



Annual Report

Safer, Fairer, United Communities

2015/2016



Office of the Police and
Crime Commissioner
STAFFORDSHIRE

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

MY THIRD ANNUAL SUMMARY REPORT

I'm writing my third annual summary, in this case for the year ending 31st March 2016, after being re-elected by the people of Staffordshire and Stoke-on-Trent for a second term of office through to May 2020. I feel very honoured to have been given a second term and very committed to make sure that further improvement in policing and community safety is made over this next term.



I also can't help but write this foreword to this Annual Report, without some reflection on the whole of the first term of office and some thoughts about the next.

The Police & Crime Commissioner role, which replaced Police Authorities, was a significant change in the governance of policing. The legislation and guidance placed a number of responsibilities on PCCs and made reference to 'ensuring an effective and efficient police service', the 'totality of policing' and more broadly 'community safety' but left the approach and the detail of how to do that entirely up to the individual elected as the PCC. My approach has been focused on improving outcomes and recognising that the police service is very often only one part of the solution to delivering improvement. Working effectively with others in local authorities, health, the criminal justice system, community organisations and many others is essential if we are to help people be safer and feel safer in their communities and have access to good support when needed.

The role has therefore, been one that has had to develop from scratch, with very little detailed guidance, or being able to look at what the previous PCC did, or put in place. Over the 42 months of the first term of office there has been a scale and complexity to what we have been trying to do with the police and partners that makes things very difficult at times and means that not everything I have wanted to do has yet been done. The second term provides an opportunity to address this and I feel confident that policing and community safety will become better and stronger over the next few years.

My four priorities have remained constant throughout the first term and I expect that in writing a new strategy for the second term, those commitments around supporting victims and witnesses, managing offenders, focusing on early intervention and building public confidence will continue to be at the core of my ambition.

It is also true that in delivering against those priorities, many things look very different now to 2012, when I was first elected as the PCC for Staffordshire. Locally, much has been done to deliver against those priorities, national direction has changed, finances have changed, inspections take place and influence the way forward and other major changes have taken place in services that work with the police service.

My next strategy and plan will therefore, build further on the achievements of the first 3 years and reflect on those changes that have taken place and the need for them to influence the future. The plan will be very specific and make clear what we aim to deliver and how those actions will help people be safer and feel safer.

The overall financial position must also continue to be a focus. The finances are back on track but the next few years will continue to be financially challenging. There is room for investment, but policing must continue to become more efficient at what it does; Staffordshire Police has worked with my team to develop a clear programme to transform policing and this work should help continue to ensure that public money is used wisely and effectively.

This third annual report is a strong representation of the work that has taken place through my team over the last year and also over the first electoral term. Some of the work we've had to do has been to make sure that the right foundations are in place to build the improvements that are required.

Good examples of the strong foundations that have been required are the 'back on track' finances, but also investment that we have had to make in technology. I want Staffordshire Police at the forefront of technology to help achieve the complex, extensive agenda we've set out and to make sure that police officers and staff have access to the right tools to do their job well. We have, after an extensive process, secured a world-class IT partner in Boeing Defence UK who will help us transform almost every aspect of what the police service does and be future proofed as change occurs.

On the victims' front, we've taken a radical new approach to provide better, more tailored and faster support for victims of crime through the new Victim Gateway launched in September 2015 through our local Citizen Advice Bureaus. This has the capability to deal with far more victims of crime and to fit a service around their needs rather than them having to fit the historically rigid system.

On Offending, we have constructed the first ever Staffordshire-wide plan to reduce offending and re-offending, which will make communities safer by dealing effectively with offenders. Offending costs the Staffordshire economy £250 million every year and this will only be addressed through a joined-up approach across all of those agencies that influence this, including prisons, probation services, policing, local authorities and other criminal justice system partners.

Once again I have stuck to my commitment for no rises in council tax for the policing and community safety part of the council tax bill until there's no other way. I've frozen it since taking office because I believe that it's not just how much money is spent, but how well it's spent. I will of course be reconsidering this position in future years and listening carefully to the service challenges that the Chief Constable places before me.

I have also continued to press home my commitment to greater transparency in policing. My intention of Staffordshire Police being more transparent than other forces in the country is shared by the Chief Constable. It's complex, but at its heart must be a cultural change about why information cannot be made public, rather than why it should be! Over the last

year the Ethics, Transparency and Audit Panel has continued to develop its work looking at a variety of subjects, from custody and detention of prisoners to the expenses claimed by the Police and by the OPCC.

