



Annual Report

Safer, Fairer, United Communities

2016/2017



Office of the Police and
Crime Commissioner
STAFFORDSHIRE

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

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MY FOURTH ANNUAL SUMMARY REPORT



I'm writing my fourth annual summary, in this case for the year ending 31st March 2017.

As I've said before, my second term of office provides an opportunity to build on what has been achieved before and after being re-elected in May 2016 this is the first full year of that second term. I feel confident that policing and community safety, despite some very difficult challenges, will become better and stronger over the next few years.

My four priorities from the first term of office remain, but now are added to by a fifth priority that focuses on ensuring that Staffordshire has a police force that is fit for purpose in a changing future. Those five priorities are reflected in my new Safer, Fairer, United Communities Strategy 2017 – 2020 and will be reported on for the first time in next year's Annual Report.

For this last year though, there are some things that have not changed: -

- The past year and the next few years will continue to be financially and for the police, operationally challenging. 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 and that the services provided through Staffordshire Police are effective.
- Technologically, there remains much to do. Our world-class IT partner Boeing Defence UK have completed their first year of the contract and much of their time has been spent on stabilising current IT systems and infrastructure. 2017/18 will see more momentum to replace tired systems and provide better tools to do the job to both police officers and staff.

I stuck to my commitment for no rises in council tax for the policing and community safety part of the council tax bill for 2016/17 and there have been no increases from when I took office in 2012, because I believe that it's not just how much money is spent, but how well it's spent. I will be reconsidering this position in future years and listening carefully to the service challenges that the Chief Constable places before me, which I know will be significant.

This fourth annual report is a strong representation of the work that has taken place through my team over the last year. Many things that have been delivered over the last few years across the four priorities have become business as usual, but the annual report also sets out many new initiatives and work in progress that will improve community safety in Staffordshire and Stoke-on-Trent.

I want to ensure that the work that I and my office do is for the benefit of those who live, work or operate their business in our communities and I hope the detail set out in this report provides a flavour of how we are going about achieving that ambition.

I am acutely aware that policing and community safety has a huge impact on how people perceive the area and that there are very significant challenges and problems to address; my commitment is to address these challenges and problems head on and to do my utmost improve confidence and perception.

I will do this by continuing to work with local people and communities, providing funding through small and larger grants, working in partnership with other statutory services and encouraging others such as local businesses to help where they can. Improving community safety has to be a collective effort and is not something that my team and Staffordshire Police can do alone.

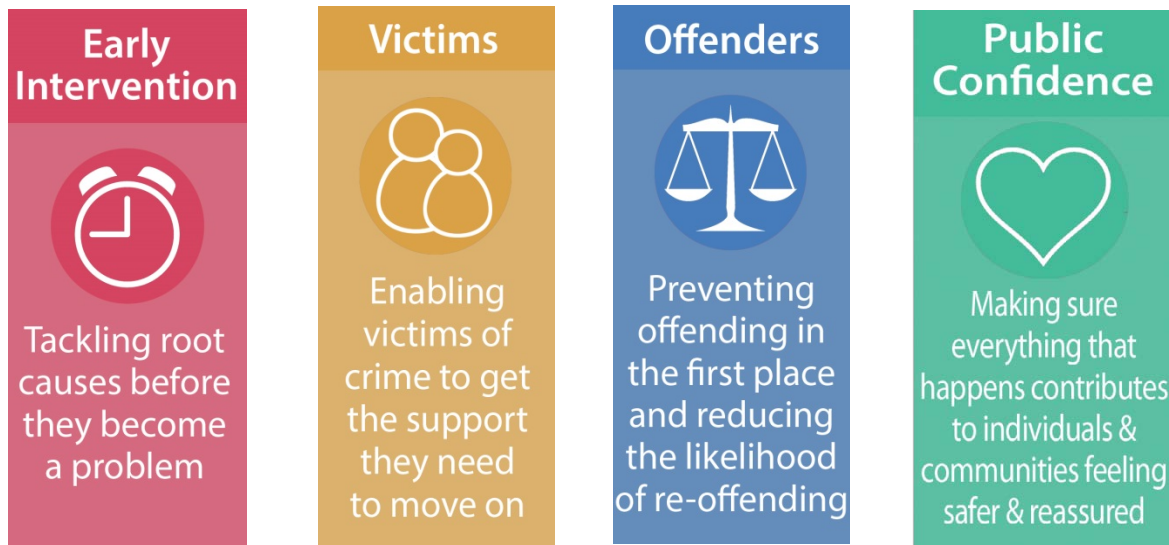
I want to thank all of those people, communities and organisations that work effectively with us for what has been achieved so far and the better outcomes that will be delivered for Staffordshire and Stoke-on-Trent in the future.

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

Matthew Ellis

Police and Crime Commissioner

Safer, Fairer, United, Communities 2013 - 2017



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

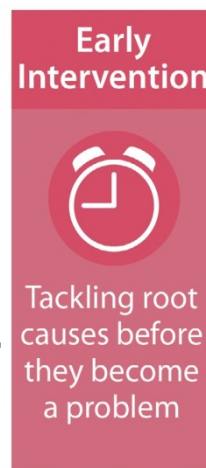
The Safer, Fairer, United Communities strategy up to 2017 had four key areas: Early Intervention, Victims, Offenders and Public Confidence.

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 – In 2015 the Police and Crime Commissioner (PCC) launched the Space positive activities programme for youngsters across Staffordshire and Stoke-on-Trent operating throughout the school summer holiday period. Proven as a highly successful approach to engaging and diverting young people from low level anti-social behaviour (ASB) whilst also providing excellent opportunities for personal and social development, the programme was further developed and formally introduced in 2016.



The Office of the Police and Crime Commissioner (OPCC) commissioned local authority partners to identify and secure delivery of local young people's provision based on ASB hotspot locations; defined targeted cohort referral pathways; established an offer for targeted and universal cohorts of youngsters; developed a dedicated Space website www.staffordshirespace.co.uk and established a ASB marker with Staffordshire Police to assist with more accurate evaluation of the Space programme. The 2016 Space programme saw over 12,000 young people aged between 11-17 years attend a broad range of activities from ball sports to crafts, through to computer technology and the securing of sports leader qualifications.

