ministry of Justice (MOJ), National Prisons and Probation Service (NPPS) and Staffordshire and West Midlands Community Rehabilitation Company (SWM CRC) - to further develop and strengthen local offender management arrangements to ensure that offenders subject to custodial and community sentences are effectively supervised and supported to comply with the terms of their sentence and avoid further offending and that services are tailored to local needs.



Staffordshire County Council and Stoke-on-Trent City Council have undertaken a review of statutory YOT services in each authority with a view to identifying scope for increased collaboration. Phase 1 is complete and an interim report produced. A new county-wide Domestic Abuse Perpetrator Programme is being commissioned as part of the broader DA service provision.

Discussions have taken place with the MOJ and NPPS regarding the co-commissioning of a new, bespoke community sentencing option for women offenders.

### **Rehabilitation and Resettlement**

Work continues to improve the availability of housing, employment, substance misuse and other support services which are critical to offenders' successful long-term rehabilitation and reintegration into the community and to ensure the effective operation of current referral pathways into services.

Partnership funding was maintained for the county-wide floating housing support service for offenders. The scheme provides a practical tenancy support service for up to 120 offenders at any one time and has been at 100% occupancy throughout 2017/18, with 60% of those supported being helped to access training or employment and over 80% being supported to comply with their statutory orders.

A new steering group was established to improve offenders' access to employment and training opportunities. On behalf of the group, the PCC recently commissioned Grant Thornton to undertake a feasibility study to ascertain the viability of establishing a new social enterprise in Staffordshire with the aim of offering employment opportunities for offenders in the construction sector. This is now complete and the group is reviewing the results and deciding next steps.

A funding allocation of £310k was made to support the commissioning of local substance misuse services across Staffordshire and Stoke-on-Trent in 2017/18. Pending the outcome of current discussions with local authority commissioners in both authorities, the PCC has provisionally committed a further £250k per annum towards the cost of commissioning to ensure that more offenders - whose offending is related to substance misuse - are able to have their treatment needs met.

# Priority:

# Public Confidence

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## Safer Neighbourhood Panels

The Safer Neighbourhood Panels, established by the PCC, follow the success of the county-wide Ethics, Transparency and Audit Panel (ETAP). Throughout the last year, Safer Neighbourhood Panels have been established at all of the 11 local policing areas and districts. The panels operating at Cannock, Lichfield, Newcastle-under-Lyme, South Staffordshire, Staffordshire Moorlands, Stoke-on-Trent North, Central and South, Stafford and Tamworth, and East Staffordshire. The panels are made up of residents, local councillors and magistrates and meet regularly with their area policing commander. They scrutinise and help shape local policing in their area. While each panel holds the local commander to account relating to local needs, specific themes such as Taser, Stop and Search and local policing are examined by all panels.



## Ethics, Transparency and Audit Panel (ETAP)

The Ethics, Transparency and Audit Panel (ETAP) continues its role as a public scrutiny body and has been recognised nationally for its work in holding policing to account across a number of areas.

The work of ETAP covers the statutory responsibility to scrutinise the accounts and financial arrangements of both the OPCC and the Force. ETAP also conduct thematic reviews around the service delivery of the police and have helped improve policing across Staffordshire. Recent reports from ETAP have included a review of whistleblowing and care in custody. Reviews are all published on the OPCC website and full ETAP meetings are open to the public. The work of ETAP can be found at: [www.staffordshire-pcc.gov.uk/eta/](http://www.staffordshire-pcc.gov.uk/eta/).

### Independent Custody Visitors (ICVs)

ICVs have a statutory responsibility to visit those detained in police custody. ICVs have made 234 unannounced visits to custody suites around the county during 2017/18. During those visits, 568 detainees agreed to be visited where ICVs ensured that their rights and entitlements under the law were being extended to them. During the 2017/18 year, there were 44 ICVs and more are being recruited for the forthcoming year. This remains important in reassuring local communities of fairness and lawful management of the custody process. The use of technology to provide better reporting has been implemented in the Southern and Trent Valley Panels and is working well. ICVs are volunteers and people can find out more about the various ways to get involved with the work of the Office of the Police and Crime Commissioner at: [www.staffordshire-pcc.gov.uk/volunteer/](http://www.staffordshire-pcc.gov.uk/volunteer/)

### Community Engagement

A wide range of engagement activities and meetings with members of the public take place across Staffordshire and Stoke-on-Trent. These events provide the opportunity for the PCC to inform local people on the work taking place and hear their views on crime and policing within their area.