The establishment of 11 new Safer Neighbourhood Panels for Staffordshire and Stoke-on-Trent has also been seen through. Similar to ETAP but with residents from each Local Policing area, they are performance-focused and hold their local police commander to account for police performance every 8 to 12 weeks and also work at a local level to understand what ETAP findings mean for their area.

I believe that greater transparency is one way of building greater public confidence in policing and developing a better relationship between the police service and the public that they rely on, as well as serve. Other strands of work that build public confidence include the Staffordshire Smart Alert App, launched in March 2016. Residents and businesses can sign up for free, localised, crime and community safety alerts helping the police service to better engage and reinvigorating Neighbourhood Watch at the same time.

There are many other examples in the report that give a strong view of what is going on through work that I and the team are doing and in particular the improvements that are being made for the residents and businesses of Staffordshire and Stoke-on-Trent. Every day, I see or hear about the challenges that policing, community safety and criminal justice face and many of these are complex, difficult to solve problems. I am also constantly reminded though of the inspiring, innovative and inventive approaches that local people, local community organisations and statutory services develop and implement to make things better for the people of Staffordshire and Stoke-on-Trent.

I recognise that not every problem can be solved, but it is true to say that the scale of ambition within the OPCC, Staffordshire Police and those people and organisations that we work with is great and will continue to be so. My thanks to all of those for the work done so far and for the better outcomes that we will deliver for people and communities in the future.

Matthew Ellis

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

Police and Crime Commissioner

Safer, Fairer, United, Communities 2013 - 2018



The Police and Crime Commissioner's (PCC) strategy for policing in Staffordshire and Stoke-on-Trent sets out his vision how public services, working together across four key areas, can make a positive difference to local people. The Safer, Fairer, United Communities strategy has four key areas: Early Intervention, Victims, Offenders and Public Confidence.

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:

Early Intervention



Progress achieved against this priority to date includes;

- **Space Programme** – The Police and Crime Commissioner (PCC) re-launched an activities programme for thousands of young people to provide positive activities during the school summer holiday. Space was a police-led activities programme in Staffordshire during the 1980s which engaged with young people. The new version of Space, co-ordinated by the Office of the Police and Crime Commissioner (OPCC), saw a new approach linking various voluntary and public organisations, including councils across the county. The PCC provided £127,000 to fund activities aimed at improving health and wellbeing, increasing skills, and reducing disruptive behaviour. In total, Space saw 13,388 attendances by young people across Staffordshire at 586 activities. The programme will run again during the summer of 2016.
- 
- **Early Intervention Foundation (EIF)** – In August 2015, Staffordshire was the only PCC's office in the country to form part of the Early Intervention Academy for Police Leaders. This followed Staffordshire being chosen as a Pioneering Place by the EIF to do even more work to prevent people from slipping into a life of crime. The learning from the Academy will be shared with Police leaders and PCCs on 30 June 2016.
 - **Child Sexual Exploitation (CSE)** – Dealing with CSE is not just the responsibility of the police. It requires a joined up approach across various organisations. Over the last year a strategy has been drafted, a joint commissioning group established, and extra funding has been allocated. There are clear processes in place to ensure progress is measured and tracked to improve appropriate support for victims of CSE and intervention as necessary.

- **Police Cadets** – The programme for 14 to 17-year-olds continues to expand and improve young people's lives. Between 2015/16 a further three units have been established at Longton (25 cadets), Tamworth (22 cadets) and Codsall (20 cadets). This brings the total number of units to seven including the four existing units at Cannock (18 cadets), Stafford (21 cadets) and Burslem (24 cadets). Cadets have formed honour guards at the National Memorial Arboretum, marched on Remembrance Sunday, and have undertaken important educational and skill-based pursuits included as part of their course.



The PCC introduced the Cadet programme to strengthen the links between police and young people, who come from a wide range of backgrounds, and promote good citizenship. It also encourages volunteering, with an average of ten volunteers including Special Constables running each unit. To prepare these young people for the future, the Cadet programme follows not only the National Volunteer Police Cadet programme but young people also work towards a BTEC Level 1 in Teamwork, Personal Skills and Citizenship.

