



Annual Report

Safer, Fairer, United Communities

2014/2015



Office of the Police and
Crime Commissioner
STAFFORDSHIRE

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

I'm trying to make my second annual summary honest and pragmatic rather than putting a gloss on everything as too often happens when these things are published. The sheer scale and complexity of what we're trying to do in partnership with the police service and others means my timetable has slipped in places but I'm confident we'll recover that this year.

I set out my stall to the electorate in late 2012 and this Annual Summary Report provides an update on the progress against my priorities and commitments, what I've found two years in that I wasn't expecting and what the future holds generally, including emerging issues around changing crime and how my office is supporting the police and others to meet the challenges.



The Police & Crime Commissioner role, which replaced Police Authorities, was a significant change in the strength and transparency of police governance. The legislation set the basic principles under law to 'secure an efficient and effective police service' but left the approach and detail of how that should be achieved to the individual elected as the PCC.

I made the decision to not only focus on the police's performance but also develop my office (OPCC) in a way that had the expertise and capacity to drive, support and deliver the wider agenda to secure better policing and community safety services for Staffordshire. An example where that wider expertise was helpful is our success in reducing the number of people with Mental Health issues ending up in a police cell even though no crime was committed.

On the whole the approach of creating wider capabilities and capacity with the OPCC has struck the right balance although I need to ramp up the 'holding to account' element of operational police performance and work is underway to do that.

A top priority continues to be improving the financial position. The last couple of years have seen immense progress in every aspect from financial management and planning through to wasting less and spending better in every area. It has steadied the position and created some room for investment in the future. The cooperative working relationship between my office and Staffordshire Police has been exceptionally effective in getting finances back on track.

Almost everyone and everything I see within Staffordshire Police leads me to believe there is an inherent will to do the right thing for Staffordshire and its people. But it is also clear that the historic culture of target chasing and over reliance on process and systems imposed from Whitehall often gets in the way of good outcomes and doing what's right for victims.

Yes, systems and processes must provide accountability, but it must not fetter the ability of professionals to use their experience and judgement to do what's right for individuals and society. A complex programme of work is underway in Staffordshire to redress that balance and is likely to take years, not months. The first ever comprehensive vision for policing here has also been developed and sets out what the next five years will look like.

Talking of victims, we've taken a radical new approach to provide better, more tailored and faster support for victims of crime. It means the system will fit their needs rather than them having to fit the historically rigid system. Staffordshire will be well ahead of the rest of the country in reforming and improving this critical area of work that is so important for victims.

This annual summary also reflects progress, or otherwise, on what I said I would do...

'No rises in council tax' for the policing and community safety part of the bill until there's no other way. I've frozen it since taking office and our forward planning assumes 0% increases up to 2019. That depends partly on whether efficiencies I'm trying to achieve by sharing support services with other parts of Staffordshire's public sector are agreed but is set strongly against my belief that it's not just how much money is spent, but how well it's spent.

'Visibility with purpose' is getting police back out and about. Officers have always returned to police station based computers for the simplest thing. The new hand held mobile technology I promised is rolling out across all of Staffordshire and will provide real time information and data whilst out in communities. It is a few months later than I planned but technology was changing and I wanted to certain that what is delivered for officers is bang up to date.

By the end of the year it'll mean an extra 250,000 hours of visible policing time on the beat; equivalent to 100 extra officers time wise. I also promised to reinforce the sense of policing in communities via 200 highly visible Police Posts and Street Contact Points.



That has been complex to do but they will start to appear across Staffordshire and Stoke-on-Trent in September, a fraction behind schedule. I do believe that local people value seeing officers in their communities more. Even in low crime areas it offers reassurance and the basic principle of more visibility in policing will feature heavily going forward.

'Staffordshire Police at the forefront technologically'. Ambition, more than a promise at the time I said it, but it really is clear that Staffordshire Police need to be cutting edge nationally in order to achieve the complex, extensive agenda we've set out. Foundations are in place to do exactly that. As well as multi million pound investment to join up information across public sector agencies protecting vulnerable people, we are near the end of a process to secure a world class strategic partner that will transform almost every aspect of technology used.

From basic systems sharing data and information that will increase police capacity, to the most complex technology that will fundamentally turbocharge intelligence capability for the Force. The complexity of the last 20 months work to get to where we are is difficult to over-egg but shortly the foundations will become a reality of genuine national significance.

