



## **Police, Fire and Crime Panel – 29 October 2018**

### **Safer, Fairer, United Communities Strategy Update Report**

Staffordshire Commissioner for Police | Fire and Rescue | Crime

#### **1. Purpose of Report**

This report is to update the Police, Fire 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 Staffordshire Commissioner for Police, Fire and Rescue, and Crime (Staffordshire Commissioner) 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 Commissioner 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 Commissioner 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 Commissioner'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 Commissioner 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 Commissioner's ambition for a safer Staffordshire and Stoke-on-Trent.

The Chief Constable, employed by the Commissioner 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 Commissioner 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 work programme is detailed below;

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

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

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

#### **Staffordshire Strategic Framework for Reducing Offending 2015-18 - Refresh**

With delivery of the current Staffordshire Strategic Framework for Reducing Offending in its final year, the strategy has recently been comprehensively refreshed

to provide a basis for ongoing joint working in relation to the reducing offending agenda in Staffordshire and Stoke on Trent.

As a result of the refresh process a new, revised and updated strategy has been agreed by partners covering the period April 2018 to March 2021.

### **Key Changes**

As a result of the refresh process, to enable more effective joint working across agencies, it has been agreed that going forward the strategic themes of the strategy 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

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.

### **Action Plan**

Following approval of the refreshed strategy by the county Offender Management Commissioning and Development Board a new, fully revised and updated Action Plan has been produced incorporating changes resulting from the refresh process which is being used to track progress in respect of the Framework's key deliverables.

A copy of the updated Plan was included with the papers for the last Panel meeting.

### **Progress to Date**

Progress in delivering key actions under the refreshed plan to date has generally been positive, with the majority of actions scheduled for delivery by the mid-year point in 2018/19 (to 30<sup>th</sup> September 2018) having been successfully implemented or progressed.

Work being taken forward under the Prevention/Early Intervention theme crosses over with work being undertaken under the Commissioners Early Intervention Priority.

Updates on relevant projects and initiatives are included in the separate Early Intervention Priority focus report included with the papers for today's meeting (marked with an asterisk in the report)

In terms of the Offender Management, Rehabilitation and Resettlement theme good progress has been made in taking forward planned projects and initiatives. Key developments during the period include:

- Joint YOS Strategic Review

The respective YOS Managers in Staffordshire and Stoke on Trent have recently completed a comprehensive joint review of YOS delivery in the county and worked together with the two YOS Boards, key partners (early help leads, community safety leads and strategic leads within children's social care) to develop an optimum future model for YOS delivery across Staffordshire and Stoke – identifying areas which may require development and improvement to improve impact and value for money.

The recommendations from the review were considered at a Joint YOS Board meeting in September and are to be used to guide the future development of YOS services in each authority.

- Probation Reforms

The government has recently announced the early termination of CRC contracts and, ahead of re-tendering contracts, launched a national consultation on the future of the Probation Service ('Strengthening Probation, Building Confidence').

The Association of Police and Crime Commissioners (APCC) has submitted a detailed response to the consultation and is to hold discussions with the MOJ regarding the design of the future CRC contracts before the procurement process on the new contracts begins in Spring 2019.

A national Working Group has been established to take this forward.

The Commissioners Office is contributing to this process as appropriate to ensure that as far as possible planning for the new contracts takes into account concerns raised locally about the delivery of CRC services.

At a local level the Commissioners' Office is continuing to work with the NPS and CRC to improve joint working in the delivery of services.

The SC has also recently contributed to the recent HMIP Inspection of the CRC, the outcome of which is awaited.

- Integrated Offender Management (IOM) Review

Following agreement between the Police, YOS and Probation partners a Task and Finish Group has been established to review the current operation of the IOM model in Staffordshire and to make recommendations on future IOM delivery to ensure that the model remains fit for purpose and appropriately configured to meet local needs going forward.

The Group is due to report in January.

- Offender Rehabilitation Pathways

In line with proposals contained in the refreshed strategy and Action Plan the Commissioner's Office is supporting a range of initiatives to improve the availability of key rehabilitation support services for offenders

### **Accommodation**

Addressing the accommodation needs of offenders is a key priority within the refreshed strategy.

