



Staffordshire Police and Crime Panel

2.00 pm Monday, 23 April 2018
Oak Room, County Buildings, Stafford

John Tradewell
Secretary to the Panel
Friday, 13 April 2018

A G E N D A

1. **Apologies**
2. **Declarations of Interest**
3. **Minutes of the meeting held on 29 January 2018** (Pages 1 - 4)
4. **Decisions published by the Police and Crime Commissioner**

<http://www.staffordshire-pcc.gov.uk/decisions/>
No decisions have been published by the Commissioner since the last Panel meeting.
5. **Questions to the PCC from Members of the Public**

Members of the Public living or working within the constituent authorities have the opportunity to put questions to the PCC.

Questions must have been submitted three clear working days prior to the Panel meeting. A questioner may submit up to two questions per Panel meeting. (All questions should be submitted to julie.plant@staffordshire.gov.uk or helen.phillips@staffordshire.gov.uk, alternatively you can contact either officer by telephone on 01785 276135 or 01785 276143)
6. **Joint Governance of Police and Fire and Rescue Services in Staffordshire**
7. **Safer, Fairer, United Communities for Staffordshire**
 - a. Overall Strategy - Update (Pages 5 - 18)
 - b. Priority - Managing Offenders - Update (Pages 19 - 58)
8. **Proposed formation of an LGA Special Interest Group for Police and Crime Panels** (Pages 59 - 60)
9. **Questions to the PCC by Panel members**

10. Dates of Future Meetings and Work Programme

(Pages 61 - 64)

11. Exclusion of the Public

The Chairman to move:

‘That the public be excluded from the meeting for the following item of business which involves the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Local Government Act, 1972 indicated below’

PART TWO

Membership	
Stephen Doyle	Tamworth BC
Ann Edgeller	Stafford Borough Council
Brian Edwards MBE	South Staffordshire District Council
Peter Jackson	Staffordshire Moorlands DC
Carl Bennett	Cannock Chase District Council
Randolph Conteh	Stoke on Trent City Council
Paul Darby (Co-Optee)	
Keith Walker (Co-Optee)	
Doug Pullen	Lichfield DC
David Williams (Chairman)	
Jill Waring	Newcastle - under-Lyme BC
Simon Gaskin	East Staffs BC

Note for Members of the Press and Public

Filming of Meetings

The Open (public) section of this meeting may be filmed for live or later broadcasting or other use, and, if you are at the meeting, you may be filmed, and are deemed to have agreed to being filmed and to the use of the recording for broadcast and/or other purposes.

Recording by Press and Public

Recording (including by the use of social media) by the Press and Public is permitted from the public seating area provided it does not, in the opinion of the chairman, disrupt the meeting.

Contact Officer: Helen Phillips, (01785 276135),

E Mail: helen.phillips@staffordshire.gov.uk

Minutes of the Staffordshire Police and Crime Panel Meeting held on 29 January 2018

Present: David Williams (Chairman)

Deneice Florence-Jukes
Stephen Doyle
Ann Edgeller
Brian Edwards
Peter Jackson

Carl Bennett
Randolph Conteh
Mr K. Walker (Co-Optee)
Jill Waring

Also in attendance: Susan Finney (OPCC)

Apologies: Paul Darby and Doug Pullen

PART ONE

27. Declarations of Interest

There were no declarations of interest on this occasion.

28. Minutes of the meeting held on 1 November 2017

RESOLVED: That the minutes of the meeting held on 1 November 2017 be confirmed and signed by the Chairman.

29. Decisions published by the Police and Crime Commissioner

Details of decisions taken and published by the Police and Crime Commissioner since the last Panel meeting had been circulated.

Responding to a question on decision number 2017/015 appointing an independent organisation to scope early intervention models and delivery options for Youth Offending Services in Staffordshire and Stoke-on-Trent the Commissioner explained his wish to explore with those two Authorities the potential to direct more resource to frontline /preventative services.

A query was raised on a previous decision of the Commissioner to fund refurbishment works at Cannock Police Station given that an Estates review was ongoing. Replying, the Commissioner gave assurances that only operationally essential works were currently being authorised.

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30. Questions to the PCC

There were no questions from members of the public on this occasion.

31. National Conference for Police and Crime Panels - 6 November 2017 - Feedback

The Panel received feedback by the Chairman, Vice-Chairman and Support Officer on the national conference for Police and Crime Panels staged by Frontline Consulting in November 2017.

Discussion issues highlighted included the reform of the Police complaints system and the transfer from the Chief Constable to the Police and Crime Commissioner of the appellant role for appeals against decision made on complaints against Police Officers and Staff.

A summary was submitted of discussions on the effect on the membership and workload of the Panels as a result of any approved transfer to Commissioners of governance responsibility for the fire and rescue services. Such change was regarded as minimal.

The Vice-Chairman reported on a presentation given on support for persons with mental health issues when in custody. Responding to a question on the location of mental health nurses at custody suites in Staffordshire the Commissioner reported that the practice had been adopted.

On the suggested formation of a national body for Police and Crime Panels it was reported that discussions were ongoing on the formation of a Special Interest Group 'under the wing' of the Local Government Association.

RESOLVED: That the Conference report be noted.

32. Proposed Changes to Governance Arrangements for Police and Fire and Rescue Services in Staffordshire

Neither the Panel Chairman nor Police and Crime Commissioner were able to give an update on the CIPFA assessment of the Commissioner's Business Case as feedback was still awaited.

33. Police and Crime Commissioner's Proposed 2018/19 Precept for the Policing Element of the Council Tax Bill and Medium Term Financial Strategy

The PCC submitted his proposed Precept for consideration by the Panel reporting that for 2018/19 and 2019/20 Government had given specific authority to PCCs to raise up to £12 per annum additional Precept per household, over and above the 2% increase limit already permitted. In announcing this increase Government also indicated that Home Office funding would remain 'cash flat' for the 2 year period. For Staffordshire that grant is £116.900million each year.

It was reported that, working with the Chief Constable, the OPCC had considered a number of options for the allocation of the potential £12 increase. The PCCs final budget proposed to increase the Precept by £11.40 in total giving a maximum increase of 6.29% in Council Tax Band rates. This equates to almost £5million additional funding for Policing and/or community safety priorities.

Combining the funding from Government and via the Precept, the PCCs proposed budget for 2018/19 is £183.449million (compared to £178.587m for 2017/18).

The PCC detailed the intended allocation of the funding , stressing that the primary aims of his proposals were to reinstate resources for neighbourhood policing and to better enable the Force to respond to the changing and increasingly complex nature of crime such as CSE, Domestic Violence and Cyber crime. The Forensic Service was identified as an area requiring a significant increase in budget allocation.

The Panel debated and questioned the PCC at length on neighbourhood policing with the PCC acknowledging that in recent years resource had had to inevitably be redirected from that area towards dealing with more 'sophisticated' crime. The Commissioner was mindful of his pledge to maximise visibility/presence of the Force and referred to the provision in the budget for an additional 44 Police Officers in 2018/19 contributing to a total of 69 additional officers by 2020. The provision of additional resource was accompanied by stringent Performance Management measures to be implemented by the Chief Constable. The PCC acknowledged the Panel's comments on the need to evidence to the public that their support for an increase in Precept had a positive impact in terms of improving policing presence.

The Panel discussed various other elements of the PCCs Budget/Precept report including the anticipated level of Capital Receipts, partly attributed to the imminent completion of the sale of the former Police HQ site and the target reduction of £750,000 in overtime payments as the Chief Constable addressed perceived inefficiencies.

RESOLVED: That the Panel support the Budget and not exercise its veto over the proposed £11.40 (6.29%) increase in precept for 2018/19; the Police and Crime Commissioner to be notified accordingly.

34. Safer, Fairer, United Communities for Staffordshire

a) Overall Strategy - Update

The Commissioner submitted a progress report on the implementation of his overall SFU Communities for Staffordshire Strategy, highlighting a number of key elements including action to address Child Sexual Exploitation with the continued funding of a co-ordinator and a Missing Children Service , the latter being jointly commissioned with Staffordshire County and Stoke-on-Trent City Councils. A collaborative approach including the use of standard phraseology had been adopted and now provided a model for adoption nationally

b) Modern Policing Priority - Update

The Commissioner explained that this theme focussed on the need to develop more effective specialist capabilities and maximise the use of new technology. The Chief Constable had drawn up a 'Blue Print for Change' containing various operational initiatives such as the development of a resolution centre to deliver a more informed and streamlined response to non-emergency service requests, thus reducing the demand on front line resources to enable them to be used more effectively.

RESOLVED: That the update reports be noted.

35. Questions to the PCC by Panel members

Members of the Panel questioned/sought the views of the Commissioner on the following issues and received the responses indicated:

Question/Issue	Response
What is the procedure for members of the public reporting a non-emergency crime (eg. lost property) when they can't contact their Local Policing Unit?	Will provide a response. The National Police Chief Council is discussing the feasibility of transferring responsibility for issues such as lost property away from the Police to an alternative public sector agency.
What support exists within the Staffordshire Force to support staff with mental health issues/Will the PCC consider pursuing Dementia Friendly status for the Staffordshire Force and OPCC?	Will provide a response.
What action is being taken to address Rural Crime such as the recent case covered by the Press?	The extensively rural nature of the County presents resourcing problems. Dedicated Rural Crime team exists. Members of the Rural Community are being encouraged to subscribe to Smart Alerts.
How are Police Pensions funded?	Mainly by Central Government (an occasional top-up contribution has previously been required from the Force budget). The PCC is responsible for funding certain additional benefits eg relating to Injuries on Duty.

36. Dates of Future Meetings and Work Programme

The Secretary submitted details of the dates and work programme for future Panel meetings.

RESOLVED: That the report be noted.

Chairman

Police and Crime Panel – 23 April 2018**Safer, Fairer, United Communities Strategy Update Report**

Report of the Police & Crime Commissioner

1. Purpose of Report

This report is to update the Police and Crime Panel on the delivery of Safer, Fairer, United Communities Strategy for Staffordshire (the strategy).

2. Recommendation

That the Panel note the update on the delivery of the strategy and make comment as appropriate.

3. Background

In May 2017, the Police and Crime Commissioner (PCC) published an updated Safer, Fairer, United Communities strategy for 2017 – 2020. The strategy is about making a sustained difference to tackling crime, harm and anti-social behaviour by improving community safety across Staffordshire and Stoke-on-Trent. The updated strategy takes account of and reflects changes that have occurred since the PCC came into office in November 2012.

Policing and community safety face different challenges now to those that existed only five years ago. These are more complex and require different, more sophisticated responses. The environment has also changed. Most public sector organisations have less money and have, or are, redesigning services to manage with less, whilst aiming to maintain good outcomes. There have been improvements in what gets delivered in some areas, for instance, more victims of crime are now supported and supported better. Crime is rising locally and nationally and the types of crime are evolving.

For the first time, reports of online crime was greater than other types of crime last year. Technology is providing greater opportunities for policing too as focus and priorities evolve across the wider sector e.g. terrorism, cyber, vulnerability and early intervention.

The PCC is concerned that the challenges in the wider public sector and the changing environment means efforts towards greater collaboration will be increasingly difficult to maintain. There is a risk that organisations under pressure retreat into delivering only what has to be delivered statutorily. The strategy reflects that but also reinforces the greater need to work in a joined up way with earlier intervention a priority.

A necessity is more effective information sharing between agencies and this will form

of investment in technology. Work to develop the PCC's ambition for a multi-agency approach via the 'Connected Staffordshire' solution he has set out is gathering some pace but is also threatened by the capacity of some agencies to identify the necessary funding.

The PCC has established five key priorities in his updated strategy, one more than in the original 2013 version. Those priorities are: -

- Modern Policing: A police force that is fit for a changing future
- Early Intervention: Identifying and tackling root cause issues 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

Alongside local authorities and other key partners, there is significant work being undertaken to improve the delivery of public services, support continuous improvement and public safety, and ensure funding supports more efficient and effective service delivery. The 'whole system' approach to making people and places safer continues to support the on-going achievement of the PCC's ambition for a safer Staffordshire and Stoke-on-Trent.

The new Chief Constable, employed by the PCC in 2017 has made swift and impressive progress in developing a new Blueprint for Change and Policing Plan that support the five priorities within the Safer, Fairer, United Communities Strategy. A revised performance framework is being introduced to enable the PCC to hold the Chief Constable and force to account in delivering the Policing Plan and meeting the strategy's priorities.

4. Progress to Date

A progress update for each of work programme is detailed below;

4.1 Early Intervention Priority - tackling root causes before they become a problem

> Adverse Childhood Experiences (ACEs)

Lancashire Foundation Healthcare Trust (national leaders in the field of ACE's development) has started working with three local organisations to adopt the practice of asking about ACEs during internal assessments of victims and perpetrators. All staff employed by these organisations will receive comprehensive ACEs training.

One organisation has now incorporated ACEs questions into their assessment procedures and have started to ask their service users specific questions about their background and whether they had any ACEs.

Over 200 professionals from a wide range of organisations have attended multi-agency training on ACEs, Attachment and Emotion Coaching.

The evaluation by the Centre for Health and Development (CHAD), funded by the PCC, has commenced and ethics approval has been gained. Due to the delay in the commencement and introduction of ACEs questions in service delivery the first evaluation report has inevitably been delayed.