'Transparency and Local' is something I said I wanted to focus on. Some aspects of policing, of course, cannot be in the public domain but the majority can be and yet isn't because of custom and practice. 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!

Making sure local people have hands on opportunity to help achieve that, particularly around performance and ethics of policing is a priority. I established ETAP, the Ethics, Transparency & Audit Panel in late 2013. It's made up of members of the public from across Staffordshire and Stoke-on-Trent who are trained and supported, through my office, to examine in detail the work police here. ETAP has received national recognition for its reports on police use of Taser and Stop & Search. Their recommendations were significant and accepted with changes made to the way police go about their business here.



The establishment of Safer Neighbourhood Panels for Staffordshire and Stoke-on-Trent is well underway. Similar to ETAP but with residents from each Local Policing area. They hold their local police commander to account for police performance every eight weeks and also work at a local level to understand what ETAP findings countywide means for their area. SNPs also monitor the police use of Out of Court Disposals such as Cautions in their local area.

Still on the 'Local' theme, I've made a major shift of money to local areas to help deliver crime prevention and community safety ideas that are developed by local people. Whilst nationally PCCs have cut drastically the amount of community safety money going to local areas, some to zero, I believe the opposite is needed. In Staffordshire and Stoke-on-Trent I have increased the total funding to local area's discretion by over two and a half times.

Local councils have received nearly double the annual settlement guaranteed each year until 2016. There is a significantly more rigorous assessment of how well it is spent in each area but, with the odd exception, the outcomes have been far better... and provable.

With the Commissioner's People Power Fund supporting community ideas to prevent crime or antisocial behaviour and 100% of the money received through confiscation of assets from criminals distributed through the Proceeds of Crime Fund it represents a major shift to more local spend against the national trend.

During this foreword I have focused mainly on the priority areas I highlighted two years ago but the work of my office, independently and in partnership with Staffordshire Police, is evolving as fast as we can catch up. It's complex, often frustrating and always fascinating.

I remain more determined than ever that the wider public sector must join up better across Staffordshire and Stoke-on-Trent to save money and ensure more of the available resource goes to frontline services. If not join up there are opportunities to pool budgets to avoid one agency not aligning with others and there are countless opportunities taken, but many more missed, to work more effectively as a public sector here.



You will read more about that in the Summary Report along with the growing challenges of the abhorrent sexual abuse of children, domestic abuse, the significant growth of online crime amongst other major changes and challenges. I'm placing particular effort in understand the risks and changes to extremism and the police's and other agencies response to it.

But we also cover some inspiring work in areas such as the development of Staffordshire Police Cadets and work to reinvigorate and greatly expand Staffordshire's Neighbourhood Watch. There's also detail on what local people have achieved with a little help from funding as well as why talking face to face with over 16,000 members of the public over the last couple of years has been an invaluable insight to what really matters to communities.

One area we have tried hard to progress but not achieved the progress I wanted is engaging with young people and building a stronger and better understanding of what is important. We will try new ideas and different approaches throughout this year but genuinely understanding the issues of youngsters who are more disconnected from traditional ways of engagement is tough but essential.

Finally, it is literally impossible to iterate in a document like this the scale of work the dedicated people who work with me, both in the OPCC and Staffordshire Police, are carrying out. The scale and level of ambition far outweighs the capacity but it is seems, mainly, to be working. I want to thank them all.

