

**Forward Thinking  
Future Policing**



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



*BOEING*



# Safer, Fairer, United Communities for Staffordshire

2017 - 2020



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

# Foreword

## Matthew Ellis

### Police and Crime Commissioner for Staffordshire



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



I published the first ever Police and Crime Plan for Staffordshire in 2013 and since that time the complexities for policing and criminal justice have evolved enormously.

The scale of online crime has grown and now outstrips what we oddly call traditional crime such as burglary or being robbed on the street. Online crime is varied from defrauding thousands of people in one click to paedophiles using the internet to distribute child abuse videos and images or individuals inciting terrorism and hatred.

The internet has been a force for good but it also allows crimes against people here to be carried out by individuals or criminal gangs in a country the other side of the globe. This not only needs different skills for policing Staffordshire, it means that law enforcement across the UK, across Europe and across the world needs to be better joined up and able to cooperate more effectively than in the past.

The changing context of crime and the potential harm being caused has shaped the work my office is doing with the police and others here in Staffordshire as well as regionally and nationally.

The newly refreshed Safer, Fairer, United Communities Strategy places greater focus on the need to redesign and improve the capability and capacity of policing. It also highlights the risk that Staffordshire Police are so focused on high level and fast changing crime that visible community policing is seen as less important. That must not happen.

That very local policing is also crucial in connecting what happens in communities to the specialist protective top end policing and security which could keep people safe in the most extreme and unlikely of circumstances.

The terrorist attacks in the spring and early summer of 2017 bring home the need to ensure that the resources available and the collective responsibilities that the police service and other public agencies have are managed effectively. This is complex work and a fast changing agenda ranging from understanding the nature of any threat, to the prevention of radicalisation, to making sure that all agencies can react if

and when needed and many things in between. With the police and others that work in this environment, I want to make sure that we are as well prepared as we can possibly be.

We've improved the financial position for policing in Staffordshire since 2013 which means neighbourhood policing numbers have been maintained, unlike some of the UK. When used effectively by the police here it can provide the visible reassurance policing which is so important to local people.

Better finances also mean I've been able to allocate a multi-million pound fund for investment to make sure the technology available to Staffordshire police goes from a less than adequate position in 2013 to a ground breaking position by 2019.

That journey is well underway and the agreement I signed with Boeing Defence UK in 2016 will help to meet my pledge when becoming the PCC to make Staffordshire Police the most technologically advanced local force in the UK.

Much has been done to deliver against the priorities I set out in my first term. The core of the first Safer, Fairer, United Communities Strategy remains as important now as it did when I started. The fact that criminality and harm often stems from family and societal issues covered by numerous public services hasn't changed and neither has policing and criminal justice often being the final 'destination' when early opportunities are missed or things go wrong in public services.

This refreshed strategy builds on the work in my first term, seeking partnerships and joint approaches that challenge silo thinking across public sector bodies in order to get ahead of demand, instead of always chasing it. Dealing earlier with the causes rather than effects of societal change, new threats and changing criminality is essential. We are collectively not doing enough in Staffordshire or nationally on this.

Locally, I intend to establish a Commission to look closely at the barriers to better joint working, the failure to effectively share data across agencies and how we can remove the obstacles. Public services that work in isolation from each other waste money, get in the way of better outcomes and risk the demand for future services outstripping the resources available to provide them. The clock is ticking!

The 'Connected Staffordshire Commission' could shape the way ahead by helping joint working so that the public are better served by the services we all fund.

There are big opportunities in the next few years to do things differently, deliver public services more intelligently and use public money more effectively. But we must grasp those difficult opportunities that can lead to new thinking.

In this strategy you can read about what has been achieved so far towards the core principle of agencies preventing harm by working better together, supporting victims sooner and reducing reoffending for the long term.

We have built strong foundations to reinforce the legitimacy of policing by consent and underpinned it by bringing greater transparency than ever before to the way the police carry out their work. More people than ever before from across communities in Staffordshire and Stoke-on-Trent are involved with making the work of police more transparency and accountable.

I cannot deny the last 40 months has had its ups and downs. If I'm honest there have been serious frustrations as well as important successes. My second term is likely to be more difficult than the first. The scale and complexity of criminality and social ills means the need to reform police and criminal justice services, and others, in order to work more effectively together is paramount.

The second term is also an opportunity and I'm confident that whilst policing and community safety will develop, change and adapt, it will ultimately be stronger and more resilient as we progress this Safer, Fairer, United Communities strategy.

A handwritten signature in blue ink, reading 'Matthew Ellis'. The signature is stylized, with the first name 'Matthew' written in a cursive script and the last name 'Ellis' in a more formal, blocky style.

**Matthew Ellis - Police and Crime Commissioner for Staffordshire**



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# Introduction

The specific challenges faced by policing as a result of the changing face of criminality are well known and significant. The very current challenges of terrorism and public safety mean that the police service and other public agencies must continue to adapt to a changing world. More and more crime is conducted through digital methods and the internet, there are the challenges of vulnerability and of effectively supporting those victims of CSE, domestic abuse, modern slavery and other abhorrent crimes and of crime now rising after a long period of reduction.

As well as crime changing in type and volume, the police service has traditionally placed reliance on being able to react quickly and address short-term need, often at the expense of long-term planning and an approach to managing change. When set alongside a service culture that takes time to adapt and is often built on looking to management, who will have many more years' service and will direct in a traditional way, the need to transform is evident.

Bold and innovative steps will be taken to build on the strong foundations built during the first Police and Crime Commissioner (PCC) term of office from 2012 to 2016. This saw stronger partnerships formed that are already delivering better outcomes, money being spent better and opportunities for the future being identified and worked upon.

But there is so much more to be done. Through the Office of the PCC (OPCC), Staffordshire Police and partner organisations, the plan to 2020 will see: -

- A continued focus on the **four priorities** identified in the 2013 to 2016 Safer, Fairer, United Communities plan, with the addition of a **fifth priority** to build a modern and transformed police service fit for a changing future, able to address existing and new issues and the threat and harm that impact from local, regional, national and international activity.
- A commitment by the PCC to further enhance frontline policing, by ensuring that neighbourhood policing remains an absolute requirement as well as further investment into specialist policing services to meet local need and adapt effectively to existing and new threats.
- Clear indicators that will provide the evidence as to whether performance and outcomes are better as a result of action taken.



- A continued commitment to working in partnership with the police and other organisations that can help deliver improvement in services and better outcomes. This includes plans to work more closely with the Fire Service, but also to further develop joined-up approaches regionally and nationally. This includes with other police forces, local authorities, the NHS, probation services, criminal justice system partners (the Crown Prosecution Service and the Courts Service), prisons, universities, the local voluntary and private sector and local people and the communities they live in.
- Greater investment in information technology and other areas that will enable positive change and development in policing and more widely. The 2016 contract with Boeing Defence UK agreed by the PCC provides an opportunity to build the technology in Staffordshire that helps reduce harm and improve public safety. The plan will mean that Staffordshire Police are easy for other public sector agencies to work with and that the systems are interoperable with the technology and systems that others have. It will also provide different opportunities for people who live in Staffordshire and Stoke-on-Trent to engage and work with Staffordshire Police, for example through digital.
- More opportunities for local people and local communities to scrutinise and hold Staffordshire Police to account for the services they deliver. The Ethics, Transparency and Audit Panel and local Safer Neighbourhood Panels established by the PCC are already working well, but will become stronger still over the next four years
- A continued focus on local areas developing solutions that impact positively on community safety outcomes; this means the continued allocation of locality deal funding to district and borough councils and the city council and the continuation of the People Power Fund and the Proceeds of Crime Fund for local people and community groups to bid into. Further opportunities to develop road safety schemes led by local community groups will also be forthcoming in early 2017.
- Working with partners to help build greater community resilience through people being assisted to do more for themselves and build different relationships with the statutory organisations that serve them. A stronger relationship between local people and Staffordshire Police built on better



community engagement is also desired by both the PCC and the Chief Constable.

This plan also provides information on some of the key aspects of the PCC role that are not so visible, but are important. Detail is provided on the resources that are made available to the Chief Constable to deliver efficient and effective policing services, how the PCC makes sure that progress is reported in a transparent way, how key decisions are made and how he holds the Chief Constable to account for the performance of the force.



# Priorities for 2020

## Focusing on what matters to local people

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The revised Safer, Fairer, United Communities strategy has five priorities that drive the thinking, planning, decision-making and action taken.

**The PCC's five priorities are:**



### **Modern Policing**

"A police force that is fit for a changing future."



### **Early intervention**

"Identifying and tackling root causes at the earliest opportunity."



### **Supporting Victims and Witnesses**

"Making it easier for victims and witnesses to get the support they need, when they need it."



### **Managing Offenders**

"Preventing offending in the first place and reducing reoffending."



### **Public Confidence**

"Creating opportunities for communities to shape policing, with greater transparency and openness to increase confidence in policing."

# Priority

## Modern Policing

Modern  
Policing



A police force  
that is fit for  
a changing  
future

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

The police service in the UK faces major challenges as it looks into the future. This has been recognised in Staffordshire and also at a national level through the new [National Policing Vision 2025](#). The Vision, which the PCC contributed to and supports, identifies: -

- The bedrock of policing being at a local level, increasingly focused on proactive and preventative activity;
- The need to develop more effective and efficient specialist capabilities so that new and more complex threats can be addressed;
- Policing as a profession, with a workforce that is representative, with the right skills, powers and experience;
- The opportunities around digital technology, both in using it as a tool to provide better intelligence and join up systems between different partners and making it easier for the public to contact the police;
- Opportunities for business support functions to be delivered more efficiently and consistently and in partnership;
- The need to strengthen accountability arrangements, particularly at cross-force and national levels.



