

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 organisations 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 Constable's 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.

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