



Annual Report

Safer, Fairer, United Communities

2018/2019



STAFFORDSHIRE COMMISSIONER
Police | Fire and Rescue | Crime

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

My sixth annual summary report



Safer, Fairer, United Communities 2016 – 2020



The Commissioner's strategy for policing and community safety in Staffordshire and Stoke-on-Trent sets out his vision for 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 Commissioner added a **fifth priority** for the 2016 to 2020 plan, 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

Modern Policing



A police force
that is fit for
a changing
future

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 Commissioner's strategy for modern policing is reflected nationally in the National Policing Vision 2025, to which the Commissioner 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 Commissioner'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.

A detailed update on the progress of this work area is described below.

Police/Fire Collaboration

Following the submission of an independently written business case to change the governance of the Staffordshire and Stoke-on-Trent Fire and Rescue Service to the Home Office, the Statutory Instrument for Staffordshire was passed by parliament on 8 June 2018. The Staffordshire Commissioner took responsibility for the service as the Fire and Rescue Authority from 1 August, 2018.

This provides new opportunities for the two services to collaborate more and to share some support and administrative functions, as well as some buildings. It means that, over time, more of the money available can be used by both services operationally, in the heart of our communities.

Since last August, Staffordshire Police and Staffordshire Fire and Rescue Service have been working to enhance the areas of collaboration already in place and develop their approach to further collaborative working under governance arrangements implemented and managed by the Commissioner's office. The first phase of this work will see collaborative arrangements for delivering estates, communications, human resources, finance and procurement support be introduced from summer 2019, and work on the next phase of collaboration has also started.

Police Change Programme

In 2017/18, Staffordshire Police continued to implement its new target operating model, designed to deliver significant financial savings and better outcomes for communities. Changes included:

- Response officer teams consolidated into three bases at Hanley, Cannock and Burton. Each team is now supported by a resolution centre in each location, delivering a more informed and streamlined response to non-emergency service requests, thereby reducing the demand on front line resources, so that they can be used more effectively.
- This enabled the force to move officers from response policing to place-based neighbourhood policing and partnership teams to increase visibility and improve prevention and early intervention. Together with investment from the 2018/19 precept increase, this will mean the number of constables in neighbourhood policing will rise from 200 to 339 by the end of 2020/21. Data shows the time spent by response and neighbourhood officers out of police stations and in the community has increased since the new model was introduced.
- The establishment of a Knowledge Hub, bringing together data and digital asset management, research, analysis and reporting activities in a way that supports integration with other public services, supporting the Commissioner's ambition for a 'Connected Staffordshire'.
- The introduction of centres of excellence to enhance capabilities in key areas of policing activity such as early intervention and prevention, sex offender management, child abuse, adult abuse economic, serious and organised crime and cyber-crime.

New Technology

The second phase of the programme commenced during the year and is focused on the implementation of the Niche Records Management System. Niche is the biggest IT programme undertaken by the force. It will replace 13 existing systems in one integrated solution, improve data quality, better support data sharing with partners, provide real time information to officers in the field and deliver efficiencies in business processes. The programme is being delivered in conjunction with our Strategic IT Partner, Boeing Defence UK and will take place alongside a range of national and local IT projects. The entire Niche programme will be delivered over 21 months, with the first set of modules being in place in 2019.

Work has also continued to ensure readiness to adopt new technology delivered through national ICT programmes, including the national Automatic Number Plate Recognition (ANPR) database, the Emergency Services Network system which will replace the existing Airwave radio system, and the Digital Public Contact solution, which will greatly enhance the way people engage with the police and access services online.

Connected Staffordshire

The development of the Knowledge Hub and adoption of integrated data systems in policing are a sound platform for the Commissioner's Connected Staffordshire strategy. This is a complex and long term programme designed to address the barriers to multi-agency data sharing and integrated working. This work now brings together professionals from Local Authorities, Health, Fire and Rescue and other sectors with academic and consultancy support and four service areas have been developed to be taken forward to a proof of concept phase.

Regional Policing

The Commissioner chairs the Regional Governance Group which brings together the PCC's and Chief Constables from Staffordshire, West Mercia, West Midlands and Warwickshire with their Chief Executive Officers to oversee and guide work on collaborative policing and community safety arrangements. This includes regional organised crime, motorway patrol, the police air service, counter terrorism and national programmes such as the Emergency Services Network.

The Commissioner instigated a regional study to examine the issue of criminality in prisons which has resulted in all key agencies working together to tackle systematic and deep-rooted problems and has led to the development of a five-point plan to address them. This work has helped develop an approach which could be adopted nationally to tackle some of the cultural and organisational flaws in the system.

Priority:

Early Intervention

There is a wealth of national evidence base to suggest that prevention and early intervention can reduce the likelihood of poor long-term outcomes for children, individuals and families. Intervening early not only benefits individuals now and in the future, but also wider society and the economy.



The Staffordshire Commissioner in his 2017 – 2020 Safer, Fairer, United Communities strategy continues to stress the importance of early intervention and this being a long-term commitment that has to be shared by many partners. Much of the benefit from intervening early is in the future and beyond the term of the strategy.

The costs associated with late intervention are well publicised. Nearly £17 billion per year – equivalent to £287 per person- is spent in England and Wales by the state on late intervention. Locally this equates to £319 million across Staffordshire and can be broken down into £237 million/£274 per person in Staffordshire and £82 million/£328 person in Stoke-on-Trent.

www.eif.org.uk/publication/the-cost-of-late-intervention-eif-analysis-2016

A detailed update on the progress of this work area is described below. In addition to these specific work areas, many of the projects awarded funding from the Proceeds of Crime Act and People Power Fund have a Prevention and Early Intervention focus.

Police Cadets

The Staffordshire Commissioner 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.

There are now 10 units in place - one in every Local Policing Team (LPT). Staffordshire Cadets were the first of their kind, but many other PCCs have followed suit and now have similar schemes.

Staffordshire Police Cadets have actively been involved in events with LPTs and have had good results on leaflet drops targeting thefts from and off vehicles. Cadets continue to help out in their local communities and assist at many events and functions every year. Cadets have been appointed to the High Sheriff, Lord Lieutenant and to the Lichfield Mayor.

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, cadets receive soft skills training and follow the National Volunteer Police Cadet programme.

The units are run by 72 volunteers; this includes special constables, police officers and PCSOs who give up their time to support this initiative. In September 2018, the leaders of the cadets received the Queen's Award for Voluntary Service

Junior Cadets

A Junior Cadet scheme, delivered by PCSOs, has been introduced for children at primary schools. The scheme consists of six one-hour sessions and includes a fun-packed programme, which encourages good behaviour, road safety, school security and educates children about anti-social behaviour. There are now more than 5,000 junior cadets from over 250 primary and junior schools

Space 2018

The Commissioner's Space programme has continued to go from strength to strength, providing positive activities for young people during the school holiday period, aiming to reduce low level anti-social behaviour (ASB) and promote personal, health and social development amongst the younger generation.

Funded by the SCO (Staffordshire Commissioner's Office) with commissioning of activities by Local Authority (LA) partner agencies, Space 2018 extended the cohort of those able to engage with the programme to 8-17 years-old and once again increased the number of attendances year on year. Statistical information provided by Staffordshire Police evidenced that police recorded youth-related ASB reduced during period of Space when compared to 2017.

