

## **Police, Fire and Crime Panel – 26 October 2020**

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

#### Report of the Staffordshire Commissioner

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

- 1.1. 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**

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

#### **3. Background**

- 3.1. 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. An annual report covering the entire period of the Commissioner's two terms of office was submitted to the panel in February 2020.
- 3.2. As a result of statutory public health restrictions intended to slow the spread of COVID19 some democratic processes were delayed. These include the elections for Police, Fire and Crime Commissioners, which were postponed until 7 May 2021. When the election is held, it will be for a reduced, three year term with the following election scheduled for May 2024, as originally planned.
- 3.3. In the interim period, the Commissioner determined that his priorities, as set out in the Strategy would remain broadly the same for his extended term of office:
  - Modern Policing: A police force that is fit for a changing future
  - Early Intervention: Tackling root causes before they become a problem
  - 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 the likelihood of reoffending
  - Public Confidence: Creating opportunities for communities to shape policing, with greater transparency and openness to increase confidence in policing
- 3.4. To continue to fulfil his statutory responsibilities during this extraordinary situation, the Commissioner and his office has refocused efforts and resources. In June 2020 a plan, *COVID19 Response 2020/21* was issued to set out how this would happen, specifically:

- Ensuring Staffordshire Police and Staffordshire Fire & Rescue Service have sufficient people to respond to the crisis and that their safety and wellbeing needs are met.
- On behalf of the public, holding both services to account for service delivery in a changing environment, including ensuring their response is sufficient, proportionate and ethical.
- Facilitating effective partnership working between local partner agencies, other emergency services in the region and commissioned services to ensure a joined-up approach in ensuring community safety, protecting vulnerable people and delivering criminal justice.
- Ensuring the services we commission continue to deliver support for people throughout the crisis and, where necessary, commissioning services to address new needs identified.
- Playing an active role in ensuring the local, regional and national response to the crisis meets the needs of the people of Staffordshire and Stoke-on-Trent.

#### **4. Progress to Date**

- 4.1. Highlight reports are attached at Appendix A (i) to (v) for each of the five priorities.

**Matthew Ellis**  
**Staffordshire Commissioner Police | Fire and Rescue | Crime**

**Contact Officer:** Ralph Butler  
**Telephone:** 01785 232437  
**Email:** [ralph.butler@staffordshire-pfcc.pnn.gov.uk](mailto:ralph.butler@staffordshire-pfcc.pnn.gov.uk)



A police force that is fit for a changing future

October 2020

### STRATEGIC OUTCOMES

- A great employer that delivers 'outstanding' service
- An organisation that delivers value for money
- Police are able to deal with crime and disorder effectively, including new and emerging threats

### ACTIVITY SINCE LAST REPORT

- Police and fire staff co-located at Tamworth (Belgrave) fire station, enabling the disposal of former Tamworth police station.
- Work underway for co-location of Northern Response Team at Hanley fire station, due for completion in December.
- A Joint Police/Fire Estates Strategy has been developed, supported by a detailed approach to delivering the programme.
- Niche police records management system went live in May.
- Strategic IT partnership with Boeing Defence UK ceased in June with in-house services commencing 1 July.
- New capabilities funded from increase in council tax precept delivering results. This includes enhancements to digital policing capabilities and expanding capacity in investigations and intelligence.
- The force is ahead of schedule in recruiting additional officers under Operation Uplift. There will be 90 additional officers by the end of 20/21.
- Both Staffordshire Police and Staffordshire Fire & Rescue Service have progressed towards migration to Office 365 which will enable staff to work more collaboratively and flexibly.

### PLANNED ACTIVITY BEFORE NEXT REPORT

- Finalisation of Joint Police/Fire Estates Strategy which will create further opportunities for co-location of police and fire teams, reconfigure buildings to provide more modern, flexible working space and address outstanding maintenance requirements.
- Completion of construction work at Hanley fire station.
- Technical pilot phase in November for the adoption of Windows 10 and Office 365 under the National Enabling Programme and subsequent replacement of end user devices. This will be followed by a business user pilot phase starting in December.

### MILESTONES AHEAD

- Occupation of Hanley fire station by Northern Response Team January 2021.

