

Police and Crime Panel – 3 July 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 strategy towards a multi-agency approach via the 'Connected Staffordshire' solution is gathering some pace. But the threat does exist 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 Chief Constable, employed by the PCC in 2017 has made 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 ensure the appropriate outcomes 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 evaluation has inevitably been delayed.

> **Child Sexual Exploitation (CSE) 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 played a key role in the recently announced Joint Targeted Area Inspection (JTAI) on CSE and Missing Children. The Ofsted summary letter sent to Stoke-on-Trent Local Authority was very positive citing 'strong partnerships/mature strategic relationships', 'a coherent multi-agency strategy' and 'a well-coordinated array of services as examples of good practice.

> **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 across Staffordshire and Stoke-on-Trent.

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.

Since 1 September 2017, Catch 22 have completed over 1200 Return Home Interviews with children who have gone missing from home. 109 children who are at risk of CSE or victims of CSE have been supported by Catch 22 and 83 professionals have received advice and guidance around CSE.

> **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 has been 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. A draft report has been presented to the Families Strategic Partnership Executive Group (FPEG) and will be presented to the next Child Sexual Abuse Forum (CSAF) in July 2018 as part of the agreed governance arrangements. Work will now commence with partner organisations to identify how the report recommendations will be implemented across the County.

The PCC has been having similar discussions with Stoke-on-Trent City Council and are a member of 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.

Work has also commenced within the Police to address the consistency of the relationship between the Police (including PCSO's) and schools in relation to supporting the PSHE agenda.

One of the major challenges 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**

Since March 2015 the OPCC, Stoke-on-Trent City Council and a private sector donor funded have commissioned the Princes Trust to support some of the most vulnerable young people across Staffordshire. From March 2015 to December 2017, the Princes Trust has supported 561 young people.

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.

The Princes Trust have recently gained additional funding from a further private sector donor and a national funding stream, *Be Together*, to help support these programmes further.

> **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' support through the secondment of Police Officers/Victim Liaison Officers.

The PCC, 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.

Whilst it was intended that a final scoping report, with clear recommendations for the future, will be presented to the Youth Offending Service Boards and the PCC Offender Management Board in May 2018, there has been some delays. As such, the final report will be presented to an extraordinary Joint YOS (Stoke-on-Trent and Staffordshire) Board in July 2018.

> **Female Genital Mutilation (FGM)**

The PCC submitted a bid to 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.

In July 2017 the OPCC were notified that they had been successful in this bid and were awarded £250,000 over three years (April 2017-March 2020). The PCC also pledged to provide additional investment for the Project over the three year period.

Following a successful commissioning exercise, Barnardo's have been appointed as the service provider for this project. The project commenced on 1 May 2018 and work has focused on the recruitment and selection of two project workers, informing stakeholders about the project, reviewing local FGM training and developing relationships with relevant community groups. It is anticipated that the workers will commence employment in July and following a comprehensive induction programme the service will be fully operational by the end of July.

Barnardo's and Staffordshire Police will be joining forces with a number of organisations; Border Force, the National Crime Agency and other Police Forces across the West Midlands, to implement Operation Limelight at Birmingham Airport in August.

The joint operation is a proactive airside operation targeting inbound and outbound flights to 'countries of prevalence for FGM'.

Outcomes include improved knowledge and intelligence about FGM practices in other countries, creating opportunities to speak directly to families flying to, and returning from, FGM practising countries, children at risk of FGM being identified and assessed/protected as necessary and raised awareness with airport staff about FGM.

A multi-agency steering group has been set up and an action plan to oversee the strategic development of this work has been written. Monthly performance monitoring meetings are being held with Barnardo's, the PCC's Office, Stoke City Council, Staffordshire County Council and Staffordshire Police.

> **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 took place in April 2018 and a wide variety of stakeholders have attended and agreed to participate in the audit. The deadline for the audit was mid-May and it is intended that 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 PCC 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, Staffordshire County Council and Stoke City 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.

SCFC Community Trust received positive feedback on the expressions of interest and submitted a full application in April 2018. SCFC have been notified that their bid has been successful and will be expected to commence in September 2018. A working group has been set up with key partners and work is underway to ascertain local figures to help ensure the project is targeted in areas of the County with most need.