Supported by police, partners and local businesses, Space encompassed both a universal and targeted offer for youngsters, 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. The 2018 programme also sought to support summer hunger through targeted activity to provide food for youngsters usually in receipt of free school meals.

Recorded Space attendances in 2018 reached over 30,000, with recorded ASB incidents reduced by 41% when compared to the same period in 2017.

A comprehensive Space Evaluation Report is available to download from the following link:

www.staffordshire-pfcc.gov.uk/space/

Youth Commission

The Staffordshire Youth Commission was set up in September 2016 with funding from the Commissioner, Matthew Ellis.

The Staffordshire Youth Commission enables young people aged 14-25 to influence decisions about policing and crime in their local area working closely with the Staffordshire Commissioner. The project represents a new approach to engaging with young people across Staffordshire to shape future policing and support the development and delivery of the Commissioner's Safer, Fairer, and United Communities strategy.

During 2018/2019, the Youth Commission had 5 priority areas including Abuse and Child Sexual Exploitation, Community Breakdown, Hate Crime and Exclusion, Knife and Gang crime and Mental Health. Over the last 12 months the Youth Commission has engaged with over 2400 young people with the findings of their consultation with young people presented at their Annual Big Conversation, which was attended by over 100 delegates.

During 2018/2019 the outcomes of the Staffordshire Youth Commission include:

- Engaging with 2400 young people around their five priority areas
- Skills training for Youth Commission members
- Creating a new brand identity
- 5 Youth Advisory groups with Staffordshire Police
- Developing a Hate Crime Video and delivering this as part of a number of roadshows
- Developing workshops on knife and gang crime using credible speakers

In February 2019, the facilitation of the Youth Commission transferred from Leaders Unlocked to Safer Communities CIC at Staffordshire Fire and Rescue. The Youth Commission is made up of 21 young people and under the facilitation of Safer Communities CIC a comprehensive development plan for 2019/2020 has been developed and been driven forward by a dedicated Youth Commission Co-ordinator.

Adverse Childhood Experiences (ACEs)

The Staffordshire Commissioner's Office has been working with Stoke-on-Trent City Council to develop a small project around Adverse Childhood Experiences (ACEs). The SCO agreed to fund the evaluation of this project to ensure that clear learning and recommendations were gathered, which could inform future service delivery across Staffordshire services.

The ACEs pilot has been working with two organisations in Stoke-on-Trent (Arch and the Youth Offending Service) to understand the impact that asking questions relating to trauma can have on their clients and the organisations themselves.

In order to help support the organisations involved in 'asking' and engage the wider children's and adult practitioner networks to date 17 Attachment, Adversity and Emotional Wellbeing awareness sessions have been delivered across Stoke-on-Trent and Staffordshire. These sessions have reached approximately 500 professionals from a number of agencies, including representatives from both the statutory and voluntary children and adult sectors.

Child Sexual Exploitation (CSE) Co-ordinator

The Staffordshire Commissioner's Office (SCO) has funded a CSE co-ordinator for three years. This role was responsible for developing and implementing Staffordshire's CSE Strategy and associated action plans. These documents aim to prevent CSE from happening, protect children and young people who are victims/potential victims of CSE and also includes enforcement action with CSE perpetrators.

Due to the changing nature of the two local SCBs and, potentially new emerging priorities, it is likely that this role may change focus. SCO will work with the SCBs to ensure that the development of any new post is fit for purpose.

CSE Support and Missing Children Services (Case studies and photographs available)

Catch 22 (a social business, a not-for-profit business with a social mission) which works across a national footprint, has now been delivering the CSE service for victims and potential victims of CSE and children, who go missing for over 18 months across Staffordshire and Stoke-on-Trent (since September 2017). This is the first time there has been a consistent CSE and missing service across the county.

The Staffordshire Commissioner and two other commissioning stakeholders (Stoke-on-Trent City Council and Staffordshire County Council) are working with Catch 22 and all partners to ensure the service is being implemented effectively. 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.

During the last year (April 2018-March 2019) 3,126 reports of children missing from home/care were received, involving 1,421 children. Catch 22 has completed 2,292 Return Home Interviews with children who have gone missing from home/care. 75% of children referred into the service received a return home interview and 72% were completed within 72 hours (statutory guidance timescales). Return Home interviews attempt to identify reasons for going missing, current and future risk, including safeguarding issues and referral into appropriate services.

Catch 22 received 365 referrals for children requiring support around CSE. This support includes advice, information and guidance to other agencies, working alongside a lead worker in another agency to equip them with the knowledge, skills

and resources to support children experiencing CSE, one-to-one casework with children, resource sharing and group work. 72% of children who exited in an agreed and planned way from the service demonstrated a reduction in overall risk-taking behaviours.

The number of mentors volunteering for Catch 22 continues to grow. During the year, 26 volunteers have worked for Catch 22 providing a range of support including active listening, accompanying young people to appointments, assistance with CV's and college/job applications, work around self-esteem, anger management, emotional regulation safety planning and self-harm. 34 young people have been offered support and 27 of these young people have received one-to-one mentoring support from a Catch 22 volunteer. Catch 22 continue to influence the CSE, Missing Children and Child Exploitation at a national level through discussions with the Department for Education and the Home Office, attendance of All Party Parliamentary Groups and co-chairing the English Coalition for Runaway Children.

CSE Communications Campaign (Photographs available)

The SCO has funded the development of a new video resource for schools to highlight the risk of Child Sexual Exploitation. By using new 360 degree technology, schools will be provided with a new innovative approach to promoting conversation and the development of 'safety tactics' within the school setting.

The video has now been completed and a bespoke resource pack developed to support schools to use the new resource to its full potential.

This tool has been tested in one Stoke-on-Trent school and both the video and the initial draft of the resource pack was extremely well received. Some modifications were made and the tool will be rolled out across Stoke-on-Trent and Staffordshire during the 2019-20 academic year.

Dedicated, local CSE website (Photographs available)

For some time it has been recognised that the local dedicated website needs reviewing and updating. A preliminary survey was circulated asking for opinions and views about what needs to change.

Although only 10 people responded to the survey, when combined with the comments from the CSE communications group, it was clear that whilst it's not generally used by professionals for their own purposes (hence why the Safeguarding Children's Board websites are still important), stakeholders believe that there's still a need for the website to support schools, young people and businesses. A number of pros and cons of the website's current content/style etc. have been identified.

Staffordshire Commissioner's Office worked with Staffordshire County Council to implement these changes and consult with potential website users. It is anticipated the new website will be in place by April 2019 <http://knowaboutcse.co.uk/>. As the work on child exploitation develops it is likely this website will need to be amended accordingly.

Child Exploitation

In line with national developments and the agreement of Stoke-on-Trent and Staffordshire Safeguarding Children Board priorities, the SCO has been involved in the development of a Staffordshire Child Exploitation Strategy. This Strategy will join together a number of previously disparate work areas, including Child Sexual Exploitation, Child Criminal Exploitation and County Lines. Comprehensive action plans will be developed and implemented during the next year.

Harmful Sexual Behaviour (HSB)

The SCO have worked 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 launch event took place in April 2018, a wide variety of stakeholders attended and agreed to participate in the audit. Whilst the number of respondents to the audit was disappointing, several themes and trends have been identified for future improvement.