The communities served by the police service and the challenges they face are increasingly diverse and complex requiring different and more sophisticated

responses. A police service that can respond to cybercrime, domestic abuse and vulnerability, child sexual exploitation, serious and organised crime and the very real threat of terrorism, as well as more traditional crime and anti-social behaviour has to be able to adapt, be more agile and make use of new techniques and tools if it is to be effective.

Demand for service in policing is high as well as being diverse and it is necessary for the police service to do more to prevent and intervene early to deal with the root cause of problems before they become more complex and costly to address. On mental health the PCC has given a significant focus to this approach and had success, but more has to be done to make this a way of working as opposed to a project-based approach.

These challenges cannot be addressed by policing alone. Staffordshire Police has to also work effectively with its partners in Staffordshire, at a regional level and at a national level if it is to modernise. It will not prove possible to address the complex issues that it has to deal with without being a good partner itself, being easy to do business with and welcoming of the skills and expertise that others bring. For example, addressing the needs of a vulnerable child, or adult may require the support of a local authority, or the NHS and addressing serious and organised crime may require the support of a regional unit, or the National Crime Agency (NCA).

The PCC is committed to making sure that Staffordshire Police is enabled to adapt itself to those future challenges and to provide the right resources at the right time to turn the commitment into a reality. He will do this by: -

## ■ **Enabling Staffordshire Police to deliver a local change programme**

The PCC will enable and work with Staffordshire Police on a substantial change programme. Working with Staffordshire Police's ICT partner, Boeing Defence UK and the advisory support provided through KPMG there will be major changes to the Staffordshire Police operating model over the next few years. All aspects of how the force operate will be considered within the change programme including the specific service areas e.g. local policing, specialist services, justice services; the people and culture; the technology; the estates and vehicles; the use of information and intelligence; the opportunities from joining up services with others and the way that the service is governed.



The change programme is about meeting the expectations set by PCC and Chief Constable. Staffordshire Police's current vision document establishes a clear view of

how the force needs to change for the people it serves, for the people that work for it and for the partners it works with.

This local vision aligns with the [National Policing Vision 2025](#) published by the Association of Police and Crime Commissioners (APCC) and the National Police Chief's Council (NPCC) at the end of 2016.

Both set out an ambitious and necessary change requirement, so that the police is fit for the future.

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

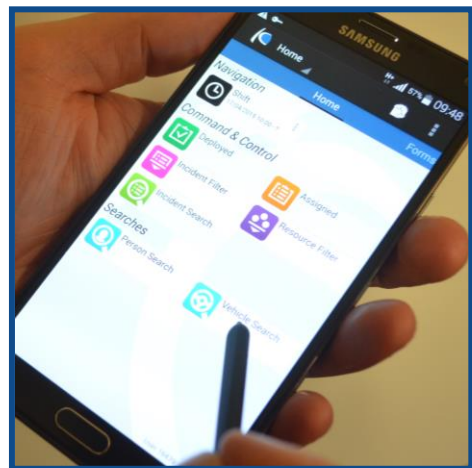
The PCC will ensure, through his medium-term financial plan, that Staffordshire Police has access to the right level of resources to deliver both the transformation required and effective day to day services for the people of Staffordshire and Stoke-on-Trent.

The PCC will work closely with the Chief Constable so that he understand the very specific policing challenges and risks that the service faces and invest to ensure that these are managed and mitigated. These will range from the very high-level issues of terrorism and organised crime to the more day-to-day challenges of cyber-crime and anti-social behaviour.

Savings are required over the medium-term, but if linked effectively to the transformation programme, then reinvestment to meet these needs and to strengthen frontline services is possible.

## ■ **Exploiting the power of new technology**

The PCC has already entered into a long-term contract with Boeing Defence UK to ensure that Staffordshire Police have the capacity and capability to exploit and take advantage of the best that new technology can provide. Nearly one year into this contract clear plans are coming together and substantial change will be delivered through to 2020.



Police officers in Staffordshire now work with networked mobile devices that improve their effectiveness and allow them work more in the communities they serve; they also wear body-worn video devices that help provide transparency and are effective in deterring criminal and anti-social behaviour. More improvements in both these areas are to be implemented in 2017.

More significantly still, Staffordshire Police with Boeing will replace most of its legacy systems over the next few years, substantially improving the management and flow of information, the linkages between different parts of the service and the efficiency of how things are done, both on the frontline and behind the scenes. Crucially, this will also provide the police with new ways to engage with citizens, better understand community problems and needs and provide the appropriate response.

The PCC will ensure oversight, scrutiny and influence to the delivery of the technology improvements to be delivered in Staffordshire Police and also drive specific initiatives that test the boundaries of innovation, for example in information sharing across public sector bodies that operate with multiple ICT systems.

The PCC will also work with national bodies such as the Police ICT Company to help prioritise investment, encourage national approaches and realise shared benefits. He will influence to ensure the right balance between national, regional and local programmes that support technology improvement.

## ■ Assurance through Governance & Accountability

The PCCs statutory responsibility for the efficiency and effectiveness of policing is now firmly embedded in policing governance and accountability arrangements, with operational independence of the Chief Constable also assured.

The PCC will ensure that there is a coherence between his Safer, Fairer, United Communities Strategy and the plans to modernise policing at the local, regional and national level. At the local level, governance arrangements are already established that assure this; at the regional level, current arrangements exist but will be strengthened further and at the national level arrangements are in place between the APCC and the NPCC that will develop further into the near future.



The PCC will continue to build and develop relationships across the community safety sector to enhance multi-agency governance arrangements. His Safer Staffordshire Strategic Board (SSSB) that brings together all agencies that have an interest in community safety will play an important role in assisting the PCC to provide the oversight and scrutiny that will need to be applied to the transformation of Staffordshire Police. This is also true of the mechanisms that the PCC has built to enhance transparency, in particular the Ethics, Transparency and Audit Panel (ETAP) and the Safer Neighbourhood Panels (SNPs).



The Police and Crime Panel that scrutinises the decisions of the PCC will also apply itself to considering the PCCs approach to ensuring that Staffordshire Police is a force that is fit and ready for a changing future.

## **How we will measure success?**

The PCC will use his Performance Framework to ensure that Staffordshire Police deliver against the expectations set out across all the priority areas. It will be continuously developed to ensure that the measures used inform the Commissioner as to how well Staffordshire Police are modernising and transforming themselves.

The other four priorities will all contribute to making this judgement.

Key areas of performance measurement will include: -

- Recorded incident, crime and anti-social behaviour rates, with detail about locality, type, trend etc.
- Victim satisfaction levels;
- Management of demand for service;
- Public perception;
- Contact and 999 / 101 Call handling;
- Response times;
- Road safety;
- Management of complaints;
- Management of people and resources;
- Performance against action plans and improvement plans.

There will also be key points in time when the work to modernise the force comes into sharp focus. For example, by the end of March 2017, the PCC will be presented with an HM Treasury compliant business case that sets out the way forward through to 2020 and beyond and how the Staffordshire Police operating model will adapt and change over that period.

He will also ensure that his own office delivers against the requirements placed on them, not least in ensuring that the governance and accountability regime is appropriate in its links with this priority.

# Priority

## Early Intervention

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### Early Intervention



Tackling root causes before they become a problem

This priority focuses on preventing crime and anti-social behaviour and providing early help to individuals, families and communities before problems become entrenched, more complex and costly to resolve.

Analysis by the Early Intervention Foundation (EIF) has found that dealing with crime and anti-social behaviour costs public services an estimated £5.2 billion a year - £1.8 billion of which falls to the police. On top of this, growing numbers of police call outs are related to social problems such as domestic violence, children going missing, mental health and other welfare concerns.

### What's been achieved so far?

#### ■ Developing work around Early Intervention

##### **Early Intervention Academy**

Staffordshire was chosen as a Pioneering Place by the [Early Intervention Foundation](#) (EIF) to do even more work to prevent people from slipping into a life of crime.

In August 2015, Staffordshire was the only PCC's office in the country to form part of the Early Intervention Academy for Police Leaders. The Academy developed the Charter for Early Intervention in Policing. This sets out the vision, mission and core principles of how police forces should embrace the Early Intervention agenda. The learning from the Academy was shared with Police leaders and PCCs in June 2016.

The OPCC worked with the EIF to produce a leaflet and website for police officers helping to aid their understanding of how to apply early intervention techniques.

More recently, Staffordshire OPCC have gained a place on the newly formed EIF Places Network which will ensure that Staffordshire continues to be involved in Early Intervention at a national level.

##### **Early Help Strategy**

The PCC has played a key role in the development of an [Early Help Strategy for Staffordshire](#). It is about a joint approach, involving all agencies, to help individuals, families and communities as soon as they can to stop them experiencing more severe problems and costing the taxpayer more money. The strategy has supporting

action plans that the OPCC takes leadership on, ensuring also that Staffordshire Police play an active role.

### **Child Sexual Exploitation**

The PCC has worked with partners to develop a Child Sexual Exploitation (CSE) strategy in Staffordshire, invested new money into making sure that services are in place to provide support to victims and initiated joint commissioning arrangements with Staffordshire County Council and Stoke-on-Trent City Council. This will ensure that victims of CSE receive a consistent high quality service wherever they are from and that preventative work is targeted appropriately.