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 funding to help support these individuals to address some of their support needs. This project is in its infancy stages and there is no data on outcomes to

report at this point, more information will be available in the Quarter two (July 2018-September 2018) report.

> **Space**

The PCC launched 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.

In support of the delivery of the **Managing Offenders** priority the PCC has established a new partnership Board – the Staffordshire Offender Management Commissioning and Development Board - bringing 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.

Governance arrangements for the partnership - the first of its type bringing agencies together to tackle offending and reoffending on a pan-Staffordshire basis - 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 aims of the strategy are twofold:

- 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.

A comprehensive Action Plan has been produced to support implementation of the strategy based around 4 key themes - Prevention, Diversion, Offender Management and Offender 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 OMCDB and key partnership Boards on progress made.

> **Progress on Implementation**

Since the strategy's launch in 2015, significant progress has been made in implementing key actions scheduled for delivery.

Of the 53 actions scheduled to be delivered to the end of March 2018 42 (85%) have been completed, with a further 11 in the process of being implemented.

Regular reports have been made to the Police and Crime Panel on progress since this time detailing progress on implementation.

> **Impact of the Strategy**

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

Since the strategy's launch in 2015/16, there has been a steady and sustained reduction in first time entrants to the criminal justice system

In terms of reoffending the task of measuring the strategy's impact in delivering reductions in reoffending to date has been more difficult due to the delay involved in allowing for proven reoffending rates to be established (the national Ministry of Justice reoffending data system - the main source of data on reoffending trends - requires a period of two years to elapse before 'proven' reoffending rates are published, to allow for all cases to pass through the court system and for conviction data to be validated).

Initial reoffending data for cohorts of offenders having been released from custody or commencing orders in the year of publication of the strategy has recently become available however allowing for an initial assessment of the impact of the strategy on local offending and reoffending rates to be made.

In terms of youth reoffending results show that since the strategy's launch youth reoffending levels in Stoke on Trent have remained fairly static, whilst in Staffordshire there has been a slight rise in the reoffending rate.

In terms of adult offenders, results indicate that there has been a measurable, albeit small, reduction in adult reoffending in both Staffordshire and 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.

> **Strategy Refresh**

As reported at the last meeting, with the strategy now in its final year, partners have recently undertaken a comprehensive refresh of the strategy to ensure that the strategy remains relevant and on course to deliver against its key outcomes.

A copy of the refreshed plan was included with the papers for the last Panel meeting.

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.

> **Key Priorities of the Refreshed Strategy**

Strategic Themes

As a result of the refresh, 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 4 to 2 with priorities and actions 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.

Priorities and Actions

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.

Where appropriate arrangements have been made for outstanding actions from the original strategy to be carried forward into 2018/19 as part of arrangements agreed as part of the strategy refresh.

> **Next Steps**

All stakeholders engaged in partnership arrangements have pledged their continuing support in taking forward the next phase of delivery of the strategy 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.

The focus of work in Q1 2018/19 has been on putting in place arrangements for reconfigured Delivery Groups and agreeing the content of a revised and updated Action Plan to guide work in delivering key priorities and actions over the next 2-3 years.

Delivery Groups are currently in the process of populating the Plan with lead responsibilities and timescales after which the next phase of delivery will commence. An initial report on progress in taking forward planned actions will be presented to the Panel at its next meeting in October.

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

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

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.

> **Staffordshire Victim Gateway**

Following the victim and witness needs assessment undertaken in 2014 the Gateway model was developed and introduced in 2015 to support the proposals outlined within the assessment, to provide a front door for victims of crime in Stoke-on-Trent and Staffordshire and a whole systems approach from the victim reporting the crime or recognising they need support, through to the victim receiving specialist support.

The Gateway supports the delivery of the Code's key entitlements and provides prompt, professional, appropriate support to help service users cope and recover from the impact of crime. It is delivered in a respectful, sensitive and professional manner without discrimination. The service encompasses a triage assessment, tailored advice, emotional and practical support and managed and supported onward referral to specialist services. As such, the Gateway is an essential part of the victim support system.