A partnership event took place in October 2018 and was attended by over 50 delegates where the findings of the audit were presented and ideas for future action/improvements were collated. A pan-Staffordshire HSB Strategy and Action Plan have now been written and implementation has commenced.

Female Genital Mutilation (FGM)

The SCO submitted a bid to the Home Office Violence against Women and Girls Service Transformation Fund in March 2017 to develop and implement a Female Genital Mutilation (FGM) service in Staffordshire and Stoke-on-Trent. The focus of the service will be the prevention of FGM, 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 as well as for community members will also be central to this project.

Following a successful commissioning exercise, Barnardo's (The National FGM Centre) has been appointed as the service provider for this project. The project commenced on 1 May 2018 and work has focused on the recruitment and selection of two project workers; informing stakeholders about the project; reviewing local FGM training; and developing relationships with relevant community groups. The workers commenced employment in July and following a comprehensive induction programme the service was fully operational by the end of July 2018.

The project has supported 43 families (170 individual family members – adults and children). Outcomes included increased resilience/protective factors and increased knowledge of/access to support services.

132 professionals have been trained about FGM. The training varies from awareness training to a CPD accredited FGM Risk Assessment Training programme. 25 of these have become FGM Champions for Children's Social Care services. Barnardo's has also agreed a training package, which will be delivered as part of the Safeguarding Children's Board Training programme.

Barnardo's has facilitated/attended several community events attended by women from FGM affected communities. Over the next year Barnardo's will look to appoint several FGM community champions to advocate on behalf of Barnardo's and educate targeted groups about FGM.

Prince's Trust

Since March 2015 the SCO, 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 Commissioner has agreed to fund the Prince's Trust programme to vulnerable young people across Stoke-on-Trent and Staffordshire for a further two years until September 2019. 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.

From March 2015 to March 2019, the Prince's Trust has supported 816 young people. Over 65% of these young people achieved a positive outcome with education and training being the most common outcome.

Stoke City Community RISE (Case studies available)

Staffordshire County Council, Stoke-on-Trent City Council, Stoke City Football Club Community (utilising funding from the Premier League Association) have jointly funded a programme to provide longer term support for vulnerable young people in Staffordshire at risk of being excluded from school.

The project is currently supporting 30 young people across numerous schools in North Staffordshire. One-to-one support sessions, group work, guidance for schools, diversionary activities and support for parents are core components of the programme. Outcomes include improved relationships with schools and parents, increased self-esteem, reduction in risk-taking behaviour and ultimately a reduction in schools exclusions.

Youth Offending Service (YOS) Prevention and Early Intervention services

The SCO currently invests a substantial amount of funding to deliver prevention and early intervention services in Staffordshire and youth offending services in Stoke-on-Trent. These services also receive police 'in kind' support through the secondment of police officers/victim liaison officers.

The SCO, working with both youth offending teams, has undertaken a review of the current service to make recommendations for potential future delivery models.

Work has started to agree the delivery model for the next 18 months. The model will be evidence-based and service principles and local priorities set out in the recommendations report will be included. A clear branding for the service will be agreed alongside the development of promotional materials. As the child exploitation work develops across the county, consideration will be given to how this service can be best aligned.

Priority: Supporting Victims and Witnesses

Victims and witnesses are a priority in the Commissioner's strategy Safer, Fairer and United Communities 2017-2020. This priority focuses on ensuring victims, witnesses and their families are supported in a way that recognises their individual circumstances and that they receive the support they need, when they need it. The Commissioner's office will continue to work with their partners to develop and enhance the services provided for victims and witnesses across Staffordshire and Stoke-on-Trent and to ensure this element of the strategy is delivered.

There has been a plethora of reforms since the 1990s, which includes the Victims' Charter (1990), subsequently revised in 1996 and replaced in 2006 by the Code of Practice for Victims of Crime (VCoP). The Victims' Code was revised in October 2013 and subsequently revised again in November 2015 to incorporate the principles of the European Union Directive (2012/29/EU). Key entitlements 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 and apply for special measures in court for vulnerable, intimidated or young victims.

Staffordshire Victim Gateway

Staffordshire Victim Gateway has been successfully supporting victims of crime for over three years following a victim and witness needs assessment completed in 2014. The gateway is the front door for victims of crime in Staffordshire and Stoke-on-Trent, regardless of whether the crime has been reported to the police or not.



The gateway model was developed from the needs assessment findings to provide a gold standard service, providing information, advice, guidance, signposting and one to one support to victims of crime. The service also makes onward referrals to specialist support agencies.



The service has evolved over time due to the changing needs of victims, crime type, society and partner agencies. By being at the forefront and embracing those changes the service is able to maintain its victim-focused approach.

Between April 1, 2018 and March 31, 2019 there were 58,164 referrals into the gateway service. Of those, 58% required an enhanced service and 42% a standard service, as defined under the Victims' Code.

Of those initial referrals 47,895 received advice, guidance and information. 21,126 victims accepted an offer of support, which included being 'triaged' to understand what their package of support needed to look like. 4,939 victims were eligible to be referred to specialist agencies for support e.g. domestic abuse, sexual abuse.

Positive feedback from service users include:

“ I used to be a shadow of my former self, but now I am back working and living my life again - I only have my support worker to thank for that. She has been fantastic with me, she picked me up when I was at my worst and supported me right through to the end I can't thank her enough. ”

“ Thank you very much for your support. Your help was invaluable and you were there when I most needed support. You were kind and human, but professional at the same time. It would have been so much harder going through everything on my own and more traumatic for me. Massive thank you to you. ”

More information on the Victim Gateway is available at:

www.staffsvictimsgateway.org.uk/

or victims can call the Victim Gateway on 0330 0881 339.

Victims' 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.

Outcome Tool – Victim Star

The Commissioner's office is currently working with Triangle Consulting, which designs, develops and implements Outcome Stars. Outcome Stars are an evidence based tool, which measure and support change i.e. the distance travelled by a service user. They are used when working with people who require one to one support. 'Stars' are tailored to specific sectors, with over 25 different versions e.g. empowerment star, family star, drug and alcohol star and wellbeing star. All stars are developed in collaboration with service users, service providers and commissioners.

Triangle has recently designed a new 'Victim' Star, which is currently being piloted by Thames Valley Police and Staffordshire's Victim Gateway. The Star will support change with regard to emotional wellbeing, money and practicalities, close relationships, safety at home and navigating the legal process etc.

The Victim Gateway support staff will pilot the star until the end of June 2019. Should the pilot prove to be a success the Star will be made available on a national basis.

Ministry of Justice

Throughout the year discussions have been ongoing between PCCs and the Ministry of Justice with regard to the devolution of sexual abuse funding and the national Witness Service.

Five PCC areas have been selected to pilot the devolution of sexual abuse services, enabling them to have full commissioning responsibilities for sexual assault and abuse services in their area. The pilot will run for two years and if successful will be rolled out nationally.

The Framework of Outcome Indicators for victims' services continued to be tested by all PCCs during 2018/19. The framework includes a number of additional output and outcome indicators, which are evidenced by service providers funded from the victim grant. This additional information will provide improved evidence on the outcomes of support services to identify if victims of crime are able to cope and recover from the trauma the crime has caused.