> **Child Sexual Exploitation Co-ordinator**

The PCC has agreed to fund this role for a further 12 months (until March 2019) due to its continued success and delivery of outcomes. This role will ensure that the CSE Strategic Action Plan will continue to gather momentum and will enable successful implementation of the Staffordshire CSE Strategy. The CSE Strategy aims to prevent, identify and tackle CSE and progress is overseen by the two Local Safeguarding Children's Boards. Joint arrangements are in place to ensure that all beneficiaries (Stoke City Council, Staffordshire Police, Staffordshire County Council and the OPCC) are reaping the benefits of this dedicated role. The co-ordinator is currently undertaking a key role in the recently announced Joint Targeted Area Inspection (JTAI) on CSE and Missing Children.

> **CSE Support and Missing Children Services**

Following a successful tender exercise, Catch 22 (a specialist charity who work across a national footprint) commenced delivery of the CSE service for victims and potential victims of CSE and children who go missing on 1 September 2017.

The PCC and the other two commissioning stakeholders (Stoke-on-Trent City Council and Staffordshire County Council) are working with Catch 22 and all partners to ensure the service is being implemented effectively. Catch 22 are now fully embedded into local partnerships and have established a base at one of the Children's Centres in the North of the County.

Although data for Quarter 3 has been received (the first quarter delivery for Catch 22), work is ongoing to ensure that this information is properly analysed and trends and recommendations are identified.

> **CSE Communications Campaign**

The PCC has continued to work with all partners to develop and implement a CSE campaign in Staffordshire schools. A working group has been set up to influence the content and presentation of the campaign. Separate consultation is being undertaken with young people to ascertain their views. The campaign is being developed with eight pilot schools and includes the production of a video, storyboard and classroom discussion pack. A draft video has been agreed and will be piloted with young people in one school to ensure the content and presentation are appropriate. The wider roll out to the pilot schools will commence in September 2018 when outcomes will be measured and feedback gained. This will influence the final product and the timescales for the wider rollout across all schools in Stoke-on-Trent and Staffordshire.

> **Personal, Social, Health and Economic (PSHE) Education**

The PCC has provided funding to support the completion of a time-limited piece of work with Staffordshire schools to scope what is currently being delivered around the PSHE curriculum, ascertain what the gaps are and develop a set of

recommendations for future delivery. This will culminate in an overarching report and will be presented to the Families Strategic Partnership Executive Group (FPEG) and the Child Sexual Abuse Forum (CSAF) as part of the agreed governance arrangements.

The PCC has been having similar discussions with Stoke-on-Trent City Council and his officers are linked to a working group made up of Stoke City Council Education Leads, Stoke Public Health and Primary and Secondary Head Teachers. A questionnaire has been developed asking schools/teachers for their views on the future of PSHE delivery, this will be circulated and the results analysed before the end of the summer term. Some work is being undertaken to establish whether the work of the national PSHE Association can meet some of the needs of Stoke schools.

The major challenge in taking this work forward is gaining the cooperation of some local authorities and some schools; given the need to build momentum, it is likely that work will firstly progress with those that are willing, with funding also following to those willing participants.

The PCC has also supported the introduction of a nationally recognised education resource (Values versus Violence) in schools across Staffordshire and Stoke-on-Trent. This resource is delivered by teachers and raises awareness among children and young people and provides them with some of the necessary skills to keep them safe from the dangers of abuse, sexual exploitation and radicalisation, for example. Over 2,200 children in 24 primary schools across Stoke-on-Trent and Staffordshire have been provided with Values versus Violence booklets. The PCC has agreed to further support this programme by providing additional funding in 2018/19.

> Princes Trust

The PCC has agreed to fund the Princes Trust programme to vulnerable young people across Stoke-on-Trent and Staffordshire for a further two years until September 2019. The project aims to engage young people at risk of offending, those involved in risky behaviour and victims of crime in order to improve their health and wellbeing, lifestyles, confidence and employment prospects.

From March 2015 to December 2017, the Princes Trust has supported 497 young people. Over 70% of these young people individuals achieved a positive outcome or progression with education and training being the most common outcome.

> Youth Offending Service (YOS) Prevention and Early Intervention services

The PCC currently invests a substantial amount of funding to deliver Prevention and Early Intervention services in Staffordshire and Stoke-on-Trent Youth Offending Services. These services also receive police 'in kind' investment through the secondment of Police Officers/Victim Liaison Officers.

The OPCC, working with both Youth Offending Teams, are undertaking a review of the current service to make recommendations for potential future delivery models. Following a procurement process, *Cordis Bright Ltd* have been appointed to undertake this review. Desktop research and consultation with the Youth Offending Service teams and wider stakeholders has been completed and *Cordis Bright* are currently writing up their findings and recommendations for future models. A final

scoping report, with recommendations for the future, will be presented to the Youth Offending Service Boards and the PCC Offender Management Board in May 2018. Future funding from the PCC and force will be considered once that has happened.

> Female Genital Mutilation

The PCC received additional funding from the Home Office Violence against Women and Girls Service Transformation Fund in March 2017 to develop and implement a Female Genital Mutilation (FGM) service in Staffordshire and Stoke-on-Trent. The focus of the service will be the prevention of FGM including the provision of education and support for children who may be potential victims or victims of FGM and their families. Awareness raising and training for professionals as well as for community members will also be central to this project.

The PCC also pledged to provide additional investment for the Project over a three year period.

Following a successful commissioning exercise, Barnardo's have been appointed as the provider for this work. Allowing for mobilisation, it is anticipated that the new service will be in place by 1 May 2018 until April 2020.

A multi-agency steering group has been set up and an action plan to oversee the strategic development of this work has been written.

> Harmful Sexual Behaviour (HSB)

The PCC is working with Stoke-on-Trent City Council, Staffordshire County Council and the NSPCC to undertake a local audit of Harmful Sexual Behaviour using the NSPCC's nationally recognised HSB Framework. A launch event will take place in April 2018 and a wide variety of stakeholders have been asked to attend the event and participate in the audit. The findings of the audit will be gathered and analysed with a view to identifying gaps and making strategic, commissioning and operational recommendations for local delivery of HSB services.

> Premier League (Stoke City Community Trust) funding opportunity

The OPCC have been involved in early discussions with Stoke City Community Trust and other partners about a forthcoming local bid to the Premier League/ Professional Footballers Association (PL/PFA) Community Fund. This provides Stoke City Football Club/ Community Trust with the unique opportunity to secure a grant of £250,000 following the investment of a minimum of a one off £50,000 partnership match funding (17% of total project costs).

The PCC and Staffordshire County Council have identified match funding (£17,000 each) for this proposal. On this basis, an expression of interest was submitted to the PL/PFA in February 2018. All organisation were able to ensure that the project proposal is based on local need and meets the strategic priorities of all contributing organisations.

If a positive response from the expressions of interest is received a full application will need to be submitted by mid-April 2018. Successful organisations will be notified in June 2018 with a view to a project commencement date of September 2018.

Skilled Helper Transformation Project

As part of the Staffordshire Police Transformation programme and Staffordshire Police Early Intervention Plan, a review of the PCSO role is currently being undertaken. A number of PCSO's are being trained to work with people with vulnerabilities (the skilled helper model) and are targeting support towards those individuals who call the police on numerous occasions. The PCC has provided the Police with a small amount of money to help support these individuals to address some of their support needs.

> **Space**

The PCC reinstated an updated version of the SPACE programme (original SPACE ceased in the 1980s) in 2016 and again has prioritised growth and expansion of this highly successful programme. The positive outcomes for young people alongside the reductions in youth antisocial behaviour whilst SPACE was on in 2017, means 2018 planning activities are well advanced.

The broad objectives of the Space programme are to reduce the level of youth related ASB incidents and crime reported to the police by the provision of positive activities for young people. Additionally, it also aims to provide activities which promote personal, health and social development, team building and new experiences.

Analysis of 2017 hotspot locations and timeframes have been considered with localised Space partners and a draft plan of 2018 action for each area has been considered by the OPCC. Focussing again on a targeted and universal provision and with due regard to the 2017 evaluation recommendations, plans are currently being finalised with each area and with local providers.

Space 2018 is being supported by an additional 29% of funding (£140,000 2017 to £180,000 2018) with an expansion of the age cohort of youngsters from 11-17 years to 8-17 years. Additionally and for the first time, appropriate consideration of extra youth provision during the Autumn half term school holiday period (encompassing Halloween and Bonfire Night) is being undertaken and established in some areas as a further test bed of the programme. The PCC's ambition is to see SPACE expanded further and to form an important focal point for young people's activities generally.

Providing earliest notification of funding availability to local authority partners (Programme Commissioners), the majority of localised arrangements are in hand with Service Level Agreements being refined to duly consider pending legislation around personal data / photographic imagery.

The contract with the IT provider for a new Space website and its development (www.staffordshirespace.uk) continues and ongoing support will see a continuously developed website and social media activity for 2018. A comprehensive evaluation will again be undertaken in 2018 as in the previous two years of 'new' SPACE.

4.2 Managing Offenders Programme - preventing offending and reducing the likelihood of re-offending.

Please see the detailed focus report for an update on progress against this priority.

4.3 Public Confidence Priority - making sure individuals and communities feel safe and reassured

The PCC continues to want people to feel informed and involved in how policing and community safety arrangements are delivered. This will help to increase public confidence and reduce the fear of crime. A responsive, public facing and visible police service is at the heart of the PCC's priorities and is also reflected in the new performance measures set out for the force and new Chief Constable.

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's future plans, will strengthen oversight of local complaints, giving the PCC an explicit responsibility under the new Policing and Crime Act for ensuring the effective and efficient delivery and making him the appellate body for those appeals currently heard by the Chief Constables.

Specific public reassurance and engagement initiatives that the PCC is leading on include the following: -

> **Smart Alert**

Launched in March 2016, Staffordshire Smart Alert provides real time crime and community safety information to businesses and communities across Staffordshire and Stoke-on-Trent through either a downloadable App (IOS/Android mobile telephones) or via email through the Smart Alert website (www.staffordshiresmartalert.uk). The system has the ability to send an Alert to signed-up residents (over 12 years of age) / businesses within a 3km radius at the time the incident or safety issue arises.

Statistics to end February 2018 show almost 10,000 App downloads and 6,005 email registrations to receive information and local authority partners are being tasked with active promotion of this facility.

> **Safer Neighbourhood Panels (SNPs)**

Safer Neighbourhood Panels established by the PCC in 2015, often referred to as SNPs, provide an opportunity for trained members of the public to scrutinise the work Staffordshire Police do in each local area. They are part of the accountability structure that he has set up to ensure overall police performance is answerable to the PCC.

SNPs review the performance of their Local Policing Team including monitoring the effectiveness and validity of Stop and Search. The Panels support of the role of the Police and Crime Commissioner which involves fulfilling various functions on behalf of the PCC such as:

- Challenging Local Police Performance
- Examining Local Performance Issues
- Core Scrutiny Reviews

Since the January 2018 Police & Crime Panel meeting, changes to the Force operating model have been agreed. SNPs will undergo some changes to reflect the new model of policing including Stoke-on-Trent LPTs reducing from three to two. To keep the panels informed of these changes transformation update sessions have been held in March 2018 for all Panel members. Meetings have also been held with the Stoke-on-Trent Panel chairs and the City Council representatives.

> Independent Custody Visiting

The role of an Independent Custody Visitor (ICV) is an important one and enables volunteers, appointed from the local community, to observe, comment and report on the conditions under which persons are detained at Police Stations. The operation of the Scheme is the responsibility of the OPCC (in accordance with section 51(1) of the Police Reform Act 2002).

The ICV priorities are be the welfare of persons in custody and the operation, in practice, of the statutory and other rules governing the welfare of detained persons, with a view to securing greater understanding and confidence in these matters. These arrangements also provide an independent check on the way police officers carry out their duties with regard to detained persons.

In January 2018 the ICV scheme has undertaken a review in Staffordshire's Custody Facilities of the process and procedures, concerned with the National issue raised by The Independent Custody Visiting Association (ICVA) of unsatisfactory sanitary care for menstruating women.

ICVA highlighted that inspection reports from HMICFRS and HMIP revealed that police regularly do not meet the basic standards outlined in The College of Policing Authorised Professional Practice such as;

- Female detainees were not offered sanitary protection whilst being booked in.
- Female staff were not available for detainees to speak to and booking in areas were not sufficiently private to enable detainees to request sanitary products.
- Police custody suites have a very poor range of products, sometimes refusing tampons to detainees. Other suites stored sanitary products inappropriately and unhygienically.
- CCTV of cells was not obscured over the toilet area of the cell, meaning that detainees could be viewed by staff or others with access to monitoring screens.
- Where CCTV did obscure the toilet area, detainees were not informed of this and assumed that it did.
- Many cells do not have handwashing facilities, with detainees needing to press a call bell and wait for a response to wash their hands after using a sanitary pack.

The review undertaken by the ICV Scheme incorporated all of the points raised and were pleased to find that practices in Staffordshire's Custody Facilities were appropriately meeting the needs of menstruating women. The basic standards will continue to be checked on by the ICV's during their unannounced visits.

> Youth Commission

A Staffordshire Youth Commission was established in October 2016 by the PCC as part of a new approach to engage with young people across Staffordshire and Stoke-on-Trent and get their views on policing, crime and the criminal justice system.

Since the last meeting of the Police and Crime Panel a great deal of progress has been made by the Youth Commission in working towards delivering their work programme. The Youth Commission has several priority topics which they are working on alongside the PCC, his Office, Staffordshire Police and numerous partners including Staffordshire County Council, Stoke City Council, Schools across

the County and City and others. These priority topics include Knife and Gang Crime, Hate Crime and Exclusion, Mental Health, Abuse and CSE, and Community Breakdown. On March 8th the Youth Commission and the PCC hosted a 'big debate' on Violent Crime as part of the Youth Commissions work stream on Knife and Gang Crime.