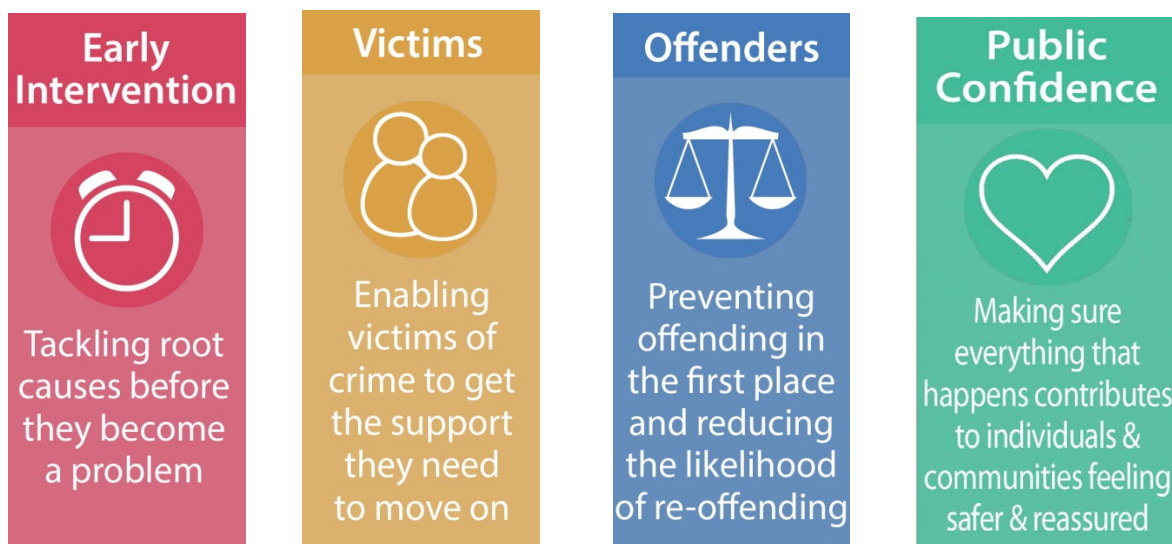
Matthew Ellis

A handwritten signature in blue ink, appearing to read 'Matthew Ellis'.

Police and Crime Commissioner

Safer, Fairer, United, Communities 2013 - 2018

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



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

Since the launch of the strategy in September 2013, much progress has been made to deliver the four priorities, and this Annual Report outlines in more detail what we have achieved over the last 12 months and what challenges remain for the Office of the Police and Crime Commissioner and Staffordshire Police.

To help deliver on the key priorities, some important foundations have been put in place:

Managing Resources and Performance

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

Managing resources effectively has also meant that: -

- Police officer recruitment has started for the first time in over three years meaning that 28 new recruits joined the service last year and now a further 80 officers have been recruited in five cohorts of 16. The first cohort is now operational, cohorts two and three are in training and the remaining two cohorts are due to start in July and September 2015.
- There has been no increase in the police and community safety portion ('the precept') of the council tax for people in Staffordshire and Stoke-on-Trent.

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

- Developed a performance framework using data from a number of sources to effectively hold the Chief Constable to account for delivery. Targets, like the previous year, have been scrapped to ensure that police officers can focus on what matters most to local communities. This doesn't mean that performance isn't measured, however, simply that officers are no longer chasing arbitrary figures.
- Ensured that through formal agreements and excellent relationships, the work of his office and the Chief Constable's workforce is complementary; delivering an agreed vision, ensuring resources are used effectively to do so and making changes where necessary to resolve any issues that arise.