Work has been ongoing this year by the Home Office on the amendment of the Victims' Code, initially focusing on the entitlements identified by victims as being most important to them. This is the beginning of a process to embed a compliance culture. PCCs will have local oversight of the Victims' Code and will develop a compliance framework, which will capture not only whether entitlements are being afforded to victims but also measure the quality of those entitlements.

Ministry of Justice Grant Funded Projects

This year the Government has continued to financially support victims of crime, so that they can cope and recover from the impact of crime. The Ministry of Justice allocated £67.854m during 2018/19 to PCCs. This annual Victim Grant funding from the Ministry Of Justice enables the Commissioner to allocate resources accordingly in order to enable victims to receive the support they need from victim support services.

The Victim Grant supports a number of projects/services. Some examples which are not included within this report include:

- BRAKE – a UK road safety charity and a well-established provider of support services to people who have been bereaved or seriously injured in a road crash, as well as the family, friends and professionals supporting them. During 2018/19 three individuals have been supported, who were related to an incident of road death; 60 bereavement packs were sent out; 20 children's books were sent out; and 21 communications were had with Staffordshire Police;
- Video Links - If you are a vulnerable and/or intimidated victim, this will enable you to give your best evidence and to help relieve the stress and fear

associated with giving evidence in court and coming in to contact with the defendant. It is a 'special measure' granted by the Court;

- Challenge North Staffs – a service for victims of hate crime in the north of the county. There were 97 new referrals to the service.

Restorative Justice

As part of the Government's commitment to improve services to victims and witnesses every PCC is required to commission a Restorative Justice (RJ) service in their area as per the Victim Grant conditions.

Staffordshire's Restorative Justice Hub is staffed by a core team of skilled practitioners. The hub has continued to provide timely and appropriate restorative interventions either before court proceedings, following a court appearance or at the post-sentence stage to ensure the delivery of a consistent and reliable range of RJ services to victims and offenders across all stages of the criminal justice process.

Between April 1, 2018 and March 31, 2019 the RJ Hub received 392 referrals, from Staffordshire Victim Gateway, Staffordshire Police, Probation Service and self-referrals. Currently 51 cases remain open. For those cases, which have been closed during the year, the most common reasons is because the victim can no longer be contacted or they do not want to participate in RJ.

The multi-agency Restorative Justice Partnership Group continues to meet on a quarterly basis to drive forward restorative justice across Staffordshire and Stoke-on-Trent; working with key partners to improve referral rates, continually promote the service and to share data to understand the true numbers of restorative justice being delivered. The group has recently developed a strategy and action plan, which highlights the strategic priorities to be developed and delivered in collaboration with key partners between 2018 and 2020.

Victim and Witness Commissioning and Development Board

The board is now well established and is represented by a wide range of key partners. It is chaired by the Deputy Commissioner and supports the development of an effective, integrated structure for all victim and witness services, tackling the delays and inefficiencies in the system that can have a negative impact on victims and witnesses.

Following the publication of the Cross Government Victim Strategy and the Commissioner's Victim and Witness Needs Assessment, the board will now prepare its local Victim and Witness Strategy and Action Plan 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

The needs assessment, which is an assessment of the types of victims and witnesses in Staffordshire and Stoke-on-Trent, is now complete and has been signed off by the Victim and Witness Board. The first stage of the work explored the current position in terms of crime, levels of victimisation, the criminal justice process and the broad impact of crime on victims and witnesses. The second stage focussed on the detailed experiences of victims and witnesses, identified through interviews and focus groups.

Recommendations include:

- Keeping victims informed must be more than token updates;
- Victim and witness needs are similar, so they should have access to the same levels of support;
- Victim and witness needs, expectations and experiences need to be improved;
- Measurement of how far investment in criminal justice support helps victims and witnesses to access the support they need and then for recovery needs to be improved;
- Taking reports seriously, keeping victims well informed and supported, explaining what will happen from the point of reporting are vital to helping victims and witnesses genuinely cope and fully recover.

The findings and recommendations from the assessment will be used to inform the development of a local strategy, associated action plans and future commissioning priorities/intentions.

Business Crime and Business Crime Advisors

In order to provide greater support to the business sector the Deputy Commissioner set up a new initiative to ensure victims of business crime received a first-class service tailored to their needs. Successful businesses are the essence of thriving communities and crime plays a significant role in their development; it can cause high costs and damage to companies.

The business crime advisor project is tailored to meet the needs of business crime victims, with the advisor located within the control room of Staffordshire Police. This enables the advisor to make contact with victims of business crime within one day of the report being made to the police, allowing them to provide advice and guidance on how to deal with the crime they have been a victim of in a timely, professional manner. They will also be signposted to other services should they need them e.g. Victim Gateway. All victims of business crime are entitled to receive one hour of free confidential specialist support should they wish to take up the offer. This can include ICT, security, insurance, business grants etc.

Since 1st April 2018 to the 31st March 2019, there have been 3,862 business crime incidents resourced by the advisor, with half of those accepting support. During the same period 359 businesses signed up to Smart Alerts, enabling them to receive timely, crime prevention alerts from police and partners by e-mail or directly from an app.

For more information go to:

www.staffordshirechambers.co.uk/business-support/businesscrimehelpline/

Domestic Abuse

Pan-Staffordshire governance of the Domestic Abuse (DA) agenda is led by the Domestic Abuse Commissioning and Development Board (DACDB), attended by a comprehensive range of strategic partner agencies.

Owned by the board, the area's multi-agency Domestic Abuse Strategy 2017-2020 is delivered through the DA Action Plan through four DA Delivery groups. These are Prevention and Early Intervention Delivery Group; Provision of Services Delivery Group; and Perpetrators Delivery Group; with activity monitored through the Performance Framework Delivery Group.

In October 2018, a new approach to the delivery of DA services across Staffordshire and Stoke-on-Trent began, following the completion of a comprehensive tender exercise.

Aiming to address the historic postcode lottery of support available to those in need, a single contract for the delivery of consistent victim services was awarded to Victim Support, a provider previously operating in the area. A single contract for the delivery of consistent perpetrator services was awarded to the Reducing Re-offending Partnership with both organisations operating together under the brand of New Era (www.new-era.uk).

New Era provides four tiers of support for victims and services for perpetrators across Staffordshire and Stoke-on-Trent - Prevention, Early Intervention, Targeted Support and Acute Support for adults, children, young people, businesses and communities.

Domestic Abuse in the Workplace

The DA in the Workplace programme aimed at educating local employers about the support needed for those affected by DA has been extended by New Era and encompasses information advice and guidance in relation to both support for victims and services for perpetrators.

Personal Safety Devices

The SCO continues to provide funding for the essential provision of personal safety devices for those most vulnerable, high risk victims, which includes domestic abuse and other key cohorts such as those at risk of sexual exploitation and modern day slavery.

Online Fraud

Since the success of the Online Fraud Conference in 2017, the Online Fraud Forum, chaired by the Deputy Staffordshire Commissioner, wanted to develop practical solutions to keep Staffordshire's businesses safe from the increasing cyber threats and focused its attention on designing and implementing the Cyber Champions in the Workplace initiative. This in turn will keep communities safe as many organisations hold data on Staffordshire residents.