**Effectiveness**  
How effective is the force at keeping people safe and reducing crime?  
Last updated 22/03/2018



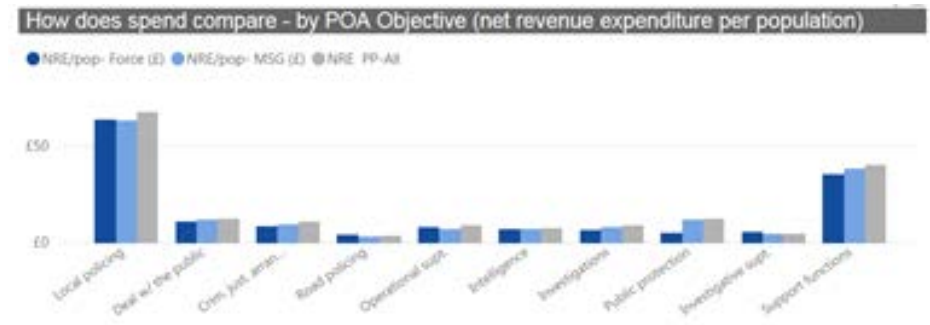
**Efficiency**  
How efficient is the force at keeping people safe and reducing crime?  
Last updated 09/11/2017



**Legitimacy**  
How legitimate is the force at keeping people safe and reducing crime?  
Last updated 12/12/2017



<b>WORKFORCE</b>	91% frontline police officers	92% national level	<b>VICTIM-BASED CRIMES</b>	0.07 per person	0.08 national level
	2.62 per 1000 population	3.42 national level		44% Local 5 year trend	45% National 5 year trend
	24% 10yr change in local workforce	17% 10yr national change	<b>COST</b>	46p per person per day local	56p per person per day national





October 2020

## STRATEGIC OUTCOMES

- Root causes are identified and addressed to prevent problems from occurring or escalating
- Problems are prevented through police, partners and the public taking a problem solving approach
- People are effectively diverted away from and within the criminal justice system
- The public are protected from people and places that cause harm

## ACTIVITY SINCE LAST REPORT

- The Prince's Trust programmes continue to operate in an amended format in the light of COVID
- Barnardo's supported 351 service users in this quarter on FGM-related issues (children and adults, males and females). 9 professionals have been trained on FGM (a number of training programmes were cancelled due to COVID).
- The Home Office Early Intervention Youth Fund Project for those at risk of serious violence has commenced. There were over 160 referrals to the service within the quarter.
- A Personal, Social, Health and Economic (PSHE) Education Coordinator has been recruited to develop a consistent approach to community-safety related education delivery. Mapping existing resources and input is currently underway.
- Due to social distancing requirements a more targeted SPACE programme was successfully delivered during the school 2020 summer holiday and extended to support young people transitioning back to school in September post lockdown. From 3 to 29 August, 19 providers operated risk assessed activities comprising 517 events which equated 814 hours of activities. September analysis is ongoing.
- A Serious Violence Coordinator has been recruited and there have a number of workshops to help develop a prevention approach / violence reduction unit (VRU). A Staffordshire-wide Serious Violence Strategy has been published.
- The Child Exploitation Service undertook 314 interviews with young people who went missing from home.
- Commissioner's Office successfully bid against the Home Office Safer Streets Fund. £1.01m awarded for two projects in Fenton and Northwood, Stoke-on-Trent to deliver physical crime prevention interventions including target hardening, alley gating and CCTV provision.

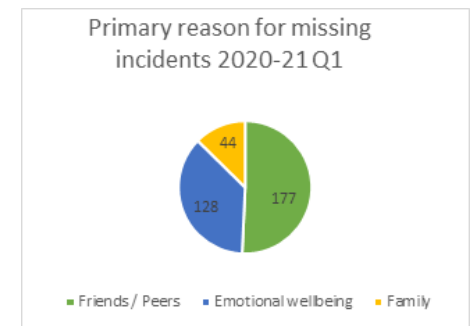
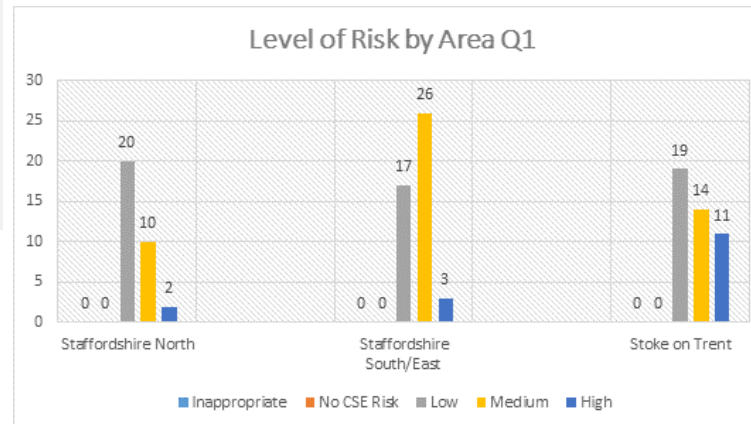
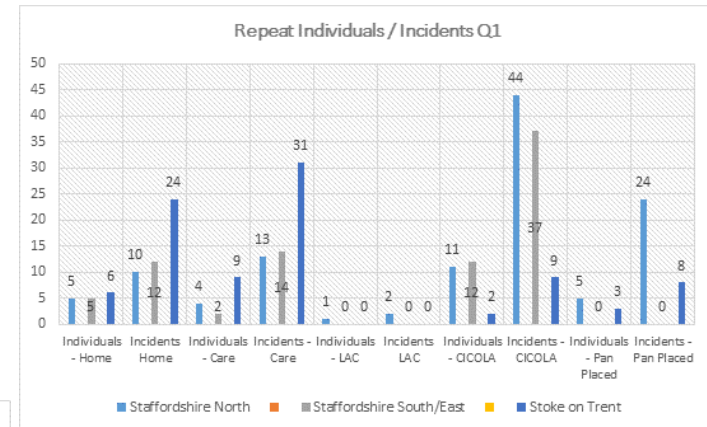
## PLANNED ACTIVITY BEFORE NEXT REPORT