Feedback from young people, parents, guardians, carers and partners has been very positive including:

'Absolutely fab. Would recommend this to everyone. [Name] has really enjoyed it for the second year running and is coming on amazing with his boxing. Thank you to all of you for your hard work. See you again next year.'

'It's been great and I believe most actives sold out, so please keep it up for next year.'

The OPCC has prepared a comprehensive evaluation of the Space 2016 programme, which is published on the OPCC website, www.staffordshire-pcc.gov.uk

The Space programme formed a significant part of police and partner targeted activity during the five week holiday period across Staffordshire and Stoke-on-Trent, where police recorded youth-related ASB levels fell by 7.7% during August 2017 compared with a peak in July 2017, with an investment of just under of £140,000 in activities for local youngsters.

Looked After Children (LAC) Programme – The PCC has worked in partnership with ‘Sport across Staffordshire and Stoke-on Trent’ (SASSOT) to deliver a pilot for young people in care. The project is funded with £10,000 Sportivate Lottery Funding matched by the OPCC. Aiming to engage with looked after children that are a significant draw on police and other organisations’ resources through behaviour such as offending, anti-social behaviour and absconding, the pilot provides diversionary activities and a chance to socialise and meet people in a safe and supportive environment. The project can provide up to three months of activity and sports opportunities for a young person to participate in, including mentoring.

Twenty six young people have been referred to the project and 15 engaged during the first six months. Young people who have attended the 12 funded sessions have continued to participate afterwards using their own resources. There is also potential for leadership training opportunities, with three youngsters attending a boxing leadership course and six achieving boxing awards.

Other youngsters not eligible for the project have been signposted onto various free activities. The behaviour and mental wellbeing of participants has been monitored before and during the sessions with results showing significant reductions of involvement in incidents with positive improvements in behaviour. Funding is now being scoped to enable the project to continue.

Cyber Crime – The PCC launched a cyber-crime awareness week commencing March 13 to throw a spotlight on the changing face of crime and this increasing threat. This was the latest activity in the OPCC’s on-going communications campaign around cyber-crime. The PCC called for a root and branch reform of Action Fraud, the UK’s cyber-crime and fraud reporting body. He also highlighted the human and business cost of cyber-crime with two case studies, a 77-year-old widow, who was victim of a £147,000 fraud and a businessman who was targeted by cyber bullies on twitter, who then tried to hack his website. This attracted widespread media coverage with a piece on Midlands Today, various radio interviews and print media stories. The Deputy PCC also launched a new cyber survey (www.staffordshire-pcc.gov.uk/cyber-safe-Staffordshire) during the week, which offered for the first time an indication of the true scale of the cyber-crime problem in the county and how vulnerable people are to this developing threat. This also attracted media coverage, helping disseminate key messages of the risks and what people can do to protect themselves and their families/businesses. In September 2016 schools and colleges across Staffordshire and Stoke-on-Trent were asked to take part in a competition to design a poster to

highlight how to stay safe online. A number of impactful designs were received and the Deputy PCC attended assemblies to present the winners with a voucher and a certificate. Other activity is planned throughout the rest of the year with a conference scheduled for the autumn.

Online Fraud – The OPCC also commissioned research to understand the national, regional and local landscape relating to online fraud. The research identified that many partners are working on the online fraud agenda, but not in a co-ordinated way across Staffordshire and Stoke-on-Trent.

The OPCC has now established a multi-agency Online Fraud Forum chaired by the Deputy Police and Crime Commissioner that includes representatives from the public sector, education sector, private sector and business community representatives. There are also conversations with the Staffordshire Victims Gateway to establish the best way to engage with voluntary sector partners. Links have also been established with the Adults Safeguarding Board and the Local Enterprise Partnership. The three areas of focus are:

1. Insight and intelligence.
2. Engagement opportunities with the public and businesses.
3. Workforce development.

Over coming months, the work of this new forum will grow with a clear focus on prevention and early intervention.

Strategic Assessment – Recognising the need for greater investment in analytical data to inform the development of strategic local community safety planning, the OPCC has led work to align the knowledge, experience and information held by the county council's Insight Team with that of Staffordshire Police, to develop a more consistent, defined strategic assessment for local authority partners.

Local partners have had the opportunity to participate in strategic workshops, which examine local crime trends and hotspots and to develop plans to address and mitigate issues identified.

This new approach will be further developed for 2017/18 through further workshops and engagement with local community safety partnerships.

Early Intervention Foundation (EIF) – In August 2015 Staffordshire was the only OPCC to be selected, from a total of 20 represented police forces, to be part of an Early Intervention Academy for Police Leaders. Run by the nationally recognised Early Intervention Foundation, delegates prepared and presented in June 2016 an early intervention plan to Chief Constables, police and crime commissioners and Home Office ministers. This presentation included the launch of a charter developed by the

academy, The Charter for Early Intervention in Policing, which sets out the vision, mission and core principles of how police forces should embrace the Early Help agenda.

Utilising the learning from the academy and other national and local documentation and guidance, the OPCC worked with Staffordshire Police to develop a Prevention and Early Help Plan for the force, which sets out the vision for the next three years on how to make prevention and early help everybody's business across Staffordshire Police.

Child Sexual Exploitation (CSE) – The OPCC has worked alongside partner agencies to develop a partnership CSE strategy and multi-agency CSE delivery plan for Staffordshire. The strategy and plan will ensure all aspects of CSE work including prevention, support for victims and enforcement with offenders will be consistently co-ordinated and delivered across all partner agencies.

In order to measure the impact of the CSE strategy and CSE plan, the OPCC has worked with Chanon Consulting and the University of Bedford to develop a CSE outcome framework for Staffordshire. Its development has received significant national attention, as it is the first of its kind to be developed anywhere in the UK.

The OPCC has agreed further funding for the appointment of a county-wide CSE co-ordinator to help support the strategic activity outlined above.