The Youth Commission has developed an Advisory Group with Staffordshire Police that is working on improving the links between young people and the Police. The work of the advisory group currently consists of examining ways of involving young people in Police recruitment and the development of training for Police Officers. Through this group the Youth Commission and Staffordshire Police are also working together to develop educational and awareness social media campaigns targeting young people across Staffordshire on a number of issues.

The Youth Commission continues to formally meet on a monthly basis to discuss its work programme and discuss various issues, for example at the March meeting the Youth Commission were consulted on the process for deployment of new Taser equipment by Staffordshire Police.

> Knife Crime

Knife crime continues to be a matter of concern across the country. Whilst it is a particular problem for some inner city areas, Staffordshire has also seen increases in the carrying of knives. It is one of the priorities that the PCC's Youth Commission has chosen to focus on this year. The first of the PCC's 'Big Debates' for the Youth Commission discussed the scale of the problem in Staffordshire with experts, YC members and visiting criminology students from the USA.

The PCC hosted the debate at County Buildings on March 8, which was covered by traditional and social media, including Radio Stoke live broadcasting from the venue throughout the Drivetime show on the night. A dedicated hashtag #staffspccbigdebate was also created, which was used in advance of the debate, during and afterwards to reach as wide and diverse an audience as possible. The PCC wanted to hear the views of young people, (largely those most affected) and their ideas on how it could be tackled. The debate also heard from a mother whose son was stabbed to death; a former gang member, who now tries to educate young people away from a life of crime and a police superintendent, who gave a Force perspective. While knife crime has been on the increase in Staffordshire over the last few years, nobody has died as a result of it for many years.

> Commissioner's Community Fund

The PCC continues to provide a range of funding opportunities available to community safety partnerships (CSPs), strategic partners and community groups to support broad community safety activities in local areas;

- The PCC has this year again committed to make annual Locality Deal awards totalling £1,042m to local Community Safety Partnerships and the Stoke-on-Trent Safer City Partnership (CSPs), with an advance of 80% of local funds made in the summer, with half yearly evaluations being currently considered prior to award of the remaining 20% balance. This provides each area the opportunity to use these funds to ensure delivery of their statutory Community Safety Plan, derived from their annual statutory Strategic Assessment Review

undertaken by the County Insight Team. Following negotiation by the OPCC, such review was completed without direct charge to CSPs.

- A contribution from Locality Deal is made by CSPs (District / Borough's) to Countywide Drug and Alcohol Services following the reduction in Staffordshire County Council funding to this key service. Additionally for 2018, all CSPs will be meeting the administrative cost of local Safer Neighbourhood Panels from their Locality Deal Award.
- SNPs will then provide additional scrutiny around the delivery of the priorities identified in individual local Community Safety Plans.
- The Proceeds of Crime Fund provides £200,000 per annum through 2 funding rounds to support strategic partnership activity aligned to the PCC's and local community safety priorities. Grants are made up to the value of £15,000 and annually evaluated.
- Similarly, the People Power fund provides £200,000 per annum through 2 funding rounds to local community groups in support of projects which support delivery of the PCC's and local community safety priorities. Grants are awarded in values between £100 and £3,000 and evaluated on an annual basis.

4.4 Supporting Victims and Witnesses Priority - making it easier for victims and witnesses to get the support they need

> Domestic Abuse

Commissioning of Services

A new pan Staffordshire domestic abuse service is being commissioned, with tenders currently being assessed by a partnership moderation panel. New services will commence in October 2018 following a 12 week mobilisation period following successful contract award.

Commissioners are seeking a consistent baseline service provision across the whole geography, which flexes to meet local demands and is supportive of the identified needs defined by the 'Staffordshire and Stoke-on-Trent Domestic Abuse Needs Assessment' (DANA).

Providing a tiered approach to services; from prevention through to early intervention, targeted and acute support, they span the victim and perpetrator agenda for adults, children and young people, families and communities.

The Office of the Police and Crime Commissioner is Lead Commissioner in this new approach, working hand in hand with Staffordshire County Council and Stoke-on-Trent City Council and supported by District / Borough Authorities.

Strategic Direction

The Domestic Abuse Commissioning and Development Board (DACDB) established almost 12 months ago provides clear ownership for the Staffordshire and Stoke-on-Trent 2017-2020 Domestic Abuse Strategy and is well attended from strategic partners across the area.

The Board owns the Domestic Abuse Action Plan which will ensure delivery of the 3 year strategy.

Police Process

The OPCC are strategically engaged with Staffordshire Police as they re-examine and redesign existing domestic abuse processes, including the current Multi-Agency Risk Assessment Conference (MARAC) to ensure delivery of best services to meet the needs of victims and their families.

Supporting this process and aligning well with the new commissioned service provision is work led by the OPCC to externally commission the mapping of existing victim and perpetrator journeys through multi-agency service provision, to identify gaps and duplications in process. This will facilitate the mapping and development of best service pathways which will then underpin new commissioned services.

> **Business Crime**

The Business Crime Advisor project, delivered by Staffordshire Chambers, continues to support victims of business crime by delivering a free, practical, easily accessible, professional and timely service.

Between October and December last year 859 businesses were contacted by the Advisor and offered support. Of those businesses who accepted support, follow up calls were made to ensure that there were no further issues that they needed support with. The Advisor also supports the business with a referral to another agency, such as the Victim Gateway should they require practical and/or emotional support.

All victims of business crime are offered one hour's specialist advice, following contact with the Advisor. Digital forensics and cybercrime, security and legal advice were the top three specialist services businesses made contact with.

For more information go to <https://staffordshirechambers.co.uk/business-support/businesscrimehelpline/>

> **Victim Gateway**

The Victim Gateway places all victims and witnesses central to the criminal justice process and is based on the premise of a whole system approach being adopted from the point of the victim reporting the crime through to the victim receiving specialist support. The Gateway continues to provide a prompt, professional, victim-led support service to help people cope and recover from the impact of crime.

Between October and December last year the Gateway received 14,574 referrals. Of those, 11,975 received advice, guidance and information. There were 8,098 'enhanced' victims. Of those, 4883 accepted some form of support, following a 'triage' assessment with the telephone assessment team. 216 victims accepted one to one support. 1,944 victims were eligible to be referred to specialist agencies for specialist support e.g. sexual abuse, domestic abuse, hate crime etc.

The system development work for the Gateway is currently in the 'test' stage. If the test stage proves to be successful the changes to the system will further improve the service provided to victims.

More information on the Victim Gateway is available at: www.staffsvictimsgateway.org.uk/ or victims can call the Victim Gateway on [0330 0881 339](tel:03300881339).

> **Ministry of Justice Contracts**

The OPCC continues to commission a number of services; Victim Gateway, Restorative Justice Hub as well as provide grants to specific projects such as Independent Domestic Abuse Advisors, a Hate Crime service, support for children who have been sexually abused, Domestic Abuse in the Workplace Champions and Independent Sexual Violence Advisors.

Stage one of the victim and witness needs assessment has been completed, which has enabled us to understand the true scale and picture across Staffordshire and Stoke-on-Trent. Stage 2 has been agreed by the Victim and Witness Commissioning and Development Board and progress is currently being made to deliver this. Stage 2 will focus on the 'qualitative' aspect, which will include holding a number of victim focus groups and asking victims to partake in a 'case study' exercise. This stage will also assist with the re-design of the Police's victim satisfaction surveys, which will be completed in consultation with victims.

> **Video-links**

Vulnerable victim cases continue to be heard at Alder Lodge in Burton. Alder Lodge provides a positive experience and enables vulnerable victims, under a special measures application, to give evidence without having to sit in the court room in front of the alleged offender. On the 8th March 2018 the Police and Crime Commissioners office, with support from key partners, organised a partnership event. The Deputy Police and Crime Commissioner opened the event along with the Mayor of Burton. Those who attended were able to tour the video link facilities, network with other professionals, find out about available support services and gain advice from partner organisations.

Talks are currently underway with key partners to identify other potential video link sites across the County.

> **Restorative Justice (RJ)**

The Restorative Justice Hub continues to make victim-led restorative justice services readily available across Staffordshire and Stoke-on-Trent to all those harmed by crime. The Hub ensures that victims receive timely and appropriate support in dealing with the effects of crime. The Hub works very closely with the Victim Gateway and Police to ensure that every victim of crime referred to them is offered restorative justice.

Between October and December last year the Hub received 29 adult referrals; received from the Victim Gateway, Police and Probation. The Restorative Justice Partnership continues to work with Partners to deliver and monitor the actions contained within the action plan and to publicise the service.

> **Domestic Abuse in the Workplace**

Women's Aid and the Chamber of Commerce continue to work in partnership to support the delivery of the domestic abuse in the workplace champion scheme so

that victims of domestic abuse have the opportunity to speak with a work colleague in confidence, who will listen, be non-judgmental and signpost the victim to a specialist service for appropriate domestic abuse related support.

Since June of last year 52 champions have been trained from 11 different organisations. They include Woolcool, Synectics, Michelin, Portmerion and Goodwins. 33 individuals are signed up to future training sessions.

4.5 Modern Policing

The Police and Crime Commissioner's (PCCs) Safer, Fairer, United Communities Strategy 2017 – 2020 included a fifth priority, to build a modern police service, fit for a changing future, able to address existing challenges and new threats and harm that can potentially impact from local, regional, national and international activity.

These challenges cannot be addressed by policing alone. Both the Office of the PCC and Staffordshire Police have to work effectively with partners in Staffordshire and those at a regional and national level. They have to be easy to do business with, sharing information, skills and resources with partners to prevent and intervene early to deal with the root causes of problems before they become more complex and costly to address.

The Chief Constable has developed a Blueprint for Change to ensure delivery against the five priorities in the PCC's Strategy. This is supported by the first of a series of annual Policing Plans which detail the projects and other activities the force will undertake during the year in working towards the Blueprint.

The force projects combine to form a cohesive change programme (SP25) which aims to fundamentally change the way the force operates. The delivery plans incorporate Boeing Defence UK in providing the capacity and capability to take advantage of the best that technology can provide; particular focus is being applied to the early delivery of a new core policing platform which will deliver significant performance and financial benefits.

Changes to the operating model delivered or commenced in the first phase of work include:

- Introduction of more efficient and effective force governance arrangements;
- The formation of a new directorate structure;
- New structures that provide for more effective local and neighbourhood policing, partnership working, customer contact and response policing, investigations; operational support and business support functions;
- A greater investment in place-based neighbourhood policing and partnership teams to support prevention, early intervention and public protection;
- The development of a resolution centre to deliver a more informed and streamlined response to non-emergency service requests, thereby reducing the demand on front line resources, so that they can be used more effectively;
- The introduction of centres of excellence to enhance capabilities in key areas of policing activity such as early intervention, crime prevention, offender/sex offender management, adult abuse, child abuse, economic, serious and organised and cyber-crime;
- The implementation of a new target information model, with technology that is fit for purpose;

- Rationalisation of the PCC-owned estate achieved through integration of services with partner agencies and new ways of working;
- Workforce planning to ensure the right people with the right skills are in the right roles with the necessary development and wellbeing support;
- Leadership and cultural development programmes.

The accountability of the Chief Constable to the PCC in the delivery of the changes taking place across the force has been assured through further developing the governance arrangements that both the OPCC and force, separately and together, have in place. The aim has been to positively support delivery of the change programme, whilst also providing for appropriate involvement, influence and reporting and performance management. These arrangements are in place and working, but will be adapted as necessary as the change programme moves forwards.

At a regional level, the PCC has chaired the Regional Governance Group for the last 12 months. This group brings together the PCCs and Chief Constables from Staffordshire, Warwickshire, West Mercia and West Midlands, with their Chief Executive officers to oversee and guide work on collaborative policing and community safety arrangements. This is inclusive of regional organised crime, motorway patrol, the police air service, counter terrorism, national programmes e.g. ESN and more recently a focus on criminality in prisons. The PCCs are supported by two Regional Police Officers who work closely with Force officers and staff to a clear work plan.

The regional governance arrangements have developed over recent years to be particularly strong in holding Chief Constables to account, but also in making sure that where appropriate the region has a single voice in national collaborative working, which is significant in scale at the present time.

5. Conclusion

The Police and Crime Panel will continue to receive updates in line with their proposed work plan for the coming year and as requested.

Matthew Ellis
Police and Crime Commissioner for Staffordshire

Contact Officer: Ralph Butler
Telephone: 01785 232437
Email: ralph.butler@staffordshire.pcc.pnn.gov.uk



Police and Crime Panel – 23 April 2018

**Update from the PCC on the Safer, Fairer, United Communities for
Staffordshire 2013-18: Focus Priority: Managing Offenders**

Report of the Police & Crime Commissioner

1. Purpose of Report

The purpose of this report is to update the Police and Crime Panel on the delivery of the Managing Offenders priority of the Safer, Fairer, and United Communities Strategy for Staffordshire.

2. Recommendation

That the Panel note the update on the delivery of the Managing Offenders priority and make comment as appropriate.

3. Background/Context

In support of the delivery of the priority the PCC, through his commissioning team, has brought together all key partners that have a responsibility or interest in the offending arena to support a whole system approach to reducing offending and re-offending in Staffordshire and Stoke on Trent.