- Develop the PSHE work plan
- An evaluation of the Space 2020 programme will be finalised and published.
- A business case for a prevention approach / VRU will be developed and presented to Chief Executives of local organisations.
- Launch of Safer Streets Project in October with commencement of target hardening service to residents, installation of additional CCTV cameras and consultation on installation of alley gates.

## MILESTONES AHEAD

- Peer Mentor Project to be developed in schools
- Establish the prevention approach / VRU

Young people missing from home: Survey Snapshot





October 2020

## STRATEGIC OUTCOMES

- Victims and witnesses are satisfied with the services provided
- Victims and witnesses able to cope and recover effectively – appropriate services at appropriate time and level
- Victims and witnesses are protected from further harm
- Victims and witnesses are better able to help themselves

## ACTIVITY SINCE LAST REPORT

- Successful bid for funding of £380,000 from the Ministry of Justice to support 11 local domestic abuse and sexual abuse organisations to continue their vital work during the pandemic.
- New Sexual Assault and Abuse Service commenced, delivered by Women's Aid. Services include counselling, support for family members and a cope and recover service for victims.
- The Sexual Abuse and Assault Service (SAAS) Strategic lead is now in post. Work is underway to deliver the local action plan.
- 11,143 referrals into the Victim Gateway between April and June 2020. 8,153 received information and advice. 4,574 accepted an offer of support and triage.
- 818 businesses contacted by the Business Crime Advisor between April and June 2020, 422 of which accepted support.
- The Modern Slavery Support Service delivered by Voice of Hope extended to 31 December 2020.
- NHS England awarded the Commissioner's Office £50,000 to help deliver the local sexual assault and abuse action plan.
- Domestic Abuse Board extended its oversight to include safe accommodation in line with the forthcoming Domestic Abuse Bill.
- DA Performance Framework is well underway through the Performance Delivery Working Group.
- 8,132 referrals to New Era victim service and 598 to the perpetrator service (Oct 2018 – June 2020). DA in the Workplace programme to the business sector continues.
- The Chamber of Commerce DA in the Workplace contract has been extended to September 2023.
- Adaptive practices have ensure continued support for those affected by DA during the COVID-19 lockdown, aided by additional short term Home Office supplementary DA funding.
- New Era support redeveloped localised MARAC arrangements.
- Results awaited of a bid to the Home Office for funding to support an extension to the Out of Court Disposal programme for appropriate standard risk perpetrators, the Police having previously received special dispensation from the DPP to operate this approach.

## PLANNED ACTIVITY BEFORE NEXT REPORT

- Working group to be formed to take forward the joint Modern Slavery Statement and action plan.
- Victim and Witness Strategy and Action Plan to be signed off.
- Addendum to the Major incidents framework completed and staff identified for training.
- Two children and young people sexual abuse workers in post following a successful bid to the Ministry of Justice.
- County wide Hate crime and ASB service to be commissioned.
- Needs Assessment to support the commissioning of specific support for victims of Stalking and Harassment,
- Safe Accommodation Delivery Working Group to shape Staffordshire's response to safe accommodation as defined in the DA Bill, working with Stoke-on-Trent City Council and other stakeholders.
- TecSOS Personal Safety Device contract to be extended and to incorporate the use of apps alongside handheld devices.
- Work to commence with NHS England to re-commission Sexual Assault Referral Centre (SARC) children's service.