The PCC also led on a performance focused approach that measures and assesses how well local organisations singly and collectively address impact of CSE on communities and individuals.

For the first time, a multi-agency CSE Prevention Team was established in Staffordshire, with the outcomes of this work influencing the future commissioning arrangements that are being delivered.

### **Prince's Trust**

The PCC has supported vulnerable young people by establishing a personal development programme delivered by the Prince's Trust.

The programme seeks to build self-esteem, confidence, decision making and employability skills through initiating activities for young people. The programme started in April 2015 and, by the end of March 2016, a total of 196 young people, aged 13-25, have been supported and enabled to move on as a result.

## **■ Creating new opportunities for young people**

### **Police Cadets**

The PCC introduced the Police Cadet programme for 14 to 17-year-olds to improve young people's lives. In the PCC's first term of office, six Cadet Units were established across Staffordshire and Stoke-on-Trent. The PCC introduced the Cadet programme to strengthen the links between police and young people from all backgrounds, and to promote good citizenship.

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.



The PCC also introduced a Junior Cadet scheme for children at primary schools led by PCSOs, which has seen more than 2,000 school pupils involved.

### **Space activity programme for young people**

The PCC launched an activities programme for young people to provide positive activities during the school summer holiday. Space, relaunched in 2015 and co-ordinated by the OPCC, saw a new approach linking various voluntary and public organisations, including councils across the county. The PCC provided £127,000 to fund activities aimed at improving health and wellbeing, increasing skills, and reducing disruptive behaviour. In total, Space in 2015 saw 13,388 attendances by young people across Staffordshire at 586 activities.



The programme also ran during the summer holidays in 2016 with thousands of activities for young people.

Evaluation of the scheme has taken place and shown that the scheme has a number of beneficial outcomes for both those involved and also for communities.

## **What next?**

### **■ Promoting Early Intervention and Prevention**

The PCC will continue to promote Early Intervention as being a key aspect of the future delivery model for Staffordshire Police and other partners. Getting ahead of problems to prevent and intervene earlier is essential if communities are to be well served and demand managed better.

As well as requiring this approach within Staffordshire Police through the delivery of an early intervention action plan, the PCC will ensure the same through his own office in all new, and existing, joint commissioning and partnership work. This will include shifting the focus of investment from acute services to early help services.

The effectiveness of preventative work will also be considered; the PCC will work with partners to review the effectiveness the current Prevent counter terrorism arrangements in Staffordshire and Stoke-on-Trent.

### **■ Improving the consistency and co-ordination of Personal, Social and Health Education programmes.**

In the PCC's second term, he will ensure with a range of partners, a more consistent, County-wide approach is agreed and delivered for universal and targeted education for vulnerable young people.

This will help and equip young people with the skills for making informed decisions. Subject areas covered in this area must include CSE, youth violence and gangs, substance misuse, sexual health, vulnerability to radicalisation, fire and road safety and healthy relationships.

## ■ **Expanding work to tackle Child Sexual Exploitation (CSE)**

### **Performance**

The PCC will help to shape the development of supporting delivery plans for the recently agreed County-wide CSE strategy, measuring effectiveness against the objectives of the strategy.

There will be a phased roll-out of the performance framework to gather information on how local organisations singly and collectively address and measure the impact on CSE and the contribution to addressing this issue. This document is called the CSE Outcome Framework.



In March 2016 the [Know About CSE](http://www.knowaboutcse.co.uk) website was launched to provide young people, parents and teachers with information on how they prevent the sexual exploitation of children.

### **Supporting those affected by CSE and vulnerable young people**

The PCC will jointly fund and commission County-wide support services for children at risk of being sexually exploited and those who go missing.

The new services, which are due to start in 2017, will see further multi-agency approaches to tackle the sexual exploitation of children. The two new services will provide a consistent approach instead of ad hoc, fragmented provisions in place.

The Targeted Child Sexual Exploitation (CSE) Service will assess the needs of the child and put in place care programmes and one-to-one support for victims and their families.

The Missing Service will provide de-briefing interviews with every child who goes missing in Staffordshire to understand why they went missing and what support is needed to stop them going missing again. This service aims to ensure the children get the support they need.

The new services, when launched in 2017, will ensure, wherever people live in Staffordshire and Stoke-on-Trent, they have access to consistent, high quality services.

## ■ **Creating further opportunities for young people**



The PCC will increase the number of Police Cadet Units as well as the number of young people who take part in positive activities as part of projects including the Space programme.

He will extend the existing Police Cadet programme, to include 11 to 14-year-olds, supporting the two currently operating for 14 to 17-year-olds and at primary schools.

He will also invest in the Prince's Trust personal development programmes for young people to increase practical and social employability skills as well as education, training and employment opportunities.



The PCC has invested in the development of a Youth Commission in Staffordshire, bringing together a diverse group of young people to help represent the issues and challenges that they face and identify how best, with statutory agencies such as the Police, these are resolved. The Commission is very new and will develop further over the next few months and years.

### ■ Early Intervention Plan (EIP)

In 2017/18 the PCC will work with Staffordshire Police to develop a Staffordshire-wide EIP, building on the Early Help Strategy and the EIF Early Intervention Charter. The plan will support the aim to build resilience in families and communities so that they can thrive and ultimately place fewer demands on public sector resources in the longer term. The OPCC will also act as a key lead for Staffordshire's Early Intervention Plans; the role will be to co-ordinate partner agencies, including the Police, to ensure that actions are implemented and outcomes are achieved.

### How we will measure success?

Key measures should be about the outcomes achieved and not the job or activity done. In supporting Early Intervention, the outcomes framework created for CSE is an excellent example of how outcomes can and should be measured.

Although the impact of preventative and early intervention support is hard to measure, key and broad evidence-based questions to be asked, will include: -

- Are those supported by PCC programmes more resilient and able to live safer lives?
- Are we able to create an evidence base to show that early intervention and preventative work impacts on the number of people requiring more acute support?

- Are young people being better supported to address their vulnerability?
- Is there a more consistent approach to vulnerability education in place?
- How effective is the Police Early Intervention Plan in building resilience and impacting on demand?

All projects commissioned by the PCC will have a contract in place specifying what outcomes are to be delivered. These will be monitored quarterly. Progress on early intervention will also be monitored through multi-agency governance groups, which include the PCC's office. Progress will also continue to be reported regularly to the Police and Crime Panel, as has previously been the case.

Outcomes, objectives and results will be agreed against each of the next steps identified above and these will be regularly reviewed through performance monitoring meetings or existing governance arrangements.

# Priority

## Supporting Victims and Witnesses

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### Victims



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

This priority focuses on ensuring that victims, witnesses and their families are supported in a way that recognises their individual circumstances and places them at the very heart of all criminal justice processes.

Victims of crime supported by the Staffordshire Victim Gateway and Business Crime Advisors, both introduced by the PCC, say more tailored support is helping them to cope and recover.

Residents and businesses who are receiving Staffordshire Smart Alerts find the information being provided by Staffordshire Police helpful and informative.

### What's been achieved so far?

#### ■ Introduction of the Staffordshire Victim Gateway

The Gateway, established by the PCC in September 2015, provides greater, more tailored support for victims of crime and overall supports far more victims than previously was the case. The service helps victims to cope and recover from the harm caused by criminal activity.

The Gateway is operated by the Citizens Advice Bureau, provides guidance and support to individuals, whether the crime has been reported to the police or not.

Its performance is monitored through regular reviews to ensure good performance and ongoing development, in line with the Victims Code of Practice. More than 50,750 people in Staffordshire were offered advice and support in its first year.

#### ■ Victim Specialists

The PCC-established group of Victim Specialists continue to meet, supported by the Victim Gateway service. The group work together to strengthen referral pathways and support for vulnerable victims.

#### ■ Supporting those affected by Domestic Abuse in the workplace

Working closely with members of the business community, the PCC has developed a "Supporting Domestic Abuse Victims at Work" Policy and dedicated staff training aimed at private sector employers. This approach helps employers and their staff

raise awareness of domestic abuse signposting those affected by domestic abuse to professional support.

### ■ **Introducing Business Crime Advisors**

Business Crime Advisors provide victim support for businesses to help minimise the impact of crime on the organisation. The PCC delivered a proof of concept pilot through the Staffordshire Chamber of Commerce that provides business crime support advisors, trained to give a wide range of business help and guidance, from insurance through to operational productivity. The service will be commissioned fully in 2017.

### ■ **Improving Domestic Abuse Services**

A pan-Staffordshire Domestic Abuse strategy, jointly led by the PCC, has been developed, aiming to help those affected by domestic abuse to live safe and independent lives

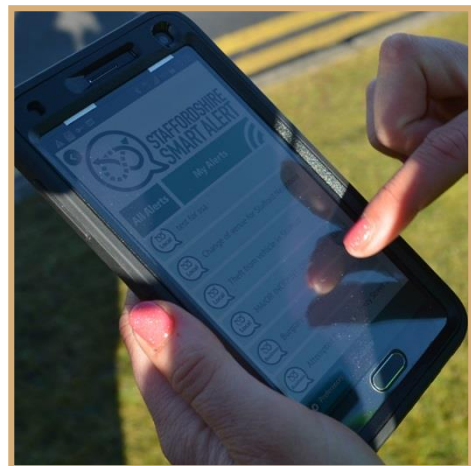
The strategy will be owned and delivered through partnership arrangements established through the PCCs office that bring together all of those organisations that need to influence and shape an approach to domestic abuse. The Staffordshire strategy has been developed with links to all the other plans and strategies that impact on it, for example drug and alcohol, violence against women and girls and safeguarding plans and strategies.