The Staffordshire Commissioner's Office co-ordinated the free training programme during this period with Staffordshire Police and Regional Organised Crime Unit delivering the training session. Introducing a Cyber Champion initiative within the workplace benefits businesses as it will reduce the likelihood of data breaches, ransomware attacks, etc. This initiative reinforces our commitment that Business Crime Matters.

Over 170 individuals in the private sector, voluntary sector and public sector have been trained to be Cyber Champions between October 2018 and March 2019.

www.staffordshire-pfcc.gov.uk/safety/cyber-safe/

Rural Crime

The Staffordshire Commissioner's Office commissioned research on rural crime in Staffordshire to understand the extent and impact of rural crime. This research takes us beyond perceptions and gives us hard facts, which the Staffordshire Commissioner's Office and Staffordshire Police can now take forward to get real results in tackling rural crime.

Rural areas typically tend to be safer, but the impact of crime is often disproportionately greater on victims in the countryside. Due to the often remote and isolated nature of the locations, it can heighten feelings of vulnerability and levels of concern. The Deputy Staffordshire Commissioner will work with key stakeholders to ensure rural communities are aware of the support that is available and ensure that services commissioned take into account the special characteristics of rural communities.

Many crimes are common to both rural and urban areas such as domestic abuse, cybercrime and serious sexual offences, but the challenge of preventing and solving these crimes is often exacerbated by remoteness and isolation. Other crimes are specific to rural areas, for example livestock rustling, poaching and hare coursing. The Staffordshire Commissioner's Office will work with Staffordshire Police to ensure that the research informs Staffordshire Police's approach to working with local communities.

Further information can be found: www.staffordshire-pfcc.gov.uk/rural-crime-strategy

Modern Slavery

Modern Slavery presents a great number of overlapping issues and crimes, which require a strong coherent partnership approach. It is essential that all of us recognise that protecting people from slavery is everyone's business.

A local modern slavery training framework has been developed by a multi-agency, pan Staffordshire task group, to enable organisations to prioritise their staff for training and to identify what type of training is required e.g. basic awareness of modern slavery, detailed knowledge and understanding of modern slavery, practical knowledge of how to refer through the NRM process etc. The Commissioner has recently been awarded a small sum of money to deliver 'train the trainer' training, which will be specifically for First Responder organisations.

An additional sum of money has also been awarded to support work with businesses. The Deputy Commissioner, Voice of Hope (a local charity which raises awareness and works to end slavery) and Staffordshire Police held a breakfast event to further raise awareness of the Modern Slavery Pledge and why it is important for those businesses, which ordinarily aren't required to publish a slavery statement to show their commitment and support. Around 20 SME's were present. At the end of the breakfast event businesses understood the impact slavery can have on their business, the impact on the victim themselves and a local picture of slavery in Staffordshire.

Financial support has recently been approved to enable Staffordshire to provide accommodation, food, clothing and support to those who have agreed to be referred to the National Referral Mechanism (NRM). Currently victims of slavery, when referred to the NRM, have to wait 5 days for a reasonable grounds decision. It is during these 5 days that no support is provided to victims through the national contract. Discussions are continuing with key partners, with the intention that the service will commence in the summer of 2019.

Sexual Abuse

In April 2018 a cross government department partnership developed the Sexual Assault and Abuse Strategy (SAAS), which provides a vision and focus for improvement and how pathways of care need to change by 2023 to ensure those who have experienced sexual assault and/or abuse have appropriate and timely access to services over a lifetime.

Discussions are ongoing between the Commissioner's office and NHS England on how the strategy can be delivered at a local level. Funding has been provided so that the Commissioner can host a SAAS coordinator; one per police force area for 12 months to support local systems, to develop plans and implement an oversight process.

In addition to this NHS England has also agreed to fund a pilot sexual abuse service, which will commence May 2019 for twelve months. The focus of the pilot is to support family members and significant others of victims of sexual abuse either historic or current. The impacts of sexual abuse are complex and wide-ranging and not only impact upon victims themselves, but upon their relationships with their families and significant others.

The pilot therefore seeks to meet the needs of those partners, children and other family members. The service will encompass a whole family approach and will be tailored towards their needs so that the family unit is collectively able to cope and recover from their experiences.

Priority: Managing Offenders

Offenders



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

Managing Offenders Priority

In support of the delivery of the **Managing Offenders** priority the Commissioner has established a new partnership board – the Staffordshire Reducing Re-offending Board. This brings together all key partners that have 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.

Governance arrangements for the partnership - the first of its type bringing agencies together to tackle offending and re-offending on a pan-Staffordshire basis - are now well established, and partners have agreed an ambitious county-wide strategy (the Staffordshire Strategic Framework for Reducing Offending 2015-18) to guide local action in relation to the agenda.

The aims of the strategy are two-fold:

- Promoting timely interventions across agencies in Staffordshire to reduce the risk of people becoming involved in offending behaviour; and
- Ensuring 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 re-offending in the future.

Strategy Refresh

With the current strategy in its final year, early in 2018 partners completed a comprehensive refresh of the strategy to ensure the objectives of the strategy, and the actions designed to achieve them, remain appropriate and supportive of the delivery of the strategy's key outcomes.

As a result of the refresh, to enable more effective joint working across agencies, it was agreed that going forward the strategic themes of the framework should be reduced from 4 to 2 with new actions and priorities being focused/grouped together under the following key themes:

- Prevention / Early Intervention
- Offender Management, Rehabilitation and Resettlement

A comprehensive action plan has been produced to support implementation of the refreshed strategy based around each key theme and multi-agency delivery groups meet regularly to oversee the delivery of agreed actions.

Progress on Implementation

Progress on implementation during 2018/19 has been positive with the majority of actions scheduled for delivery during the year having been successfully implemented. Details of key areas of activity undertaken during the year under each of the strategy's themes are provided below.

Prevention / Early Intervention

Work taken forward under the prevention / early intervention theme crosses over with work being undertaken under the Commissioner's Early Intervention Priority.

During the year partners have continued to develop the approach to prevention and early intervention with the aim of reducing children and young people's risk of exposure to / involvement in offending behaviour.

Updates on relevant projects and initiatives are included in the early intervention section of the Annual Report above.

Key developments during the year have included:

- Work with partners to support the introduction of a nationally recognised preventative education resource (Values versus Violence) in primary schools across Staffordshire and Stoke-on-Trent. The resource is delivered by teachers and raises awareness among children and young people of the risks of exposure to / involvement in offending behaviour
- Agreement of funding to support the completion of a time-limited piece of work with Staffordshire schools to scope the potential for introducing a stronger focus, more generally, within existing school PSHE programmes on the risks to children and young people of exposure to / involvement in offending behaviour
- Completion of a comprehensive review of Youth Offending Team (YOT) prevention services to ensure that services remain relevant and effectively targeted to deliver improved outcomes.
- Agreement of plans to extend the existing SPACE positive activities programme for young people, which has been successful in reducing incidents of ASB and low level crime amongst children and young people during the school summer holidays.

Offender Management

Under the offender management theme, work has been undertaken with key criminal justice partners - Staffordshire Police, Staffordshire and Stoke-on-Trent Youth Offending Teams (YOTs), the Ministry of Justice (MOJ), National Probation Service (NPS) 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.