Between the 1st January 2018 and 31st March 2018 there were 13,981 referrals into Staffordshire Victim Gateway. Of those initial referrals, 57% required an enhanced service and 43% a standard service, as defined in the Victims Code. Of those initial referrals 11,136 received advice, guidance and information on the Victims Code of Practice. Over 1800 enhanced victims were eligible for specialist support.

More information on the Gateway is available at:
www.staffsvictimsgateway.org.uk/

> **Business Crime Advisors**

Successful businesses are the lifeblood of thriving communities and crime plays a significant role in their development; it can cause high costs and damage to companies. Small and Medium Enterprises are particularly vulnerable if they become victims of crime; in certain circumstances it can force the business to close.

973 business crimes were resourced between January and March 2018. Of those 46% accepted advice from the service. Of the 126 where follow-up contact was made 64% had provided a witness statement to the Police and 59% had provided a victim impact statement. 56 businesses accepted the one hour of free support, with security being the most popular. The Business Crime project is a system of referral and support to victims of business crime.

The businesses receive the standard victim offer (control measures to avoid further incidents of crime) but will also be able to access a range of other accredited secondary support services specialising in areas such as HR, security, banking, insurance, ICT recovery, reputational damage etc. The additional 1 hour offer of contact is with a specialist contractor who has a broad knowledge of issues likely to affect the continuity of the business. Their advice will be free. Businesses can then choose to pursue additional paid help. The service is regularly publicised within relevant media forums and is also open to referrals from businesses who have not reported the crime to the Police.

> **Video Links**

Nothing to update since the previous report.

> **Domestic Abuse in the Workplace**

Nothing to update since the previous report.

> **Restorative Justice**

As part of the commitment to improve services to victims and witnesses the OPCC continues to be supportive of the Restorative Justice Hub, which is staffed by a core team of skilled RJ Practitioners.

The Hub provides timely and appropriate restorative interventions before court proceedings (to support the delivery of police out-of-court disposals such as youth and adult cautions), following a court appearance (at the post-conviction/pre-sentencing stage to inform sentencing) and at the post-sentence stage (to support the delivery of post-conviction restorative conferencing in a variety of settings), to ensure the delivery of a consistent and reliable range of RJ services to victims and offenders across all stages of the criminal justice process. The Hub guides and supports victims to access the very best help available to cope and recover from the harm caused by criminal conduct, regardless of whether they wish to report the crime to the police or not.

Between 1st January and 31st March 2018 the RJ Hub received 65 referrals, from the Victim Gateway, Police and Probation Service.

There is a multi-agency restorative justice partnership group who continue to meet to support the delivery of restorative justice; working with key partners to improve referral rates, continually publicise the service and to share data to understand the true numbers of restorative justice being delivered.

> **Ministry of Justice Grant Funded Projects**

The Government is committed to making sure that victims of crime receive the support they need to help them cope with and recover from the impact crime has had on their lives. For the period 2017/18 the Ministry of Justice allocated £63.15m towards victims' services. The funding enables PCCs to commission a number of services e.g. Staffordshire Gateway and provide grants to specific areas such as sexual abuse, domestic abuse, hate crime, child sexual exploitation etc.

Last year the PCC provided grant funding for the first time to BRAKE, who are a UK wide road safety charity and a respected well established provider of support to people bereaved and seriously injured in road crashes. In 2017/18 60 bereavement packs were distributed across Staffordshire. 11 cases were supported through the helpline (a case represents the aftermath of one crash for one victim or for one family of victims).

The OPCC has extended the domestic abuse grants to fall in line with the domestic abuse tender exercise as they will form part of the wider domestic abuse contract which is due to commence Autumn this year. All other grants funded from the victims' budget were also extended up until the 31st March 2018.

> **Victim Code of Practice**

The Victim Code of Practice was established by the Domestic Violence, Crime and Victims Act 2004 and came into effect in 2006. It has been revised a number of times, more recently in 2015 in order to comply with the EU Directive 2012/29/EU, which established a set of minimum standards on the rights, support and protection of victims of crime across the European Union.

Key entitlements under the Victims' Code include the right to be kept informed about case progress; make a Victim Personal Statement to explain the impact of the crime and have it read out in court, with permission; be referred to victim support services; apply for compensation; and apply for special measures in court for vulnerable, intimidated or young victims. The Code aims to 'transform the criminal justice system by putting victims first, making the system more responsive and easier to navigate'.