Transforming Policing in Staffordshire and Stoke-on-Trent

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

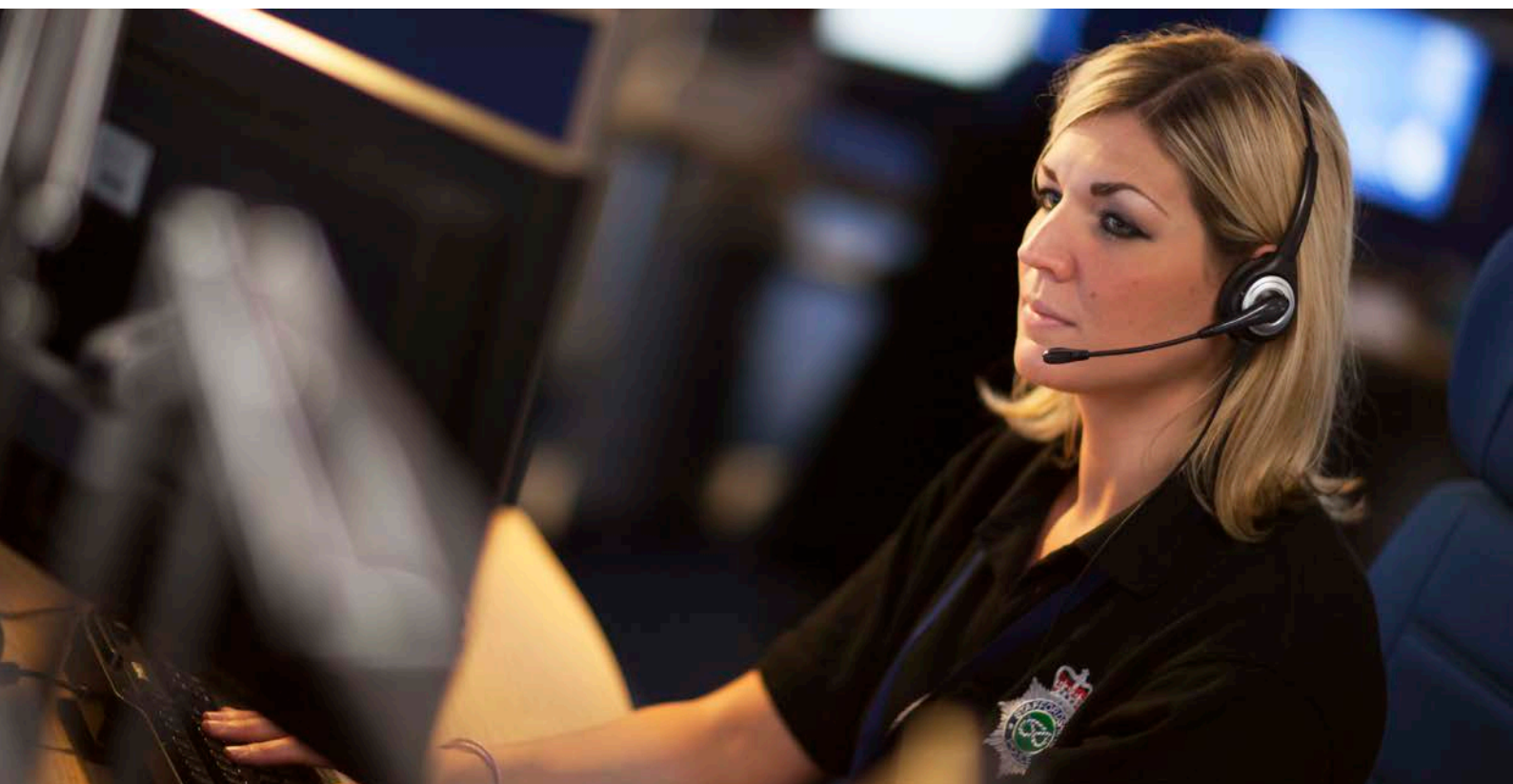


the police.

The *Core Operational Policing Programme* will redesign police operating processes 'from call to court' so police can really focus on what matters to communities, victims and witness, understand what causes demand for service and address the root causes to reduce preventable demand. This will involve more challenging, complex and creative ways of working in close partnership with local authority, health, fire and other partners – not just referring - and a bold approach to information sharing. It will mean that police will increasingly share buildings with partners. The PCC has already started 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.

An innovative ICT venture will replace tired systems with ones more appropriate to policing in a digital age. At the heart of this will be a long-term strategic partnership with a commercial ICT partner that greatly increases our capacity and capability to deliver new technology that will help us do business better within the force, with partners and the public. We need to be able to share information more easily across other agencies, embrace digital working and free up police time so that we can engage on a whole new level with the public.

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 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.

Value for money for local taxpayers

The PCC is making sure every penny of taxpayers' money works as hard as it possibly can. It's about looking at the £7.5 billion which is spent by public services in Staffordshire rather than the £181million spent on policing in isolation. Over the next year we'll continue to build on the theme of joined up approaches and drive reform, bringing funding from across agencies together to achieve better services for the people of Staffordshire. There are now numerous examples of innovative pieces of work going on across Staffordshire that deliver better value for money. Many of these are highlighted in the following sections under each of the four priorities as outlined in the *Safer, Fairer and United Communities* plan. This plan supports and drives improvements to get all the organisations involved in working more effectively together as a whole system.



Priority:

Early Intervention

Early
Intervention



Tackling root
causes before
they become
a problem

Progress achieved against this priority to date includes;

- **Early Intervention Foundation (EIF)** - OPCC officers worked alongside the Early Intervention Foundation to develop national guidance to assist Police Forces in becoming more involved in delivering early intervention as part of their role. A Staffordshire Police workshop was held, jointly facilitated by the OPCC and the Early Intervention Foundation, to ascertain views on what early intervention encompassed. The findings from the workshop were collated, alongside findings from a similar workshop held in another area, and used to form the basis of web based early intervention guidance for the police. The guidance was launched nationally on 9th March 2015.
- **Police Cadets** – The original Cadet Scheme, for 14–17 year olds, was started to strengthen links between the police and young people and promote good citizenship. This was not only for young people but also the wider community, with an average of ten volunteers, including special constables and members of the public running each unit. Between 2014/15 four successful units were up and running in Cannock (16 cadets), Stafford (21 cadets) and Stoke-on-Trent (19 cadets) the scheme has recently been expanded to Tamworth, with 30 cadets now registered. Cadets have formed honour guards at the National Memorial Arboretum, marched on Remembrance Sunday, acted as ushers and guides at the Birmingham Symphony Hall and have undertaken important educational and skill based pursuits included as part of their course.