Commissioning of a Support Service for victims of CSE and children who go missing – The OPCC, in conjunction with Stoke-on-Trent City Council and Staffordshire County Council, has undertaken extensive work to scope, develop and commission a county-wide support service for CSE victims and children who go missing from home. This process has ensured that, for the first time in Staffordshire, a service provider has been selected following a competitive tender process. This means there will be a consistent CSE and Missing service across the county and an increased amount of funding has been made available, which will be pooled and Early Intervention will be a key element of the service delivery model. The tender opportunity was advertised in December 2017 and an evaluation process took place with potential providers in March 2017. It is anticipated the new service will be in place by 1 September 2017.

CSE Communication Campaign – The OPCC has worked with other key partners to develop and implement a multi-agency CSE Communications Campaign. The campaign consisted of three main components, raising awareness and understanding of CSE among professionals, working with young people around the risks and consequences of sexting and a campaign which looked at enabling the general public, parents and young people to spot signs and risks of CSE as well as guidance on how to report concerns.

The 'Know about CSE' website was an excellent example of a product of this work. Many of the targets set at the outset of the campaign were exceeded. These included:

- 85% of professionals and partners in Staffordshire and 87% in Stoke-on-Trent are now confident in spotting the warning signs of a child being sexually exploited.
- 25% less young people think that sexting is normal.
- 15% less young people are less likely to sext.

In light of the successes of the first campaign and in response to the views of local young people and parents, the PCC has recently agreed to fund a focused campaign around sexual consent and risks associated with parties frequented by young people.

Police Cadets – The programme for 14 to 17-year-olds continues to expand and improve young people's lives. Between 2016/17 a further unit has been established at Burton-on-Trent (30 cadets). This brings the total number of units to seven including the existing units at Burslem (30 cadets), Cannock (28 cadets), Codsall (15 cadets), and Longton (28 cadets), Stafford (29 cadets) Tamworth (22 cadets). Staffordshire Police Cadets have formed honour guards at the National Memorial Arboretum, marched on Remembrance Sunday and have undertaken important educational and skill-based pursuits.

Not only are young people involved with the units, they are run by 32 volunteers who give up their time to support this initiative. Of these volunteers, 19 are police service volunteers, 12 are police constables from the Special Constabulary, five police officers, and two PCSOs.

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. 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. 2,993 children are now junior cadets from over 150 primary and junior schools. There is great excitement about the 3,000th cadet being trained and a special celebration will be planned with the school and local PCSOs.

Prince's Trust (Case study provided in appendix one and photographs of service users provided in a separate e-mail) – Since March 2015 the OPCC, Stoke-on-Trent City Council together with a private sector donor commissioned the Prince's Trust to support some of the most vulnerable young people across Staffordshire. The project aims to engage young people at risk of offending, those involved in 'risky' behaviour and victims of crime in order to help improve their health and wellbeing,

lifestyles and employment prospects. During the 18 months, the project has exceeded all targets - 278 young people have been supported to access Prince's Trust programmes with 70% of young people moving into a positive outcome of education, training, volunteering or employment. To enable the Prince's Trust to build on the enormous success of the first 18 months of the project, the OPCC and two private sector donors have recently agreed a further 12 months funding.

Vulnerability Education and Personal, Social, Health and Economic Education –

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

The OPCC and Staffordshire Police have developed a brief strategic overview, which outlines some overarching principles and the potential scope of this work. This document has been agreed by a number of senior leaders and work is progressing with the Stoke-on-Trent City Council, Staffordshire County Council and schools/education settings to implement this approach within local areas.

Staffordshire Police has recently been successful in receiving Home Office funding to expand the delivery of a nationally recognised education resource, *Values versus Violence*, in a number of primary schools in various locality areas across Staffordshire. This is a 'safeguarding tool' which raises awareness among children and young people and provides them with some of the necessary skills to keep them safe from the dangers of abuse, sexual exploitation, radicalisation and extremism. It also promotes children's rights and fundamental British values. The OPCC has provided additional funding to support this work.

Work has also started between the OPCC and Staffordshire Fire and Rescue Service (FARS) to understand how the development of the FARS Prevention Strategy fits into this approach, ensuring synergy and avoiding duplication.

Early Help Strategy – The OPCC has been working with Staffordshire County Council and other partners to develop and deliver an early help strategy for Staffordshire and associated action plans. The strategy outlines the responsibility that all practitioners who come into contact with children and families (such as teachers, police officers, health visitors, childcare practitioners and volunteers) have to ensure children and families with additional unmet needs are identified at the earliest opportunity, so that children are kept safe and achieve good outcomes. It sets out that helping children and families as early as possible when issues first arise is a priority.

Locality Deal Funding – The PCC provided £1.042m for community safety activities within district, borough and the city local authorities to support locally-based commissioning arrangements for activities, which achieve sustainable outcomes aligned to both the PCC priorities and to local community safety plans and priorities. Oversight, management and evaluation of these funds is carried out by the OPCC with

spend allocated by the local Community Safety Partnership based on locally defined needs.

Proceeds of Crime Fund – £250,000 was made available to strategic partners in 2016/17 for activities, which supported the PCC's strategic and local community safety priorities. Operating through two funding rounds, grants between £3,000 and £15,000 were made to support sustainable projects with oversight and management of activities undertaken by the OPCC. An extensive evaluation is carried out 12 months after the funding is awarded.

Funding awards during 2016/17 totalled £213,470.93 for 17 grants covering projects such as Automatic Number Plate Recognition Systems (ANPR) to diversionary activity outside equipment for young people through to crime prevention and community inclusion support for vulnerable and elderly members of the community.

People Power Fund – During the year, the PCC allocated £500,000 to voluntary and community groups for sustainable local projects which supported both the local community safety and the PCC's priorities. With administrative financial support provided by the Staffordshire Community Foundation (SCF) under a Service Level Agreement, two funding rounds operated during the year providing grants of between £100 and £3,000 for sustainable activities to support local needs.

Road Safety Funding – The OPCC is currently in dialogue with the Staffordshire Road Safety Partnership, providing advice, guidance and support for the development of a new grant funding programme focused specifically around road safety activities in local communities. It is anticipated this new opportunity will be available to community groups and partners across Staffordshire in the coming months.