- **Junior Cadets** – Designed for children at primary school, the Junior Cadet scheme consists of six one-hour sessions led by a PCSO during school time. The fun-packed programme includes encouraging good behaviour, road safety, school security and anti-social behaviour. 1,700 children are now junior cadets from over 100 primary and junior schools. During September 2015, a further 30 PCSOs were trained in delivering the programme.
- **Prince's Trust** – The PCC remains committed to supporting vulnerable young people and has funded a personal development programme delivered by the Prince's Trust. The programme seeks to build self-esteem, confidence, decision-making and employability skills through activities. The programme started in April 2015 and, by the end of March 2016, a total of 196 young people (aged 13-25) have been supported.

- **Early Help Strategy** – This is about family support for those who need it most at the earliest opportunity. The OPCC has played a key role in the development of an Early Help Strategy for Staffordshire. It is about a joint approach for intervening early to stop individuals, families and communities experiencing more severe problems and costing the taxpayer more money. The strategy has a supporting action plan, which will involve all agencies.
- **Community Safety Fund** – 2015/16 saw more money for local people from the PCC, providing almost £2.5 million to reduce crime and increase community safety. The Police and Crime Commissioner provides funding in a number of ways. These include, Grant Award, Locality Deal (to Local Authority Community Safety Partners for local activities based on need), Proceeds of Crime funding and People Power funding.
- **Proceeds of Crime Fund** – During 2015/16, the PCC supported 17 applications for the Proceeds of Crime Fund. In total £172,105.55 was allocated for activities which met at least one of the PCC's four priorities, whilst also supporting delivery of local community safety priorities.
- **People Power Fund** – In total 94 community groups, in 2015/16, received a share of £205,283.52 from the PCC's People Power Fund. This supported local community safety activities, which contributed to delivering the PCC's priorities.

All funding awards continue to be subject of outcome evaluations, with a focus on generating sustainable activity for the future.

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



Early Intervention – Ruby Girl

A Stoke-on-Trent charity was just one of several to receive a grant from the Commissioner's People Power Fund to help its early intervention work with young people.

Ruby Girl UK, which was founded by Dawn Deaville, opened The Ruff and Ruby Rooms in Hanley which actively aims to promote positive self-esteem through innovative programmes.



After a successful application for a People Power Fund grant in the summer of 2015, Ruby Girl UK launched the 'VIP' project which targets and supports vulnerable young people through counselling to promote worth, value, significance and purpose.

Mr Ellis said: "The work Dawn and her team at The Ruff and Ruby Rooms have done in such a short space of time can only be described as inspiring. I look forward to returning in the near future to see how their continued hard work is benefitting vulnerable people in Stoke-on-Trent."

Priority:

Supporting Victims and Witnesses

Victims



Making it easier for victims and witnesses to receive the support they need

- **Victim Gateway** – Putting the victim at the heart of the criminal justice system is a key priority for the PCC. As part of providing more focused support for victims, the PCC established the “Victim Gateway” service. Victims can access support in a variety of ways; guiding and supporting them to the very best help available to cope and recover from the harm caused by criminals. Following development work by the OPCC, the Victim Gateway contract was awarded to a collaboration of Staffordshire-based Citizens Advice Bureaus. The service places victims and witnesses at the heart of all its decision-making and actions. This service launched in September 2015 and to date has received more than 28,000 referrals for support.



The Staffordshire Victim Gateway offers tailored advice and support to all victims of crime, whether they have reported the crime to police or not. More information on the Victim Gateway is available at: www.staffsvictimsgateway.org.uk/ or victims can call the Victim Gateway on 0330 0881 339.

- **Mobile Data** – Maximising the amount of time police officers spend in their communities has always been a key focus for the PCC. All frontline police officers and PCSOs across Staffordshire have been equipped with new smartphone and tablet devices to give them the information and tools they need at their finger-tips. The technology means officers can spend more time in communities rather than having to return to stations to complete paperwork, submit reports or statements. Around 100 Special Constables are also expected to receive the new technology by

the end of summer 2016. This means they will also be able to spend more time out and about in communities.

Success stories include an officer carrying out a vehicle check and issuing a fixed penalty notice in three minutes when it would previously have taken 30 minutes and a detective who was able to send live video from an arson investigation scene to get a second opinion from his supervisor. More than 5,000 electronic witness statements had been taken on the mobile devices by November 2015 after the roll-out of the devices started in May 2015 – replacing the bureaucratic paper-based system.

Each device allows officers to take electronic witness statements, complete stop and search forms, missing people reports and crime scene management. It will also mean officers can share information – such as domestic abuse risk assessments – directly with other agencies at the touch of a button. At least 30 processes are on their way, meaning officers can spend more time doing the job and less on red tape.