Partners have recently agreed a range of actions and measures designed to address homelessness and housing need amongst offenders and to improve offender's access suitable housing provision. This includes:

- establishment of a new multi-agency Offender Accommodation Forum to map current accommodation needs of offenders in the county, the effectiveness of existing services in meeting needs and to coordinate improvements in provision (first meeting scheduled for October 2018);
- work with the CRC to improve resettlement housing provision for prisoners returning to the county on release from custody;
- commissioning of a county-wide floating housing support service for offenders
- work with Stoke on Trent City Council (a Rough Sleeping Priority Authority) to support delivery of the government's Rough Sleeping Initiative;
- work with Local authorities to ensure that the needs of offenders are taken into account in planning for the introduction of the Homelessness Reduction Act.

### **Employment and Training**

The Commissioners Office has recently commissioned Stoke on Trent City Council to undertake a comprehensive mapping of employment advice / brokerage services for offenders in the county.

As a result of the mapping a number of gaps in provision have been identified – including weaknesses in the provision of Through the Gate employment advice services within local resettlement prisons to help prisoners prepare for the world of work prior to release from custody.

The output from the mapping exercise is to be considered at a specially convened stakeholder event in November.

As part of the mapping exercise a range of local employers have been contacted – including around 100 construction firms – and asked to complete a short survey designed to gauge employers' appetite for hiring offenders, the results of which have been very positive.

### **Mental Health**

Since the last report to the Panel, further work has been undertaken with partners to improve services for individuals coming into contact with the criminal justice system with mental health and other complex needs.

A new senior-level Board – the Staffordshire Community Safety and Mental Health Strategic Board – has been established to assess local needs and service provision

and oversee service improvement. The Board has met on two occasions to agree Terms of reference and key work streams and is to meet again in November.

On behalf of the Board the Commissioner's Office has recently commissioned NACRO to undertake research to establish a better understanding of local needs and to make recommendations to improve joint working in the future delivery of services.

The report is to be considered by the Board at its next meeting in November.

The Commissioners Office has also continued to work with NHS England, Staffordshire Police, health and criminal justice partners in planning for the next phase of roll out of mental health Liaison and Diversion services in the county which will see new assessment and diversionary services in place at Police custody suites and other service locations in the south of the county for individuals with mental health and other complex needs coming into contact with the criminal justice system.

### **Substance Misuse**

Addressing the link between substance misuse and offending is a further key component of the refreshed strategy and critical to the achievement of partner's ambitions to reduce offending and reoffending.

The Commissioner has recently commissioned a review of the way in which OPCS funding for criminal justice substance misuse interventions in Staffordshire and Stoke on Trent is distributed and utilised to ensure that best use is being made of available funding to engage offenders in appropriate drug treatment and pledged an additional £250k to help support improvements in local service provision

A multi-agency Task and Finish Group has been established to take forward the review and is due to report in November after which partners will agree a new commissioning model to guide investment in services going forward with the aim of delivering improved outcomes and value for money from services commissioned

The work of the Task and Finish Group will consider the impact of changes in patterns of substance misuse in the county including the recent rise in the use of synthetic cannabinoids (Spice, Mamba etc) and other new psychoactive substances (Monkey Dust etc).

### **Measuring the Impact of the Framework**

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

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

Performance management / reporting arrangements have been put in place (based on data available from the Ministry of Justice and, where appropriate, local YOS and CRC sources) to enable the tracking of local performance in relation to each outcome.

At the mid-year point results indicate that steady progress is continuing to be made in respect of each outcome.

A full report on offending and reoffending outcomes will be made to the Panel at the end of the year.

## **Summary**

Progress has been made in taking forward delivery of the refreshed strategy to date. Positive progress has been made in implementing key actions and deliverables scheduled for early implementation in 2018/19.

In cases where progress has been slow it is expected that remedial work in the next quarter period will result in outstanding actions being brought back on course.

In terms of priority work areas progress on planned developments to date has again been positive with no significant implementation issues to report.

Overall performance against outcomes remains encouraging with evidence of continuing positive results against key outcomes in both Staffordshire and Stoke on Trent.

## **Next Steps**

Going forward the focus will be on progressing actions identified for implementation in 2018/19 under the refreshed strategy.

Particular attention will be taken to progressing priority work areas within the strategy and related projects and initiatives.

Further work will be undertaken to embed the strategy Performance Management Framework and to improve the range and quality of information available to support the delivery of the strategy's key priorities to improve the quality of reporting to the Panel.

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

#### **Youth Commission**

The Staffordshire Youth Commission is nearing the end of this year's programme, which it will mark with a 'Big Conversation' event in Stoke-on-Trent on October 23.