- **Junior Cadets** – With the inspiration of PCSO Paul Washington, Junior Cadet groups have been launched in primary schools across Staffordshire and Stoke-on-Trent. Designed for 8–10 year olds, the Junior Cadet scheme consists of six one hour sessions led by a PCSO during school time. The fun packed programme includes good behaviour, road safety, school security and anti-social behaviour. 1,300 children are now junior cadets from over 100 primary and junior schools.
- **Community Safety** – April 2014 saw the introduction of the Commissioner's annual Community Fund providing a 90% increase on annual funding to reduce crime and support community safety activity (£2.5m 2014/15 from £1.3m 2013/14). The second round of the Commissioner's Community Fund closed to applicants on 14 September 2014. 119 People Power Fund applications have been received by the OPCC this round – an effective public engagement campaign doubling the number of applications received in comparison to the first round. The People Power applications are currently being reviewed by the Community Safety Partnership forums in each local authority area. 16 Proceeds of Crime Fund applications have been received from key partners that sit on community safety forums across the county and city.
- **Locality Deal Analysis** – As a key element of the Commissioner's Community Fund the PCC established, through a need based matrix, the allocation of Locality Deal funding direct to Community Safety Partnerships (CSPs). Annually, 80% of Locality Deal funding is provided in April, with a requirement for the submission of an evaluation by 30 September. Following clear outcome-based evidence to warrant further investment, the PCC committed to allocate the remaining 20% to CSPs. Each CSP received a letter detailing the PCC's decision by 31st October 2014.
- **Child Sexual Exploitation** - The PCC has commissioned a Staffordshire-wide leadership group the first of its kind in the country. This initiative includes workshops with professionals, victims, parents and carers; which not only publicise the issues but also promotes a closer more effective response from the community.

Case Study

Prince's Trust Priority: Early Intervention

The OPCC has worked jointly with Stoke on Trent City Council and Staffordshire County Council to commission an early intervention project from the Princes Trust. The project will provide 180 places to vulnerable young people across the county to assist them in building self-confidence, and the necessary skills to enter training and / or employment. The scheme commenced implementation in April 2015.



Priority:

Supporting Victims and Witnesses

Victims



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

- **Mobile Data** – The PCC is committed to providing new technology to transform the police’s frontline resources, ensuring that police officers do not need to return to a police station or sit behind a desk to use police IT systems, but can do so in local communities, commencing with officers in East Staffordshire. New GPS technology in cars will also make sure that the right officer is sent to the most appropriate incident faster than ever before.
- **Ministry of Justice Funded Projects** – the PCC committed a further ten months funding to six projects to sustain their vital provision while the wider demand and capacity analysis is completed. 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 / violence /rape and Challenge North Staffs.
- **Victim Gateway** – Central to the PCC Victim and Witness model is establishing a Staffordshire-wide “gateway” to support that can be accessed in a variety of ways; guiding and supporting victims to the very best help available to cope and recover from the harm caused by criminal conduct, irrespective of whether they wish to report the crime or not. The PCC tendered for this service against a locally developed outcome-based specification and awarded the contract to a collaboration of Staffordshire-based Citizen Advice Bureaux. The service will be based in Staffordshire, be accessible and place victim and witnesses at the heart of all its decision making / actions. The new service will begin in September 2015.
- **Business Crime and Business Crime Advisors** – The PCC has commissioned a range of new interventions to significantly impact on both volume and impact of crime against business. A business crime strategy has been written focussing on three outcomes:

1. **PREVENT** - Help prevent business crime from occurring
2. **PROTECT** - Build and strengthen business crime partnerships to effectively deal with business crime in terms of prevention, reduction and detection of offenders.
3. **SUPPORT** - Provide bespoke support to business crime victims to help minimise the impact of crime on your business. A contract has been 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. This is a proof of concept pilot running until the end of September 2015.