Aligned to the new strategy, work has begun towards the introduction of a collaborative approach to ensure more consistency in the commissioning and delivery of domestic abuse services across Staffordshire and Stoke-on-Trent. It is a major task to turn inconsistent approaches across Staffordshire and Stoke-on-Trent around so that victims and perpetrators can be assured of getting the same level of support wherever they live in the county.

### ■ **Staffordshire Smart Alert**

The PCC launched a new App and website in March 2016 which provides free, localised, timely crime alerts and community safety messages for residents and businesses across the county.

Developed and driven by the PCC it has included work with and support from members of Neighbourhood Watch. People can enter their postcode in Staffordshire Smart Alert to receive updates for their area. The alerts are provided by Staffordshire Police.



## ■ Business Crime Matters

Successful businesses are the lifeblood of local communities and the PCC introduced a new approach that treats business crime more seriously, where company owners get the support they need. The PCC commissioned a range of new interventions as part of the Business Crime Matters strategy. The Business Crime Matters campaign was launched to highlight free support and advice for businesses who become victims of crime. Businesses can find out more on the [www.businesscrimematters.com](http://www.businesscrimematters.com) website.

A poster titled 'BUSINESS CRIME MATTERS' with the subtitle 'In Staffordshire and Stoke-on-Trent'. It features three statistics: '39% of businesses do not report crime to the police.', 'The total price tag of business crime in Staffordshire is estimated at over £7,300 per hour.', and 'Fraud alone costs companies £9.1 billion nationally a year.' At the bottom, it says 'Find out more and sign up for alerts at: www.staffordshire-pcc.gov.uk/business' and includes logos for the Office of the Police and Crime Commissioner Staffordshire and Staffordshire Police.

**BUSINESS CRIME MATTERS**  
In Staffordshire and Stoke-on-Trent

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of businesses do not report crime to the police.

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Office of the Police and Crime Commissioner  
STAFFORDSHIRE

## ■ Remodelling Police support to witnesses

Staffordshire Police has completed a comprehensive review and re-development of its Justice Services Department, which includes Witness Care. The PCC's office has supported the re-design and restructuring of working practices to ensure that in future witnesses are supported better on their route through the criminal justice system.

## ■ Establishing Restorative Justice

The PCC has established a Restorative Justice Hub after a commissioning process, with the contract awarded to the Citizens Advice Bureaux.

Restorative Justice provides victims with the opportunity to have a say in the resolution of offences committed against them and offering an opportunity to come face to face with their offender as one part of a resolution. For victims, when used appropriately, this is often more effective than a criminal justice process and for offenders, the restorative justice process provides a unique opportunity to face up to their actions and to make up for the harm caused by their offending behaviour.

Further detail is provided in the Offending part of this strategy.

## ■ Personal Safety Devices

Personal Safety Devices are effective in providing additional support for the small number of people at the highest risk of harm or who are considered to be at the highest level of vulnerability. The PCC has started a re-commissioning of this tool, expected to be completed by the end of the 2016/17 financial year; the piece of work will deliver better support that has been the case to date.

These devices will be considered as part of a developing package of support available for officers to use in future when dealing with vulnerable individuals.



## What next?

### ■ **Better Support to Victims and Witnesses across the Criminal Justice System**

#### **More Joined-Up Support Arrangements**

The PCC will continue to work with criminal justice and other partners to develop and enhance the services provided for victims and witnesses across Staffordshire and Stoke-on-Trent. A multi-agency strategic Victim and Witness Commissioning and Development Board will be established before the end of the 2017/18 financial year to make sure that there is a coherent multi-agency approach to provide support. The board will oversee services for victims and witnesses across Staffordshire and report directly to the Safer Staffordshire Strategic Board.

The PCC will campaign to reform the broken and fragmented criminal justice system, where work is carried out in silos by multiple public agencies. As part of work to join up the criminal justice system from call to court, he will raise awareness through a campaign starting in 2017 around the delays and inefficiency that exists and unduly impacts on victims and witnesses and unnecessarily prolongs their journey in the criminal justice system. This work will be overseen and managed by the Criminal Justice System Efficiencies Board in Staffordshire.

#### **Victim Code of Practice**

The PCC will ensure that systems, training and procedures reinforce the need to treat victims and witnesses with respect, accounting for them as individuals as well as their circumstances. This will include working with Staffordshire Police during 2016 and 2017 to assist the introduction of an action plan to support the delivery of the Victims Code of Practice. Police are also providing victims of crime with an information pack to raise awareness of the support available to them.

#### **Improved Support to Victims of Business Crime**

Following the successful pilot of business crime advisors, the PCC will ensure that services are delivered on a permanent basis so that business victims are supported more equitably in the future.

The PCC will also develop a new Business Crime Strategy to ensure that the different elements of support that are provided with the business sector are better coordinated and joined-up.

### ■ **New Domestic Abuse Services**

#### **Implementing the Strategy for tackling Domestic Abuse**

The PCC will ensure that the new joint strategy for preventing domestic abuse, supporting those people impacted on by domestic abuse and providing effective justice is delivered. This will extend the existing reach to focus attention on prevention and early intervention through to acute service provision, for both

potential and actual victims and perpetrators, their children and families, businesses and communities.

### **Delivering new Domestic Abuse Services**

The PCC will, through working with partners, support those affected by Domestic Abuse by implementing a more joined up and consistent set of services. This will ensure people affected by domestic abuse receive a consistent and quality service no matter where they live in Staffordshire and Stoke-on-Trent. This will be in place before the end of 2017.

The approach will focus attention on supporting current demand and intervening early to prevent and reduce domestic abuse incidents and the number of people who are repeatedly affected. It will also seek to work with perpetrators to challenge their behaviour and reduce offending and reoffending. The work has been driven by the PCC as part of his agenda to support victims.

### **■ Modern Day Slavery (MDS)**

To help those affected by modern slavery, the PCC has led and increased the visibility around the crime, not only in Staffordshire but nationwide.

A highly successful conference on the 10th December 2015, attended by over 500 professionals, triggered a significant interest in the topic and highlighted gaps in knowledge and approaches.

As a result of the conference, Staffordshire Police were informed of situations that gave concern for the welfare of some workers.



Modern slavery can take many forms including the trafficking of people, forced labour, servitude and slavery. Victims can be men, women and children but it is most common amongst the vulnerable, and within minority or socially excluded groups. More information about Modern Slavery and the PCC's work to highlight the crime, can be found at: [www.staffordshire-pcc.gov.uk/modern-slavery/](http://www.staffordshire-pcc.gov.uk/modern-slavery/)

### **■ Video Links to Court**

Before the end of 2017, the PCC will introduce a pilot where vulnerable victims of crime across Staffordshire and Stoke-on-Trent can give evidence to court rooms through live video-links. This will support victims that would otherwise be at risk of not giving evidence in a courtroom and therefore aim to improve and enhance justice.

The video-link project will be initially trialled at three locations. Victims of domestic abuse and other vulnerable victims, whose cases are being progressed through the Magistrates Courts, will be able to use the facilities.

The project will be made possible through the PCC securing funds to develop a “live link” facility for vulnerable and intimidated witnesses to give evidence from a location away from court buildings or police stations.

## How we will measure success?

The PCC will use his Performance Framework to ensure that Staffordshire Police deliver against the expectations set out across all the priority areas. He will also ensure that his own office delivers against the requirements placed on them. Key measures will be about the outcomes achieved and not the job or activity done.

The PCC will also undertake an assessment of local need of victims and witnesses and the services available with a view to using the information to inform future planning and commissioning of services.

Key and broad evidence-based questions to be asked, will include: -

- Are victims and witnesses able to access the services they need?
- Is there sufficient availability of services to meet need?
- Do victims and witnesses judge the services that support them to be effective in overall terms?
- Do victims and witnesses feel reassured after receiving the services provided?
- Are victims and witnesses in receipt of services getting them in an appropriate and timely manner, are they well informed about progress, are they treated with respect and are the police / others easy to make contact with?
- Do some parts of the criminal justice system support victims and witnesses better than others?
- Are services influenced by geographic or demographic factors?
- Are services provided meeting their own targets and expectations, or those of commissioners?
- Are campaigns being delivered being effectively and influencing appropriately?

By way of helping to answer these questions and others, performance arrangements are attached to existing contracts. For example: -

- The Victim Gateway performance framework already monitors the activities of Staffordshire Police processes and response times and services provided through the Gateway by the Citizen Advice Bureau are evaluated to ensure

that victims receive timely, tailored support which best suits their individuals needs and circumstance.

- The Restorative Justice Hub will be managed and monitored through new governance and performance management to measure the impact and change of attitudes of those engaged in the process.
- The delivery of personal safety alarms services will be overseen and managed by Staffordshire Police through contracts aligned to new and developing domestic abuse governance arrangements.
- The shortly to be commissioned services to support victims of Business Crime will be overseen and managed through contracts and the shortly to be developed and implemented victim governance arrangements.

# Priority

## Public Confidence

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### Public Confidence



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

This priority focuses on ensuring that the people of Staffordshire are better informed and involved in how policing and community safety arrangements are delivered, helping thereby to increase public confidence and reduce the fear of crime.