Youth Commissioners will present on their five priority areas, the key findings and recommendations from their 'Big Conversation' with over 2000 young people from across Staffordshire and Stoke-on-Trent over the last year. They have focused on the following priority areas:-

**Abuse and Child Sexual Exploitation** – they have collated more than 300 responses from the abuse and CSE workshops at Moorside High School, with other views from NACRO and young people commissioners having spoken to during stall days. To date, they have delivered 15 workshops on this priority.

**Hate Crime and Exclusion** – 20 workshops have been held on on hate crime and exclusion. A hate crime video was developed in August 2018. It was the main focal

point of the Youth Commission's September "Hate Crime Roadshow" campaign, which looked at raising awareness.

**Knife and Gang Crime** – To date 29 interactive peer to peer workshops have been run on the topic of knife and gang crime with young people from Stoke-on-Trent Sixth Form College, Burton and South Derbyshire College and NACRO, specifically targeting young people who are at risk or have been directly affected.

**Mental Health** - undertaken 22 interactive peer to peer workshops on mental health.

The Youth Commission continues to hold advisory meetings with Staffordshire Police with the last meeting focusing on mental health. It was agreed Youth Commission members would have a greater influence in force training, with the opportunity to participate as they did in the student officers Stop and Search role-play in July.

All the youth advisory meetings for the year have taken place, with one being held for each priority, and attendees including specialist members of Staffordshire Police and external guests from local panels.

### **Domestic Abuse communications**

The new joint approach to victim and perpetrator support was launched under the new-era brand on October 1 with delivery from Victim Support and Reducing Reoffending Partnership (RRP).

The Commissioner's communications and engagement team continues to lead the communications plan for the new county-wide domestic abuse service, liaising regularly with communication people for Victim Support and RRP, as well as the city and county councils.

We're developing a timetable of milestones to share progress externally as the service develops over the coming months.

### **Space**

Space continued to prosper throughout Staffordshire, with record turn-outs throughout the county.

The summer-long scheme attracted more than 18,000 attendees during 2017, with up to 25,000 expected to be recorded during the same six-week period of this year.

Space 2018 was promoted across the Staffordshire Commissioner's media channels, including the website, social media platforms and delivered in the form of videos and press releases to traditional media, radio and TV stations.

The Commissioner made visits to Space activities throughout the summer break, calling in on Lichfield, Tamworth, Biddulph, Stoke-on-Trent, Newcastle, Leek, Burslem and Cannock.

Joining the scheme as ambassadors were newly-recruited Space Champions Lacey Dutton and Olivia Hopwood – both young athletes, with ambitions to represent GB at Birmingham 2022.



Most significantly, youth anti-social behaviour incidents dropped by nearly 41 per cent throughout the county.

There were 659 youth-related ASB incidents this summer, compared to 1110 in 2017.

The largest drop came in Newcastle, where there was a 53.1 per cent drop. Stoke-on-Trent (north and south) recorded reductions of 48 per cent and 33.9 per cent respectively.

Other areas included East Staffordshire (a 40.8 per cent decline), Stafford (37.6 per cent), Cannock Chase (52 per cent), Tamworth (40 per cent), Lichfield (37.3 per cent), Moorlands (9.3 per cent) and South Staffs (44.3 per cent).

### **Staffordshire Police Cadets**

A group of 51 cadets – from six different units - were given a tour of parliament and Westminster following invites by local MPs Ruth Smeeth and Jeremy Lefroy.

Cadets attended Cars in the Park event in Lichfield and two cadets helped locate a missing child during the event – which attracted positive coverage in local media.

Establishing communication cadet champions – a representative from each unit, charged with social media delivery and raising the profile of the cadets.

October will see the latest intake of cadet graduates, with the Lichfield unit holding its attestation.

The cadet leaders will officially receive the Queen's Award for Voluntary Service too in October – an honour that is the equivalent of an MBE for voluntary groups and which was announced in June. The Lord Lieutenant will deliver this award during an event at Staffordshire County Buildings.

Plans are already underway for the cadets to make festive visits to local hospital children's wards again this year.

### **Safer Neighbourhood Panels**

Safer Neighbourhood Panels, often referred to as SNPs, are panels set up to support the role of the Staffordshire Commissioner in holding Staffordshire Police to account for their performance. The Staffordshire Commissioner sets the police and crime objectives for Staffordshire and holds the Chief Constable and the Force to account in delivering those objectives and on their performance.