- **Business Crime and Business Crime Advisors** – Successful businesses are the lifeblood of local communities and the PCC introduced a new approach that treats business crime more seriously, where company owners get the support they need. The PCC commissioned a range of new interventions as part of the Business Crime Matters strategy. The strategy helps prevent business crime from happening, building and strengthening business crime partnerships to effectively deal with business crime in terms of prevention, reduction and detection of offenders. It also provides bespoke support to victims of business crime.



Business Crime Advisors were introduced as part of the bespoke support for victims to help minimise the impact of crime on their business. A contract was awarded to the Staffordshire Chamber of Commerce to recruit, train and support business crime support advisors who will be available to all business crime victims. The proof of concept pilot has been extended from September 2015 to September 2016 to improve services offered to victims of crime in Staffordshire. As part of the pilot, the advisors are now working in the Staffordshire Police Control Room. Business crime is under-reported and this prevents a true assessment of the challenges that businesses face from criminals.

Businesses can also sign up for free Business Crime Alerts, provided by Staffordshire Smart Alert and available by industry sector, as part of the Business Crime Matters campaign. Businesses can find out more and sign up for Business Crime Alerts through the **businesscrimematters.com/** website.

- **Domestic Abuse** – The PCC has liaised with the County and City councils to develop a joint approach to the planning, commissioning and delivery of domestic abuse services across Staffordshire and Stoke-on-Trent. Terms of reference for an overarching governance group have been developed and invites issued to prospective members. A supporting multi-agency working group has been established and a needs assessment is underway. This, in turn, will assist development of a strategy and support commissioning intentions.
- **Ministry of Justice-Funded Projects** – Despite national financial challenges, the PCC recognises the need for continued investment to support victims of crime. Six projects have received ongoing financial support from the PCC after national funding arrangements were changed. These projects include two Independent Domestic Violence Advisors, Outreach Services for victims of Hate Crime, therapeutic support for children who have been sexually abused and support for adult victims of sexual abuse and violence and rape. Support for victims of Hate Crime is also funded and provided through Challenge North Staffs.
- **Victim Specialists** - The PCC-established group of Victim Specialists continue to meet, supported by the Victim Gateway service. The group work together to strengthen referral pathways and support for victims who have vulnerabilities.
- **Domestic Abuse in the Workplace** – Working closely with members of the business community, including the Chamber of Commerce, the PCC has developed a Supporting Domestic Abuse Victims at Work Policy aimed at private sector employers. It provides a readymade policy which businesses can customise and adopt to improve the ability of the business to recognise, respond and support employees who are suffering domestic abuse. Key to supporting employers is the opportunity to train nominated staff who can better recognise and respond to employees suffering Domestic Abuse. Staffordshire Women's Aid provides the specialised training and as a result has received strong interest from some significant companies both small and large.



To find out more or to sign up to the approach to tackle domestic abuse, visit:
www.staffordshire-pcc.gov.uk/domestic-abuse/.

- **Modern Day Slavery (MDS)** – The PCC has led and increased the visibility of the issue of Modern Day Slavery, not only in Staffordshire but nationwide. A highly successful conference on the 10th December 2015, attended by over 500 professionals, triggered a significant interest in the topic and highlighted gaps in knowledge and approaches. As a result of the conference, police were informed of situations that gave concern for the welfare of some workers.

Modern slavery can take many forms including the trafficking of people, forced labour, servitude and slavery. Victims can be men, women and children but it is most common amongst the vulnerable, and within minority or socially excluded groups. Approximately two-thirds of victims are women, and a third are men. Every fourth victim of modern slavery is a child.

Conference highlights Modern Slavery

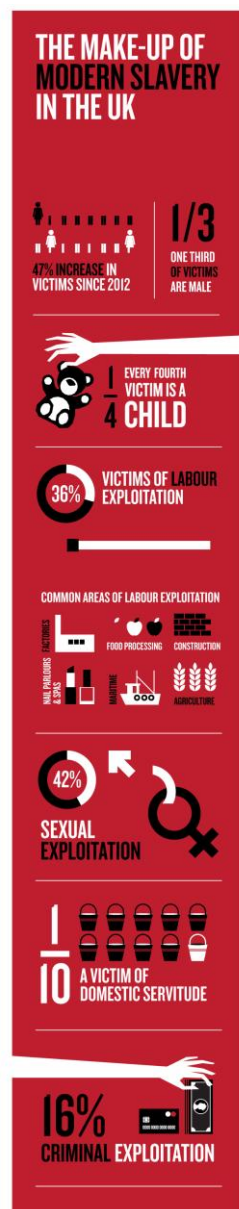
In December 2015, the Office of the Police and Crime Commissioner staged a conference to highlight the hidden threat of modern slavery.