A responsive, public facing and visible police force which recognises the diverse needs of our communities is at the very heart of the PCC's priorities. Public access to services needs to be built around a number of flexible communication channels, including face to face, emergency and non-emergency telephone responses, digital channels including websites and social media and others as required.

All of the activities in this strategy, as well as the PCC's ongoing focus to minimise bureaucracy and modernise services and approaches, are concentrated on one clear underpinning goal – freeing up more time where it matters – for front line activity, getting officers out into communities, rather than being stuck behind desks.

Public Confidence is also about trust and having a police service that is open and transparent where policing at every level can be examined and scrutinised to help improve reassurance and the service to communities.

The PCC will continue to spend time listening and understanding what really matters to people in communities to help shape services, information and solutions.

### What's been achieved so far?

#### ■ Visibility with Purpose

The PCC with the Chief Constable has led work to increase the visibility of local police within their communities, enabling this through the provision of hand-held devices that allow police officers and PCSOs to complete duties out in the community rather than in a police station. This is particularly important in maintaining a visible presence in rural communities, where demand for services can be low but where reassurance is still necessary.

Whilst there is more to do in ensuring that all the applications necessary are on the device, there has been an increase in PCSO visibility over the last term of office and there is an expectation that this will become greater and also show increased visibility of warranted police officers.



However, the PCC also believes that visibility is a more complex matter and not about a police officer or PCSO standing on every street corner. Improved community engagement, more intelligent use of deployment and assets, the effective use of digital technology that makes the service more accessible and a more acute understanding of what communities need and expect are essential.

## ■ **Transparent Performance Information**

A local police performance dashboard has been introduced by the PCC so people can view crime levels and police visibility as well as see crime trends for their area over time.

The online Local Police Performance Dashboard provides easy to understand information for each of the eleven local policing team areas across Staffordshire and Stoke-on-Trent. Previously, performance has focused publicly on the whole police force area. The information on the dashboard is also used by Safer Neighbourhood Panels to examine local policing and hold their local police commander to account. The online dashboard can be found at: [www.staffordshire-pcc.gov.uk/performance/](http://www.staffordshire-pcc.gov.uk/performance/)

## ■ **Safer Neighbourhood Panels**

The PCC has established 11 Safer Neighbourhood Panels (SNPs) across Staffordshire, following the success of the overarching, county-wide Ethics, Transparency and Audit Panel (ETAP).

These panels are made up of residents, local councillors and magistrates and meet regularly with their area's policing commander. They scrutinise local policing in their area. SNPs also have access to the local police performance dashboard to examine policing in their area. You can find out more about SNPs at: - [www.staffordshire-pcc.gov.uk/safer-neighbourhood-panels](http://www.staffordshire-pcc.gov.uk/safer-neighbourhood-panels)



## ■ **Ethics, Transparency and Audit Panel**

Established by the PCC in 2014, the Ethics, Transparency and Audit Panel (ETAP) as a public scrutiny body has been recognised nationally for its work in holding policing to account across a number of areas.

Their work, through their independent recommendations have helped improve policing across Staffordshire. Reports from ETAP have reviewed the level of care offered in custody and detention, the development of the ICT strategy for Staffordshire Police, police use of stop and search, financial regulations and complaints procedures as well as scrutiny of both OPCC and police expenses. Reviews are all published on the OPCC website and full ETAP meetings are open to the public. The work of ETAP can be found at: [www.staffordshire-pcc.gov.uk/eta/](http://www.staffordshire-pcc.gov.uk/eta/)

## ■ **Public Performance Meetings**

Regular public meetings take place, as one part of the overall performance framework, where the Police and Crime Commissioner holds the Chief Constable to account for the performance of police.

These meetings are broadcast live on the internet, along with live Tweets on @StaffsPCC. The meetings can also be watched again by people after they have taken place. Similarly, regular Police and Crime Panel meetings, where the PCC reports on progress towards the Safer, Fairer, United Communities strategy are also broadcast live and available for people to watch after they have taken place.

## ■ **Body Worn Video**

As part of the increasing demand for transparency and increasing visibility of frontline officers, more than 550 body worn cameras, enough for every frontline officer, PCSO and Special Constable have been made available through funding provided by the PCC.

Police officers in Staffordshire are now required to film every stop and search, use of Taser and use of force after an ETAP recommendation following a review of policing approaches. This body camera footage is also scrutinised by Safer Neighbourhood Panels to ensure appropriate approaches and to develop learning for the police service.

## ■ **Building Awareness and Prevention of Cyber Crime**

Work has begun through the Deputy PCC to develop a partnership approach to increasing the awareness of, preventing and supporting victims of cybercrime.

This involves a more collaborative approach to tackling the challenges that cybercrime brings. The Cyber Safe Staffordshire campaign, which aims to raise awareness around cybercrime and to encourage people to be more confident in taking steps to protect themselves online, was launched by the PCC and the Chief Constable of Staffordshire Police in September 2016.

## ■ **Road Safety**

The PCC instigated a review of the Staffordshire Safer Roads Partnership and is now represented on its Strategic Governance Board, ensuring that partners have a clear, joined up strategy in place for improving road safety.

## **What is the current picture?**

While there is some local variation residents generally feel that Staffordshire is a safe and satisfactory place to be.

Staffordshire's Feeling the Difference public opinion survey, which has reported at least twice each year since 2008, shows that these have remained consistent messages over time with nearly all people consistently feeling safe outside during

the day, over 9 in 10 satisfied with their local area as a place to live, and around four fifths feeling safe outside in their local area after dark.

The PCC is clear however, that there is no place for complacency. For example, there are new challenges that could impact on people's way of life. It is essential that high levels of safety and satisfaction are maintained regardless of these challenges.

Some of the challenges are also about being able to understand and respond to negative feelings about safety that the survey tells us are often related to: -

- A person may have been, or know someone who has been, a victim of crime
- Living in an area of high crime and/or anti-social behaviour
- Some people and communities feel particularly vulnerable and isolated (socially or geographically).

The PCC's office will continue to use its work programme to address these feelings of safety and vulnerability, using survey information to evaluate whether progress is being made. The PCC will also ensure that the contribution to residents' safety and satisfaction with their local area, made by the police and their partners is understood and where necessary, this information drives change through these bodies. With this knowledge the PCC also believes that the police and other partners should work hard with communities themselves to help them develop their own resilience against any threats to their wellbeing.

## What next?

### ■ Further Visibility Improvements

The PCC will make the necessary investments in technology that provides officers and staff with the tools to do their job and achieve the target of an additional 250,000 hours of additional visible policing hours in communities across Staffordshire and Stoke-on-Trent. Through the strategic ICT partnership with Boeing the PCC will invest in the replacement of legacy policing systems and the increased capability of mobile technology. Both will help cut the bureaucracy that currently keeps officers away from the communities they serve and enable the redirection of resources from administrative support into front line services.

### ■ Public Engagement

The PCC will continue to engage with people, groups and communities across Staffordshire and Stoke-on-Trent, building further on the 20,000 + people that he has met since 2013.

He also plans to develop further his community engagement strategy to make best use of the different channels that can be used and to make sure that he is accessible to all. One example is the developing Youth Commission (referred to in the Early Intervention section of the strategy) which will be one aspect of community engagement work through to 2020.

From a digital perspective, the PCC will increase engagement with the OPCC website by 25% by December 2017, measured through website analytics. He will also increase the number of people in Staffordshire who receive email updates by at least 2,000 within 12 months up to December 2017. By December 2017 we will have launched a new and updated OPCC website that maximises engagement to increase engagement and accessibility with the public.

## ■ **Greater Transparency**

The PCC has the ambition for both himself and Staffordshire Police to be as transparent as possible, bearing in mind that the nature of the police service will sometimes rightly be a barrier to this. In establishing the various mechanisms that he has, the PCC has already achieved significantly in this area; the ETAP, Safer Neighbourhood Panels and the Police Performance Dashboard are all good examples of how transparency can link directly to better scrutiny and better performance.

In the next 12 months the PCC will ensure that there is a Neighbourhood Watch representative on each of the 11 Safer Neighbourhood Panels (SNPs) that have been established across Staffordshire and Stoke-on-Trent. This will further involve local people in the work of SNPs as well as scrutinising policing at a local level. The knowledge base of SNPs will also increase, allowing improved scrutiny of policing at a local level.

## ■ **Campaigning**

The PCC will run a number of key campaigns every year, focusing on key priority areas where he wants to influence behaviour, or to better inform the public and other key stakeholders. For example, a recent campaign on CSE awareness has been very successful and the current campaign on being Cyber Safe in Staffordshire is expected to also prove influential.

## ■ **Understanding and Responding to Public Views**

The PCC will increase public confidence in policing year on year in Staffordshire in the second term of the PCC, as measured through the Feeling the Difference survey. This will be achieved through the delivery plan attached to this strategy.

In addition, each year surveys will be carried out alongside other research to establish the evidence around people's knowledge and awareness around crime and what can influence and affect public confidence when it comes to feeling safe and policing in Staffordshire.

## **How we will measure success?**

Key and broad evidence-based questions to be asked, will include: -

- How effective is the engagement by the Office of the Police and Crime

Commissioner for Staffordshire and Staffordshire Police, as measured by the numbers of people engaged through various channels whether that is online or offline at meetings, conferences and roadshows

- How effective is Staffordshire Police in engaging with its diverse communities, making contact and developing more active citizenship across all groups?
- How visible are the officers of Staffordshire Police?
- How confident and satisfied are people in the work that their police force undertakes?
- How safe do people in Staffordshire feel? Where there are more negative answers, what actions are being taken to address this?
- How effective is ETAP and the SNPs in adjusting the behaviour, policy or processes of Staffordshire Police; what examples are there?
- How effective are PCC and / or Staffordshire Police campaigns?
- How well-used is the Policing Performance Dashboard?