## MILESTONES AHEAD

- Sexual Assault Referral Centre children's service provider to be announced.
- Major Incidents Framework finalised.
- Refresh of the Victim and Witness Needs Assessment.
- Improved service provision for victims and witnesses following the review.
- ASB and Hate Crime Provider announced.
- Domestic Abuse Needs Assessment, incorporating Safe Accommodation (as defined by the DA Bill) to be refreshed.
- Domestic Abuse Strategy and Action Plan to be refreshed.
- Stalking and Harassment services to be commissioned.
- Domestic Abuse deep dive themed analysis to be agreed & to be commenced through the DACDB.

## Staffordshire Police Victim Survey 4 November 2019 – 21 January 2020

- 69% had a prior positive opinion of Staffordshire Police
- By the end of the process 27% felt more positive about the force, 37% same as before (positive), 5% felt more negative, 9% still had no opinion or a neutral opinion, 4% same as before (negative)

### Initial contact

- Majority (86%+) reported being treated sensitively, with respect, and in a fair and unbiased way
- Large majority (87%) felt that their incident had been taken seriously
- Large majority (81%) had confidence in the person handling their incident

### Being listened to

- Large majority felt that the person they spoke to listened to everything or most of what they had to say at both initial contact (90%) and at follow ups (89%)

### Being kept informed

- Large majority (79%) reported that they were satisfied that they had been contacted as agreed

### Treatment during follow-up

- Majority (91%+) reported being treated sensitively, with respect, and in a fair and unbiased way

### Investigation

- 76% were satisfied with the overall investigation





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

## STRATEGIC OUTCOMES

- People are prevented from first time offending
- People are prevented from reoffending



October 2020

## ACTIVITY SINCE LAST REPORT

- Reducing Reoffending Board (RRB) and Mental Health & Community Safety Strategic Board (MHCSSB) temporarily stood down during COVID lockdown period. Business taken over by working groups established under Staffordshire Resilience Forum (SRF) multi-agency contingency planning arrangements
- Weekly phone-ins to relevant Working Groups during lockdown (Offender Management, Substance Misuse and Mental Health Groups and regional CJ Board COVID Recovery Sub-Group)
- RR Board and MHCSSB re-convened in July - impact of COVID reviewed and agency recovery plans shared
- Board Action Plans updated to take account of the impact of COVID
- Discussions held with partners re refresh of current RR Strategy
- Progress made in taking forward planned projects and developments:
  - Discussions with MoJ / Probation re SCO role in future regional Probation co-commissioning arrangements
  - Development of new adult Out of Court Disposal options (anxiety / anger management and women-specific OOCs)
  - Contract awarded for evaluation of Mental Health Community Triage service
  - Community Sentence Treatment Requirements pilot project commenced - first Community Orders with a Mental Health Treatment Requirement made
  - Agreement with regional MoJ Female Offender Lead re approach to local implementation of national Female Offender Strategy
  - Outline specification agreed in respect of Offender Employment and Skills support service

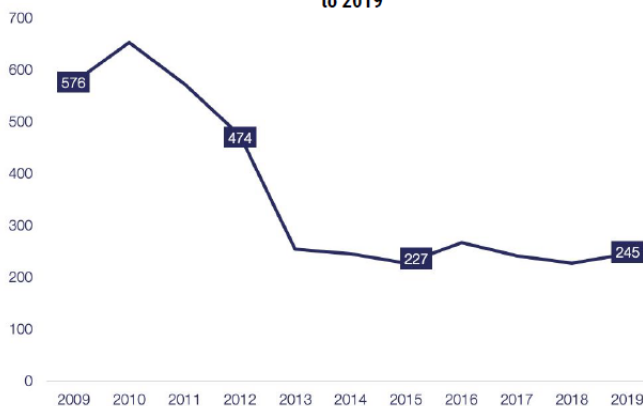
## PLANNED ACTIVITY BEFORE NEXT REPORT

- Quarterly performance data re SCO commissioned services collated
- Meeting of RR Board held / RR strategy action plan reviewed / performance of SCO commissioned services reviewed
- Meeting of MHCSSB held / Board action plan reviewed
- Further discussions held with MoJ / Probation re SCO role in future regional Probation co-commissioning arrangements
- Arrangements taken forward for introduction of new adult Out of Court Disposal options (anxiety / anger management and women-specific OOCs) pending appropriate local and regional approvals
- Arrangements taken forward for review of Drug Testing on Arrest services in Police custody suites
- Next phase of development of offender employment and skills support service commenced
- Process and timeline agreed with partners for refresh of current RR Strategy.