The half-day event at Staffordshire County Showground in Stafford featured speakers including Paul Broadbent, Chief Executive of the Gangmasters Licensing Authority; Helen Gordos from the UK Human Trafficking Centre and an author and survivor of the Rotherham child abuse scandal.

Parliamentary Under-Secretary in the Home Office and Modern Slavery Minister Karen Bradley also provided a personalised recorded message.

Staffordshire's Police and Crime Commissioner Matthew Ellis said: "Victims, no matter what they are the victims of, are at the centre of our thinking and work we are doing. Modern slavery is an abhorrent crime which is often hidden in plain sight. It's happening across the UK and it's happening in Staffordshire, although we do not know the scale, big or small, of it here. It's important that we understand that fact as soon as possible and work is going on to make sure that happens."

More information about Modern Slavery and the PCC's work to highlight the crime, can be found at:
www.staffordshire-pcc.gov.uk/modern-slavery/



Priority:

Managing Offenders

Offenders



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

- **Managing Offenders as a Priority** – In September 2015, partners in Staffordshire agreed a new strategy outlining how agencies will work together to prevent and reduce youth and adult offending.

The Strategic Framework has two key aims; 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 reoffending in the future.

The Framework provides a clear and co-ordinated direction and identifies the issues that all partners should address so that real reductions in offending and reoffending can be achieved. To support delivery of the Framework, the PCC agreed to make funding available, to be complimented by funding or resource contributions from partner agencies.

- **Mental Health Reforms** – The PCC has continued work and sustaining pressure to reduce the number of people in mental health crisis who end up in police cells despite not committing a crime. The progress in Staffordshire has seen NHS and police staff work closely together on the ground to make sure individuals get the right support. The cross-agency approach in Staffordshire and Stoke-on-Trent has seen the number of people detained in police custody under the Mental Health Act fall by 80 per cent – from 168 in 2012 to 33 in 2015/16.
- **Housing Ex-offenders** – The OPCC has worked with partners to re-commission housing-related support services for ex-offenders. This scheme aims to help people continue to make and sustain positive changes in behaviour.
- **Youth Offending** – The OPCC has worked with Staffordshire County Council, Stoke-on-Trent City Council, the respective Youth Offending Service (YOS) management Boards in each authority and the Youth Justice Board (YJB) to agree the basis for an assessment of the benefits and risks of increased strategic and operational collaboration between Staffordshire and Stoke-on-Trent Youth Offending Services. The assessment will take account of the national review of youth offending services and will make recommendations for consideration by partners in 2016.

The OPCC has funded a Co-ordinator to support multi-agency work across the county aimed at diverting young people away from gang-related activity and youth violence. The post has been successful in researching and then implementing best practice, brought together in a shared agency action plan.

- **Transforming Rehabilitation** – The Ministry of Justice’s Transforming Rehabilitation Programme has brought significant change to how probation services are delivered in the last year. The Reducing Reoffending Partnership (RRP) is a new partnership of private sector, charities and social enterprise, which now provides probation and rehabilitation services on behalf of the Ministry of Justice in several counties across the East and West Midlands including Staffordshire. Through meetings with the new provider, the PCC has continued to underline the importance of ensuring effective delivery of end-to-end offender management processes to ensure that the probation process makes as effective a contribution as possible to reducing reoffending and crime in Staffordshire.
- **Restorative Justice (RJ)** – Restorative Justice is not about being soft on crime or being soft on criminals. When RJ follows a conviction and is used prior to sentence, it never impacts on the sentence delivered at court. Where RJ is used as an out of court disposal, the appropriateness of the disposal is closely scrutinised by an independent panel. Research has shown that RJ can have a positive effect on victim satisfaction and reduce re-offending rates.

In September 2015, the PCC initiated a review of RJ provision across Staffordshire. This work led to the agreement of a new multi-agency strategy which will increase the availability of RJ as an option to victims and offenders, where appropriate, in the county. RJ brings those harmed by crime or conflict, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward.