Developments during the year have included:

Diversion from prosecution

During the year further work has been undertaken to further develop use of youth and adult Out of Court Disposals which, in appropriate cases, offer opportunities for offenders who have committed low level / less serious offences to undertake an individually designed programme as an alternative to prosecution to assist them in making better life choices and to avoid further offending and contact with the criminal justice system.

This has included the funding of a new programme centred on first-time perpetrators of domestic abuse.

Delivery of Probation Reforms

During the year the government announced the early termination of Community Rehabilitation Company (CRC) contracts and launched a national consultation on the future delivery of Probation Services.

Via the Association of Police and Crime Commissioners (APCC) the Commissioner supported the submission of a detailed response to the consultation and, more recently, has been involved in discussions with the MoJ regarding its proposals to ensure that the government's plans take into account the views and concerns of PCC areas.

At a local level the Commissioners' Office is continuing to work with the NPS and CRC to improve joint working in the delivery of probation services.

Review of Integrated Offender Management (IOM) Approach

In line with proposals outlined in the refreshed strategy a working group has been convened during the year to review, refresh and reinvigorate the operation of IOM arrangements in the county, which are designed to ensure an effective multi-agency approach to the management of the most prolific offenders.

The output from the group has resulted in a number of recommendations to help guide and inform future IOM delivery. This will ensure the model remains fit for purpose and appropriately configured to meet local needs going forward and that offenders are managed in a way, which protects the public whilst effectively supporting offenders rehabilitation into society and stopping them committing further crime.

Women Offenders

During the year links have been made with the NPS Midlands Women Offenders lead and MOJ National Women's Offenders team to look at ways to support local implementation of the national women offenders strategy.

Discussions have been held with the NPS regarding the development of a more structured, whole system, "what works" approach to work with women offenders, in line with the recommendations of the national women offenders strategy. This will include:

- Ensuring service provision is in place to support early intervention and diversion of first time women offenders, including the development of a 'problem solving' police-led response to women offenders coming into contact with the criminal justice system for the first time
- Improving the availability of gender-specific sentencing options in the community allowing women to receive a community rather than a custodial sentence where appropriate
- Developing/strengthening resettlement provision for women offenders serving custodial sentences (held in local women's resettlement prisons) who are to return to Staffordshire on release
- Supporting the delivery of the NPS and CRC women offenders action plans

A working group is to be established to take forward agreed actions, with representation from the NPS, CRC, police and other relevant partner organisations, with a first meeting planned for 2019/20.

Offender Rehabilitation and Resettlement

Under the Rehabilitation and Resettlement theme, further work has been undertaken 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. Developments during the year have included:

Establishment of Staffordshire Offender Accommodation Forum

During the year a new countywide partnership – the Staffordshire Offender Accommodation Forum – has been established to map current accommodation needs of offenders in the county, review the effectiveness of existing services in meeting needs and to coordinate improvements in provision.

Agreement was reached between partners to maintain funding for the current co-commissioned county-wide floating housing support service for offenders into 2019/20. Take up of places on the scheme, which provides a practical tenancy support service for up to 120 offenders at any one time, has been maintained at 100% throughout 2018/19, with 60% of those supported being helped to access training or employment and over 80% being supported to comply with their statutory orders.

Development of New Scheme to Improve Offenders Access to the Labour Market

Addressing the link between unemployment and offending is a key component of the refreshed strategy and critical to the achievement of the Commissioner's ambitions to reduce offending and re-offending.

During the year further work has been undertaken to support the establishment of a new training / employment brokerage service for offenders.

Following agreement between partners, plans are in place for the commissioning of a new service in the summer of 2019 with the aim of offering employment opportunities for offenders in the construction sector.

Review of Criminal Justice Substance Misuse Services and Interventions

During the year discussions have been held with local authority / public health commissioners in Staffordshire and Stoke-on-Trent regarding the future use of Commissioner funds allocated to support the delivery of criminal justice substance misuse treatment interventions. This is aimed at ensuring that in future resources are targeted more directly on services and interventions proven to reduce offending and improve recovery outcomes.

A new investment model has now been agreed between partners, which will strengthen local service provision in key areas - enabling the introduction of drug testing, assessment and referral services in police custody suites on a consistent, county-wide basis for the first time and providing the treatment capacity to support an increase (in appropriate cases) in the use of community orders with an Alcohol or Drug Treatment requirement (ATR or DRR).

The Commissioner has committed a further £230k per annum towards the cost of commissioning services to ensure more offenders (whose offending is related to substance misuse) are able to have their treatment needs met.

Strengthening of Diversionary Services for Individuals with Mental Health Needs Coming into Contact with the Criminal Justice System

Working with criminal justice and health partners the Commissioner's Office has led the development of a Staffordshire-wide collaborative action plan to deliver improvements in services for individuals coming into contact with the criminal justice system with mental health needs and other vulnerabilities. This is with the aim of ensuring more individuals with mental health needs, who come into contact with criminal justice agencies are able to be diverted away from that system and into appropriate support services.

Around 3-4% of police activity in Staffordshire is attributed to mental health related incidents each year, accounting for a considerable demand on police time and resources. In many cases individuals presenting are already known to mental health services.

The new action plan will ensure, where appropriate, individuals are diverted away from contact with the criminal justice system at an early stage and into available support services in the community.

The plan will also seek to ensure appropriate provision is in place to support local courts in issuing community orders with a mental health treatment requirement. This will lessen the risk of individuals with mental health needs receiving short-term prison sentences for want of alternative community sentencing options.

Progress Against Outcomes

The specific, high-level outcomes the strategy is seeking to achieve are:

- A reduction in first time entrants (FTEs) to the youth justice system
- A sustained reduction in youth and adult re-offending

In terms of FTEs, data indicates that since October 2015 - the date of publication of the strategy - there has been a continued downward trend in the number of young people entering the criminal justice system in Staffordshire and Stoke-on-Trent.

In terms of youth and adult re-offending the tracking of local performance since the launch of the strategy has been difficult due to the delay involved in allowing for proven re-offending rates to be established.

In terms of both youth and adult re-offending, the main source of data on re-offending trends is currently the national MOJ re-offending data system. Under this a period of two years is required to elapse before 'proven' re-offending rates can be published. This means re-offending data for cohorts of offenders having been released from custody or commencing orders in the year of publication of the strategy is only just becoming available.

Whilst recent changes in the way that rates are calculated makes direct comparison with previous years difficult, these initial results indicate that since the strategy's launch in October 2015 in both Staffordshire and Stoke-on-Trent there has been a measurable, albeit small, reduction in youth re-offending. Adult re-offending levels have remained fairly static.

The above results should be viewed as interim results, but provide an indication of the impact of joint work undertaken across agencies in support of the delivery of the strategy, suggesting that work undertaken to date is broadly on track.

Priority:

Public Confidence

Safer Neighbourhood Panels

The Safer Neighbourhood Panels across Staffordshire have had a productive 12 months since the last report, with 18 reports published to the Commissioners website.

Centralised training to enable scrutiny over the last 12 months has involved: Stop Search, Use of Force - Generalised and Use of Force Dog Handling. Further training sessions and scrutiny on firearms are planned in 2019. Stop Search review recommendations made by the panels in 2018 prompted a force-wide review of the policies and procedures that the force have regarding retention of Body Worn Video footage, resulting in briefings being issued to operational officers.