The purpose of Safer Neighbourhood Panels is to provide local scrutiny and review of the performance of their Local Policing Team and hold to account (for performance) the LPT Commanders in support of the role of the Staffordshire Commissioner. This involves fulfilling various functions such as; challenging local performance, examining local performance issues and providing a local prospective of key topics for review at the request of the Staffordshire Commissioners Office through core scrutiny reviews.

In Staffordshire there are ten Safer Neighbourhood Panels, one for each of the Local Policing Teams, the panels are made up of local residents, local business representatives, Neighbourhood Watch and local Councillors.

SNP meetings will take place on a quarterly basis with panel members expected to attend at least three panel meetings a year. The formal business of the SNPs will be delivered within these meetings, but other areas of the required workload will be delivered out of these meetings through scrutiny review, information session and training session attendance and through data review. The panel coordinator will produce an annual schedule of meetings for each SNP that will take into account the availability of the LPT Commander in order to ensure full LPT involvement in the SNP process.

## Panel Membership Numbers

Current Membership numbers for each panel LPT within Staffordshire;

Panel	Total	Councillors	Resident	Business Reps	Youth Commission	Neighbourhood Watch (NHW)	Data Champion
<a href="#">Cannock</a>	7	1	6	0	0	0	0
<a href="#">East Staffordshire</a>	6	2	4	0	0	0	0
<a href="#">Lichfield</a>	10	1	8	1	0	0	1
<a href="#">Newcastle</a>	6	2	3	0	1	0	1
<a href="#">Stafford</a>	10	1	8	0	0	1	2
<a href="#">Staffordshire Moorlands</a>	7	2	5	0	0	0	2
<a href="#">Stoke - North</a>	10	1	7	1	1	0	2
<a href="#">Stoke - South</a>	7	0	7	0	0	0	1
<a href="#">South Staffordshire</a>	8	4	4	0	0	0	1
<a href="#">Tamworth</a>	10	0	9	0	0	1	1
<b>Total</b>	<b>80</b>	<b>14</b>	<b>60</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>11</b>

- Recruitment is ongoing for a number of panels, East Staffordshire being a priority area with a targeted recruitment campaign in this area. Library's and community centres have been approached for agreement to man a stand in order to draw in potential candidates.
- Both Cannock and Staffordshire Moorlands have welcomed new starters and /or going through the vetting process to bolster numbers within their panels. Job fairs and libraries have also been attended in these areas as well as attending the local Staffordshire Moorlands NFU members meeting to encourage rural residents to the panel.
- Numbers are beginning to increase across the panels but further work needs to take place in regards to awareness and recruitment advertisement in order to bring all panels to a comfortable level of attendance.
- Data Champion sessions are continuing and yielding good results and further understanding of the data available to the panels in order to compose questions to the local commanders as well as complete scrutiny reports.



## Mandated & Additional themes for Scrutiny 2018/2019

Panel	Topic	Returned to SNP for update	Approved	Sent to Comm's	Published
Cannock	Use of Force	30/08/2018			
Lichfield	Stop & Search	08/03/2018	08/03/2018	17/04/2018	Apr-18
South Staffs	Use of Force	not required	03/09/2018	03/09/2018	Sep-18
Stafford	Stop & Search	19/05/2018	11/06/2018	11/06/2018	12/06/2018
	Complaint Handling Nov 17	19/05/2018	11/06/2018	11/06/2018	12/06/2018
	Use of Force Jun 2017	19/05/2018			
	101 Calls Oct 17	19/05/2018			
	Mental Health Jul 17	19/05/2018	11/06/2018	11/06/2018	12/06/2018
	SNP Recruitment	none required	none required	none required	none required
	Public Assurance	04/09/2018			
Staffordshire Moorlands	Stop & Search	22/08/2018	22/08/2018	27/09/2018	
Stoke - North	Police Visibility	none required	29/05/2018	29/05/2018	May-18
Stoke South	Voluntary Interviews	none required	04/09/2018	05/09/2018	Sep-18
	Stop & Search	04/09/2018	11/09/2018	11/09/2018	
Tamworth	101 Call Handling	21/05/2018	21/05/2018	21/05/2018	May-18
	Stop & Search	04/09/2018			

Recommendations from reports can be seen on the Staffordshire Commissioners website:

<https://staffordshire-pfcc.gov.uk/volunteer/neighbourhood-panel/#snp-reports>

### Mandatory Scrutiny Subject Training

- Stop and Search Training                      October 2018
- Use of Force Training                              November 2018

The training sessions which took place earlier in the year were a great success and generated an increase in production of scrutiny reports from the panels, there are a number of panels who have scrutiny sessions already scheduled in the near future to complete the mandatory scrutiny element required by the Staffordshire Commissioners Office.