Underpinning the measures of success will be the delivery plan that sets out the activities that will take place to maximise the likelihood of success.

Public confidence is also affected by factors outside of the control and remit of the PCC, which always has to be considered. It can be evidenced for example, that national events will often impact directly on local public safety measures, even if the relationship between the two things is not strong.



# Priority

## Managing Offenders

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### Offenders



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

This priority is about being able to reduce offending and reoffending in Staffordshire and Stoke-on-Trent.

Reoffending in Staffordshire costs around £250 million a year, creates victims, damages communities and wastes potential. There have been some minor reductions in reoffending in Staffordshire in the past few years, particularly in terms of juvenile reoffending, but there is more to do to reduce reoffending rates.

As is made clear earlier in this report, intervening early to tackle the root causes of offending to prevent people from becoming involved in offending in the first place will play an important role in achieving this ambition.

Similarly holding those committing minor offences and anti-social behaviour to account for their actions without the need for an unnecessary court appearance, and ensuring that services are in place to enable individuals with mental health conditions and other vulnerabilities to be diverted away from contact with the criminal justice system and into appropriate support services will help to reduce the risk of individuals becoming unnecessarily caught up in the criminal justice process and in a cycle of offending behaviour.

For those who do break the law, Staffordshire's justice system must punish people appropriately whilst ensuring that for those trying to move away from crime, they are provided with the support to do so.

### What's been achieved so far?

#### ■ Managing Offenders as a Priority

In September 2015, the PCC with other partners in Staffordshire agreed a new high level Strategic Framework outlining how agencies will work together to prevent and reduce youth and adult offending.

The Strategic Framework has two key aims; promoting timely interventions across agencies in Staffordshire to reduce the risk of people becoming involved in offending behaviour; and ensuring that where people do offend they are brought to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.

The PCC agreed to make funding available, to be complimented by funding or resource contributions from partner agencies to support delivery of the framework.

## ■ **Mental Health**

The number of people in mental health crisis who end up in police cells despite not committing a crime has been reduced, following work and sustained pressure by the PCC. 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 the 2015/16 financial year.

## ■ **Housing of Ex-offenders**

The PCC has worked with partners to re-commission housing-related support services for ex-offenders, ensuring that people have somewhere to live and are supported to rehabilitate themselves. This scheme aims to help people continue to make and sustain positive changes in behaviour.

## ■ **Youth Offending**

The PCC 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 collaboration between Staffordshire and Stoke-on-Trent Youth Offending Services.

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.

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.

Whilst the new provider is in place, the PCC will continue to press for improved performance and take action as necessary if this does not occur.

## ■ Restorative Justice (RJ)

The PCC has led on the commissioning of a new RJ hub designed to increase access and availability to victims across youth and adult criminal justice processes. The service managed by Staffordshire Citizens advice Bureaux went live in October 2016 and is therefore, in the early stages of its development.

RJ brings those harmed by crime or conflict, and those responsible for the harm, into communication, enabling everyone affected by a particular incident to play a part in repairing the harm and finding a positive way forward.

Restorative Justice is not about being soft on crime or being soft on criminals. When RJ follows a conviction and is used prior to sentence, it never impacts on the sentence delivered at court. Where RJ is used as an out of court disposal, the appropriateness of the disposal is closely scrutinised by an independent panel.

Research has shown that RJ can have a positive effect on victim satisfaction and reduce re-offending rates. In September 2015, the PCC initiated a review of RJ provision across Staffordshire. This work led to the agreement of a new multi-agency strategy – based around the creation of a new, central RJ Hub - which will increase the availability of RJ as an option to victims and offenders, where appropriate, in the county.

## What next?

The focus over the coming years will be on progressing work under the 4 themes of the Staffordshire Strategic Framework for Reducing Offending to achieve the reductions in youth and adult offending and reoffending that the PCC is committed to; these are **Prevention, Diversion, Offender Management and Rehabilitation and Resettlement** which will guide the joint work across agencies in this area.

Key developments include: -

## ■ Prevention

- The PCC will work with partner agencies under the PCC Early Intervention programme to ensure that a reducing reoffending focus is embedded within local strategies and plans;

- The PCC will work to improve the availability and effectiveness of parenting support and other interventions among families of children exposed to conditions of poor family support who are deemed to be at increased risk of social exclusion and involvement in offending in later life.
- The PCC will aim to improve the provision of safeguarding education in schools to better equip children and young people to recognise and avoid possible situations which may place them at risk of exploitation and exposure to/involvement in offending behaviour;
- The PCC will extend opportunities for active engagement in sport, the arts and other positive pastimes and activities to provide opportunities for individuals at risk of offending to make different life choices, lift their aspirations and contribute positively to their community;

## ■ **Diversion**

- The PCC will further develop diversionary approaches which allow the Police - in appropriate circumstances, and with the consent of victims - to deal quickly and proportionately with less serious, often first-time offending through the issuing of a Police caution/Out of Court Disposal without the need for formal prosecution;
- The PCC will ensure the effective introduction of the new Staffordshire Restorative Justice (RJ) Hub which offers a way for victims of crime to tell offenders about the impact their crime has had to help reduce reoffending.
- The PCC will further develop and strengthen preventative services for looked after children at risk of offending, with a view to reducing the numbers of children and young people in care being drawn into contact with the youth justice system;
- Working with the Police, public health and other partners the PCC will accurately identify the numbers of people with mental health needs, learning disabilities, substance misuse and other complex needs being detained and held inappropriately in Police custody, and for how long, and developing appropriate pathways to enable individuals to be diverted away from contact with the criminal justice system and into appropriate care and support services;

## ■ **Offender Management**

- The PCC will ensure that current work between Youth Offending Teams and new Probation providers to develop a more integrated and flexible approach to work with young adult offenders between the ages of 17 and 25 – the

critical transition to adulthood years at which young adults are known to be most at risk of offending - is maintained and built upon.

- The PCC will continue to work with the Prison and Probation services, and CRC (Reducing Reoffending Partnership) to support the implementation of the governments TR reforms at a local level to ensure the effective management of offenders in custody and the community, including:



- Supporting plans for the restructuring of the Prison and Probation Services (through the creation of a new, national HM Prisons and Probation Service)
  - Supporting initiatives to improve services for prisoners with mental health needs and to tackle the growing issue of use of drugs and legal highs in prisons
  - Supporting plans to improve education and skills provision in Staffordshire prisons and to strengthen links with employment, education and skills providers to improve the prospects of prisoners obtaining paid work on release
  - Ensuring a continued focus on tough and effective community sentences, particularly the Community Payback Order
- The PCC will with partners extend use of integrated offender management approaches to support the intensive management of specific/targeted cohorts of offenders in the community who are known to present a high risk of harm to the public and/or a high risk of reoffending by getting partner agencies to work together;
  - The PCC will continue to consider the effectiveness and possible use of different forms of electronic monitoring including GPS in improving offenders compliance with their orders and in reducing the risk of offending

## ■ Rehabilitation and Resettlement

- The PCC will take forward a programme of work with local authorities and other partners to improve the availability of housing, employment and other key rehabilitation support services for offenders to make sure offenders have access to the services needed to reduce their reoffending

## How we will measure success?



A focused Offender Performance Management Framework has been developed to support the delivery of the Strategic Framework and will be used to measure the Framework's impact.

Progress will be measured through a combination of high-level indicators designed to measure the achievement of the Framework's key strategic priorities and supporting indicators to provide evidence of whether individual services commissioned to support delivery of the priorities are making a difference. Key and broad-based questions to be asked will include the following: -

- What are the numbers and trend of 1<sup>st</sup> time offenders?
- What are the re-offending rates and trend?
- Are offenders able to access the rehabilitative services they need?
- Is there sufficient availability of services to meet need?
- Do offenders judge the services that support them to be effective in overall terms?
- Are offenders in receipt of services getting them in an appropriate and timely manner?
- Are services influenced by geographic or demographic factors?
- Are services provided meeting their own targets and expectations, or those of commissioners?
- What interventions are most successful and why? Who are the interventions successful for? E.g. offender and victim?
- What is the balance between those offenders being dealt with through the criminal justice system and those being managed outside of the criminal justice system?

# Making It Happen

## Leadership, Performance and Accountability

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### ■ PCC Leadership

The PCC is responsible for providing an efficient and effective police service for the communities of Staffordshire, setting the vision and direction for the police service and for community safety more generally.

He has established an office that works beyond governance and scrutiny, to ensure that there is longer-term strategic direction around all aspects of policing and community safety and that in practical terms, the force (and other partners) are enabled or influenced to deliver.

Often this means that the PCCs office will directly provide the strategic leadership to make change happen, such as on the partnership with Boeing Defence UK on ICT transformation, or on the redesign of services that support victims, or on bringing together all of the agencies that work together to impact on offending and reoffending rates in Staffordshire, including policing.

The police service in Staffordshire has adapted well to the governance changes that took place in 2012, working effectively with the OPCC to ensure the right balance of strategic and operational responsibility, with an understanding of the capacity and capability that each of the two organisations bring. It is a very different relationship to the one that existed between Staffordshire Police and the Police Authority prior to 2012 and will bring significant benefits over the life of this strategy.