Despite the success of the initiatives for businesses who are victims of crime, the PCC had hoped for greater support by larger retailers in reporting crimes especially incidents such as shoplifting.



This frustrates a true assessment of the challenges that businesses face through criminality, preferring to deal with these issues 'internally' and follow a process of civil recovery.

- **Victim Specialists** - The PCC submitted a successful application to the Ministry of Justice "Competed Fund" in May 2014, securing £220,000 to establish approximately 15 Victim Specialists in Staffordshire. The group has now been established and is already showing positive results in making it easier for victims who already have vulnerabilities to get advice and support on the impact of crime should they become a victim from the specialist organisation they already have a relationship with. In addition, many more victims are being cross referred between the groups for help as awareness grows within the group of what services are available for different needs. For example, domestic abuse victims over 50 are being referred to Age Concern for help on a range of age related issues and clients of all the specialist groups in the project who have hearing problems are being referred to Deaflinks for specialist help with their hearing issues.
- **Specialist Victim and Witness Support Services** – The PCC, working with partners, has launched a comprehensive capacity and demand exercise. This will seek to determine the full range, capacity and investments in related services available in Staffordshire against the levels of projected demand (taking account of the Victims Code of Conduct).

Based on the findings of the exercise, partners will be able to agree new joint priorities / commissioning intentions for services to the vulnerable to ensure investments and outcomes maximised. This could involve re-aligning current spend; agreeing additional or reduced investments in certain areas.

- **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 which will 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. Two launch events were held in January 2015 where businesses had the opportunity to find out more about the scheme and sign up to adopting the policy. A contract has been awarded to Staffordshire Women's Aid to provide the specialised training and as a result has received strong interest from some significant companies both small and large.
- **Female Genital Mutilation (FGM)** – The PCC has led and increased the visibility of the issue of FGM, not only in Staffordshire but nationwide. A highly successful conference on the 9th September 2014, attended by over 400 delegates, triggered a very substantial interest in the topic across the sector and highlighted the gaps in knowledge and systems.



Case Study

FGM Priority: Supporting Victims and Witnesses



Over four hundred people made a pledge to stand against female genital mutilation (FGM) at a ground-breaking event in Staffordshire in September 2014. Deputy Police and Crime Commissioner Sue Arnold is leading a campaign, on behalf of PCC Matthew Ellis, about this often hidden form of child abuse.

FGM, sometimes called female circumcision or cutting, involves the partial or total removal of the external female genital organs for cultural reasons. It usually happens between the ages of four and ten and can have serious consequences for a woman's health and in some instances lead to death. It is practiced in 28 African countries and some in the Middle East and Asia and affects migrant communities in the UK.

Speakers at the conference included medical, criminal justice and safeguarding experts along with clinician Hodo Ali who gave a first-hand account of how she survived FGM. A powerful play by the New Vic Borderlines drama company called 'A Part Of Me' featured in the afternoon.

Mrs Arnold said: "Female genital mutilation is a hideous crime which almost always goes unreported. All girls have the right to live free from this torture and child abuse. Around 60,000 girls are currently at risk of FGM across the UK which means that this is a problem that cannot be ignored in Staffordshire and Stoke-on-Trent. We need to engage better with communities to educate this generation to protect future generations from FGM."

Priority:

Managing Offenders

Offenders



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

- **Cars Behind Bars** – this hugely successful scheme continues to catch car, van, motorcycle, moped, lorry and even tractor drivers travelling without insurance through Staffordshire and Stoke-on-Trent. As of March 2015, over 4,300 vehicles have been seized as a result of this campaign since its commencement in May 2013. This continues to send out a clear message that Staffordshire's roads are only for the properly insured.
- **Youth Offending** – progress on a commitment to instigate a full review of Youth Offending Services within Staffordshire and Stoke on Trent has been slower than expected. This remains a priority of the PCC and the early preparatory work is beginning to gain some momentum and the PCC will be able to report greater success in the coming year.
- **Out of Court Disposals & Restorative Justice** – Since November 2014, Staffordshire Police has been piloting a new way to deal with offenders while also providing a more appropriate and effective way of dealing with victims of crimes. Community resolutions put the victim at the heart of the process and ensure that they are satisfied with the outcome that happens in a way that remedies the harm or damage. The resolutions are based on a new list of Community Remedies that have been shaped by the opinions of over 3,500 people from across Staffordshire and Stoke-on-Trent.
- **Transforming Rehabilitation** – The OPCC has established links with National Offender Management Service (NOMS) commissioners responsible for delivery of the reforms in Staffordshire and has made contact with the company awarded the contract to deliver services in Staffordshire - the Reducing Re-offending Partnership (RRP) - to ensure close coordination of arrangements for delivery in the area. The Chief Executive of RRP has taken a place on the PCC Offender Management Commissioning and Development Board.