Each mandatory scrutiny subject is refreshed twice a year, each session is divided into two individual days which are held in close succession, the first session provides a specialised guest speaker from the Force who delivers real world, on the job, life experience of the subject matter. The second day provides training to the panel members of how to scrutinise the information gathered in order to provide a consistent, uniform approach to all panels across Staffordshire.

## Independent Custody Visitors

Independent Custody Visitors (ICVs) are volunteers appointed from the local community. Their role is to observe, comment and report on the conditions under which persons are detained in Police custody. Their visits provide an independent check on the way Police Officers carry out their duties in relation to the statutory and other rules governing the welfare of Detained Persons (DPs).

In Staffordshire there are three ICV Panels. The Northern Area Panel is the largest with 17 members and is responsible for visits to the Northern Area Custody Facility (NACF) at Etruria. The Southern Area Panel comprises 11 members and visits the Watling House Custody Facility at Gailey and Stafford Police Station. The Trent Valley Panel has 10 members and visits Burton Police Station.

ICVs are required to conduct their visits in pairs and following each visit they complete an ICV1 Form. The ICV1 form records the arrival, start and end time for each visit, the category of DPs present and whether they are male, female or juvenile. It records the number of DPs present, the number accepting a visit and the reasons why a visit was not accepted or able to be conducted. The form also has space for the ICVs and Custody Sergeants to make and respond to comments and also for the ICVs to record matters raised by the DPs they visit.

These arrangements allow the Staffordshire Commissioner to secure greater understanding and confidence in the operation, in practice, of the custody environment and the treatment of detained persons.

The Staffordshire Commissioners Office produce quarterly statistical data and annual statistical data from the information provided by Independent Custody Visitors on their ICV1 report forms. The production of statistical data in a report format will ensure a formal independent oversight of custody proceedings.

### **Detainee Statistics**

Between 1<sup>st</sup> April 2018 and 30<sup>th</sup> June 2018 4147 people were detained by Staffordshire Police. Of those detainees 169 (4%) were present when Independent Custody Visitors conducted their visits.

Visiting Panel		Northern Area	Southern Area	Trent Valley	Total Across all Panels
Breakdown of Detained Persons	Adult	85	40	29	154
	Juveniles	4	6	5	15
Total Number of Detained Persons Present		89	46	34	169

- Adults 91.1% make up the majority of detainees across all panels and 8.9% were juveniles. Proportionally, of all detainees for Staffordshire Police for the 12 month period 2017/2018, adults represented 95% and juveniles 5%.
- During the visits a total of 96 detainees were visited.
- During these visits 73 detainees were not visited for the reasons as detailed below:

<b>Reasons why visits were not made to Detained Persons</b>	<b>Northern Area</b>	<b>Southern Area</b>	<b>Trent Valley</b>	<b>Total For Reason Specified</b>
Visit refused by Detainee	2	1	2	5
Being interviewed	14	3	8	25
Asleep	7	1	4	12
Advised not to visit	10	4	1	15
Not selected/observed	0	2	0	2
Other reason	5	5	4	14
<b>Total of Detainees not visited, as % against Detainees present during visit</b>	38 43%	16 35%	19 56%	73 43%

Staffordshire scheme is currently working towards the ICVA Quality Assurance Framework, QAF, which sets out certain criteria required by schemes to be in place in order to obtain one of 4 levels of standard;

- Code Compliant
- Silver Award
- Gold Award
- Platinum Award

Staffordshire are working towards Gold with the final assessment taking place in March 2019.

As well as completing the QAF Staffordshire have also agreed to be QAF assessors and will be assessing Warwickshire who are looking to obtain a Silver award.

Additional to the framework we have also worked assisted with the regional conference held on the 15<sup>th</sup> September 2018 and worked with the communications team to increase publicity and visibility for the panels. An idea we are working towards is a short video detailing the role of an ICV, there is one already available for Staffordshire on You Tube but this could do with updating now.