The partnership is the first of its type bringing agencies together to tackle offending and reoffending on a pan-Staffordshire basis and is one of only a few examples nationally where all agencies involved in the commissioning or delivery of services to offenders and their families have come together to agree a joined-up, whole-system approach to preventing offending and driving down offending and reoffending rates.

Governance arrangements for the partnership are now well established and partners have agreed an ambitious county-wide strategy – the Staffordshire Strategic Framework for Reducing Offending 2015-18 – to guide local action in relation to the agenda (the Strategy).

A comprehensive Action Plan has been produced to support implementation of the Strategy based around 3 key themes - Prevention, Diversion and Offender Management, Rehabilitation and Resettlement - and multi-agency delivery groups have been established to oversee the delivery of agreed actions under each theme.

Arrangements are in place to support the tracking of performance in delivering the Strategy's key actions with regular reports being made to the OMCDDB on progress made.

4. Progress on Implementation

Overview

A copy of the latest Progress Tracking report used to monitor implementation of the Strategy is attached at Appendix 1.

Overall, progress on implementation to date has been positive with the majority of actions scheduled for delivery by this point (to 31st March 2018) having been successfully implemented. Of the 53 actions scheduled to be delivered 42 (85%) have been completed, with a further 11 in the process of being implemented.

In cases where progress has been slower than expected in many instances planned developments were starting from a low base. Where appropriate arrangements have been made for outstanding actions to be carried forward into 2018/19 as part of arrangements recently agreed as part of the strategy refresh (see below).

An update on recent activity under each of the strategy's themes is given below.

Prevention

Since the last report to the Panel partners have continued to develop the approach to prevention and early intervention. Significant progress has been made in particular in taking forward actions designed to prevent young people's exposure to/risk of involvement in offending behaviour and to reduce the incidence of intergenerational crime. Key developments have included:

- Work with partners to support the introduction of a nationally recognised preventative education resource (Values versus Violence) in schools across Staffordshire and Stoke-on-Trent. The resource is delivered by teachers and raises awareness of risks among children and young people and provides them with some of the necessary skills to keep them safe from the dangers of abuse, sexual exploitation and radicalisation
- Agreement of funding to support the completion of a time-limited piece of work with Staffordshire schools to scope what is currently being delivered around the PSHE curriculum, to ascertain the potential for introducing a stronger focus on risks among children and young people of possible exposure to/involvement in offending behaviour
- Commissioning of a review of YOS prevention/early intervention services. The PCC has commissioned Cordis Bright to undertake an independent review of YOS prevention services and to make recommendations for potential future delivery models. The review is due to report by the end of March.
- Agreement for the further development/expansion of the SPACE positive activities programme for young people, which has been successful in reducing incidents of ASB and low level crime during the school summer holidays, to cover additional age groups and school holiday periods
- Agreement of funding for a new prison family support worker post at HMP/YOI Brinsford to help maintain and improve Prisoners' Family Ties during custody

Diversion

Work under the Diversion theme is focused on the further development of diversionary approaches which allow low level offending (in appropriate circumstances and with the consent of victims) to be dealt with at an early stage and outside of the criminal justice system, in order to avoid unnecessary court proceedings and problems escalating. Since the last report to the Panel key developments have included:

- Introduction of a new multi-agency triage assessment process to improve collaboration and decision making between the YOS, Police and partner agencies when considering instances of minor offending and anti-social behaviour by young people to ensure consistent practice between agencies in identifying cases which might be suitable for an out of court disposal
- Establishment of a new Police-led strategic group with the aim of developing a cohesive approach to adult Out of Court Disposals, linked to appropriate interventions
- Agreement of a new multi-agency Looked After Children Protocol and Action Plan to guide joint action aimed at reducing the number of young people in care coming into contact with the criminal justice system.
- Establishment of a new multi-agency Strategic Board (the Staffordshire and Stoke on Trent Mental Health and Community Safety Strategic Board) to coordinate improvements in the operation of referral pathways between criminal justice and health agencies to improve the availability of diversionary services for those coming into contact with the criminal justice system with mental health needs and other vulnerabilities. The Board met for a second time in March to finalise terms of reference and to agree initial work areas.
- Work with NHS England and health partners to establish improved coverage of mental health Liaison and Diversion services in the county

Offender Management, Rehabilitation and Resettlement

Under the Offender Management, Rehabilitation and Resettlement theme further work has been undertaken with key criminal justice partners (the Police, YOS, MOJ, NPS and Staffordshire and West Midlands CRC) to develop and strengthen local offender management arrangements. Recent developments have included:

- Completion of a review of statutory YOS services. Staffordshire County Council and Stoke on Trent City Council have recently undertaken a review of statutory YOS services in each authority – led by the two YOS Managers – with a view to identifying scope for increased collaboration between the two YOSs and enhancing links between each YOS and local early help services. Phase 1 of the review has been completed and an interim report produced.
- Ongoing meetings with the NPS and CRC to improve the delivery of offender management services and to ensure that services are more effectively tailored to local needs. Following discussions between partners the CRC is in the process of recruiting additional management and front-line staff to increase local capacity and to improve the CRCs performance in key areas.
- Discussions with the MOJ and NPS regarding the co-commissioning of a new, bespoke community sentencing option for women offenders

In terms of resettlement, further work has been undertaken to improve offenders access to housing, employment and other key resettlement support services. Recent developments have included:

- Agreement between partners to maintain funding for the current co-commissioned county-wide housing support service for offenders into 2018/19.
- Establishment of a new Steering Group to improve offenders access to employment and training opportunities. On behalf of the group, the OPCC recently commissioned Grant Thornton to undertake a feasibility study to ascertain the viability of establishing a new social enterprise in Staffordshire with the aim of offering employment opportunities for offenders in the construction sector. The feasibility study has now been completed and the Steering Group is currently reviewing the results of the study and deciding next steps.
- Discussions with local authority commissioners regarding the future use of PCC funds allocated to support the delivery of local substance misuse treatment interventions, with the aim of ensuring that resources in future are targeted more directly on services and interventions that are proven to reduce offending and improve recovery outcomes.

5. Progress Against Outcomes

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

- A reduction in first time entrants to the youth justice system
- A sustained reduction in youth and adult reoffending

The tracking of performance in relation to reoffending since the launch of the strategy has been difficult due to the delay involved in allowing for proven reoffending rates to be established. In terms of youth and adult reoffending (calculated as the number of offenders convicted of another criminal offence within one year of being released from prison or completing a community sentence), the main source of data on reoffending trends is currently the national Ministry of Justice reoffending data system. Under the system, a period of two years is required to elapse before 'proven' reoffending rates can be published, to allow for all cases to pass through the court system and for conviction data to be validated.

Reoffending data for cohorts of offenders having been released from custody or commencing orders in the year of publication of the Strategy is now becoming available however and based on the data available an initial assessment of the impact of the strategy on local offending and reoffending rates can be made.

Results indicate that since the launch of the Strategy (in October 2015) in both Staffordshire and Stoke on Trent there has been a reduction in first time entrants to the criminal justice system, and a measurable, albeit small, reduction in adult reoffending. Youth reoffending levels have remained fairly static with evidence of a recent rise in Stoke on Trent.

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

6. Strategy Refresh

With delivery of the strategy now into its final year, partners have recently undertaken a comprehensive refresh of the strategy.

Whilst it is felt that the objectives of the strategy, and the priority actions designed to achieve them, remain appropriate it is considered that in certain areas more needs to be done to ensure that the strategy remains relevant and on course to deliver against its key outcomes.

To enable more effective joint working across agencies, it has been agreed that going forward the strategic themes of the Framework should be reduced from 3 to 2 with actions and priorities being focused/grouped together under the following key themes:

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

To reflect this change, the existing Prevention and Diversion Delivery Groups are to be discontinued with the two Groups being replaced by a new, single Prevention/Early Intervention Group.

Under the Prevention/Early Intervention theme the content of the strategy has been strengthened to ensure closer alignment with local early help strategies and initiatives. A number of new actions have been added to explicitly link to the priorities of the strategy with early help plans and to enhance connections across the local early help system

Under the Offender Management, Rehabilitation and Resettlement theme, the strategy has been updated to include a stronger focus on initiatives to tackle youth reoffending, and on improving services for women offenders. Proposals have also been included for a review of IOM multi-agency offender management arrangements and new actions included with the aim of improving offenders access to housing, employment, mental health and substance misuse rehabilitation support services.

Finally, whilst the current Strategy was produced in collaboration with a range of different stakeholders, it is considered that more can be done to increase the extent to which it is collectively owned – particularly across third sector organisations and the community at large. To this end over the course of the next phase of delivery of the strategy it is proposed to further develop links with the voluntary sector to help build capacity to develop innovative approaches to reduce reoffending and to respond to new and emerging issues, building on learning and best practice nationally.

Further attention will be paid to communicating news of the work of the partnership to key audiences locally and nationally, to building links across sectors and to exploring opportunities for increased collaboration in the delivery of services to tackle and reduce offending.

Full details of changes are outlined in the refreshed plan, a copy of which is attached at Appendix 2.

7. Future Delivery Arrangements

With the above changes incorporated it is intended that the refreshed strategy will provide a basis for joint work to prevent and reduce youth and adult offending in the county for the next 2-3 years - to the end of 2020/21.

Delivery will continue to be coordinated via the OMCDB and its associated Delivery Groups with reports being made to the SSSB, Police and Crime Panel and other relevant partnership Boards on a quarterly basis to ensure effective oversight of progress on implementation.

All stakeholders engaged in partnership arrangements have pledged their continuing support in taking forward the next phase of delivery of the Framework to ensure that the good work already undertaken is consolidated and built upon and that the shared ambition to reduce reoffending and deliver safer communities across Staffordshire and Stoke on Trent is realised.

Matthew Ellis
Police and Crime Commissioner for Staffordshire

Contact officer: Peter Scott
Job role: Programme Lead, Offender Management
Telephone: 01785 232451
Email: peter.scott@staffordshire.pcc.pnn.gov.uk



STAFFORDSHIRE STRATEGIC FRAMEWORK FOR REDUCING OFFENDING 2015/18

ACTION PLAN

Quarter 4 2017/18 Performance Report

Overview:

OVERALL STATUS												
PROGRAMME OVERVIEW												
	Short-Term (2015/16)				Medium-Term (2016/17)				Long-Term (2017/18)			
ACTIONS (53)	19				32				2			
CURRENT STATUS	R	A	G	W	R	A	G	W	R	A	G	W
Prevention (14)			4			5	5					
Diversion (18)			8			2	7			1		
Offender Management (8)			1				6			1		
Rehab & Resettlement (8)			2			1	5					
Cross-Cutting Programmes (5)			4			1						
Total			19			9 <i>c/f</i>	23			2		

G	Implemented
A	Being Implemented
R	Not Implemented
W	Super-ceded
c/f	Carried Forward

Performance Report:

Prevention.....	3
Diversion.....	5
Offender Management.....	8
Rehabilitation & Resettlement.....	9
Cross-Cutting Programmes/Initiatives.....	10

Prevention							
Ref	Key Deliverable	Actions	Responsible Partner / Lead	Outcome / impact measure	S M L	R A G	Evidence / Progress update
1	Improve the availability/effectiveness of family intervention services 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	<p>Work with partners under Phase 2 of the TF programme to ensure that effective parenting support and related interventions are in place for children and young people who are living in family circumstances which place them at risk of involvement in offending – eg those living in circumstances where there is:</p> <ul style="list-style-type: none"> • Domestic violence • Parental mental health problems • Parental alcohol or drugs problems • Parental criminality • etc 		<p>Needs of offenders families reflected in local TF Delivery Plans</p> <p>Effective arrangements in place between YOS, Prison and Probation and family intervention services for referral of families for support</p>	M c/f	A	<p>The PCC is supporting work being undertaken by Stoke-on-Trent Council in relation to work regarding Adverse Childhood Experiences (ACEs). This includes training for practitioners and more detailed work with three service providers, Arch, Brighter Futures and the CRC, and direct work with service users. The PCC are funding CHAD to undertake a full evaluation of the project</p> <p>Funding agreed between Staffordshire County Council, Stoke on Trent City Council and NOMS to support the continuation of the existing Staffordshire-wide prisoner family support project</p>
2	Improve the provision of safeguarding education in schools to better equip children and young people to recognise and avoid possible situations which	Establish Task and Finish Group		Group established	S	G	Terms of Reference and membership agreed for new, county-wide Strategic Education Group.