- **Body Worn Video** – As part of the increasing demand for transparency and increasing visibility of front line officers over 530 body worn cameras, enough for every frontline officer, PCSO and Special Constable have been made available. This enables evidential presentation to courts and has improved justice and prosecutions and the better service to the victims of crimes.
- **Mental Health Reforms** – Following pressure from PCC, mental health service providers and other agencies in Staffordshire and Stoke-on-Trent signed an agreement to improve the treatment people in crisis get. This has led to significant improvements and seen the number of people in crisis who are locked up in police cells in Staffordshire fall by almost two-thirds – from 169 in 2012 to 59 in 2014.

Case Study

Right Choice Priority: Managing Offenders

Tamworth Boxing Club was given £8,900 for the 'Right Choice' project, which aims to rehabilitate and educate adult and young offenders, through programmes based on boxing.



This unique, one-to-one approach helps break down the barriers between the individual and coach, allowing the rehabilitation process to begin.

Mr Ellis said: "It's fantastic to see the work that's being done here and the results it has. By engaging these people through sport, we can intervene and re-educate, help breaking the cycle of offending.

Working closely with the Integrated Offender Management (IOM) scheme and Kettlebrook Short Stay School, the project aims to address the causes of offending over 12 weeks for adults and six weeks for children. Adult candidates are identified and selected by IOM officers who think they are at a suitable stage in their offending cycle to be mentored by the project.

Priority:

Public Confidence

Public
Confidence



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

- **Ethics, Transparency and Audit Panel (ETAP)** – the ETA Pane continues to successfully support the scrutiny function of the PCC. A significant report that was published by the panel and highlighted by national media was the Taser report that reviewed over a 1,000 incidents where Taser was authorised, deployed or used. It made a series of recommendations to the Force which were fully adopted and the evidence found that Staffordshire Police had a higher use of Taser, but fewer discharges than most police forces in England and Wales. Another report in to Stop and Search encounters in Staffordshire was likewise robust in its scrutiny and made recommendations for the transparency and openness of policing in Staffordshire. ETAP are currently involved in a number of other pieces of work including the examining of Child Sexual Exploitation (CSE), use of the Regulation of Investigatory Powers Act (RIPA) and Proceeds of Crime Act (POCA).
- **Customer Service** - The OPCC currently administers two groups of volunteers focused on ensuring that Staffordshire Police delivers the best possible customer service: -
 1. **Mystery Shoppers** – Members of the public have been recruited and have started to make unannounced telephone calls, enquiry office visits and checks on the Staffordshire Police website to ensure that the highest levels of service are always provided to the general public from the first point of contact.
 2. **ICV** – Independent Custody Visitors made nearly 200 unannounced visits to custody suites around the county during 2014/15. With those visits 740 detainees agreed to be visited where ICVs ensured that their rights and entitlements were being extended to them as prescribed by law. During the year there were 42 ICVs and a further 10 are being recruited for the forthcoming year. This remains an important scheme in reassuring local communities of fairness and lawful management if the custody process.
- **Special Constables** – In line with the PCC's Strategy pledges, specialist posts are being created within the Special Constabulary including community specials, special detectives, rural & wildlife officers, IOM, Central Motorway Police Group and licensing specialists. All have been trained in their respective specialism. Specials have also

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

- **Public Engagement** – To date 93 successful ‘Let’s Talk’ events have taken place across the County and City. These events provide the opportunity for people to talk directly to the PCC. The estimated attendance of these was over 9,600 members of public. These engagement events are essential to keep the public up to date with the work of the PCC and enable 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 5,100 people are already receiving the OPCC electronic newsletter www.staffordshire-pcc.gov.uk/email.