Ministry of Justice Grant Extensions – In 2014 the Ministry of Justice gave Police and Crime Commissioners responsibility for managing the victim and witness grant. This was to aid the transition of commissioning arrangements by enabling PCCs to make decisions about what their local priorities were. The PCC now wants to examine the current availability of specialist victim and witness services across Staffordshire. To this end he intends to commission a victim and witness needs assessment to inform future commissioning intentions and provide an up to date picture of what demand looks like and whether there are any gaps in service provision. The victim grant is allocated to specific areas, which include restorative justice, domestic abuse, sexual abuse and victim referral services. The OPCC currently commissions a number of services as well as providing grants to specific projects such as Independent Domestic Abuse Advisors, a Hate Crime service, therapeutic support for children who have been sexually abused and Independent Sexual Violence Advisors.

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/**

Female Genital Mutilation (FGM) Bid – The issue of FGM has already been highlighted in Staffordshire and Stoke-on-Trent, not because of high prevalence but a partnership desire to prevent this issue from escalating and to bring it to the forefront in order to safeguard children rather than remaining a hidden need.

Staffordshire and Stoke-on-Trent's statutory and voluntary sector wish to work in partnership to appropriately respond to and ultimately end cases of FGM. The Home Office has pledged £15million across England and Wales over a three year period to tackle Violence against Women and Girls. A bid was submitted to the Transformation Fund by the OPCC on behalf of partners, so that work can begin to tackle this heinous crime. The OPCC has just heard this bid was successful and £250,000 has been allocated. The project will deliver an effective and efficient local response to the needs and views of individuals affected by FGM and will be based on the National FGM Centre model. The bid included project officers who will support and work closely with social workers; community champions who will forge trusting relationships and foster changes in attitudes and practices within the community; training to improve knowledge, skills, referral practices and confidence to those who do and may come face to face with individuals who they suspect have undergone or are at risk of FGM: specialist services, which take a victim centred approach; campaigns produced in collaboration with survivors and professionals; and finally a regional conference to share knowledge, experiences and successes of the project.

Priority: Supporting Victims and Witnesses



Victim Gateway – In 2014, following the outcome of the victim and witness needs assessment, the PCC identified services for victims were not aligned, were fragmented, complex and not always victim focused. The PCC's ambition was to develop an integrated structure for all victim and witness services. The Gateway model was introduced in 2015 to support this. It places all victims and witnesses central to the process and is based on the premise of a whole system approach being adopted from the point of the victim reporting the crime through to the victim receiving specialist support.



The Gateway provides a gold standard service to victims of crime whether the crime is reported to the police or not. It provides prompt, professional, victim-led support to help people cope and recover from the impact of crime. The service encompasses a triage assessment, tailored advice, emotional and practical support and managed and supported onward referral to specialist services depending on the needs of the victim. As such, the Gateway is an essential part of the victim support system. Contact is made with the victim within 24 hours of receipt of the referral offering support in the form of initial advice, guidance, support and referral to specialist services. One to one support is also offered where victims require more than just information and advice.

Feedback from service users has been very positive:

‘Jackie is an outstanding support worker. She is very professional and supportive. She deserves a medal for helping me the way she has. Thank you.’

‘David, thanks for all your help and support over the last few months. You have been a godsend. I really appreciate your phone calls and your kindness. Once again many thanks.’

Between April 1, 2016 and March 31, 2017 there were 55,301 referrals into the Staffordshire Victim Gateway. Of those, 53% required an enhanced service and 47% a standard service, as defined in the Victims Code. Of those initial referrals 47,698 received advice, guidance and information on the Victims Code of Practice. 767 victims received one to one support, with action plans and of those, 248 victims were referred to specialist agencies for support.

More information on the Victim Gateway is available at: www.staffsvictimsgateway.org.uk/ or victims can call the Victim Gateway

Business Crime and Business Crime Advisors – Deputy PCC Sue Arnold, is fronting the Business Crime Matters agenda for Staffordshire and Stoke-on-Trent, including the delivery of a Business Crime Strategy 2014 - 2018.

The Strategy includes the introduction of a range of new initiatives to significantly impact on crime against businesses.



Currently over 4,000 businesses across Staffordshire and Stoke-on-Trent are signed up to receive free alerts and safety advice to help them combat crime. More than 100 unique alerts are sent out every month.

The alerts offer relevant information on business crime as well as businesses being able to choose to receive business crime messages specific to their industry, such as retail, motor trades and education. You can sign up to the alerts through www.businesscrimematters.com.

In 2014 a county-wide support network for victims of business crime was established following the introduction of the Business Crime Matters Strategy. This innovative service is delivered by Staffordshire Chambers of Commerce, the first of its kind in the country and which aims to help and support victims of business crime whether the incident has been reported to the Police or not.

The Business Crime Advisor project delivers packages of tailored support specific to the needs of the business, minimising the impact of these incidents on business trading and aiding recovery. It is free, practical, easily accessible, professional and timely and is compliant with the Victims Code of Practice 2015. A dedicated Officer, employed by the provider, sits within the police control room during the week, checking the police system for business crimes as well as offering advice, training and support to the control room staff with regard to business crime calls. Business crime victims are contacted within 24 hours of them reporting the crime and are offered immediate telephone support. A follow up contact with the victim is made to enquire if any further

support is required. All business crime victims are offered one hour of free specialist advice and support on top of the initial support call, should the business require it. Between June 2016 and March 2017 the police received, on average, around 843 business crime calls per month. Of those businesses that do not already belong to the Business Care Scheme, nearly half accepted support from the service. This project is currently being evaluated by the OPCC. The outcome of this will inform the specification with regard to the newly commissioned business crime advisor service planned for April 2018. For more information go to <https://staffordshirechambers.co.uk/business-support/businesscrimehelpline/>

Domestic Abuse Service Provision – The OPCC has led the development of a Staffordshire-wide approach to the governance, commissioning and delivery arrangements for Domestic Abuse services across Staffordshire and Stoke-on-Trent.