Page 28	may place them at risk of exploitation and exposure to/involvement in offending behaviour	Develop multi-agency strategy and action plan to support the development of a comprehensive, coordinated approach to the provision of safeguarding education in Staffordshire schools to protect children from areas of safeguarding concern		Strategy/Action Plan developed and approved by partners	M c/f	A	Overarching principles agreed at SSSB to inform approach to Strategy/Action Plan development
		Scope/evaluate safeguarding materials available for use in schools to improve children and young people's awareness of risks of: <ul style="list-style-type: none"> Becoming criminalised through online activity Exposure to bullying through cyber activity, gang activity etc Sexual abuse (through sexting and online exploitation) 		Scoping exercise completed	M	G	Scoping exercise completed The PCC has agreed to fund Staffordshire County Council to host a full time PSHE Co-ordinator to facilitate work with Staffordshire schools
		Negotiate use of suitable materials in Staffordshire schools		Agreement secured/ arrangements in place	M c/f	A	The PCC has agreed that as part of the above arrangements, funding will be made available to purchase some resources for schools.
		Pilot use of materials		Pilot agreed	M c/f	A	As part of the approach detailed above, the PSHE Co-ordinator will assist and support teachers and school staff to deliver PSHE resources.
3	Ensure that opportunities for front line police officers to intervene early to identify/address the wider support needs of individuals and families presenting to the police are realised	Continue engagement in national Early Intervention Academy for Police leaders		Academy membership maintained	S	G	Agreement reached for membership of Academy to continue in 2017/18. The next session will be in September 2017 and there will be three master classes throughout the year

		Ensure that early intervention and prevention approaches are included as an element within the current Police transformation programme and linked local prototyping activity		Focus on early intervention and prevention included within programme	S	G	Early Intervention Plan developed to guide Police response to Early Intervention agenda in Staffordshire – currently awaiting approval
		Develop/agree Police Early Intervention Plan		Police Early Intervention Plan developed and approved	M	A	
4	Extend opportunities for young people's 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	Review case for embedding SPACE summer activities programme into PCC annual business planning cycle		Review completed	S	G	Agreement reached for programme to be repeated in 2017
		Work with local schools, children's centres, youth services and other organisations to review/extend the availability of preventative/ diversionary activities for young people		Improved range of services in place	M	G	A number of new diversionary activities for young people are now in place or currently under development – including the Princes Trust Project in Stoke on Trent, and the Children in Need Youth Violence Project delivered by Stoke City FC Community Trust
5	Contribute to multi-agency work to address radicalisation	Contribute to local multi-agency work to support roll-out of the government's Prevent strategy		Training and awareness raising events held in schools and workplaces throughout the county to raise awareness of radicalisation issues	M	G	Progress being taken forward via Staffs Prevent partnership and Delivery Plan. Quarterly updates on activity are reported to the Prevent Board by all partners. Staffordshire County Council have recently commissioned Entrust to develop a teaching resource and this has been circulated to all Staffordshire schools.
		Explore development of an on-line platform to challenge extreme messages			M c/f	A	

6	Contribute to multi-agency work to address CSE	Contribute local strategy development through CSAF		Strategy and Action Plan developed	M	G	Strategy and Action Plan developed. Coordinator appointed
Diversion							
Ref	Key Deliverable	Actions	Responsible Partner / Lead	Outcome / impact measure	S M L	R A G	Evidence / Progress update
7	Promote/assist the further development of Community Resolution/ Restorative Policing approaches which help to divert people away from contact with the criminal justice system and reduce the risk of reoffending,	Promote/assist the further development/use of Community Resolution approaches		Use of Community Resolutions extended	S	G	Development being taken forward via Delivery Group and multi-agency RJ Steering Group.
		Promote/assist the further development/use of Out of Court disposals		Use of Cautions and Conditional Cautioning extended	S	G	Joint Triage model in Pilot for Children and Young People. Stoke and Staffs YOS and Staffs Police working closely together to ensure all young people eligible for CR receive triage.
		Support delivery of Home Office Adult Out of Court Disposal pilot: <ul style="list-style-type: none"> Map requirements for supporting interventions Support commissioning of required interventions 		Supporting interventions commissioned/in place	S	G	Requirements established/tender process commenced
		Review outcome of Home Office evaluation of Pilot and implement recommendations from evaluation report		Key recommendations implemented	S	G	Publication of evaluation report delayed – MoJ supportive of the wider roll out of OoCDs. DPP have reservations however regarding use in relation to DA and Hate Crime. In the interim Forces are able to use OoCDs for crimes other than DA and Hate Crime.

		Agree forward Strategy and Operational Model to ensure effective strategic coordination and a consistent approach to the delivery of services across Staffordshire and Stoke on Trent		Strategy and operating model agreed	M c/f	A	ToR's for Strategy and Operational Model agreed
		Explore development of specific new diversionary Policing approaches			M c/f	A	To be considered as part of above New assessment model piloted with young people to support Triage into earlier intervention
8	Develop a new RJ Strategy and Delivery Model to increase RJ provision/extend the number of entry points at which RJ interventions are available across the CJ process	Establish Task and Finish Group		Task and Finish Group established	S	G	T&F Group established
		Map adequacy of current RJ services at both the Pre-Sentence stage (eg to support the delivery of Community Resolutions and Out of Court Disposals) and at later stages of the criminal justice process and gaps in provision		Mapping exercise completed	S	G	Mapping exercise completed
		Develop a new Strategy and Delivery Model to address gaps in provision		New Strategy and Delivery Model agreed	S	G	Strategy and Delivery Model agreed
		Commission additional RJ services as appropriate to meet local needs		Commissioning plans agreed	M	G	New integrated RJ Hub service commissioned
		Agree RJ service coordination and management arrangements going forward		Service coordination and management arrangements agreed	M	G	Service coordination and management arrangements agreed as part of new RJ Hub model
9	Further develop and strengthen preventative services and interventions 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	Establish accurate picture of extent of offending and reoffending amongst LAC cohort		Assessment completed	S	G	Relevant caseload data obtained from each YOS.
		Review operation of current YOS/Police LAC protocol and its effectiveness		Review completed	M	G	Review completed and signed off by local Safeguarding Boards. Revisions to protocol agreed, setting out new approach to preventative work with looked after children at risk of

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10							offending. Small group home providers in Stoke trained in delivering RJ
		Develop/agree future approach to preventative work with LAC cohort		Approach agreed	M	G	Independent assessment of reasons behind over-representation of LAC cohort in cjs commissioned and report with recommendations produced.
	Work with the Police, public health and other partners to 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 develop appropriate pathways to enable individuals to be diverted away from contact with the criminal justice system	Review Police data to accurately identify the numbers of people with mental health needs, learning disabilities, substance misuse and other complex needs being detained		Snapshot completed	M	G	Snapshot completed
		Work with the police, local authorities, NHS England and public health to develop a clear, evidence-based, integrated strategy and model of care to cover the diversion of people with complex needs and other vulnerabilities away from contact with the cjs at point of arrest/potential detention in custody and into appropriate care and support services		Strategy/model of care agreed	M	G	Stakeholder Group established including key criminal justice agencies and NHS England, CCG and Public Health partners National L&D model adopted as delivery model refined as appropriate to reflect local needs
		Review effectiveness of current assessment/diversion arrangements and gaps in provision		Review completed	M	G	Review completed Report with recommendations produced
	Agree changes in commissioning arrangements to support provision of services in line with new model		New contracts in place	L	A		
Offender Management							
Ref	Key Deliverable	Actions	Responsible Partner / Lead	Outcome / impact measure	S M L	R A G	Evidence / Progress update
11	Support the planned efficiency/effectiveness	Agree spec with partners/ commission review		Review commissioned (September 2016)	S	G	Spec agreed

	review of YOS delivery arrangements in Staffordshire and Stoke on Trent	Complete review.		Report produced (January 2017)	M	A	Phase 1 of Review complete – interim report produced
		Implement recommendations arising from the review		Recommendations implemented	L	A	
12	Ensure the successful implementation of new Prison and Probation reforms, including the introduction of the new, national prisoner resettlement service	Engage with NOMS, the prison service and new probation providers to ensure the successful implementation of new offender management and prisoner resettlement arrangements under the TR programme, including the delivery of services to prisoners serving sentences of under 12 months who, under the new arrangements will become eligible to receive probation supervision and support for the first time		New service arrangements successfully introduced with no adverse impact on performance	M	G	Key elements of the reforms in place. 95% of short term prisoners now receiving through the gate support
Page 33	Engage with Youth Offending Teams and new Probation providers to ensure the current work to develop a more integrated and flexible approach between the two services to work with young adult offenders between the ages of 17 and 25 is maintained and built upon	Ensure continued development of joint working under the Transition to Adulthood (T2A) Programme;		Programme maintained	M	G	Discussions continuing between YOTs, NPS and CRC re delivery of T2A programme
		Support changes in approach/delivery of new, targeted interventions and packages of rehabilitation support under the programme to reduce the risk of reoffending amongst this age group		New targeted interventions introduced	M	G	Interventions introduced as part of CRC offender segmentation arrangements
14	Ensure the further development and strengthening of multi-agency partnerships designed 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	Support the proposed review of IOM to clarify the focus of IOM delivery		Review completed	M	G	Future delivery of IOM considered as part of Police-led effectiveness review of Offender Management (May-June 2016) Report awaited
		Contribute to Ending Gangs and Youth Violence Strategy Group		Input to Strategy made	M	G	Contribution made to development of strategy

Rehabilitation and Resettlement							
Ref	Key Deliverable	Actions	Responsible Partner / Lead	Outcome / impact measure	S M L	R A G	Evidence / Progress update
15	Ensure effective introduction of new CRC delivery arrangements in Staffordshire	Ensure continued effective delivery of offending behaviour programmes		OB programme targets and outcomes met	M	G	New arrangements in place (accredited OB programmes, RAR and prisoner resettlement arrangements)
		Ensure effective introduction of new Rehabilitation Activity Requirements to address offenders behaviour and related rehabilitation support needs		RAR introduced	M	G	
		Ensure effective introduction of new 'through the gate' prisoner resettlement arrangements		Resettlement service in place	M	G	
16	Take forward work with co-commissioning partners to agree a future commissioning approach in respect of the existing county-wide housing support service for ex-offenders	Confirm resources available for re-commissioning with partners (OPCC, Staffs CC, Stoke on Trent CC and SWM CRC) /agree specification for re-commissioned service		Resourcing agreed/new spec developed (September 2015)	S	G	Agency funding contributions agreed. Procurement process completed December 2015. New contract awarded from 1 April 2016.
		Run tender/award new contract		New contract in place (1April 2016)	S	G	
Page 34	Take forward a programme of work with CRC, local authorities, RSLs the young people's careers service, local Colleges, Local Enterprise Partnerships, DWP, Job Centre Plus and other partners to improve the availability of housing, employment and other key rehabilitation and resettlement support services for offenders	Develop overarching approach with local partners to the provision key rehabilitation and resettlement support services for offenders based on an analysis of demand for services across the 7 key offender resettlement pathways			M	G	Approach agreed. Approach to focus on accommodation, ETE, mental health and substance misuse pathways.
		Build strategic alliances across both statutory and non-statutory organisations improve the availability of services under each pathway		Alliances agreed	M	G	New Partnership Board established
		Support changes in approach/delivery of new, targeted interventions and packages of rehabilitation support			G	G	Commissioning of feasibility study to explore potential development of new social enterprise offering access to training and paid employment for offenders in the construction sector approved

Cross-Cutting Programmes/Initiatives							
Ref	Key Deliverable	Actions	Responsible Partner / Lead	Outcome / impact measure	S M L	R A G	Evidence / Progress update
18	Improve availability of mentoring services for offenders	Assess demand for services: <ul style="list-style-type: none"> • Paid mentoring services • Volunteer mentors • Peer mentors 		Assessment completed	S	G	Volunteer and Peer Mentoring Coordinators recruited by CRC providing county-wide service to offenders in need of mentoring support
		Agree future commissioning approach to improve the availability of services		Approach agreed by partners	S	G	
19	Commission research to enable a clearer understanding to be established of offending and reoffending trends in Staffordshire and Stoke on Trent and the effectiveness of local approaches to reducing offending	Commission research on offending trends		Research completed/ Report available	S	G	Research completed/ Report available
		Commission up to date review of What Works literature		Review completed/ Report available	S	G	Review completed/ Report available
		Commission research into the effectiveness of services and interventions where current evidence is under-developed, eg: Out of Court Disposals, IOM		Research completed/ Reports available	M c/f	A	Review of Out of Court Disposals agreed



Staffordshire Strategic Framework for Reducing Offending 2015-18

REFRESH – JANUARY 2018

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1. Introduction

1.1 The current Staffordshire Strategic Framework for Reducing Offending has been in place since 2015. When the Framework was launched, as one of a range of strategies designed to support delivery of the PCC 5 year strategy 'Safer, Fairer, United Communities for Staffordshire', it heralded a new approach to addressing offending in Staffordshire, with criminal justice agencies, local authorities, health and voluntary and community sector partners across Staffordshire and Stoke on Trent coming together for the first time to jointly agree a new, 'whole-system' approach tackling youth and adult offending in the county.

1.2 Whilst it is recognised that since this time good progress has been made by partners in implementing the Framework, at its July 2017 meeting the county Offender Management Commissioning and Development Board (OMCDB) agreed that with delivery of the Framework approaching the mid-term it would be timely to take stock of progress in implementing the Framework to date and to review and refresh the strategy.

1.3 This report represents the outcome of the refresh process.

1.4 The report reviews progress in delivering the key priorities of the Framework to date and sets out revised and updated actions to guide and support the ongoing delivery of the Framework's priorities and key deliverables over the remaining life of the Framework (to October 2018) and beyond. It explains how partners intend to continue to work together in support of the delivery of priorities going forward and shows, through clear and measurable objectives and targets, how progress will be demonstrated.

1.5 Overall, good headway has been made to date in taking forward delivery of the Framework. The OPCC and partners remain ambitious for further progress to be made however to ensure that the achievements of the past 18 months are sustained and built upon.

1.6 To this end there is a firm commitment across partners to continue to work collaboratively in a joined up way to deliver the agreed priorities of the refreshed plan.

2. Background

2.1 The current Staffordshire Strategic Framework for Reducing Offending 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.