Further promotion of this and other volunteers roles is taking place through drop in sessions at library's, leaflets being distributed through SNP panel members and Support Staffordshire and Talent Match have been approached.

ICV Panel Coordinator meetings are in place to bring the coordinators together, giving them an opportunity to discuss items between themselves as well as having an input on how the panels are to move forward.

Interviews have also taken place in August 2018 but further applicants are needed for each of the three panels. All applicants who attended interview were successful and are currently going through the vetting process with a hopeful start date of late October 18.

A Newsletter has been produced and distributed throughout the panels as well as a translation booklet containing a list of questions in 17 different languages to improve the number of non-nationals being interviewed and getting a better representation of all demographics within the custody setting.

Scheme manager's conference booked for the 17<sup>th</sup> November 2018 which will give the scheme an overview of other areas performance and share best practice.

### **Commissioner's Community Fund**

The Commissioner 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 Commissioner 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 Commissioner's Office, 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 Commissioner'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 Commissioner's and local community safety priorities. Grants are awarded in values between £100 and £3,000 and evaluated on an annual basis.

### **Domestic Abuse communications**

The Commissioner's communications and engagement team is leading on and has developed a strategy to effectively promote and communicate the new county-wide domestic abuse service.

This has been shared with all strategic partners and is providing the basis of communication to support the project's core objectives in conjunction with new service providers.

Working with our partners and utilising the skills of dedicated and specialist staff, the Commissioner's office is committed to making people safe, providing the right support whilst robustly dealing with offenders through quick and effective further preventative action.

#### **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**

Following extensive work through a tri-partite commissioning arrangement comprising Staffordshire County Council and Stoke-on-Trent City Council and led by the Staffordshire Commissioner's office, contracts for new domestic abuse victim and perpetrator services were awarded mid-August 2018.

Providing a consistent baseline service which is able to flex to meet local needs, the tiered approach encompasses Prevention through to Early Intervention, Targeted and Acute support, for adults, children and young people, families and communities.

From 1 October 2018, victim services will be provided by Victim Support and perpetrator services by the Reducing Re-offending Partnership under the banner of 'New Era'. Both organisations are based and operate in Staffordshire and Stoke-on-Trent.

The award of contracts was initially affected by a legal challenge made by Arch (North Staffordshire), previous domestic abuse provider within the area, in October Arch ceased the legal process.

As new services begin to embed, a critical and significant piece of work has also begun, to understand and address the complex service user pathway routes into specialist support. This is and will continue to be influenced by developmental activity including but not limited to the police-led review of the Multi-Agency Risk Assessment Conference (MARAC) arrangements, the County Council led localised partnership working arrangements under 'Place Based Approach' and the police transformation of partnership working.

###### **Strategic Direction**

The Domestic Abuse Commissioning and Development Board (DACDB) provides ownership for the Staffordshire and Stoke-on-Trent 2017-2020 Domestic Abuse Strategy and is well attended from strategic partners across the area. Delivery of the Action Plan will be undertaken by through the Domestic Abuse Action Plan and working groups are now being established to effect this.

The Board is co-chaired by Staffordshire County Council and Stoke-on-Trent City Council.

###### **Staffordshire Victim Gateway**

Approval is being sought from the Commissioner for a time limited exemption against the requirement to re-tender, which will allow the Gateway service to continue for up to a further 12 month period, from the 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020. Due to the Gateway being an established part of a complex support system for victims, the amount of transformation currently taking place/changing operating landscape (making it difficult to fully understand what a new triage service would need to look like/operate from etc.), the impending change in crime recording and the associated



potential impact in the number of victims requiring support and the uncertainty of the continuation of the Ministry of Justice's Victim's Grant (notified annually) a time limited exemption is therefore required.

Between the 1<sup>st</sup> April 2018 and 30<sup>th</sup> June 2018 there were 14,862 referrals into Staffordshire Victim Gateway. Of those initial referrals, 58% required an enhanced service and 42% a standard service, as defined in the Victims Code. Of those initial referrals 12,565 received advice, guidance and information on the Victims Code of Practice.

More information on the Gateway is available at:  
[www.staffsvictimsgateway.org.uk/](http://www.staffsvictimsgateway.org.uk/)

### **Business Crime Advisors**

1049 business crimes were resourced between April and June 2018. Of those 52% accepted advice from the service. Of the 213 where follow-up contact was made 62% had provided a witness statement to the Police and 61% 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.