A comprehensive Domestic Abuse Needs Assessment was finalised in the autumn of 2016, capturing information and insight nationally, regionally, locally from key stakeholders and service users and has been a key resource in the development a Staffordshire-wide Domestic Abuse Strategy for 2017-2020. This has been approved and will be owned by the recently established Domestic Abuse Commissioning and Development Board, attended by a broad range of partners from across the area. Prioritising prevention, service provision, partnership working and perpetrator rehabilitation, the strategy will seek to prevent abuse from happening, responding appropriately and effectively to those vulnerable to or affected by domestic abuse to help them move forward safely and independently.

Work has begun on developing a new range of services to be effective from autumn 2018. These will provide a consistent baseline service for all requiring support, and will encompass prevention, early intervention and targeted support for potential victims and perpetrators, victims and perpetrators, children, young people, families, businesses and communities.

Personal Safety Devices – The OPCC has recommissioned the provision of personal safety devices, made available through Staffordshire Police for those most vulnerable or at highest risk of harm in the community. Through an extensive procurement process, a new provider has been secured to deliver a technically advanced solution to meet the force needs and which provides greater levels of support for those most in need.

Live Links – Victims and witnesses remain a priority for the OPCC, as is ensuring they are at the heart of the criminal justice system. To this end we are working closely with partners on ensuring victims and witnesses can give evidence through 'Live Links'.

This can now be achieved following the introduction of Section 51 of the Criminal Justice Act 2003. This enables the court to allow witnesses to give evidence by Live Links if the Court is satisfied that giving evidence this way is in the interests of the

efficient or effective administration of justice. Live links provide a positive experience for witnesses, save valuable police time and is also helpful for victims and witnesses who have mobility issues, who would not normally qualify under the 'special measures' rule.

The benefits of having Live Links includes a reduction in waiting times and police efficiencies, in addition to major benefits for victims, as they do not have to come in to contact with the defendant, thereby reducing anxiety, trauma and stress.

Police Officer to Court Links – The Burton site is now fully operational. Only magistrate cases can be heard at the moment, but discussions are being held with regard to the introduction of crown court cases.

Victim and Witness Links – Four potential geographical locations were identified across the county to ensure an even spread of resource, namely Stoke-on-Trent, Burton, Cannock and Staffordshire Moorlands. Following a decision by the Strategic Video Links Group it was agreed that only the Staffordshire Moorlands and Burton sites would be viable at this point in time and that the lessons learnt from the two sites would be used to inform future decisions with regard to other potential sites.

Domestic Abuse in the Workplace – The Deputy Police and Crime Commissioner is leading the PCC's drive to improve services and responses to domestic abuse, in particular the way domestic abuse victims are supported. This has included the development of a domestic abuse policy for private sector businesses to adopt, which in turn will better help domestic abuse victims in the workplace. Domestic abuse victims and service providers have said that many victims find work a safe haven and that there are supportive people around them who can help. A key component of the policy requires businesses to nominate a 'Champion or Advocate' within their enterprise.

Around 100 champions have been trained so far to support domestic abuse victims within their workplace. Their role is to listen, be confidential, non-judgmental and to signpost the victim to a specialist provider for appropriate domestic abuse related support.

Feedback from one champion after completing the training:

'All of it was interesting and engaging, it was all well put together, really enjoyed it and would like to thank you.'

In order to assist with the identification and recruitment of businesses and deliver an effective and co-ordinated workplace champion / advocate service the OPCC recently commissioned Staffordshire



Chambers of Commerce to provide this additional support. Chambers will identify businesses, which could sign up to the scheme, act as the link between the business and the training provider, raise awareness among businesses of the prevalence of domestic abuse and provide a follow up call six months after the training to ascertain how the role is progressing and if any further assistance is required. 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) – Modern slavery continues to become a greater concern in Staffordshire and is an emerging threat. It 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.

The PCC has led in a multi-partnership strategy, which involves 17 agencies from both local authorities, third sector organisations, and national bodies represented in Staffordshire and Stoke on Trent. This has resulted in closer operational collaboration, greater training around modern day slavery and revised procedures for the referral of victims to the National Referral Mechanism (NRM).

Priority:

Managing Offenders



Staffordshire Strategic Framework for Reducing Offending – In delivering the Managing Offenders Priority the focus in 2016/17 has continued to be on ensuring the successful implementation of the Staffordshire Strategic Framework for Reducing Offending 2015-18 (insert link).

The framework, formally endorsed by the Safer, Stronger Staffordshire Board in October 2015, sets out the main issues to be addressed in preventing and reducing offending in the county, based on the outcome of consultations with a wide range of partners and stakeholders, outlining a range of actions for attention by agencies under four key themes:

- Prevention
- Diversion
- Offender Management
- Rehabilitation and Resettlement

Progress on implementing key actions in 2016/17 has been positive. Out of 32 actions scheduled for delivered during the year, 21 have been successfully delivered with a further 11 in the process of being implemented, with the majority of actions outstanding due to be delivered by the end of quarter 1 2017/18. Based on the latest performance review (to the end of March 2017) the overall status of the programme has been rated as 'green'. **(Picture available – Strategic Framework document)**

Prevention

Under the framework's Prevention theme, the OPCC has continued to contribute to local multi-agency early help strategies and approaches with the aim of ensuring that wherever possible opportunities to intervene early to prevent children and young people becoming involved in offending behaviour, particularly those deemed to be most at risk, are taken up.

Further information on programmes and initiatives taken forward during the year is provided in the early intervention section above.