2.2 In support of the delivery of these aims, the Framework sets out a number of key deliverables and supporting actions for the attention of agencies under four key themes:

Strategic Theme	Focus
Prevention	Intervening early to help to prevent the onset of offending behaviour
Diversion	Diverting people involved in minor offences away from unnecessary contact with the criminal justice system
Offender Management	Ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future
Rehabilitation and Resettlement	Delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime

2.3 As part of the arrangements agreed between partners to support implementation of the Framework, multi-agency Delivery Groups have been established based around each theme to guide local action in relation to the delivery of key deliverables and actions.

2.4 Groups meet quarterly to review progress on implementation, providing reports to the OMCDB and other relevant partnership Boards to ensure appropriate oversight of progress made.

3. Refresh Process

3.1 In agreeing to the Framework refresh, the OMCDB was anxious to avoid the refresh process becoming too onerous for partners.

3.2 It was decided therefore that rather than establish separate arrangements, the refresh should be completed as part of the normal business of each Delivery Group. In place of the normal business agenda planned for the round of Delivery Group meetings scheduled to take place in Q3 2017/18 therefore, each Group was asked to use part of the time reserved for meetings to:

- Formally review progress in delivering key deliverables and associated actions under each theme to date
- Consider new deliverables and actions that may need to be added, to support the achievement of the Framework's aims going forward
- Plan for the implementation of the revised deliverables and actions - including agreeing which organization should lead on delivery, and possible progress measures

Wider Stakeholder Engagement

3.3 As part of the strategy refresh process, the OPCC has held discussions with the Ministry of Justice (MoJ) regarding the MoJ's commissioning plans for probation service delivery in Staffordshire (services delivered by the National Probation Service and local Community Rehabilitation Company) to ensure, where appropriate, alignment with the MoJs commissioning intentions.

3.4 The OPCC has also engaged with other relevant partners and stakeholders in the review of the current strategy, engaging with key organisations – including third sector partners and (indirectly) individuals with experience of the criminal justice system - via:

- Circulating key documents for feedback
- Attending Board/committee meetings and specific groups (i.e. district CSPs, local and regional forums, etc).

3.5 Through these engagement activities additional feedback has been obtained on the outline proposals arising from the refresh process.

3.6 This has been used to help inform the content of the refreshed strategy.

3.7 Details of the outcome of the refresh process are provided in Sections 4-7 below

4. Progress to Date Against the Priorities in the Strategic Framework

4.1 In general good headway has been made to date in taking forward delivery of actions originally identified for implementation under each of the Framework's strategic themes as set out in the tables below:

Strategic Priority: Prevention

Ref	Key Deliverable	What has been achieved so far
1	Improve the availability/effectiveness of family intervention services among families and children of offenders who are deemed to be at increased risk of social exclusion and involvement in offending in later life	<ul style="list-style-type: none"> • Links forged with local Troubled Families (TF) initiatives to ensure focus on families and children of offenders. • Adverse Childhood Experiences (ACE) assessment tool - which provides a potential means of improving the identification of risks of inter-generational offending among children and families of offenders to enable improved targeting of services – piloted in Stoke-on-Trent. Benefits of approach currently being evaluated. • Funding agreed between Staffordshire County Council, Stoke on Trent City Council and NOMS to support the continuation of the existing prisoner family support project.
2	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	<ul style="list-style-type: none"> • Overarching approach to provision of safeguarding education in Staffordshire schools agreed by partners. • PCC funding agreed for a new full time PSHE Co-ordinator post in Staffordshire to assist schools to incorporate a specific safeguarding focus within PSHE programmes. • Funding secured from the Home Office and the PCC to purchase a specific Safeguarding education resource (Values Versus Violence) for use in local schools (to be delivered to 1900 children in 19 primary schools across Stoke-on-Trent and Staffordshire)
3	Ensure that opportunities for the Police to intervene early to prevent crime and anti-social behaviour and to provide help to individuals, families and communities before problems become entrenched, more complex and costly to resolve are maximised	<ul style="list-style-type: none"> • New strategy and action plan developed and approved, setting out Staffordshire Police approach to prevention/early intervention. • Early Intervention included as one of Staffordshire Police Transformation programme approved Work Packages
4	Extend opportunities for young people's 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	<ul style="list-style-type: none"> • SPACE summer activities programme for young people now established as a regular annual programme. Evidence that the programme, which in 2017/18 generated over 17,000 attendances, is having a significant impact on the incidence of anti-social behaviour with a marked reduction in incidents evident during the summer months in which the scheme is operating, with a 38% reduction in recorded incidents of youth-related anti-social behaviour in 2017/18 compared to the previous year. • The PCC has continued to fund and support a range of additional diversionary activities for young people. (£150k in direct investment approved in 2017/18). • Continuation funding secured for Princes Trust Project in Stoke on Trent (278 young people have accessed the programme to date with 70% moving into a positive outcome of education, training, volunteering or employment), and the Children in Need Youth Violence Project in North Staffordshire delivered by Stoke City FC Community Trust, which provides diversionary activities for young people at risk of involvement in gang-related violence. • Work taken forward with Staffordshire FARS to further develop the mobile audio-visual 'Safe and Sound' project

5	Contribute to multi-agency work to address radicalisation	<ul style="list-style-type: none"> Support provided for the delivery of the Staffordshire and Stoke-on-Trent Prevent Action Plans Entrust commissioned to develop a specific teaching resource to be made available to all Staffordshire schools.
6	Contribute to multi-agency work to address CSE	<ul style="list-style-type: none"> New, multi-agency Strategy and Action Plan developed to ensure a comprehensive, coordinated approach across agencies to addressing CSE. PCC funding agreed for new Coordinator post to oversee delivery of Strategy.

Strategic Priority: Diversion

Ref	Key Deliverable	What has been achieved so far
7	Promote/assist the further development of Community Resolution/Restorative Policing (Cautioning/Conditional Cautioning) approaches which help to divert people away from unnecessary contact with the criminal justice system and reduce the risk of reoffending.	<ul style="list-style-type: none"> New Youth Triage model successfully piloted and introduced by YOS, Police and partner agencies to ensure consistent approach to the delivery of youth Out of Court Disposals across the county. Evidence that the model is having an impact in diverting young people away from unnecessary formal contact with the youth justice system with recent reductions recorded in the number of first time entrants to the youth justice system. Keele University commissioned to measure impact of model. New internal Staffordshire Police Strategic Group established to agree forward Strategy and Operational Model to ensure effective strategic coordination and a consistent approach to the delivery of adult Out of Court Disposals and to extend use of OOCs across the county. Specifications produced for adult OOC supporting rehabilitation courses to which offenders can be referred as a condition of Disposals, to support planned tendering of courses in 2018
8	Develop a new Restorative Justice (RJ) Strategy and Delivery Model to increase RJ provision/extend the number of entry points at which RJ interventions are available across the criminal justice (CJ) process	<ul style="list-style-type: none"> New multi-agency RJ Steering Group established. New RJ Strategy and Delivery Model agreed. New integrated/multi-agency RJ Hub service commissioned to improve local service coordination and extend availability of RJ services across all points of the CJ system.
9	Further develop and strengthen preventative services and interventions 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	<ul style="list-style-type: none"> Local assessment completed to establish accurate picture of extent of offending and reoffending amongst LAC cohort. Independent assessment of reasons behind over-representation of LAC cohort in the criminal justice system commissioned and report with recommendations produced. Review of existing YOS/Police LAC protocol and its effectiveness completed. Revisions to protocol agreed, setting out new approach to preventative work with looked after children at risk of offending. Revised protocol signed off by local Safeguarding Boards. Protocol officially launched at multi-agency event at Yarnfield Conference Centre (October 2017).

10	Work with the Police, public health and other partners to accurately identify the numbers of people with mental health needs, substance misuse and other complex needs being detained and held inappropriately in Police custody, and for how long, and develop pathways to enable individuals, where appropriate, to be diverted away from contact with the criminal justice system.	<ul style="list-style-type: none"> Multi-Agency Task and Finish Group established including key criminal justice agencies, NHS England, CCG and Public Health partners to review current diversionary service provision for individuals with mental health needs and other vulnerabilities coming into contact with the criminal justice system in Staffordshire and Stoke on Trent – from point of arrest, through custody, to first appearance at court and in post-court settings. Independent review commissioned to assess effectiveness of current services in meeting needs and gaps in provision. Report with recommendations produced. Further independent needs analysis commissioned to establish accurate picture of presenting needs amongst individuals coming into contact with agencies. New Mental Health and Community Safety Strategic Board to be established from February 2018 to oversee future service development and improvement.
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Strategic Priority: Offender Management

Ref	Key Deliverable	What has been achieved so far
11	Take forward review of YOS delivery arrangements in Staffordshire and Stoke on Trent.	<ul style="list-style-type: none"> Specification for review agreed by YOS partners. Local Authorities and YOS Management Boards taking forward internal review of statutory YOS services. PCC in process of commissioning separate, but linked/complimentary review of YOS Prevention services. Initial review findings will be available by the end of March 2018. Findings to be used to drive further improvement in YOS delivery and outcomes in each authority.
12	Ensure the successful implementation of new Prison and Probation reforms, including the introduction of the new, national prisoner resettlement service.	<ul style="list-style-type: none"> Regular meetings held with the prison service and new probation providers to ensure the successful implementation of new offender management and prisoner resettlement arrangements under the government's Transforming Rehabilitation programme, including new 'Through the Gate' prisoner resettlement services the delivery of services to prisoners serving sentences of under 12 months who, under the new arrangements have become eligible to receive probation supervision and support for the first time. Discussions held with the CRC regarding the outcome of the recent SWM CRC HMIP Inspection (which rated the CRCs overall performance as 'Requiring Improvement'). An Action Plan has been agreed by the CRC to restore performance to a satisfactory level and the OPCC is continuing to engage with the CRC to review implementation of the actions agreed.
13	Engage with Youth Offending Teams and new Probation providers to ensure that current work to develop a more integrated and flexible approach to work with young adult	<ul style="list-style-type: none"> YOTs, NPS and CRC continuing to deliver Transition to Adulthood (T2A) programme under which specific, targeted interventions and packages of rehabilitation support are delivered to young adult offenders between the ages of 17 and 25 to reduce the risk of reoffending.

	offenders between the ages of 17 and 25 (the age group at highest risk of reoffending) is maintained and built upon	<ul style="list-style-type: none"> New targeted Interventions introduced for young adult offenders as part of CRC delivery arrangements
14	Ensure the further development and strengthening of multi-agency partnerships designed 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.	<ul style="list-style-type: none"> Future development of multi-agency Integrated Offender Management (IOM) approach considered as part of Staffordshire Police-led effectiveness review of Offender Management. Use of approach extended to include gangs cohort. Possible further extension of approach to include DA perpetrators under consideration. PCC funding agreed for Co-ordinator post to support multi-agency work across the county aimed at diverting young people away from involvement in gang-related activity and youth violence.

Strategic Priority: Rehabilitation and Resettlement

Ref	Key Deliverable	What has been achieved so far
15	Ensure effective introduction of new CRC delivery arrangements in Staffordshire	<ul style="list-style-type: none"> New CRC delivery arrangements in place (accredited OB programmes, RAR and new 'through the gate' prisoner resettlement arrangements)
16	Take forward work with co-commissioning partners to agree a future commissioning approach in respect of the existing county-wide housing support service for ex-offenders	<ul style="list-style-type: none"> Revised specification developed. Agency funding contributions agreed. Tender process completed and new contract awarded providing access to 120 units of floating support across the county. Service fully utilised and meeting all performance targets and outcomes
17	Take forward a programme of work with CRC, local authorities, RSLs the young people's careers service, local Colleges, Local Enterprise Partnerships, DWP, Job Centre Plus and other partners to improve the availability of housing, employment and other key rehabilitation and resettlement support services for offenders	<ul style="list-style-type: none"> Stakeholder Group formed with representation from the Police, YOS, NPS, CRC and local authorities to oversee the development of a new social enterprise in the county offering access to training and paid employment for offenders in the construction sector. Feasibility study commissioned to explore viability of proceeding with proposed development. Grant allocations approved with district community safety partnerships to support delivery of a range of local initiatives focused on reducing reoffending across Staffordshire and Stoke on Trent.
18	Improve availability of mentoring support services for offenders	<ul style="list-style-type: none"> Volunteer and Peer Mentoring Coordinators recruited by CRC providing county-wide service to offenders in need of mentoring support

5. Performance Against Outcomes

5.1 The key outcomes that the Framework is seeking to achieve are:

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

5.2 In order to track performance in delivering each outcome over the period covered by the strategy the historical 'starting' position in respect of each outcome in Staffordshire and Stoke on Trent has been established using data for 2015/16 - the year of publication of the Framework – as a baseline.

5.3 Going forward a regular assessment of progress is being made in delivering each outcome against this baseline position.

5.4 In terms of first time entrants to the youth justice system (FTEs) up to date information has been available since the publication of the Framework (from each YOS) to enable the 2015/16 baseline position in respect of FTEs to be established and to enable the tracking of performance going forward, relative to the baseline year.

5.5 In terms of youth and adult reoffending (calculated as the number of offenders convicted of another criminal offence within one year of being released from prison or completing a community sentence), the main source of data on reoffending trends is currently the national Ministry of Justice reoffending data system. Under the system, a period of two years is required to elapse before 'proven' reoffending rates can be published, to allow for all cases to pass through the court system and for conviction data to be validated, meaning that at the time of writing, reoffending data is only available to for cohorts of offenders to have commenced orders in the quarter period October - December 2015. This data (Q3 2015/16) has been used to establish a baseline reoffending position for 2015/16.