When delivered effectively, RJ gives victims the opportunity to explain the impact of crime upon them, to seek an explanation or apology from the offender, or to play a part in agreeing activity for the offender to undertake to pay for the damage they have caused. It also plays an important role in holding offenders to account and in enabling them to understand the consequences of their actions and the impact it has had on others.

- **Body Worn Video** – As part of the increasing demand for transparency and increasing visibility of frontline officers, more than 550 body worn cameras, enough for every frontline officer, PCSO and Special Constable have been made available.

This allows evidence to be collected and used in courtrooms and has improved justice, prosecutions and a better service to the victims of crimes.

- **Cars Behind Bars** – This hugely successful crackdown on car insurance dodgers has seen cars, vans, motorcycles, mopeds, lorries and even a tractor seized by police in Staffordshire and Stoke-on-Trent. The Cars Behind Bars campaign was launched by the PCC. As of March 2016, more than 6,300 vehicles had been seized since the campaign started in May 2013. This continues to send out a clear message that Staffordshire's roads are only for insured drivers.



Reoffending – New Strategy Creates Joint Approach to Reduce Offending

The very first Staffordshire-wide strategy to create a joint approach to reduce offending and making communities safer was established in 2015/16.

The Strategic Framework for Reducing Offending was developed to guide and inform the activity of all agencies in delivering the programme. It contains guidance for the future planning and commissioning of services centred on Prevention, Diversion, Offender Management and Rehabilitation and Resettlement. An Action Plan has also been produced to track progress.

Nationally, 50% of all crime is committed by “career” offenders who, typically, by the age of 40, will have cost the public £500,000 each. In Staffordshire alone, the costs of offending is £250 million a year.

Matthew Ellis said: “It’s about reducing demand on the criminal justice system in the future. The strategy will galvanise efforts across agencies. The joint approach is geared towards tackling root causes of crime and to break the cycle of crime in families with a history of offending, so that over time, there will be less crime, safer communities and fewer offenders.”

Priority:

Public Confidence

Public Confidence



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

- **Safer Neighbourhood Panels** – The Safer Neighbourhood Panels, established by the PCC, follow the success of the overarching, county-wide Ethics, Transparency and Audit Panel (ETAP). There are already ten panels operating at Cannock, Lichfield, Newcastle-under-Lyme, South Staffordshire, Staffordshire Moorlands, Stoke-on-Trent North, Central and South, Stafford and Tamworth, with one established in East Staffordshire which will be officially launched soon. These panels are made up of residents, local councillors and magistrates and meet regularly with their area's policing commander. They scrutinise and help shape local policing in their area.



- **Ethics, Transparency and Audit Panel (ETAP)** – The Ethics, Transparency and Audit Panel (ETAP) is now firmly established as a public scrutiny body and has been recognised nationally for its work in holding policing to account across a number of areas. Their work, through their independent recommendations have helped improve policing across Staffordshire. Recent reports from ETAP have reviewed the level of care offered in custody and detention, the development of the ICT strategy, financial regulations and complaints procedures as well as scrutiny of both OPCC and police expenses.

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/. ETAP reports are also highlighted to the media and newspapers have reported on the panel's work.**

- **ICVs** – Independent Custody Visitors (ICVs) have a statutory responsibility to visit those detained in police custody. ICVs have made nearly 200 unannounced visits to custody

suites around the county during 2015/16. During those visits, 1,082 detainees agreed to be visited where ICVs ensured that their rights and entitlements under the law were being extended to them. During the 2015/16 year, there were 46 ICVs and a further six are being recruited for the forthcoming year. This remains important in reassuring local communities of fairness and lawful management of the custody process. In January 2016, the PCC addressed the national conference of the Independent Custody Visiting Association (ICVA) in Birmingham highlighting their value and importance, while also encouraging all areas to ensure there is a continued drive to increase the diversity of ICVs.

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/

- **Special Constables** – In line with the PCC’s strategy pledges, specialist posts are being created within the Special Constabulary including community specials, special detectives, rural & wildlife officers, Integrated Offender Management (IOM), Central Motorway Police Group and licensing specialists. All have been trained in their respective specialism. Specials have also taken an active part in supporting and training Police Cadets, providing the potential to inspire cadets to become Specials.
- **Public Engagement** – The PCC has now met, engaged and talked with over **20,000 people** across **243 events** in Staffordshire and Stoke-on-Trent. This ranges from small community meetings to larger events including the Nagar Kirtan celebration/procession in Stoke-on-Trent in May 2015. Other large events attended by the PCC in the last 12 months included a “Tamworth Listens” event attended by more than 100 people in November 2015, the Entrust Anti-Bullying event in November 2015, which 250 young people attended, and the Modern Slavery Conference held in December 2015 and attended by over 500 people.