- **Safer Neighbourhood Panels** – The Safer Neighbourhood Panels follow the success of the Ethics, Transparency and Audit Panel (ETAP). Three panels are established at Cannock, South Staffordshire and Staffordshire Moorlands after those councils successfully bid to become early adopters. These panels are made up of residents, local councillors and magistrates and meet regularly with their area’s local policing commander. They influence local policing and community safety, scrutinise the work done by police in the area, give feedback to their community and examine the impact of community resolutions and restorative justice where they live.



Case Study

Taser Use Priority: Public Confidence

The PCC commissioned the independent Ethics, Transparency, and Audit Panel, which he created, to conduct a thorough review of Taser use after a report by the Independent Police and Complaints Commission (IPCC) showed that Staffordshire Police appeared to have the highest Taser use in the country in 2013.



The review led by Dr David M. Morris and supported by other panel members showed that, while Staffordshire officers used their Tasers without firing as a deterrent more frequently than in other forces, Taser was only discharged 11 per cent (71 out of 619 'uses') of the time. That discharge is one of the lowest rates in the country.

Mr Ellis asked the ETA to get beneath the statistics in order to understand the context behind them. The review from the ETA Panel provided fresh perspective and more detail than the IPCC's report which did not differentiate between Taser use as a deterrent without discharge and actual discharge of Tasers. Unfortunately it meant the IPCC report allowed for a misleading picture of Taser use in Staffordshire to be portrayed. Mr Ellis concluded "I'm satisfied that police in Staffordshire keep the discharge of Taser to a minimum and in very specific circumstances. As with the bodycams, the use of Taser as a deterrent actually reduces potential violence often stopping trouble before it starts."

Staffordshire Police Chief Constable Jane Sawyers said: "I welcome this report from the ETA on our use of Taser. All officers must be able to justify their use of force as being appropriate and proportionate, and the use of force including Taser is regularly reviewed. As the report highlights, Taser is often used as a visible deterrent to prevent violence escalating, in the vast majority of these cases the Taser is not discharged. The discharge of a Taser is a last resort for officers facing situations when people are threatening to cause real harm to members of the public, the officers or themselves. I hope the public in Staffordshire are reassured by these findings." The ETA report can be read in full at <http://www.staffordshire-pcc.gov.uk/eta>

The year to come 2015/16

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

Continuing to be firmly rooted in the views and priorities of Staffordshire people, the following gives a taste of what's to come.

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

- Continuing to ensure that policing in Staffordshire fully meets the needs of the people and communities and that with the Chief Constable, the PCC ensures that policing in Staffordshire meets all the needs of local people.
- Making sure that the initiatives being implemented now to make policing more visible in communities (mobile working, police posts, community Special Constables and more) are effective and measurably build public confidence
- Delivering more significant change through technology improvement with mobile data allowing officers to spend more time policing rather than returning to the station.
- Developing in particular the local Safer Neighbourhood Panels (SNP), so that local people and representatives can both have regular conversations with their local police Commander about policing in their local area and scrutinise the way it is delivered
- Delivering the financial savings identified in the Medium Term Financial Strategy, so that current plans for improvement and service development can be delivered.
- Ensuring that the financial challenges that face Staffordshire as a whole are managed well and that joined-up working with partners and local communities is not thrown off course
- Ensuring, through evaluation and evidence, that the funding provided to local communities through the Commissioner's Community Fund (Locality Deal, Proceeds of Crime Fund and People Power Fund) is being used effectively and delivering excellent outcomes
- Delivering new arrangements for victims and witnesses through the Victim Gateway (and making the most of the funding being devolved to PCCs from the Ministry of Justice from April 2015)
- Building effective restorative justice arrangements that support victims and offenders is also a key priority



- Ensuring that the right support is provided to offenders so that reoffending in Staffordshire is reduced
- The establishment of a multi-agency Out of Court Disposal (OoCD) Scrutiny Group to critically assess an aspect of Restorative Justice
- The advent of Community Rehabilitation Companies that will bring new ideas and ways of working into what was the Probation Service is both an opportunity and a risk that needs managing at the local level
- The reintroduction of the SPACE scheme, providing summer community activities for young people between 11 and 17 years of age, in partnership with both police and local companies and closer working with councils



This is just some of the work that will be delivered over the next 12 months. The refresh of the *Safer, Fairer and United Communities* strategy later in 2014/15 will provide more and further detail of the work plan, implementation, performance management, finance and governance arrangements as required in a Police and Crime Plan.