5.6 The tables below indicate the baseline position in respect of all outcomes and, where available (in respect of FTEs), trends and progress achieved in respect of each outcome to date, based on information from the above sources:

First Time Entrants to the Youth Justice System (FTE's) – Local (YOS) Data

Authority	2015/16 Baseline	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	2016/17 Annual	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	2017/18 Annual	RAG
Staffordshire	167	48	25	50	41	164	31	38	24	n/a	n/a	G
Stoke on Trent	96	24	38	36	41	139	21	19	10	n/a	n/a	G
Staffordshire (PCC Area)	263	72	63	86	82	305	52	57	34	n/a	n/a	G

Youth Reoffending - National (MoJ) Data

Authority	2015/16 Baseline	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	2016/17 Annual	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	2017/18 Annual
Staffordshire	41.3%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Stoke on Trent	52.2%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Staffordshire (PCC Area)	46.7%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

Adult Reoffending – National (MoJ) Data

Authority	2015/16 Baseline	2016/17 Q1	2016/17 Q2	2016/17 Q3	2016/17 Q4	2016/17 Annual	2017/18 Q1	2017/18 Q2	2017/18 Q3	2017/18 Q4	2017/18 Annual
Staffordshire	24.2%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Stoke on Trent	33.3%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Staffordshire (PCC Area)	28.7%	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

5.7 In terms of FTEs since the launch of the Framework, apart from a blip in performance in Stoke on Trent in 2016/17, results from each YOS indicate a gradual but persistent downward trend in the numbers of young people entering the criminal justice system for the first time.

5.8 In terms of youth re-offending, available data from the MOJ system indicates that in Staffordshire (Staffordshire excluding Stoke on Trent) at the point of the launch of the Framework (in Q3 2015/16), the reoffending rate stood at 41.3%. In Stoke on Trent the reoffending rate stood at 52.2%. This means that in Staffordshire approximately one in 2.5 young people were convicted of another criminal offence within one year of being released from prison or completing a community sentence, and in Stoke on Trent one in 2.

5.9 This compares to a regional average of 41.3% and a national average of 41.8%

5.10 In terms of adult re-offending, available data from the MOJ indicates that in Staffordshire (Staffordshire excluding Stoke on Trent) at the point of the launch of the Framework (in Q3 2015/16), the reoffending rate stood at 24.2%. In Stoke on Trent the reoffending rate stood at 33.3%. This means that in Staffordshire approximately one in 4 adults were convicted of another criminal offence within one year of being released from prison or completing a community sentence, and in Stoke on Trent one in 3.

5.11 This compares to a regional average of 30.3% and a national average of 28.7%.

Summary

5.12 The above results should be viewed as interim results.

5.13 As indicated above the availability of youth and adult reoffending data is currently limited by the requirement to allow a period of up to 2 years to elapse in order to allow for proven reoffending rates to be established. At the present time data is only available for Q3 2015/16. The full impact of joint work to reduce youth and adult offending and reoffending in the county since the launch of the Framework in October 2015 will begin to become clearer over coming months as further data on the number of offenders to have entered the system from this point and the proportion going on to reoffend becomes available. Going forward, regular quarterly reports on progress will be produced to track progress in reducing reoffending compared to the Q3 2015/16 baseline position.

6. Key Changes Impacting on the Delivery of the Framework

6.1 As part of the refresh process, as well as assessing progress to date in implementing key deliverables, Delivery Groups were also asked to consider the effect of changes in criminal justice policy and any broader political and policy developments at a national and local level that are likely to have an impact on the delivery of the Framework over the next 2-3 years which might require adjustments in approach going forward.

6.2 As part of this assessment a range of recent policy developments were considered, including: the 'Taylor' Review of Youth Justice, the Probation System Review, the 'Lammy' Review on outcomes for BAME individuals in the CJS, the Female Offenders Strategy, new provisions for tackling homelessness introduced by the Housing and Homelessness Reduction Act, the Revised National Drugs Strategy, the 'Farmer' Review on Family Engagement, revisions to the government's Troubled Families programme etc.

6.3 Following this assessment, for the most part it was considered that the existing strategic themes and key deliverables of the Framework remained relevant and appropriate.

6.4. To reflect recent developments in policy however and in particular the move (across a number of key policy area) towards early intervention and family based models of working it is proposed that going forward the Framework's Prevention and Diversion themes be discontinued and replaced by a new, single Prevention and Early Intervention theme, incorporating key deliverables and actions formerly included under the two themes.

6.5 It is considered that this new arrangement will allow for a more effective alignment of priorities with other (national and local) strategies and plans - particularly local authority early help strategies and plans - which can potentially help to support the delivery of the Framework going forward and provide an improved basis for joint working with key partners. An overview of how this will affect the Framework strategic theme structure going forward is provided below:

Strategic Theme	Focus
Prevention/Early Intervention	Acknowledging the role that prevention and early intervention can play in preventing the onset of offending behaviour/diverting people away from unnecessary contact with the criminal justice system.
Offender Management	Ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.
Rehabilitation and Resettlement	Delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime

7. Revised Strategy for 2017-2018 and Beyond

7.1 In terms of the strategy's key deliverables, the refresh process provided an opportunity to reconsider and, where relevant and appropriate, to re-define the supporting actions that need to be taken forward to support joint efforts to prevent and reduce offending in the county and to examine how the efforts of local agencies can best be marshalled to support their delivery.

7.2 In the case of actions remaining outstanding from the previous plan, where actions were considered to still be relevant and appropriate to the achievement of the strategy's aims, actions have been carried forward and are reflected in relevant sections of the refreshed plan. These are listed in relevant sections as appropriate.

7.3 In addition, the refresh process has also led to the formulation of a revised list of actions under each deliverable to help guide local joint action in support of the delivery of the Framework going forward.

7.4 An outline of the refreshed plan is provided outlined below:

Strategic Priority: Prevention/Early Intervention

Ref	Key Deliverable	Action
1	Improve the availability/effectiveness of family intervention services among families and children of offenders who are deemed to be at increased risk of social exclusion and involvement in offending in later life	<ul style="list-style-type: none"> Support the ongoing delivery of Troubled Families (TF) programmes in Staffordshire and Stoke on Trent, ensuring an appropriate focus on the families and children of offenders Plan for the projected phasing out of TF funding streams and move to a new Early Help programme in 2020 Support the tender exercise for the future delivery of family support services in Staffordshire ensuring an appropriate focus on the families and children of offenders Complete evaluation of ACE approach in Stoke on Trent/consider case for broader roll out of approach across Staffordshire.
2	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	<ul style="list-style-type: none"> OPCC and SCC to recruit to the PSHE Co-ordinator role in Staffordshire. PSHE Co-ordinator to work closely with schools in Staffordshire to ensure consistent/coordinated approach to delivery of Safeguarding element within existing PSHE programmes. OPCC to work with Stoke-on-Trent City Council and relevant partners to support introduction of a similar approach in the city. Continue to monitor progress and measure impact of the delivery of the Values versus Violence education resource. Consider the purchasing of further resources as new schools are introduced to the initiative.
3	Review and revise the current YOS Prevention/Early intervention offer in Staffordshire and Stoke on Trent to ensure that opportunities to intervene early to prevent the onset of offending behaviour are maximised.	<ul style="list-style-type: none"> Complete review of YOS Prevention/Early Intervention services Produce report with recommendations for consideration by the OMCD, local authorities and YOS Management Boards. Build recommendations from review into new YOS Prevention and Early Intervention offer.
4	Further develop and strengthen preventative services and interventions 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	<ul style="list-style-type: none"> Monitor implementation/impact of the revised YOS/Police LAC Protocol Take forward implementation of the recommendations arising from the recent independent report into the over-representation of LAC cohort in the criminal justice system and monitor impact
5	Ensure that opportunities for the Police to intervene early to prevent crime and anti-social behaviour and to provide help to individuals, families and communities before problems become entrenched, more complex and costly to resolve are maximised	<ul style="list-style-type: none"> Work with Staffordshire Police to ensure the Police Early Intervention plan is agreed, implemented and progress measured. Support development of Staffordshire Police Transformation programme Early Intervention Work Package Support work to integrate Policing into wider early intervention approaches and initiatives

6	Extend opportunities for young people's 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	<ul style="list-style-type: none"> • Continue to develop the scope and coverage of the SPACE programme. • Map antisocial behaviour hotspot areas and gaps in diversionary activity provision. Utilise the skills and experience of local young people through consultation and existing youth groups such as the Youth Commission, Police and Fire Cadets to understand where provision of diversionary activities needs to be strengthened. • Stoke City Football Club to continue to deliver the targeted initiative around gangs and youth violence in local schools and to consider how match funding can be utilised from local organisations to support finance available from the Premier League to build the capacity of the scheme. • Continue to develop specific diversionary activities initiatives with targeted/vulnerable cohorts of young people. e.g. looked after children • Work with FARS to develop the brand of Safe and Sound and to support the further roll out/expansion of Safe and Sound across Staffordshire.
7	Contribute to multi-agency work to address child exploitation e.g. radicalisation, sexual exploitation, County Lines, Youth Violence etc.	<ul style="list-style-type: none"> • Support the delivery of the Staffordshire and Stoke-on-Trent Youth Violence Action Plan • Support the delivery of the Staffordshire and Stoke-on-Trent Prevent/Building a Stronger Britain Together Action Plans • Explore the relationship between Trafficking and County Lines to ensure there is a common understanding across the workforce and services are in place to support children and young people at risk • Utilise the skills of local young people to undertake a further Child Sexual Exploitation (CSE) / Healthy Relationships awareness campaign. • Develop/implement a CSE Communications Plan for Staffordshire and monitor progress • Develop a monthly CSE newsletter for practitioners. • Continue to support the employment of the CSE Co-ordinator. • Update the 'Know about CSE' website and monitor how this is utilised

Strategic Priority: Offender Management

Ref	Key Deliverable	Actions
8	Take forward review of statutory YOS delivery arrangements in Staffordshire and Stoke on Trent	<ul style="list-style-type: none"> • Complete review of statutory YOS service delivery in each authority • Produce report with recommendations for consideration by the OMCDDB, local authorities and YOS Management Boards. • Build recommendations from review into new YOS delivery model in each authority
9	Work with partners to ensure the successful implementation of new Prison and Probation reforms, taking account of recommendations from recent HMIP	<ul style="list-style-type: none"> • Work with partners to ensure effective integration/delivery of local probation services • Ensure appropriate targeting of NPS/CRC case management resources in relation to risk - including arrangements for the transfer of cases between each organisation based on

	Inspections and the 2017/18 Probation System Review.	<ul style="list-style-type: none"> changing assessment of risk Ensure even allocation of CRC case management resources throughout Staffordshire Investigate/address current high rate of recall
10	Promote/assist the further development of Community Resolution/Restorative Policing (Cautioning/ Conditional Cautioning) approaches which help to divert people away from unnecessary contact with the criminal justice system and reduce the risk of reoffending,	<ul style="list-style-type: none"> Support introduction of new multi-agency Youth Triage model. Review results of Keele University evaluation of model and build recommendations into future joint working arrangements. Contribute to the further development/roll out of adult Out of Court Disposals (OOCs) with a view to extending use of adult OOCs across the county
11	Engage with Youth Offending Teams and new Probation providers to ensure that current work to develop a more integrated and flexible approach to work with young adult offenders between the ages of 17 and 25 (the age group at highest risk of reoffending) is maintained and built upon	<ul style="list-style-type: none"> Review delivery of the current YOS/CRC Transition to Adulthood (T2A) programme under which specific, targeted interventions and packages of rehabilitation support are delivered to young adult offenders between the ages of 17 and 25 to reduce the risk of reoffending. Explore case for introduction of new targeted interventions for young adult offenders as part of CRC delivery arrangements
12	Ensure the further development and strengthening of multi-agency partnerships designed 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.	<ul style="list-style-type: none"> Complete review of Integrated Offender Management (IOM) approach, including governance Review case for extending IOM approach to include DA perpetrator cohort (Tier 3/4), drawing on best practice from other areas Review wider management arrangements in respect of DA perpetrators to support delivery of county DA Action Plan Improve inter-agency information sharing, communication and training arrangements to improve the monitoring and management those offenders who pose the highest risk with a view to reducing reoffending and increasingly public confidence. Review case for maintaining current PCC funded Co-ordinator post established to support multi-agency work across the county aimed at diverting young people away from involvement in gang-related activity and youth violence
13	Develop a more structured, outcomes based, “what works” approach to work with women offenders, bringing together the learning from best practice in other areas	<ul style="list-style-type: none"> Ensure that service provision is in place to support early intervention and diversion of first time women offenders, including the development of a ‘problem solving’ police-led response to women offenders coming into contact with the cj system for the first time Improve the availability of gender-specific sentencing options in the community allowing women to receive a community rather than a custodial sentence where appropriate Develop/strengthen resettlement provision for women offenders serving custodial sentences (held in local women’s resettlement prisons) who are to return Staffordshire on release Support the delivery of the NPS and CRC Women Offenders Action Plans