Diversion

Under the Diversion theme the focus during the year has continued to be on promoting the further development/more consistent and coordinated use of interventions, which help to divert people involved in minor offences and/or those with mental health needs and other vulnerabilities away from unnecessary contact with the criminal justice system. During 2016/17 key areas of work have included:

- The piloting of a new multi-agency triage assessment model to improve the effectiveness of early intervention/diversionary work with young people coming into contact with the criminal justice agencies for the first time
- Further developing/extending the use of adult Out of Court Disposals, which enable the police, in appropriate cases and with the consent of victims, to deal with minor incidents/offences proportionately within the community through the use of community resolutions or conditional cautions without the need for formal prosecution.
- Supporting joint work across agencies aimed at reducing the number of children in care coming into contact with criminal justice system, including:
 - The commissioning of research into the circumstances under which looked after children in the county are drawn into offending behaviour (to be completed by the end of June 2017).
 - Revision/updating of the existing Police/Youth Offending Team (YOT) Looked After Children protocol to strengthen joint working processes in dealing with incidents involving young people in care
 - Grant funding of a new community-led project in partnership with 'Sport Across Staffordshire and Stoke-on Trent' (SASSOT) to provide positive/diversionary activities for young people in care deemed to be at risk of involvement in offending.
- Ensuring the availability of an improved range of services to support the diversion of offenders with mental health needs and other vulnerabilities away from contact with the criminal justice system and into appropriate treatment and care, including:
 - The agreement of continuation funding for the existing Staffordshire mental health Street Triage Team
 - The strengthening of partnership working arrangements between the police, health and other partners to end the inappropriate detention in Police cells of vulnerable individuals subject to detention under Section 136 of the Mental Health Act. In accordance with national guidance, a joint protocol has now been agreed with partners to ensure the availability of designated

beds and places of safety to which individuals being detained can be quickly referred (as a result of measures introduced, in 2016-17 there were no people subject to detention under the Act detained in Staffordshire Police custody suites).

- The commissioning - in collaboration with NHS England - of a comprehensive mapping of existing mental health liaison and diversion services in the county and gaps in provision with the aim of supporting the commissioning of an improved range of services going forward that is better able to respond to the needs of offenders at all stages of the criminal justice process (to be completed by the end of June 2017).
- Agreement of funding for a co-ordinator post to support multi-agency work across the county aimed at diverting young people away from gang-related activity and youth violence.

Offender Management

Under the Offender Management theme, the OPCC has maintained work with the police, local YOTs, the National Prisons and Probation Service (NPPS) and Community Rehabilitation Company (CRC) to ensure a continued focus on the effective delivery of statutory offender management services in Staffordshire, with the aim of improving the number of offenders successfully complying with orders and avoiding further offending, including prisoners returning to Staffordshire following release from custody. In 2016/17 work has included:

- Youth Offending
 - Agreement of funding contributions to both YOTs to support the delivery of YOT services (an overall funding allocation of £230k was made to support the delivery of local YOT services in 2016/17)
 - Contributing to YOT Management Boards to help shape the delivery of YOT services in response to the national review of Youth Justice Services (the 'Taylor Review') – including work with each YOT Management Board to ensure an improved focus on prevention in YOT service delivery going forward
 - Exploring with partners (Staffordshire County Council, Stoke-on-Trent City Council, the respective Youth Offending Team Management Boards in each authority and the Youth Justice Board) the case for the two YOTs working much closer together in the future delivery of services.
- Adult Offending

- Work with the NPPS and CRC to ensure the effective introduction of the government's probation reforms. Discussions have been held with the CRC regarding the outcome of the recent CRC HMIP Inspection (which rated the CRCs overall performance as 'requiring improvement'). An action plan has been agreed by the CRC to restore performance to a satisfactory level and the OPCC will continue to engage with the CRC to review implementation of the actions agreed.
- Work with the police, NPPS and CRC to further develop the multi-agency Integrated Offender Management (IOM) approach through which the Police, probation and other services work together to proactively monitor and support persistent offenders to steer them away from repeat offending. More than **1100** individuals were effectively managed through the county IOM programme during the year.
- Participation, as part of a national Ministry of Justice pilot programme (in collaboration with the West Midlands, Nottinghamshire and Leicestershire Forces), in the trialling of GPS tagging technology in the monitoring of persistent offenders being managed via the IOM scheme.

Rehabilitation and Resettlement

Under the Rehabilitation and Resettlement theme, the OPCC has continued to engage with local authorities and other partners to improve the availability of housing, employment and other key rehabilitation support services for offenders which encourage desistance and support offenders to successfully resettlement and reintegrate into the community and to avoid further offending. In 2016/17 work has included

- Work with the NPPS and CRC to ensure the effective delivery of statutory offending behaviour programmes
- Ensuring the effective introduction of the co-commissioned county-wide housing support service for offenders. 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 2016/17, with 60% of those supported being helped to access training or employment and over 80% being supported to comply with their statutory orders.
- Formation of a new, high-level partnership board with representation from the NPPS, CRC, local authorities and OPCC to oversee the development of a new strategy to improve offenders' access to training and employment opportunities.
- Development of plans for a feasibility study to review the viability of establishing a new community-based social enterprise in the county to provide a direct route into training and employment in the construction sector for offenders.

- Agreement of funding contributions to Staffordshire County Council and Stoke-on-Trent City Council to support the delivery of criminal justice drug and alcohol treatment and support services. An overall funding allocation of £310k was made to support the commissioning of local substance misuse services across both authorities in 2016/17
- Agreement of 2017/18 local authority community safety partnership grant allocations to support delivery of a range of local initiatives focused on reducing re-offending across Staffordshire. The PCC has provided £1.042m in community safety funding over the past year to local authority partners to support the delivery of local plans aimed at tackling ASB and crime.

Measuring the Impact of the Strategic Framework

The key outcomes the framework is seeking to deliver are:

- A reduction in the number of young offenders coming into contact with the justice system for the first time;
- A sustained reduction in youth and adult offending and reoffending.

During the year the OPCC concluded work with partners on the design of a comprehensive performance management framework to support the tracking of each outcome.

Going forward the OPCC will act as a key point of contact between agencies, liaising with YOT, Police, CRC and other partners as appropriate to ensure the collection and analysis of data necessary to provide a basis for reviewing performance against each outcome.

Early results in terms of reducing the number of first time entrants to the justice system (FTEs) show since the publication of the framework the number of FTEs in Staffordshire has remained stable, while in Stoke-on-Trent there has been a slight increase. The causes of this have been identified by agencies and are being addressed.

Results in terms of reoffending have yet to be confirmed as the necessary time for 'proven' reoffending rates to be established for cohorts of offenders entering the system in 2015/16 (the year of publication of the Framework) has not yet passed. This data is expected to become available from October 2017.