### ■ Performance Management

The performance of the police has a real and lasting impact on the communities of Staffordshire and it is the responsibility of the PCC to ensure the best possible service is delivered and to put in place whatever changes might be required to enable this, for example in approving financial growth in certain areas, or in challenging policing policy.

The PCC therefore, must put in place a performance framework that informs him of well, or not so well Staffordshire Police perform and so that he can hold the Chief Constable accountable for that performance.

Performance is scrutinised in a number of different ways, through the use of the performance framework that helps identify what gets scrutinised and how it gets scrutinised. This means that the PCC can ensure that a high profile, or particularly

difficult problem is managed differently to something more straightforward, or simpler.

Different ways of ensuring the appropriate performance scrutiny and accountability at different levels are detailed in the tables below. The PCC uses these to make sure that the Chief Constable and the force, fully understand where improvement is necessary.

<b>Public Scrutiny &amp; Accountability</b>	
Description	<p>The PCC is answerable to the communities of Staffordshire in an open public forum for holding the Chief Constable to account for the operation of Staffordshire Police.</p> <p>Examples: -</p> <ul style="list-style-type: none"> <li>• Quarterly Public Performance Meeting (webcast live)</li> <li>• Ethics Transparency and Audit Panel Public (ETAP) Reports</li> <li>• Safer Neighbourhood Panels (x 11)</li> <li>• Performance Dashboard</li> </ul> <p><a href="https://www.staffordshire-pcc.gov.uk/performance/">https://www.staffordshire-pcc.gov.uk/performance/</a></p>
Purpose	Ensuring that the PCC is demonstrating the primary role of holding Staffordshire Police to account and ensuring that the force provides value for money whilst meeting the priorities and needs of the people of Staffordshire.
Benefits	Provides transparency and confidence to the communities that Staffordshire Police is fulfilling its role of keeping the communities of Staffordshire safe and reassured.
Outcome	Clear demonstration of Staffordshire Police being effectively challenged and tested to deliver the best possible service directly to the public.

<b>Force Level Scrutiny &amp; Accountability</b>	
Description	<p>The PCC tests areas of performance within Staffordshire Police in a way that would not be possible in a public forum.</p> <p>Examples: -</p> <ul style="list-style-type: none"> <li>• Joint management meetings between PCC and Chief Constable Executive Teams</li> <li>• Confidential Enquiry Sessions (thematic in-depth reviews on areas of business e.g. Vulnerability)</li> </ul>

	<ul style="list-style-type: none"> <li>• PCC / Chief Constable One to One meetings (performance focused)</li> </ul>
Purpose	To examine key activity at a strategic level allowing the PCC to take a detailed, searching approach with consideration of all relevant issues.
Benefits	Allows full exposure of topics and enables the PCC and Staffordshire Police to have a full and frank discussion in an unfettered confidential environment, without compromising operational detail.
Outcome	Staffordshire Police is effectively challenged and operational activity is driven by legitimate lawful policy and culture.

### Local Scrutiny & Accountability

Description	<p>The PCC enables the detailed gathering and review of all relevant data and information across Staffordshire Police and relevant Criminal Justice agencies, on any issues that are demonstrating a change in trend or are inferring an impact on another area.</p> <p>Examples: -</p> <ul style="list-style-type: none"> <li>• Local briefings and meetings (police / multi-agency)</li> <li>• ETAP Dip Sampling and Local Reviews</li> <li>• Operational working groups</li> <li>• Knowledge Exchange groups e.g. sharing best practice</li> </ul>
Purpose	To gain a detailed understanding of areas where there are matters of concern affecting the effective and efficient operation of Staffordshire Police and related Criminal Justice Services
Benefits	Ensure that the PCC is able to challenge Staffordshire Police and relevant Criminal Justice agencies about areas of concern and seek evidence that improvements are being made in an effective and timely manner.
Outcome	Improvements are made to systems and operational activity in a timely manner also that significant issues are escalated to the appropriate level for further attention.

Both the OPCC and Staffordshire Police are committed to continuous improvement in managing performance, as demonstrated by the commitment that both have to the Joint Performance & Accountability Framework.

## ■ Performance Improvement

The PCC is committed to further improving his ability to ensure that Staffordshire Police and other agencies account for their performance and particularly the outcomes that are achieved for the people of Staffordshire and Stoke-on-Trent.

From a broader perspective, he is most focused on those that make up the criminal justice system (police, Crown Prosecution Service, HM Courts, probation services), where it is often evident that police performance is sometimes dependent on the performance of others. Where this is the case, the PCC wants to take a broader view and perspective in identifying what needs to be done to improve performance and therefore, outcomes.

The PCC will also ensure that the longer-term delivery plans that his own office deliver on, such as the commissioning of new services are more transparent on the better outcomes that are achieved. A good example from the last term of office, was the development of a new Victim Gateway delivered through Citizen Advice Bureau's in Staffordshire and Stoke-on-Trent; the PCC will ensure that where new services are delivered, the performance measures attached to those are made available.

Further development of the Joint Performance & Accountability Framework will therefore take place early in 2017.

## ■ Performance Measures not Performance Targets

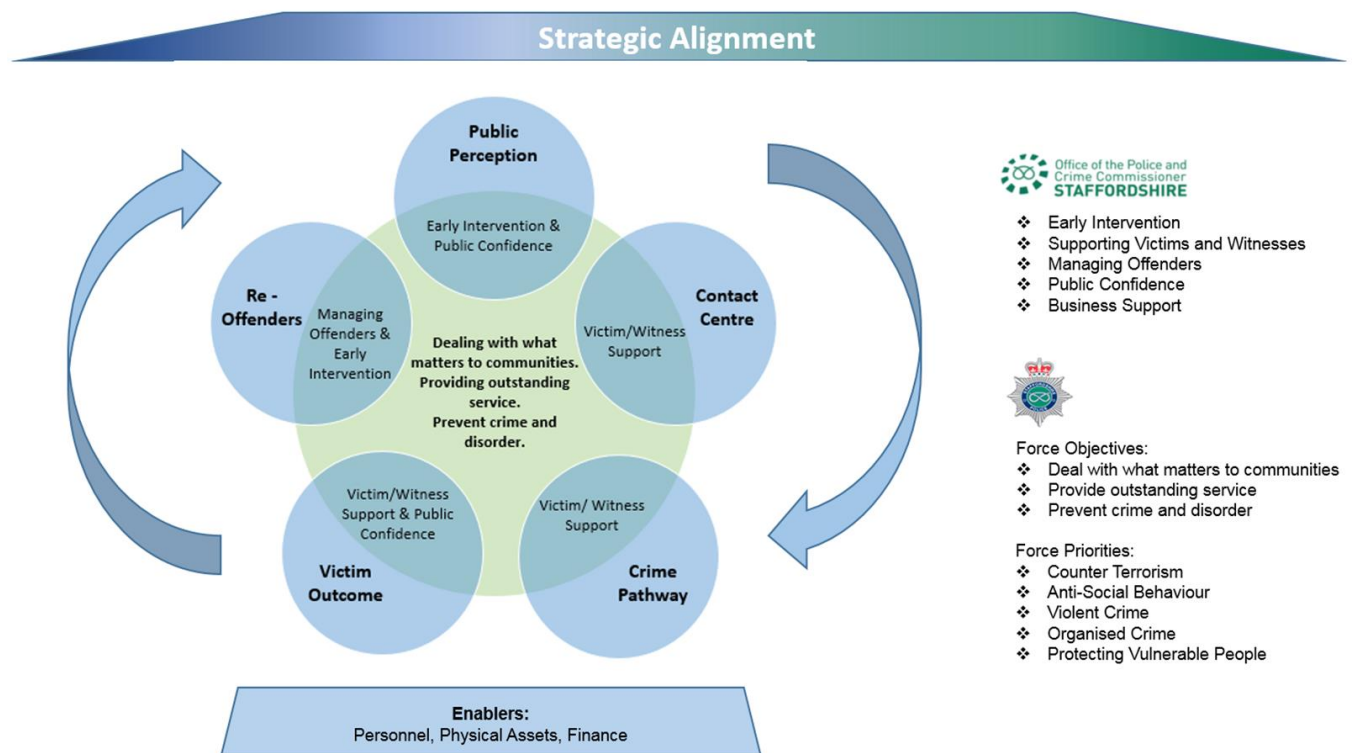
In the last term of office, the PCC removed the constraints that targets in policing create, such as the chasing of a particular target at the expense of something that may be more important. This was the right decision to take and as a result the perversity that existed before has mostly disappeared.

His renewed focus has been on scrutinising the force across a number of areas, utilising a number of different measures to ensure a holistic view is taken in delivering improvements and recognising what causes harm to communities. This goes beyond the traditional crime and anti-social measures that are used and is nearly always about the medium to long-term trend rather than short-term fluctuations that ultimately mean very little.

The measures used to test the performance of Staffordshire Police range from the outcomes from HMIC reports (and the force's action plans in response), to national and local satisfaction-based measures, to strategic and operational measures that reflect performance against the PCC and force priorities.

In order to promote efficiency and effectiveness the strategic priorities and operational objectives of both the PCC and Staffordshire Police should be aligned. The performance measure used should also reflect this alignment and be beneficial to supporting these, promoting transparency and enabling accountability.

The diagram below shows how the performance framework that sits between the PCC and the force reflects this aligned position.