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 Commissioner's office 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 Commissioner's website and full ETAP meetings are open to the public. The work of ETAP can be found at: www.staffordshire-pfcc.gov.uk/volunteer/ethics/

Public Confidence



Making sure everything that happens contributes to individuals & communities feeling safer & reassured

Independent Custody Visitors (ICVs)

ICVs have a statutory responsibility to visit those detained in police custody. In Staffordshire there are now two ICV Panels. The Northern Area Panel is the largest with 14 members and is responsible for visits to the Northern Area Custody Facility (NACF) at Etruria. The Southern Area Panel comprises 13 members and visits the Watling House Custody Facility at Gailey. The Trent Valley Panel had 11 members and visited Burton Custody Facility. Burton Custody Facility closed on 14 January 2019.

ICVs have made 216 unannounced visits to custody suites around the county during 2018/19. During those visits, 734 detainees agreed to be visited where ICVs ensured their rights and entitlements under the law were being extended to them. This remains important in reassuring local communities of fairness and lawful management of the custody process. ICVs are volunteers and people can find out more about the various ways to get involved with the work of the Commissioner's office at: www.staffordshire-pfcc.gov.uk/volunteer/

Community Engagement

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 Staffordshire Commissioner and Deputy Commissioner to inform local people on the work taking place, whilst allowing them to hear their views on crime and policing within their area.

This is supported through a community engagement delivery plan run by the office, which sets out how the Commissioner's office engages with a representative and diverse sample of people, communities and groups across Staffordshire and Stoke-on-Trent.

Typical engagement activities include 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 has a combined following of more than 13919* people on the corporate accounts. Members of the public can also sign up to receive electronic newsletters from the office - www.staffordshire-pfcc.gov.uk/news/updates

A large focus of engagement during 2018/2019 included engaging with Staffordshire Fire and Rescue staff as part of change of governance on August 1, 2018. The Staffordshire Commissioner has visited all whole-time and on-call fire stations engaging with up to 600 staff members.

Examples of engagement during 2018/2019 include:

- National Fire Chiefs Council Fire Governance event
- Youth Commission 'Big Conversation'
- Knife crime event

- Attending the Association of Convenience Stores talking about business crime
- Engaging with the deaf community at a coffee morning
- Attending a number of events with Staffordshire University including attending a mental health discussion and talking to policing and criminology students
- Meeting with local community groups and religious groups including Rugeley Hub, Wombourne Parish Council, Endon WI and Castlefields Residents Association.

* Social media breakdown
Corporate accounts -
Facebook - 2538
Twitter- 5980
YouTube - 150
Linked in - 305
SPACE- specific accounts:
Facebook - 4076
Twitter - 708
Instagram - 162

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. 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.

Making it Happen

This section explains how the Commissioner has made it possible for the work, projects, approaches and results included in this annual report to happen.

Strategic Community Safety Planning and Funding Arrangements Strategic Assessment

Providing a strategic overview of locally identified issues and concerns within the community, the production of strategic assessments are an essential requirement and form the basis on which local Community Safety Plans are developed by strategic local community safety partners (CSPs).

Under the Crime and Disorder Act 1988, CSPs are required to produce a three-year plan to detail how they intend to tackle crime and disorder/community safety challenges in the local area with due recognition to and alignment with the Commissioner's strategy and the Local Policing Plan.

Continuing to develop a consistent approach to the production of both strategic assessments and Community Safety Plans, the framework for development of both key documents established by the Commissioner's Office, continues to be used by local CSPs across Staffordshire and Stoke-on-Trent.

Local strategic assessments are produced every three years and refreshed annually through a partnership consultation and engagement process at no cost to local authorities, feeding the production of local community safety plans. These plans are made publicly available on the Commissioner's website, www.staffordshire-pfcc.gov.uk and on individual local authority websites.

This consistent approach to identifying key local priorities across the area and working jointly with local authorities to co-commission or support local commissioning of services aims to ensure delivery of best value for the residents and businesses of Staffordshire and Stoke-on-Trent.

Commissioner Funding Arrangements

Providing a range of funding opportunities to strategic partners, community groups and other agencies, organisations across the area are encouraged to help deliver both pan-Staffordshire and local community safety priorities:

Grant and Other Funding

The Commissioner's office maximises the availability of a range of other funding to support community safety activities across the area. This includes;

- The nationally awarded Victim Grant to fund activities supporting those affected by child sexual exploitation and development of a Victim and Witnesses Needs Assessment;
- Use of the Innovation Fund to commission community-related activities such as Staffordshire Smart Alert and the Youth Commission;
- Provide partnership grants to provide Healthcare in Custody and the availability of interpreters;
- Partnership Grant Funding for the provision of the early intervention work with the Youth Offending Service, to support those affected by substance misuse and as a contribution to the Sexual Assault Referral Centre.

Locality Deal Fund

The Commissioner committed to make annual locality deal awards totalling £1,042m to the CSPs in 2018, with an advance of 80% of local funds made in the summer with half yearly evaluations currently considered prior to award of the remaining 20% balance. The award provided each area the opportunity to use these funds towards delivery of their local community safety priorities.

Proceeds of Crime Fund

Providing £200,000 through two funding rounds in 2018-19, the Proceeds of Crime Fund supported projects and activities, which delivered the Commissioner's and local community safety priorities.

Grants up to the value of £15,000 were made and annually evaluated.

In Round 1, £56,823 was awarded to 5 projects including £13,900 to Staffordshire North and Stoke-on-Trent CAB to develop a partnership to protect women (and their children) who were at risk of becoming victims of serious crime. In Round 2, £87,974.88 was awarded for a total of 11 projects, for example £12,290 to Burton Albion Community Trust for community engagement, including education in schools to tackle and raise awareness of knife crime.

People Power Fund

Similarly, during the year the People Power Fund made available £200,000 to local community groups through 2 funding rounds, supporting locally-led projects which sought to meet local community safety priorities.

Grants were awarded in values between £100 and £3,000 and evaluated on an annual basis.

In Round 1 of funding, £93,272.68 was awarded to 34 initiatives, including £1,900 to Leek Street Pastors, who provided a presence of volunteers focused on increasing safety during the evenings in the local town centre environment. Round 2 saw £39,563.65 awarded to 16 projects, including £3,000 to Kidsgrove Athletic to provide positive diversionary activities for young people.

More information about funding from the PCC can be found at: www.staffordshire-pfcc.gov.uk/financial/community-funding

Finances

The Group has a reported underspend of £1.2m against its budget of £182.2m, equating to an underspend of 0.65% during the year. This outturn position is within the generally accepted financial health indicator in the sector of being within a two percent over or under tolerance compared to budget.

The impact of the positive revenue outturn position for 2018/19 has contributed to an improvement in General Reserves of £1.9m increasing the level of this reserve to £4.6m, in line with the updated Medium Term Financial Strategy, which importantly forecasts this reserve to increase back to the recommended 3% (c.£5.9m) by March 2020, improving the overall financial resilience of the group.