The new performance management arrangements agreed between agencies to support the delivery of the framework are a significant development. The sharing of information on youth and adult offending and reoffending across Staffordshire and Stoke-on-Trent will be the first occasion on which such information will have been brought together in a consistent manner in a single place and is a positive example of

whole systems working in the county and is indicative of the strong, ongoing commitment across agencies to tackle offending and to drive down reoffending rates.

Strategy Refresh

Since the launch of the strategic framework in October 2015, the OPCC and partners have made good headway in taking forward implementation of the actions that were agreed to support delivery of the framework's key outcomes.

With delivery of the strategy now into the mid-term (18 months) it is proposed that a review and refresh of the strategy will be undertaken in the autumn of 2017 to review progress on implementation and to identify actions necessary to ensure that the Strategy remains on course to deliver its expected outcomes.

Case Study – County-Wide Housing Support Service for Offenders (Accord Housing Association)

Client A, a prisoner returning to Staffordshire on release from custody, was in probation approved premises awaiting resettlement in the community. At the time a housing support worker contacted him, he was feeling low, repeatedly stating that he didn't know where his life was going and that he was worried he would become homeless if support wasn't there for him. He was a high risk case with drug problems, considerable debts and assessed as being at high risk of reoffending.

An application for rehousing Client A had been made by probation to a local supported housing provider, who was proposing to decline his application due to the nature of his offences. Following intervention by the housing support worker, the provider was persuaded to reconsider the application and, following further advocacy support, Client A was eventually accepted for rehousing.

Client A is now in his own accommodation with the provider, living independently with an improved outlook in life. With the help of the housing support worker access to benefits was arranged and payment plans put in place for his debts to be managed. A referral was also made to One Recovery for him to receive help with drug issues. Client A has not re-offended during the time of his support.

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) – The Police and Crime Commissioner, as part of his commitment, has set out an intention to make victim-led restorative justice services more readily available across Staffordshire and Stoke-on-Trent to all those harmed by crime and antisocial behavior. The Restorative Justice Hub was re-commissioned and therefore established late 2016 to ensure that victims receive timely and appropriate support in dealing with the effects of crime in line with their personal needs; to help them cope, recover and be protected from re-victimisation. The Hub works very closely with the Staffordshire Victim Gateway, which ensures every victim of crime referred to them is offered restorative justice regardless of whether the crime has been reported to the police or not.

Restorative Justice involves planned communication between victims and offenders, enabling victims to hold offenders to account. The trained facilitators are there to guide and support victims through the process. Leaflets for victims, perpetrators and partners have now been produced, which details what restorative justice is, who it is for, how it works and the different methods available. The Hub has already received a number of referrals, with ongoing work planned to ensure that the referrals increase month on month.

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 May 2017, more than 9,600 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.

Priority:

Public Confidence



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). Throughout the last year, Safer Neighbourhood Panels have been established at all of the 11 local policing areas and districts. The panels operating at Cannock, Lichfield, Newcastle-under-Lyme, South Staffordshire, Staffordshire Moorlands, Stoke-on-Trent North, Central and South, Stafford and Tamworth, and recently East Staffordshire. 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. While each panel holds the local commander to account relating to local needs, overarching themes such as Taser, Stop and Search and local policing are seen throughout the panels.



Ethics, Transparency and Audit Panel (ETAP) – The Ethics, Transparency and Audit Panel (ETAP) continues its role as a public scrutiny body and has been recognised nationally for its work in holding policing to account across a number of areas. Its work covers the statutory responsibility to scrutinise the accounts and financial arrangements of both the force and the OPCC. Thematic reviews are also undertaken around service delivery of the police and have helped improve policing across Staffordshire. Recent reports from ETAP have included a review of public satisfaction on police handling of ‘low level’ Crime and procedures for the police’s handling of Complaints and Misconduct Dismissals.

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 263 unannounced visits to custody suites around the county during 2016/17. During those visits, 566 detainees agreed to be visited where ICVs ensured that their rights and entitlements under the law were being extended to them. During the 2016/17 year, there were 43 ICVs and more are being recruited for the forthcoming year. This remains important in reassuring local communities of fairness and lawful management of the custody process.

The use of technology to provide better reporting has been piloted and a small group of ICVs have been trained and tested the electronic report app on digital tablets, and will be rolled out to all 3 main custody suites by the end of July 2017.

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 – Regular meetings with members of the public take place across Staffordshire and Stoke-on-Trent. These events provide the opportunity for the PCC to update local people on the work taking place, whilst allowing him to hear their views on crime and policing in their area. These meetings include community groups such as rotary clubs and women's institutes, parish council meetings, school events, religious festivals and more. In addition to face-to-face engagement, social media is used continuously and has a combined following of more than 10,700 people on the corporate accounts. Additionally, over 6,700 people are now signed up to receive electronic updates. You can sign up here: www.staffordshire-pcc.gov.uk/email.

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. Planned Stage two developments in Autumn 2016 have seen additional Smart Alert 'geo-fencing' functionality in place, enabling alerts to be issued to residents (over 12 years of age) and businesses signed up to the system located within a 3km radius of an incident / issue at the time it arises.

Feedback received to date includes

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

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

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

Statistics to the end of March 2017 show almost 7,000 app downloads in the last 12 month period and 4,000 individuals/businesses signed up to receive Smart Alert by email.

**be smart
keep updated**

Download the free
Staffordshire Smart Alert
App to receive crime
alerts for your area.

www.staffordshiresmartalert.uk



Staffordshire Neighbourhood Watch – The PCC is committed to supporting and growing Neighbourhood Watch (NW), a much valued group of volunteers aiding community safety activities across Staffordshire and Stoke-on-Trent. With the continued growth of Safer Neighbourhood Panels (SNP) across the area, there are now key opportunities for SNP membership to be extended to incorporate NW

representation and for the formation of a pan-Staffordshire NW forum to engage with police and partners from these key volunteers.

Staffordshire currently has almost 24,000 members of NW spread across all areas of Staffordshire and Stoke-on-Trent, with the largest concentration in Stafford Borough and South Staffordshire areas.