The result of all of the above new requirements and ambitions means that we have had to deliver victim services on a much larger scale and higher quality basis than

ever before and this has set the bar for locally commissioned services at a far higher level than current or past provision.

Staffordshire Police are continuing to work hard to improve their quality of service to victims and witnesses, working closely with the OPCC and partners to ensure a joined-up approach is evident and that victims of Staffordshire and Stoke-on-Trent receive the best possible service they can. In support of this ACC Emma Barnett has recently become the Police National Lead for victims and witnesses, which brings with it many benefits.

An example of some of the new approaches being taken include:

- Complainant Declined to Prosecute (CDtP) – a new recording process to monitor decisions, help the Police and the victim understand their decisions and that any decision is made following the assessment of victim vulnerability, need and perpetrator risk.
- Prosecution Hubs – help Officers prepare case files, engage with victims and witnesses and work with Officers to obtain special measures (identified through victim contracts).
- Victim Personal Statements – Stafford Officers have trialled the recording of victim personal statements using Body Worn Video. So far, feedback from Officers and victims has been positive. Once approval has been received from the criminal justice partners the pilot will be rolled out across Staffordshire.

> **Victim and Witness Commissioning and Development Board**

Supporting victims and witnesses is one of five priorities included within the Staffordshire PCC's Safer, Fairer and United Communities Strategy (2016-2020).

This priority focuses on ensuring that victims, witnesses and their families have access to and receive personalised support that assists them to cope and recover and that they are placed at the forefront of the criminal justice process.

In order to support the delivery of this priority a Victim and Witness Commissioning and Development Board was established in 2017 chaired by the Deputy PCC, whose ambition is to develop an effective, integrated structure for all victim and witness services and improve the delays and inefficiencies that exist within the criminal justice system, which impacts on victims and witnesses and unnecessarily prolongs their journey through this system.

The Board is a multi-agency group who work jointly at every opportunity to deliver a single vision for victims and witnesses in Stoke-on-Trent and Staffordshire; this will include adopting a multi-agency, pan-Staffordshire vision and strategy supported by overarching shared, strong governance and partnership arrangements, together with joint commissioning, aligned budgets and delivery plans that make a positive difference to victims and witnesses.

The Board is currently overseeing the victim and witness needs assessment work.

> **Victim and Witness Needs Assessment**

Following the election of Police and Crime Commissioners, the Government announced its intention to shift the commissioning of most support services for victims and witnesses of crime to Police and Crime Commissioners. The Ministry of Justice has subsequently provided funding to PCCs to commission those local services.

The PCC now wants to examine the availability of specialist victim and witness services. Whilst, there is a range of specialist victim and witness related support services in place, these have not been commissioned in a systematic way. There is also uncertainty as to whether there is sufficient capacity within these services to meet demand.

As such the OPCC has commissioned a further needs assessment for victims and witnesses, which will provide an up to date picture of related needs in Staffordshire and Stoke-on-Trent and where, as partners, we need to focus our resources in the future. The findings will also be used to support the development of a victim and witness strategy and its associated action plan. Specialist services such as sexual abuse, hate crime and domestic abuse already form part of the funding envelope so the outcome of the assessment will enable the OPCC to scope out a response to the issue with a view to supporting future commissioning work, ensuring that service users receive timely, needs led, good quality provision.

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 since the last report include the implementation of new structures that will enable more effective local and neighbourhood policing, partnership working, customer contact and response

policing, investigations; operational support and business support functions, including;

- The consolidation of response officer teams into bases at Hanley, Cannock and Burton;
- The development of three resolution centres at Hanley, Cannock and Burton 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;
- Completion of design work for a new Knowledge Hub, which will bring data and digital asset management, analytical and reporting activities together in a way that supports integration with other public services.
- Further development of the proposal for the new Records Management System (RMS) which will replace a number of existing disparate systems.
- A shift in resources from response policing to place-based neighbourhood policing and partnership teams to support prevention, early intervention and public protection;
- Continued evaluation and development of place-based working pilots at Newcastle-under-Lyme and Tamworth aimed at providing better support to vulnerable people;
- 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;
- Development of new structures for the delivery of Financial and People Services;
- 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 since 2017. 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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