This is supported through a new community engagement delivery plan, which is still in the early stages. It aims to broaden the reach of the office into a wider and more diverse audience and ensure contact and engagement with groups where there has been little or no engagement previously. This will continue to expand over the coming year.

Typical engagement activities to date have included community groups such as rotary clubs and women's institutes, youth groups, school events, religious festivals, parish councils meetings and more. In addition to face-to-face engagement, social media is used continuously and PCC accounts have a combined following of over 12,000 people. Members of the public can also sign up to receive electronic newsletters from the office at [www.staffordshire-pcc.gov.uk/email](http://www.staffordshire-pcc.gov.uk/email)

Examples of engagement during 2017/2018 include:

- Hosting a debate on violent crime with US and Staffordshire youngsters, which featured live coverage from BBC Radio Stoke;
- Activities during LGBT History month including a series of social media posts, meeting with a local LGBT group to listen to their views on crime and policing, and a 'In Conversation with the PCC' at Staffordshire University on Hate Crime
- PCC video during Action Counters Terrorism campaign
- Attending a Q & A event in Tamworth
- Meeting with local community groups and religious groups including Rugeley Townswomen Guild, Stowe-by-Chartley WI, Burton Central Mosque and Biddulph Youth and Community Zone.

### Staffordshire Smart Alert

Launched in March 2016, Staffordshire Smart Alert provides real-time crime and community safety information to businesses and communities across Staffordshire and Stoke-on-Trent. Taking the form of a downloadable app and a website, users are able to select their preferred method of receiving information, advice and guidance direct from local officers. Stage two developments have seen additional Smart Alert 'geo-fencing' functionality in place, enabling alerts to be issued to residents (over 12 years of age) and businesses signed up to the system located within a 3km radius of an incident / issue at the time it arises.

Feedback received to date includes:

*'This is excellent, I work in the call centre at the ambulance service, when you put alerts out, I'm able to update my colleagues of the incidents. So keep up the good work and thank you for keeping Stafford safe.'*

*'Thank you for all your care and protection. Feel safer now that you are around and that I can have contact with you if I should need to.'*

With partners now keen to engage with Smart Alert, work is underway to develop and grow this key communication tool to keep Staffordshire residents and businesses up to date and engaged in their local communities.

Statistics to the end of March 2018 show nearly 17,000 signing up for the service in the last 12 months. Local authority partners are actively promoting this facility.

# Making it Happen

This section explains how the PCC has made it possible for the work, projects, approaches and results included in this Annual Report to happen.

## Strategic Assessment

Community Safety Strategic Assessments are undertaken in full every three years and refreshed annually to provide an overview of issues faced within a local authority area, on which future plans and funding commitments can be considered by strategic partners.

The Crime and Disorder Act 1988 requires Community Safety Partnerships (CSPs) to produce a three year Community Safety Plan detailing how partners intend to tackle crime and disorder / community safety challenges in the local area. These should be based on the priorities identified within the local Strategic Assessment.

The PCCs office has worked with Staffordshire County Council's Insight Team and local CSPs to agree a consistent framework for local Community Safety plans. This assists joint working with local authorities to co-commission services or support local commissioning of services and deliver value for money for residents and businesses.

The plans are available on the PCCs website, [www.staffordshire-pcc.gov.uk](http://www.staffordshire-pcc.gov.uk) and on individual local authority websites.

## PCC Funding

The PCC continues to provide a range of funding opportunities available to Community Safety Partnerships (CSPs) and community groups to help delivery of the PCCs priorities and local community safety priorities;

The Locality Deal award (£1.042m in 2017/18) to local CSPs and the Stoke-on-Trent Safer City Partnership enables the delivery of services and support to help deliver local community safety priorities. A contribution from the Locality Deal continued to be made by District/Borough CSPs towards countywide Drug and Alcohol Services following the reduction in Staffordshire County Council funding to this service.

The PCC's Proceeds of Crime Fund made £200,000 available through 2 funding rounds to support strategic partnership activity aligned to the PCCs and local community safety priorities. Grants of between £3,000 and £15,000 were awarded and evaluated against outcomes achieved.

The People Power fund also made money available through 2 funding rounds to 77 community projects which supported the delivery of the PCCs and local community safety priorities.