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.

Performance

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 developed a revised performance framework over the last 12 months using data from a number of sources to effectively hold the Chief Constable to account.

The framework identifies both those measures and milestones that the Chief Constable will be held to account for and also how they will be held to account, with an appropriate escalation process in place where improvement does not occur in the timeframe, or in the way expected.

Finances

Staffordshire Police continue to focus on delivering effective policing whilst operating in tight financial conditions; this has meant that the gross cost of policing, despite inflationary pressures spending actually fell in 2016/17 as a result of efficiency improvements in certain areas.

This is a positive position which reflects the PCCs strategy of getting most out of every pound and making sure it is spent on effectively. As the Staffordshire Police change programme enters its critical phase in the next 3 years, then the investment in IT infrastructure, coupled with improved ways of working both internally and with other partners and public sector agencies, creates high confidence that there will be more opportunities for the force to focus on delivering an effective and efficient police service to the public.

As part of the ongoing work, a Medium Term Financial Strategy (MTFS) sits alongside the Safer, Fairer, United Communities Strategy and the Chief Constable's Policing Plan. This ensures a clear understanding of the financial perspective and enables Staffordshire Police to make timely strategic and operational plans, in order for them to deliver excellent services within the available funding.

Managing resources effectively has also meant that: -

- In 2016/17 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.
- The Financial Cash Reserves are in line with the Government guidelines and this means that there is no unnecessary tax-payers money sitting idle.

The financial outturn position for the PCC Group in 2016/17 is an overall underspend of £347,000 on a budget of £178.4 million. This reflects an under spend of just over £1 million by the OPCC and an overspend by Staffordshire Police of just under £700,000. In overall terms the under spend equates to 0.2% of the annual budget.

Description	Budget 2016/17 £'000	Provisional Outturn 2016/17 £'000	Provisional Variance 2016/17 £'000	Provisional Variance 2016/17 %
Total OPCC Funding	10,626	9,590	1,036	9.75%
Funding provided to the Force	170,057	170,746	(689)	0.41%
Total	180,683	180,336	347	0.19%

Joined Up Approaches

Making it happen is not only about policing. During 2016/17, as is detailed in this report, much of what has been done and the outcomes achieved relies on the work of other agencies and the work of the Office of the PCC.

2016/17 has seen the continued development of a business case that brings the police and fire services closer together through single governance arrangements. Unlike in some areas this work has been a joint endeavour across services that will result in a robust business case that will be consulted on in 2017/18.

Commissioning arrangements have continued to develop more of a partnership wide approach, with commissioners working together across agencies to create a single approach to problems across the county and city areas, with the local flavour that is necessary to reflect differences. CSE support arrangements are stronger as a result of work in the last 12 months and domestic abuse services are expected to be through a similar approach.

More has to be done in this area though; there are still opportunities that are yet to be taken, linked for example to a more cohesive approach to those people who are vulnerable for one reason or for many. These plans are reflected in the new Safer, Fairer, United Communities Strategy 2017 – 2020.

Technology Transforming Policing in Staffordshire and Stoke-on-Trent

The partnership deal with Boeing Defence UK was a year old in April 2017; the ambition for Staffordshire Police to be the most technologically advanced local force

in the country remains, but most of the first year has been spent getting the basics in place, rewiring a house that has been neglected for a while.

New initiatives have included the signing off of new and upgraded body worn video capability for police officers, introducing new desktop tools providing better tools to do the job and more applications on the mobile data devices that officers and staff use. However, the major investment comes from 2017/18 onwards, with new systems that will replace those older systems that cannot talk to each other.

Boeing are also now embedded in Staffordshire Police's major change programme and have built an infrastructure plan to align with the changes to police operating arrangements. This is positive and will enable technology to be used to an optimum level, because of the alignment.

Police Change Programme

Much time and effort has been applied during 2016/17 by Staffordshire Police in designing its new operating arrangements. This has looked at the whole enterprise of policing, avoiding the short-term changes to services that often bring unexpected negative consequences, or cost shunt elsewhere.

The need for substantial change is well recognised by all police forces and nationally; crime, demand levels, expectations, technology and resourcing levels are all changing and as recognised locally and in the National Policing Vision 2025, the police service also needs to change.

A Staffordshire Police business case for change was completed by the end of March 2017, awaiting the commencement of Chief Constable Gareth Morgan in post in early June 2017 before proceeding. Approval to proceed in delivering the business case, which aligns with the Safer, Fairer, United Communities Strategy 2017 - 2020 has been given by the PCC.

The work to change 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. It will also mean that police will increasingly share buildings with partners.



The Year Ahead

2017/18 will be a very important year for the PCC and in particular Staffordshire Police, with its new Chief Constable and the start of the delivery programme for change, with the business case having being signed off by the PCC.

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

The PCC has also launched his new Safer, Fairer, United Communities Strategy 2017 – 2020, with the new delivery challenges that it brings for the Office of the PCC and all of those partners that it works with.

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

- Delivering the financial plans identified in the Medium Term Financial Strategy, so that current plans for improvement, service development and demand management can be delivered.
- Undertaking the consultation on Police / Fire collaboration proposals and then furthering these appropriately following consultation.
- 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 year 1 priorities from the Safer, Fairer, United Communities Strategy 2017 – 2020.
- The PCC, with the Chief Constable, continuing to ensure that policing in Staffordshire meets all the needs of local people, communities and local businesses.
- Delivering further significant change through technological improvements to increase the capacity and capability of Staffordshire Police.
- Expanding opportunities for people to be involved in volunteering through the work of the OPCC and Staffordshire Police 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.



- Ensuring that the right support is provided to offenders so that re-offending in Staffordshire is reduced.
- Extending the existing Police Cadet programme to provide a scheme for 13 to 17-year-olds in every local policing area by the end of the 2017/18 year.

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

You can find out more about the work of the Police and Crime Commissioner for Staffordshire at: www.staffordshire-pcc.gov.uk/ and on Twitter @StaffsPCC. You can also sign up for regular updates from the PCC's office at www.staffordshire-pcc.gov.uk/email