Ref	Key Deliverable	Actions
14	Ensure effective introduction of new CRC delivery arrangements in Staffordshire	<ul style="list-style-type: none"> Review delivery of CRC 'Through the Gate' prisoner resettlement services/support delivery of the CRC Resettlement Plan Ensure even availability of CRC rehabilitation programmes and interventions (including RAR) in all parts of the county Ensure improved availability of information on CRC programmes and interventions (including RAR) to local courts/sentencers to improve awareness of available community sentencing options and promote increased take-up Ensure effective operation of purchasing/cross-charging arrangements between the NPS and CRC in respect of the provision of CRC programmes to the NPS
15	Take forward a programme of work with partners to improve the availability of accommodation, employment and other key rehabilitation and resettlement support services for offenders (using the NOMS rehabilitation pathways framework as a basis for service planning and improvement)	<p><u>Accommodation</u></p> <ul style="list-style-type: none"> Take forward work with co-commissioning partners to agree a future commissioning approach in respect of the existing county-wide housing support service for ex-offenders (contract terminates 31/3/2018) Review case for re-establishing Staffordshire Forum for Offender Accommodation to ensure joined-up approach to addressing offenders housing needs Explore how information can best be made available to ex-offenders and Probation staff so that offenders housing needs are met prior to release from custody In light of the disinvestment/reduction in local authority funding for homelessness/housing support services for offenders and risk to the continuation of key services, review potential alternative funding models/approaches to service delivery (eg Housing First) with partners and explore possible new service development options Review implications of introduction of new local authority homelessness prevention duty (scheduled for introduction in April 2018) and new, national Supported Housing funding stream (scheduled for introduction in 20120) for future work with offenders with housing needs <p><u>Education, Training and Employment</u></p> <ul style="list-style-type: none"> Review outcome of Offender Social Enterprise feasibility study/take forward recommendations Examine other options for improving offender's access to employment and training – eg 'Ban the Box', use of ROTL for prisoners nearing release from custody etc. <p><u>Substance Misuse</u></p> <ul style="list-style-type: none"> Work with local authority commissioners to further develop and improve delivery of commissioned substance misuse services for offenders to reduce offending and improve recovery outcomes, ensuring effective alignment/targeting of available budgets Ensure that strengthened pathways are developed and that greater use is made of 'adjournment for further assessment' option by local courts to promote greater take-up of

Page 54		<p>community orders with ATR, DRR, MHTR and RAR conditions to reduce the risk of offenders with substance misuse needs, mental health needs and other vulnerabilities unnecessarily receiving short-term custodial sentences, picking up on learning from national CSTR test bed sites</p> <ul style="list-style-type: none"> • Address recent issues in relation to women offenders with complex needs referred by NPS being assessed as unsuitable for ATR/ DRR (increasing the risk of women being sentenced to custody). Ensure that women offenders subject to ATR/DRR are being given the best opportunities, services and support to achieve long-term desistance and rehabilitation. • <u>Mental and Physical Health</u> Establish new Community Safety and Mental Health Strategic Board to oversee/coordinate improvements in the provision of services for offenders with mental health/complex needs • Complete further research/analysis to ascertain nature and scale of local needs • Continue to improve operation of referral pathways between cj agencies and health agencies to improve availability of diversionary services for those coming into contact with the cj system with mental health needs and other vulnerabilities • Work with NHS England and health partners to establish improved coverage of Liaison and Diversion services in the county • Ensure Liaison and Diversion Custody schemes are able to meet the needs of female offenders including referral to mental health and other key support services - such as debt advice, domestic abuse advisor, education or training and addiction treatment
	16	<p>Review current system for determining annual District community safety partnership funding allocations to ensure closer alignment with the priorities of the Strategic Framework</p> <ul style="list-style-type: none"> • Commission updated county-wide community safety strategic assessment • Review case for introducing revised funding allocation framework to ensure more accurate alignment of local/district rehabilitation and resettlement initiatives with the priorities of the Strategic Framework • Improve engagement of district CSPs in Staffordshire in OMCDDB delivery arrangements
	17	<p>Improve availability of mentoring support services for offenders</p> <ul style="list-style-type: none"> • Review effectiveness of 'Through the Gate' mentoring arrangements for prison leavers

7.5 The tables above set out the key actions which partners intend to deliver over the remaining life of the Framework, to the end of October 2018 and beyond – up to the end of March 2020 - in support of the achievement of the Framework's key priorities and will provide the focus of joint work across agencies to prevent and reduce offending in the county going forward, and the targeting of commissioning resources.

'Flagship' Projects

7.6 During the next phase of delivery it is proposed that the following 2 projects be designated as 'Flagship' projects:

- Establishment of coordinated approach to delivery of Safeguarding Education in Staffordshire Schools;

- Establishment of Staffordshire Community Safety and Mental Health Strategic Board and programme;

7.7 Both are large scale/complex projects which will contribute in a substantive way to the successful implementation of the overall Strategic Framework programme.

7.8 Each will involve an enhanced level of whole-system/multi-agency working in order to be delivered successfully, potentially requiring the investment of significant agency time and resources.

7.9 As such it is proposed that each project be managed discreetly – but with links to the Framework’s wider multi-agency Delivery Group arrangements – in order to ensure an appropriate level of management oversight.

7.10 This will ensure:

- An improved basis for joint working between relevant agencies
- Close management of project delivery based on a joint project management approach
- An improved means of identifying the expected benefits and impacts of each project
- An improved means of monitoring and measuring progress

Enabling Workstreams

7.11 Over the period covered by the refreshed strategy the OPCC will continue to support delivery of a number of key enabling workstreams to support implementation of the Framework. This includes:

- Communications
Ensuring the sharing of key messages about progress in delivering the Framework to relevant stakeholders and to the public at large
- Data Sharing and Analysis
Coordinating the sharing of data between agencies to ensure the availability of key information to support implementation of the Framework’s key deliverables and to track progress against the strategy’s outcomes.
- Knowledge Transfer
Ensuring the sharing of academic research and best practice to help guide and inform delivery of the Framework.
- Workforce/Staff Development (under development)
Facilitating cross sector staff development and training events to help support delivery of the Framework

8. Governance and Performance Management

8.1 The refreshed strategy represents a significant programme of change which will require continued effective joint working between all partners if the aims and ambitions of the strategy are to be realised.

8.2 Through its role on the OMCDDB the OPCC will continue to play a key role in driving forward implementation of the Strategy, coordinating joint action across agencies in support of the delivery of the Framework's key priorities and deliverables. The OPCC's convening and over-sight role makes it well placed to bring services together locally in support of the reducing offending agenda and to coordinate the alignment and pooling of resources across agencies - including the negotiation, where appropriate, of co-commissioning arrangements – to ensure an effective, joined-up approach to preventing and reducing offending in the county.

Governance

8.3 The Staffordshire OMCDDB will continue to provide overall governance in respect of the delivery of the strategy, ensuring a consistent approach to strategic decision making and resource allocation in relation to the strategy.

8.4 In order to more accurately reflect the aims and objectives of the Board it is recommended that going forward the OMCDDB be re-named as the Staffordshire Reducing Reoffending Board.

8.5 Programme and project management will continue to be overseen by the respective OMCDDB Delivery Groups under the revised configuration of Delivery Group structures outlined at Section 6 above.

Risk Management.

8.6 To ensure an effective approach to risk management a comprehensive risk register has been developed outlining key risks to delivery and mitigating actions. The plan will continue to be reviewed and updated at regular intervals throughout the life of the refreshed plan to enable risks to be effectively monitored and managed.

Performance Management

8.7 A comprehensive Action Plan is in place to support the implementation of the Framework and to enable performance in delivering key outcomes to be tracked.

8.8 A copy of the current Action Plan proforma is attached at Appendix 1.

8.9 Once signed off by partners, the proforma will be revised and updated as appropriate to include actions and deliverables agreed as part of the refreshed strategy and be used to guide local action in support of the Framework's key aims over the next 2-3 years

8.10 Reports on progress will continue to be made to the OMCDB, SSSB and other relevant partner agencies on a regular quarterly basis throughout next phase of delivery of the strategy to ensure effective oversight of performance.

9. Next Steps

9.1 Next steps will include:

- Sign off of refreshed Framework (to be included on the agenda of the January 2018 OMCDB meeting)
- Completion of revised and updated Action Plan to guide local action in support of the Framework's key aims for the next 2-3 years
- Implementation of new Delivery Group structures
- Re-focusing of enabling workstreams to support continued effective implementation of the Framework
- Agreement of commissioning plan(s) to guide future investment to support delivery of the Framework

Ref	Key Deliverable	Actions	Responsible Partner / Lead	Outcome / impact measure	YR 1 YR 2 YR 3	R A G	Evidence / Progress update
PE1							
PE2							
Offender Management							
OM1							
OM2							
Rehabilitation and Resettlement							
RR1							
RR2							

Appendix 1: Strategic Framework 2017-20 - Action Plan Proforma

STAFFORDSHIRE POLICE AND CRIME PANEL – 23 April 2018

Proposed Establishment of a National Police and Crime Panel Special Interest Group (of the Local Government Association) - Update

Report of the Secretary

I have previously reported to members on discussions at various national meetings of Police and Crime Panel representatives on the possible formation of a national body for Panels as a way of raising their profile, strengthening their lobbying voice and sharing best practice.

Members' views were sought on the various options available and the preferred choice was the formation of a Special Interest Group, under the 'wing' of the Local Government Association. The advantages of this option are that it is relatively swift and inexpensive to establish and provides access to existing support services and established networks.

Work on the formation of the Group has been led by the Hertfordshire PCP chairman, Councillor Tim Hutchings. The Inaugural meeting of the Group is to be held at the Local Government Association's offices on Thursday 19 April 2018. Agenda items include:

- Terms of Reference for the Group
- Management /support structure and subscriptions
- Initial work plan

Your Chairman and Vice-Chairman were unable to accept the invitation to attend this meeting therefore your Support Officer will attend in an observer capacity and report back to this Panel meeting on discussions.

J Tradewell
Secretary to the Panel

Support Officers: Julie Plant and Helen Phillips

01785 276135/01785 276143

Julie.plant@staffordshire.gov.uk or helen.phillips@staffordshire.gov.uk

STAFFORDSHIRE POLICE AND CRIME PANEL – 23 April 2018

WORK PROGRAMME PLANNING 2018/19

Report of the Secretary

Recommendation

That the Panel note the dates of future meetings and considers whether it wishes to add to the Work Programme for 2018/19 detailed below.

Background

By Regulation this Panel is required to meet on a minimum of 4 occasions each year with the facility to convene additional meetings as and when required.

Each Panel meeting receives an update on progress of the overall delivery of the Commissioner's Safer, Fairer, United (SFU) Communities for Staffordshire Strategy together with an update report on a selected priority area. The Strategy was originally based on 4 priorities: Early Intervention, Supporting Victims and Witnesses, Managing Offenders, and Public Confidence. The Commissioner's update Strategy for 2017-2020 includes a fifth priority has relating to the modernisation and transformation of policing.

A further standard item has been included on this year's work programme providing an opportunity for the PCC to update the Panel on his proposals for the Joint Governance of Fire and Police Services in Staffordshire.

Date of Meeting	Agenda Items
Wednesday 1 November 2017 (Venue – Civic Centre, Stoke-on-Trent)	<ul style="list-style-type: none"> Update from the PCC SFU Communities for Staffordshire (Focus priority: Supporting Victims and Witnesses) Medium Term Financial Plan – Update Feedback on Members' visit to the MASH PCC's Business Case for Governance of Police and Fire and Rescue – Update by PCC
Monday 29 January 2018 (pm)	<ul style="list-style-type: none"> Consideration on the PCC's Proposed Budget and Precept 2018/19 Update from the PCC on the SFU Communities for Staffordshire (Focus priority: Modern Policing) Report on proposed new system for handling complaints against the Staffordshire Force (DEFERRED)

	<ul style="list-style-type: none"> • PCC Update on his Business Case for Governance of Police and Fire and Rescue
Monday 5 February 2018 (pm) NOT REQUIRED	<i>Provisional Meeting</i> – If necessary to further consider the PCC's Proposed Budget and Precept 2018/19
Monday 23 April 2018 (pm)	<ul style="list-style-type: none"> • Update from the PCC on the SFU Communities for Staffordshire (Focus priority: Managing Offenders) • PCC Update on proposed Joint Governance of Police and Fire and Rescue Services in Staffordshire
Tuesday 3 July 2018 (pm) (Re-arranged from Monday 23 July 2018)	<ul style="list-style-type: none"> • PCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire • Update from the PCC on the SFU Communities for Staffordshire (Focus priority: Public Confidence) • Consideration of the PCCs Annual Report 2016/17 • Annual Report on Complaints against the PCC/Deputy PCC • Home Office Grant to the Police and Crime Panel and Panel's Budget Report • OPCC/Force Group Financial Position 2016/17 • MTFS- Update
Wednesday 31 October 2018 (pm)	<ul style="list-style-type: none"> • PCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire • Update from the PCC on the SFU Communities for Staffordshire (Focus priority: Early Intervention)
Monday 21 January 2019 (am)	<ul style="list-style-type: none"> • Consideration of the PCC's proposed Budget and Precept 2019/20 • Update from the PCC on the SFU Communities for Staffordshire (Focus priority: Victims and Witnesses) • PCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire
Monday 28 January 2019 (pm) <i>Provisional</i>	<i>Provisional Meeting</i> – If necessary to further consider the PCC's Proposed Budget and Precept 2019/20
Monday 29 April 2019 (pm)	<ul style="list-style-type: none"> • Update from the PCC on the SFU Communities for Staffordshire (Focus priority: Managing Offenders) • PCC Update on Joint Governance of

	Police and Fire and Rescue Services in Staffordshire
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J Tradewell
Secretary to the Panel

Contact Officers: Julie Plant and Helen Phillips

01785 276135/01785 276143

Julie.plant@staffordshire.gov.uk or helen.phillips@staffordshire.gov.uk