### **Video Links**

Nothing to update since the previous report.

### **Domestic Abuse in the Workplace**

There has been 33 champions trained across Staffordshire and Stoke-on-Trent on how to respond appropriately to victims of abuse within their organisation since May this year. The champion's role is to listen, be confidential, non-judgmental and to signpost the victim to a specialist provider for appropriate domestic abuse related support. From the 1<sup>st</sup> October 2018 the training will be delivered by the new domestic abuse provider, Victim Support. Staffordshire Chambers will continue to source the businesses and promote the project accordingly using the most appropriate media forms; a wellbeing event at the Moathouse Hotel, Hanley is planned for the end of October this year. Feedback from those trained remains positive. Comments include:

"Some of the best training I have attended"

"Fantastic session on a sensitive subject"

"Sandy is well informed and shares her knowledge fully"

### **Restorative Justice**

Nothing to update since the previous report.

### **Ministry of Justice Funded Projects**

The Government is committed to maintaining support for victims of crime. Annual funding received from the Ministry Of Justice (MoJ) enables the Commissioner to allocate resources accordingly in order to enable victims to receive the support they

need to help them cope with and recover from the impact crime has had on their lives.

In addition the MoJ are working closely with PCCs to assess the potential for devolution of the support currently delivered through services commissioned by the MoJ, for example, sexual abuse services and the Witness Service.

The MoJ have also recently developed a Framework of Outcome Indicators for victims' services in consultation with the APCC and PCCs. The purpose of the framework is to introduce a consistent framework of output and outcome indicators across all PCCs for those services funded from the Victim Grant. This enables the MoJ to better understand levels of service provision and provide improved evidence on the outcomes of support services. The framework will be tested during 2018/19.

### **Victim Code of Practice**

Included within the Governments Victim Strategy section.

### **Victim and Witness Commissioning and Development Board**

Nothing to update since the previous report.

### **Victim and Witness Needs Assessment**

Stage one of the needs assessment is now complete. This stage focused on desk based research identifying the nature, extent, determinants and impact of being a victim or witness of crime through an investigation of the characteristics of crime and those affected by it during the period 2016/17. High level findings include:

- Violent and Sexual offence rates are higher than both the national and similar force averages;
- Antisocial behaviour remains a concern and currently accounts for 14% of all incidents attended by the Police;
- Victims are far more likely to be younger (aged 20-39 years);
- Around 15% of victims were considered to be repeat victims;
- For both victims and witnesses overall the impact of their experiences of crime is significant;
- There has been an upward trend in recorded business crime;
- Older people are most commonly victims of burglary and theft offences;
- Sexual offences are mainly against young females;
- Males are more likely to be the victim of robberies and vehicle offences.

Following stage one it was identified by the Victim and Witness Commissioning and Development Board that there was a need to conduct a deeper analysis of victims and witnesses needs, expectations and experiences of crime and justice to inform future commissioning of services, other initiatives and the re-design of satisfaction surveys.

The Centre for Public Innovation were commissioned to deliver a number of 'interviews' focusing on victims of violent crime (non-domestic), theft, criminal damage and ASB, business crime, under 18s, sexual abuse, cybercrime, burglary, hate crime and witnesses. The results of the interviews are striking insofar as that

only a minority of victims of crime had recovered from the incident(s) that they had experienced. Whilst a number of interviewees had fully come to terms with what had happened to them, many were still affected in some way and were dealing with the effects of what had happened to them.

The final needs assessment document will be completed by the end of October this year.

### **Visit by Baroness Newlove to Staffordshire**

Baroness Newlove is the Government's Victims Commissioner, whose role is to promote the interests of victims and witnesses, encourage good practice in their treatment and regularly review the Victims Code of Practice. She is committed to visiting every Police and Crime Commissioner by 2019 to see how each area is delivering victim services, how they are addressing the needs and requirements of the victims in their region and how the services will develop and evolve to continue to meet the needs of these victims.

On the 20<sup>th</sup> September the Staffordshire Commissioner's Office was visited by Baroness Newlove, where she met with the DPCC, ACC Barnett and the Victims Gateway. As well as meeting key people and partners the Baroness was able to chat with both service providers and victims of sexual abuse. Baroness Newlove intends to introduce a debate in the House of Lords this coming autumn on support for non-recent victims/survivors of child sexual abuse.