More information about funding from the PCC can be found at <https://www.staffordshire-pcc.gov.uk/fund/>

## **Finances**

Staffordshire Police continues to focus on delivering effective local policing whilst meeting the challenges of supporting national terror responses. The financial context is that this has to be done within tight financial conditions alongside meeting national pay rise expectations. In order to help the Force deal with these pressures the PCC's office has used reserves and has also transferred £750,000 in year to the Force specifically to help manage these issues.

Despite this support the Force overspent during 2017/18. In responding to this the PCC has been working closely with the Chief Constable, who arrived just halfway through the financial year, and has every confidence that this position will not be repeated in future years.

In the new role as Commissioner to the Fire and Rescue Services, the PCC expects the Chief Constable and the Chief Fire Office to work closely together to identify ideas for cost saving opportunities with genuine service benefit.

As the Staffordshire Police change programme enters its critical phase in the next 3 years, then the investment in IT infrastructure, coupled with improved ways of working both internally and with other partners and public sector agencies, creates confidence that there will be more opportunities for the force to focus on delivering an effective and efficient police service to the public.

The PCC is a strong advocate for greater local financial accountability around the precept, so that more finance can be made available for Staffordshire Police in the future, specifically to invest in areas of benefit and interest to local people. The future Medium Term Financial Strategy ensures a clear understanding of the financial perspective and enables Staffordshire Police to make timely strategic and operational plans, in order for them to deliver excellent services within the available funding.

The financial outturn position for the PCC Group in 2017/18 is an overall overspend of £2.679m or 1.5% on a budget of £178.592m.



	<b>Budget 2017/18</b> <b>£'000</b>	<b>Unaudited</b> <b>Outturn</b> <b>2017/18</b> <b>£'000</b>	<b>Unaudited</b> <b>Variance</b> <b>£'000</b>	<b>Unaudited</b> <b>Variance</b> <b>%</b>
Total OPCC Funding*	12,950	12,577	373	2.88%
Funding provided to the Force	165,642	168,694	(3,052)	(1.84%)
<b>Total</b>	<b>178,592</b>	<b>181,271</b>	<b>(2,679)</b>	<b>1.50%</b>

\*After transferring £750,000 to Force in year to support pressures

### The Year Ahead

2018/19 will be a very important year for the PCC and in particular Staffordshire Police, with the further delivery of the force's SP25 change programme and the implementation of the new target operating model.

The challenges faced by policing in responding effectively to new and different demands will continue to challenge resource levels, which the PCC will respond to following an assessment by the Chief Constable.

The acceptance by the Home Office of the PCC's business case to take on responsibility for the Fire and Rescue Service in Staffordshire presents an opportunity to further improve the way police and the fire service work together for greater efficiency and effectiveness.

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

- Delivering the financial plans identified in the Medium Term Financial Strategy, so that current plans for improvement, service development and demand management can be delivered.
- The PCC continuing to ensure the Chief Constable meets all the policing needs of local people, communities and local businesses.
- Ensuring strategic collaboration opportunities across Staffordshire and Stoke-on-Trent are maximised to provide best value public services for Staffordshire working with partners, local communities and local businesses.
- Delivering further significant change with Boeing Defence in technological improvements to increase the capacity and capability of Staffordshire Police.
- Introducing new services to tackle domestic abuse, covering three elements of prevention, early intervention and targeted support for victims and perpetrators.

- Undertaking work to examine the impact of crime on rural communities.
- Further develop the PCC's strategy for a 'Connected Staffordshire', bringing together information held by public agencies on individuals, families, events and locations to support problem solving and improve response.
- Ensuring, through performance evaluation, that funding provided through the Commissioner's Community Fund (Locality Deal, Proceeds of Crime Fund and People Power Fund) is being used effectively and is delivering excellent and sustainable outcomes for the benefit of Staffordshire.
- Ensuring that the right support is provided to offenders so that re-offending in Staffordshire is reduced.

This is just some of the work we will focus on during the next 12 months. The Safer, Fairer, United Communities Strategy provides more detail on what will be delivered. You can find out more about the work of the Police and Crime Commissioner for Staffordshire at: [www.staffordshire-pcc.gov.uk/](http://www.staffordshire-pcc.gov.uk/), on Twitter @StaffsPCC and facebook.com/StaffordshirePCC. You can also sign up for regular updates from the PCCs office at [www.staffordshire-pcc.gov.uk/email](http://www.staffordshire-pcc.gov.uk/email)