These events provide the opportunity for people to talk directly to the PCC and keep up-to-date with his work and allows the PCC to hear people’s views about crime and policing in their area. In addition to face-to-face engagement, the PCC continues to regularly update his Facebook, Twitter and YouTube accounts. Over **6,400 people** are also already receiving the OPCC electronic newsletter www.staffordshire-pcc.gov.uk/email.

- **Staffordshire Smart Alert** – Launched in March 2016, Staffordshire Smart Alert aims to encourage greater engagement between the public and Staffordshire Police. It has been developed and driven by the OPCC during the 12 months before it launched, and has included work with and support from members of Neighbourhood Watch. Residents and businesses in Staffordshire can sign up for the free, localised, up-to-date crime alerts and community safety messages through the Staffordshire Smart Alert website www.staffordshiresmartalert.uk/ or download an App for Apple and Android devices.
 - Staffordshire Smart Alert is part of Police and Crime Commissioner Matthew Ellis' vision to reinvigorate Neighbourhood Watch and increase engagement with businesses and residents.
 - Staffordshire Smart Alert allows residents and businesses to choose to receive personalised, localised, timely community safety information about things that matter most to them, when and where they want it. Smart Alert supports the development and growth of Neighbourhood Watch and people can find established groups in their local area or start a new Neighbourhood Watch group via the Smart Alert website.
 - Staffordshire Smart Alert technology aims to help Staffordshire Police engage with new audiences, including young people as well as those they currently communicate with.

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keep updated**

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App to receive crime
alerts for your area.

www.staffordshiresmartalert.uk



Local panels examine police body camera footage

In January 2016, Safer Neighbourhood Panels across Staffordshire and Stoke-on-Trent were given training to examine video recorded on police body cameras from stop and searches. The training follows a report by the overarching county-wide independent Ethics, Transparency and Audit Panel (ETAP) - also established by PCC Matthew Ellis - which recommends mandatory use of body worn video for every stop and search incident in Staffordshire.



All frontline police officers, PCSOs and Special Constables were provided with body cams in an initiative funded by the Police and Crime Commissioner two years ago. Staffordshire was the first force in the country to equip all frontline officers with the technology with 550 cameras now in use.

Mr Ellis said: "The use of body cams is invaluable. They remove any doubt as to what happened in a situation which means the facts are clear. They can make previously complex complaints against police officers easier to investigate and they reinforce openness and transparency in policing, which I believe is so important.

"Stop and search is an important power but can seriously harm public confidence in the police when used inappropriately or without the proper rigour which is why ETAP's recommendation that every stop and search is recorded on body cam is crucial."

The ETAP report can be read at: www.staffordshire-pcc.gov.uk/etap-reports/

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.

Making sure finances are “Back on Track”

Getting the most out of every pound spent on policing is a core focus for the PCC. It is about making sure public money is spent better, wisely and efficiently on policing and community safety. It's about looking at the £7.5 billion which is spent by public services in Staffordshire rather than the £179 million spent on policing in isolation. The drive for value for money continued in 2015/16.

As part of the work, a Medium Term Financial Strategy (MTFS) sits alongside the Safer, Fairer, United Communities Strategy and the Chief Constable's Policing Plan. The MTFS has been prepared over a six-year timescale, 2014/15 to 2019/20, and sets out how Staffordshire Police can deliver excellent services whilst resources reduce.

Managing resources effectively has also meant that: -

- A total of 47 new Police officer recruits joined the service in 2015/16 in three cohorts. The first two cohorts of 31 recruits is now operational. The third cohort of 16 is in training and expected to be operational before the end of 2016.
- In 2015/16 there has been no increase in the police and community safety part ('the precept') of the council tax for people in Staffordshire and Stoke-on-Trent.

We will continue to build on the theme of joined-up approaches and drive reform, bringing funding from across agencies together to achieve better services for the people of Staffordshire.

Holding Police to account

The PCC holds the Chief Constable to account for the performance of Staffordshire Police. It is therefore important that there are clear channels of accountability and effective governance.