### **Cross Government Victim Strategy 2018**

The victims strategy, which is the Ministry of Justice's first ever cross-government strategy sets out a criminal justice system wide response to improving the support offered to victims of crime and incorporates actions from all criminal justice agencies, including the Police, CPS and Courts. The strategy builds on the good progress made over the past few years to ensure victims have the right help at the right time and are properly supported in the process of seeing justice delivered.

Chapter one sets out their key overarching commitments including strengthening the Victims' Code, holding agencies to account for compliance with the Code and delivering a Victim's Law. Other chapters set out how they will improve support for all victims of crime, improve victim support after a crime has been reported, better support victims during the court process and make sure victims understand a court's decision, the implications for them and for the offender.

The Strategy also highlights extra funding for specialist support to meet the needs of victims of violent assaults and sexual and domestic abuse.

#### **4.5 Modern Policing**

This priority focuses on building 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 Staffordshire Commissioner's Office 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.

Following the Chief Constable's development of his Blueprint for Change and Policing Plan, strategies are now being developed for each of the five Safer, Fairer, United Communities priorities. Each will be supported by action plans, delivery against which will be managed through in-force governance arrangements with oversight and accountability through the Staffordshire Commissioner's Office.

The Commissioner's strategy is reflected nationally in the National Policing Vision 2025 which the Commissioner has contributed to and supports.

Key elements of the vision include:

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

In delivering this priority, the Commissioner has set out a number of strands of activity:

- Enabling Staffordshire Police to introduce a new operating model through a local change programme linked to regional and national developments;
- Providing the right resources to ensure an effective police service;
- Exploiting the power of new technology and leading on the connecting of data / information across the statutory sector;
- Assurance through governance and accountability.

By 2021, the new model will deliver significant financial savings whilst enabling the force to deliver better outcomes for communities. The programme is overseen by a specialist programme team who are responsible for ensuring the programme delivers to schedule, delivering the service and financial benefits specified.

Changes to the force operating model 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;
- Increased investment to provide more officers in place-based neighbourhood policing and partnership teams to increase visibility and improve prevention and early intervention;

- The development of resolution centres 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;
- A rationalisation of the Commissioner-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 place with the necessary development and wellbeing support;
- Leadership and cultural development programmes.

The programme has completed its first phase. Key achievements include:

- The three Resolution Centres at Hanley, Cannock and Burton are in place, delivering a more informed and streamlined response to non-emergency service requests. They have now dealt with over 12,000 incidents with only 289 being passed to Response or Neighbourhood Teams to finalise. This greatly reduces demand on front line resources so that they can be used more effectively.
- Response officer teams are now consolidated into bases at Hanley, Cannock and Burton. Demand on these teams is now settling, following an extraordinarily busy summer, when hot weather, the World Cup and the Presidential visit combined to place additional strain on all parts of the force.
- The shift in resources from response policing to place-based neighbourhood policing teams has taken place, with an additional 110 officers during this financial year and a further 34 in the following year.
- Data shows that the time spent by response and neighbourhood teams out of police stations and in the community has increased since the new model was introduced.
- Continued evaluation and development of place-based working pilots at Newcastle-under-Lyme and Tamworth aimed at providing better support to vulnerable people. This will now progress to finalisation of a model which can be rolled out across the force.
- A Target Operating Model has now been designed for the 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.

Phase 2 has now commenced and will concentrate on the implementation of Niche Records Management System and a number of other projects identified in the Outline Business Case for the programme in 2017. Niche will be the biggest IT programme undertaken by the force. It will replace 13 existing systems in one integrated solution, improve data quality, better support data sharing with partners, provide real time information to officers in the field and deliver efficiencies in business processes. The programme is being delivered in conjunction with our Strategic IT Partner, Boeing Defence UK and will take place alongside a range of national and local IT projects. The entire Niche programme will be delivered over 21 months, with the first set of modules being in place mid-2019.

Following the change of governance, the Commissioner has sought assurance from Staffordshire Police and Staffordshire Fire and Rescue Service that all areas of potential collaboration that were highlighted within the business case are being

progressed at pace. This work will also consider whether there are any additional opportunities for collaboration and therefore further efficiencies.

At a regional level, the SC 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 and national programmes e.g. Emergency Services Network. Work commissioned 6 months ago to examine the issue of criminality in prisons is due to report imminently.

## **5. Conclusion**

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

**Matthew Ellis**  
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