Major variances have arisen within the Group in the following areas which have led to the overall underspend of £1.2m:

- An underspend on staffing pay budgets in the Police Force, in part due to proactive vacancy management of posts within the scope of future transformation activity
- An underspend on supplies and service due to effective internal controls on non-pay spend
- An underspend on capital financing costs in the SCOC due to revising the minimum revenue provision policy following a technical review conducted by industry experts
- The use of capital receipts available to fund one off transformation costs
- Increases in costs in relation to the Strategic IT Partnership and Estates spend

The financial outturn position for the SCO Group in 2018/19 is shown below:

	Budget 2018/19	Actual 2018/19	Variance	Variance
	£m	(Unaudited) £m	£m	Pcnt %
Total SCO Funding	14.8	12.9	1.9	12.7
Funding provided to the Force	168.6	169.3	(0.7)	(0.4%)
Total	183.4	182.2	1.2	0.65

In the role as Commissioner to the Fire and Rescue Services, the Commissioner has set out expectations to the Chief Constable and Chief Fire Officer that through the governance change the opportunity for greater collaboration has been created, with greater collaboration leading to future savings through sharing premises and combining support functions such as Human Resources, Communications and Finance. These savings are in addition to the governance savings that have already been delivered during the year by the Commissioner. These savings should start to be delivered during 2019/20 as work on collaboration progresses and moves forward positively.

The Commissioner is a strong advocate for greater local financial accountability around the precept, so that more finance can be made available for Staffordshire Police, specifically to invest in areas of benefit and interest to local people that will positively impact upon community safety across Stoke on Trent and Staffordshire. Additional funding has meant that an additional 69 police constables would become available to neighbourhood teams, locally supplementing current numbers of warranted officers and PCSOs.

The future financial outlook for the Group, however, remains challenging with significant cost pressures coming from national negotiations on pay awards and the future funding for increased police pensions costs. There is also uncertainty around levels of government grant funding moving into the next comprehensive spending review period.

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

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

The Year Ahead

2019/20 sees even greater pressure on budgets for policing, fire and rescue and other services that reduce harm and help to keep people safe. The SCO and police and fire colleagues have worked hard to find yet more savings and efficiencies, whilst mitigating as much as possible impact for the public.

Whilst the bulk of savings identified are to meet financial pressures there has been an opportunity to add to last year's investment in extra police officers as a result of the government's relaxation of the limit to which additional funds can be raised locally via council tax bills. In addition to the ongoing growth in neighbourhood policing levels, this will enable investment in specialist teams dealing with missing persons, roads policing, cybercrime and serious and organised crime.

Taking responsibility for governance of the Fire and Rescue Service as well as policing provides new opportunities for the two services to collaborate more and to share some support and administrative functions, as well as some buildings. It means that, over time, more of the money available can be used by both services operationally, in the heart of our communities.

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

- Delivering the financial plans identified in the Medium Term Financial Strategies for both services so that current plans for improvement, service development and demand management can be delivered and, in the case of policing, that the benefits of additional investment in the service are realised.
- The Commissioner, together with the Chief Fire Officer and the Chief Constable, continuing to ensure that services meet the 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 the Commissioner's first Fire and Rescue Plan.
- Further developing collaborative working arrangements between police and fire and rescue services.
- Delivering further significant change through technological improvements to increase the capacity and capability of Staffordshire Police.
- Undertaking work to examine the impact of business crime in Staffordshire and Stoke-on-Trent.
- Further develop the Commissioner's vision for a 'Connected Staffordshire', bringing together information held by public agencies on individuals, families, events and locations to improve prevention and early intervention.
- Ensuring that funding provided through the Commissioner's Community Fund (People Power Fund, Locality Deal and Proceeds of Crime Fund) is being used effectively and is delivering sustainable outcomes for communities.

This is just some of the work we aim to focus on during the next 12 months. The *Safer, Fairer, United Communities* Strategy and the Fire and Rescue Plan provide more detail on what will be delivered.

Fire and Rescue Governance and plan

The SCO responsibility for the governance of Staffordshire Fire & Rescue service has been in place since 1st August 2018. Independent assurance was obtained regarding the delivery of the project to that point which also included post go live action plan and governance structures, this review received Substantial Assurance, the highest level of assurance possible.

The arrangements thus far have streamlined the previous Fire and Rescue Authority Committee meeting structure, creating a Chief Officer Review meeting which is the most senior level of accountability that is supported by a structure of escalation through the Strategic Governance Board and the Performance and Assurance Board. Delivering the Statutory Audit function is the independent Ethics, Transparency and Audit Panel. The changes to the governance arrangements have already started to identify areas of joint risks, allowing for joined up responses to both local and national issues. There has also been the creation of operational forums for the sharing of information, communication and collaboration.

The emergence of a joint Strategic Governance Board between both policing and fire that is responsible for the collaboration of the services, means that decisions are no longer being made in isolation and are being made in the round for the benefit of all parties.

Over the past decade, the work fire and rescue services do has changed significantly. Staffordshire Fire and Rescue Service provides a broad range of services to keep people safe at home, at work and at leisure. The number and types of emergencies

attended has also changed. Even though there had been a downward trend for many years, the service has seen an increase in blue-light response over the last three years.

Staffordshire Fire and Rescue Service's prevention work is far broader than many would realise, and is targeted towards those who are most at risk, whether due to their age, infirmity, physical disability, mental health or drug and alcohol abuse for example. The problems people face can be complex and multi-faceted, so the need for this approach to ensuring people are safe and well, which has set the standard for other services, is more vital than ever.

Societal, environmental and government policy changes are beginning to impact on service demand in terms of this prevention work and responding to more incidents. The population is increasing and more houses are being built, but it is also ageing and more people are being supported to live at home independently for longer. After years of reductions, drug use has started to increase, the type of drug abuse is changing and funding for drug and alcohol abuse treatment services has reduced.

The tragic events at Grenfell Tower have increased the emphasis on technical fire safety inspections of premises and the use of enforcement powers. Staffordshire Fire and Rescue Service is already responding positively to this challenge, but this is specialist activity which requires an uplift in capacity. The service has also had to evolve to be able to deal with complex and challenging potential threats, such as dealing with terrorist incidents or severe weather events.

At the same time, the service will face financial pressures in the next few years. In Staffordshire, around £0.5m efficiency savings must be delivered in 2019/20 as part of the final year of a four-year central government comprehensive spending review. The indications are the service will be subject to further funding reductions from 2020 onwards, in addition to financial pressures from nationally agreed pay awards and increasing employer pension contributions.

Dealing with these pressures will require some difficult choices to be made. Some aspects of service will need to be protected at all costs and perhaps strengthened, while others may need to be significantly reformed. The service will need to do some things differently, use assets differently and share resources with other organisations, so that the maximum available funding can be directed towards services which keep people safe.

This challenge is not unique to Staffordshire and Stoke-on-Trent. The need for reform across the service is clear. The Government has set out its ambition *"to make fire and rescue more accountable, more effective and more professional than ever before...building on the great strides in prevention and collaboration that fire and rescue services have already made"*. The national reform agenda is made up of 3 distinct pillars – Efficiency and Collaboration, Accountability and Transparency and

Workforce Reform, all of which are reflected in the Commissioner's Fire and Rescue Plan for 2019/2020.

With these challenges and the national reform agenda in mind, the Fire and Rescue plan sets out the Staffordshire Commissioner's strategic vision and priorities. It serves as an interim plan, to be revised and refreshed following the Police and Crime Commissioner elections in May 2020.

The four priorities are:

Prevention and early intervention

Protecting Staffordshire and its people

Public confidence

Service reform