This approach appreciates that in any series of data, there is a normal level of variation, which, if taken as isolated points will have the effect of providing misleading information. The PCCs approach is to evaluate performance as a longer term view, continually seeking to drive improvements throughout the system, rather than expecting a specific target level to be reached at the end of a financial year

In the years up to and including 2020, the framework will be further developed and allow the PCC and OPCC to rigorously monitor, measure and challenge Staffordshire Police with a clear process to escalate concerns and areas that police need to address to improve the service to communities.

The PCC will with the agreement of others, extend his ability to hold to account into the criminal justice system, making sure that the linkages between the Police, the Crown Prosecution Service, Probation Services, Court and Tribunal Services and Prisons work more effectively that they do at present. It is well understood that the criminal justice system often fails to work for victims, witnesses and offenders and this must change in the future.



# Continuous Improvement

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## ■ Technology Transforming Policing in Staffordshire and Stoke-on-Trent

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

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

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

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

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



## ■ Connected Information and Intelligence

The PCC will find ways to enable the bringing together of data and information that makes it possible for different agencies working together to make better operational decisions, be more effective and efficient and to act proactively and preventatively. Knowing more about the problem that you are trying to solve will allow better solutions for the individual or community impacted.

Technology is available that allows a more connected public sector and already in key areas, this is being enabled; for example in Staffordshire and Stoke-on-Trent's Multi-Agency Safeguarding Hub (MASH) there is integrated working to safeguard children and adults; information is shared as best as possible, but a step change can take place through technology and the commitment of partner agencies to take the opportunity.

Privacy and data protection are important though and the PCC will ensure that the proper consideration of these issues is part of the development work that takes place.

## ■ **A Modern Police Service**

As detailed early on in this strategy, future work to transform Staffordshire Police and its services to the public will involve more challenging, complex and creative ways of working.

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

**[www.staffordshire.police.uk/article/2077/Transformation](http://www.staffordshire.police.uk/article/2077/Transformation)**

## ■ **Strategic Policing Requirement**

In preparing the strategy, the PCC is required to consider the Strategic Policing Requirement (SPR). The SPR, which is defined by the Home Secretary, identifies a broad range of threats as highlighted by the National Security Risk Assessment that requires police forces and other agencies to work collectively in providing a suitable response to those threats.

These threats are identified as public disorder, civil emergencies, organised crime, terrorism and large-scale cyber incidents.

As part of the response to the SPR, the National Policing Requirement (NPR) has been developed to detail the capacity and contribution, capability, consistency and connectivity required by individual police forces to counter the threats. The Commissioner and the Chief Constable must have “due regard” to the NPR and ensure that their police force is in a state of readiness to deal with any of the national threats. This includes working closely with the National Crime Agency, new UK Border Force and counter terrorism networks.

In order to provide for this the PCC must ensure that sufficient funds are set aside to maintain their force’s contribution under the SPR. The PCC holds the Chief Constable to account for the delivery of this provision and important part of the business. The PCC is held to account by the Police and Crime Panel.

The Strategic Policing Requirement is available from the Home Office website at: -  
[www.gov.uk/government/publications/strategic-policing-requirement](http://www.gov.uk/government/publications/strategic-policing-requirement)

# Resourcing

## ■ Finance and Resources

Going forward, there will continue to be a focus on spending on policing and managing the budget effectively. Getting the most out of every pound spent on policing is a core focus for the PCC.

As part of the work, a Medium Term Financial Strategy (MTFS) sits alongside the Safer, Fairer, United Communities Strategy and the Chief Constable's Policing Plan.

The MTFS has been prepared over a timescale to 2019/20, and sets out how Staffordshire Police can deliver excellent services whilst resources reduce.

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

## Expenditure and Income

The total budget to fund policing and community safety is £181.7m for the 2017/18 financial year. This has been distributed by the PCC to maintain continuity with the Medium Term Financial Strategy (MTFS).

Delegated to the Chief Constable		Budget 2017/18 £000
Staff Costs		144,287
Operating Costs		31,139
Income		(4,394)
<b>Net Budget</b>		<b>171,032</b>
Less Transformation Savings Target		0
<b>Total Operational Delivery Budget</b>		<b>171,032</b>
<b>Total OPCC Budget</b>		<b>10,624</b>
<b>Total Police Fund Expenditure</b>		<b>181,656</b>
<b>Financed by</b>		
Police Grant		104,936
Council Tax Funding		73,801
Reserves		2,919
<b>Total Funding</b>		<b>181,656</b>

Through to 2019/20, given the current government's funding plans, it is anticipated that savings of approximately £11 million against the 2017/18 budget will be required after allowing for inflation. The Staffordshire Police transformation

programme will provide the insight and intelligence that will allow the PCC, working with the Chief Constable, to determine how these savings are delivered. The PCC is committed to protecting frontline policing resources and the savings required are not expected to contradict this position.

## **Council Tax**

The PCC is committed to ensuring the best value for money for all council taxpayers across Staffordshire and made the firm decision during his first term of office to freeze the part of Council Tax that goes to policing (called the precept) in 2013/14, 2014/15, 2015/16 and 2016/17. The council tax precept was frozen at £177.61 for a standard Band D taxpayer.

For the 2017/18 to 2019/20 period it has been assumed that the PCC will increase the precept by 2% per year, in line with government assumptions.

## **Community Funding**

The PCC's funding for communities has had a clear impact. From 2014/15 onwards the PCC almost doubled the funding available to local communities, supporting the move towards the commissioning of local solutions for local communities. Funding from the PCC increased from £1.3 million in 2013/14 £2.5 million in 2014/15.

The PCC allocates funding through three key programmes; Local Authority Grants and the Locality Deal Fund, the Proceeds of Crime Fund and the People Power Fund, supporting delivery of the Commissioner's four priorities and aligned local Community Safety priorities.

**Local Authority Grant Funding** supports Staffordshire County Council's and Stoke-on-Trent City Council's commissioning or contractual arrangements for the delivery of services across the geographical area and includes allocations for both Youth Offending and Drug/Substance misuse programmes. Aligned to this, the **Locality Deal** funding is allocated to individual Community Safety Partnerships (CSPs) across the eight districts and boroughs and the city of Stoke, for them to locally commission outcome-based services as defined by their individual Community Safety Plans and the PCCs priorities.

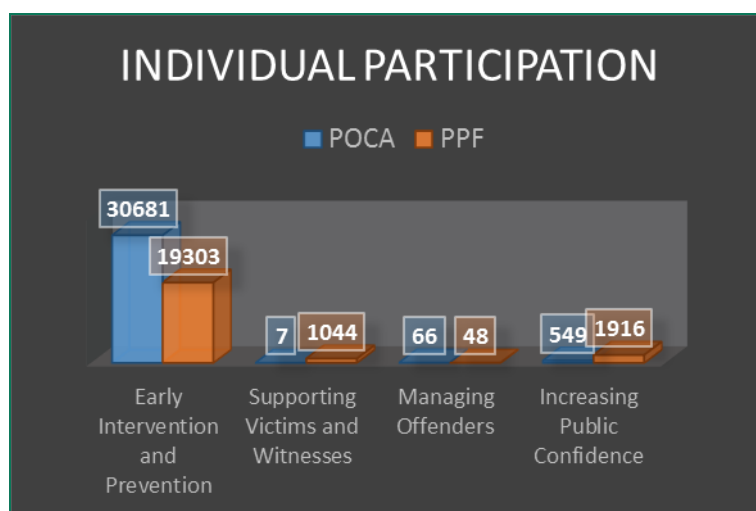
From awareness programmes aimed at preventing harm, through to supporting those affected by domestic abuse and rehabilitating offenders to make a positive contribution to the local community, the increase in funds through PCC Grants and Locality Deal funds have been positively used by local authority partners.

The Commissioner's **Proceeds of Crime Fund** provides an opportunity to strategic partners through a bidding process to secure funds of up to £15,000 for sustainable local initiatives that improve community safety or reduce crime and disorder.

Funding is available for local community-based organisations through the **People Power Fund**, which provides grants of up to £3,000 in support of delivery of

sustainable services in support of identified local community safety priorities.

Evaluation of the first two years of the Commissioner's Community Fund arrangements has shown 53,614\* individuals have participated in services / activities supported by Proceeds of Crime and People Power money. A total of 93% of this funding supported individual involvement in Early Intervention and Prevention.



In 2015, the PCC launched the Space positive activities programme for young people across Staffordshire and Stoke-on-Trent. Focused on youngsters aged 11-17 years during the summer holiday period, its aim was to increase skills, improve health and wellbeing and to help reduce reported incidents of anti-social behavior and crime.

£127,000 of PCC funding provided a range of positive activities, supplemented by local authority organised activities and event contributions from local businesses. Over 13,000 young people attended Space 2015 with significant positive feedback from partners, businesses, the community and young people themselves.

Based on its success in 2015, Space has been enhanced and operated again throughout the 2016 holiday period with evaluation pending.



All funding awards continue to be subject of outcome evaluations, with a focus on generating sustainable activity for the future. Changes to the programme, or the split of funding across different initiatives may occur over the life of the strategy, dependent on the evaluation that takes place.

# Find out more and have your say:

You can also have your say and find out more about the work of the Police and Crime Commissioner for Staffordshire at: [www.staffordshire-pcc.gov.uk](http://www.staffordshire-pcc.gov.uk)



[www.twitter.com/StaffsPCC](http://www.twitter.com/StaffsPCC)



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