The PCC has continued to develop a performance framework using data from a number of sources to effectively hold the Chief Constable to account. This is much wider than the traditional approach of focussing on just a single set of performance indicators. Policing is now scrutinised through public performance meetings, confidential inquiry sessions on specific themes, independent community panels (Safer Neighbourhood Panels and ETAP) and, more recently, through the development of a performance dashboard. The dashboard provides information for Safer Neighbourhood Panels on crime levels and police performance in their area. This helps the panel to more effectively hold the police to account for performance.

Technology Transforming Policing in Staffordshire and Stoke-on-Trent

Police officers must have the tools they need, at their finger-tips to do their job. The roll-out of mobile technology for police officers and PCSOs started in May 2015, providing police with more flexibility to access their systems and get information on the move out in communities.

But the PCC's aim of making Staffordshire Police the most technologically advanced local force in the country took a leap forward in 2015/16 with the announcement of Boeing as the Strategic IT Partner.

Boeing will bring transformational capability to Staffordshire Police, providing new cutting edge technology and greater opportunities to work more effectively with partner organisations and local communities - as well as greater capability in fighting crime.

As part of the work by the Strategic IT Partner, nearly 400 outdated IT systems used by police in Staffordshire will be replaced with around 100 state-of-the-art ones to help police tackle changing crimes and changing threats.

The contract, which was announced by the PCC at the end of February 2016, will dramatically improve the capability and capacity of Staffordshire Police and save money compared to the current annual running costs for IT for the Police.

You can find out more about the Strategic IT Partnership with Boeing on the Police and Crime Commissioner's YouTube Channel (www.youtube.com/watch?v=cu7dUVNF1D8).

The *Core Operational Policing* programme has started to redesign operating processes end-to-end "from call to court" so that the police focus on what matters to communities, victims and witnesses, understands what causes demand and address the root causes to reduce it.



New ways of working that were prototyped with Cannock's local policing team are now being rolled out to other local policing teams.

Future work to transform Staffordshire Police and its services to the public will involve more challenging, complex and creative ways of working in close partnership with local authority, health, fire and other partners – not just referring. It will also mean that police will increasingly share buildings with partners.

The PCC continues work to tackle waste across the whole criminal justice system, simplifying processes to ensure they focus on delivering a better service for victims and witnesses.

Although the message is one of good news in terms of transformation, there is still work to do in rationalising our buildings to ensure maximum value for money, for example, the former police headquarters' site on Cannock Road in Stafford. We have moved forward in removing the communications mast and making other provisions to make it ready for sale. This remains a priority so that there is an efficient estate and, through technology, officers can spend more time in front line policing and not back office form filling.

You can read more about the background to the need for transforming policing in Staffordshire in Our Vision for Transforming Policing in Staffordshire by 2020 document which can be accessed online at:

www.staffordshire.police.uk/article/2077/Transformation



The year to come - 2016/17

This Annual Report has provided a snapshot of what has been achieved in the last year and in particular since the *Safer, Fairer, United Communities* strategy was published.

The following gives a taste of what's to come.

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

- Delivering the financial savings identified in the Medium Term Financial Strategy, so that current plans for improvement and service development can be delivered.
- 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.
- The PCC, with the Chief Constable, continuing to ensure that policing in Staffordshire meets all the needs of local people, communities and local businesses.
- Making sure the work and approaches being introduced now to make policing more visible in communities (officers using mobile data devices, local police contact points, community Special Constables and more) are effective and build public confidence.
- Delivering further significant change through technological improvements to increase the capacity and capability of Staffordshire Police.
- Further development and expansion of Safer Neighbourhood Panels (SNPs), so that local people and representatives have an opportunity to challenge their police commander about policing in their area and scrutinise the way it is delivered.
- Expanding opportunities for people to be involved in volunteering through the work of the OPCC to help communities.
- 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.
- Building effective Restorative Justice arrangements to further support victims of crime and anti-social behaviour.
- Ensuring that the right support is provided to offenders so that re-offending in Staffordshire is reduced.



- Community Rehabilitation Companies that will bring new ideas and ways of working into what was the Probation Service is both an opportunity and a risk that needs managing at the local level.
- Extending the existing Police Cadet programme, to include 11 to 14-year-olds, supporting the two currently operating for 14 to 17-year-olds and at primary schools.

This is just some of the work we aim to focus on during the next 12 months. The updated Police and Crime Plan – the *Safer, Fairer, United Communities* strategy - later in 2016/17 will provide more detail on how our aims 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/ and on Twitter @StaffsPCC. You can also sign up for regular updates from the PCC's office at www.staffordshire-pcc.gov.uk/email