## MILESTONES AHEAD

- 20 October - Meeting of OMCDB (approach agreed with partners for refresh of current RR Strategy)
- 7 October - Meeting of Mental Health and Community Safety Strategic Board
- Next phase of development of offender employment and skills service commenced
- Review of Drug Testing on Arrest services in Police custody Suites commenced
- Evaluation of Mental Health Community Triage service - contract commenced

**First-time youth entrants to the criminal justice system, Staffordshire, 2009 to 2019**

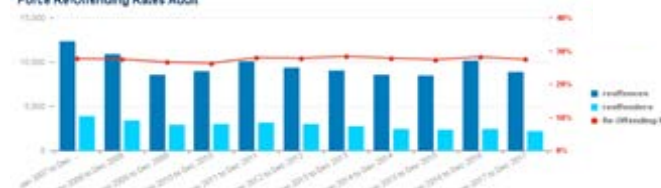


**In 2015 the volume of youth FTEs was 227, but in 2019 it was back up to 245**

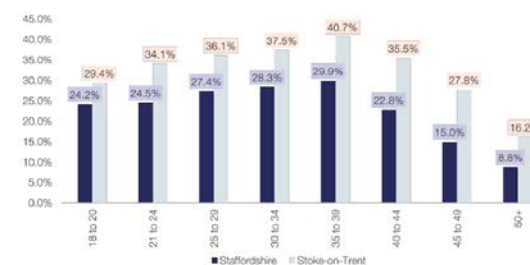
**Force Re-Offending Rates Juvenile**



**Force Re-Offending Rates Adult**



**Staffs and Stoke, proportion of offenders who reoffend by age, gender, and ethnicity April 2017 to March 2018**





October 2020

### STRATEGIC OUTCOMES

- People are confident that the service is there when they need it
- People feel safe within their communities
- People feel they are treated with dignity and respect

### ACTIVITY SINCE LAST REPORT

- Appropriate Adult Scheme transferred from Staffordshire Police to the Commissioner's Office.
- Police Dog Welfare Scheme commenced.
- CoPaCC Statutory Transparency mark awarded to the Commissioner's Office for the third year running.
- Volunteer Appreciation Evening put on hold due to Covid restrictions.
- Trustee and Signatory Review for the Commissioners Corporate Social Responsibility Fund completed.
- Implementation of Virtual Independent Custody Visitor sessions as a response to Covid restrictions.
- Suspension of face to face volunteer activities as a result of Covid restrictions.
- Accessibility audit carried out on Commissioner's website to ensure it meets Government regulations.
- In July 2020 the Commissioner launched a milestone strategy committing to tackling serious violence alongside partners.
- The Commissioner highlighted the plight of victims affected by delays to the criminal justice system due to the pandemic. Press release issued and interview with Midlands Today.
- Cadet online fundraiser launched in September has raised almost £2,000 so far.
- Survive sexual assault and sexual abuse service launched in October. After an initial 'soft' launch to allow the service to bed in, a full communications plan will be delivered.
- Annual refresh of Local Community Safety Partnership statutory 3 year Strategic Assessments commissioned.
- £781,500 Locality Deal Fund awarded to local Community Safety Partnerships to meet local community safety priorities.
- £49,178 Proceeds of Crime awarded to 27 for projects including young people's diversionary activities, crime prevention measures.
- £26,082 People Power Fund awarded to 16 initiatives including road safety, crime reduction and positive activities for young people.
- Ethics, Transparency & Audit Panel recognised the robust, fair and transparent process undertaken to commission domestic abuse services following a comprehensive audit.

### PLANNED ACTIVITY BEFORE NEXT REPORT

- Refresher Training for Safer Neighbourhood Panel members on Mandatory Scrutiny Topics – Stop & Search and Use of Force.
- Assessments and guidance for volunteer groups' ability to return to face to face activities in line with Government Guidance to be completed across all groups.
- Plans in place for a small number of SPACE providers to deliver October half term activities.
- Further fundraising tactics planned for the Cadet scheme.
- Commissioner visits to recipients of the People Power Fund.
- Highlight successful Independent Custody Visitor online recruitment process.
- Comms plan for Survive service using a range of targeted tactics to reach 5 key demographics: older women, young people, LGBTQ, BAME and those with learning disabilities.
- Condensed version of an in-depth business crime report commissioned from Staffordshire University to be published.
- Evaluation of the Commissioner's 2020/21 Locality Deal Award made to Community Safety Partnerships.
- Review of local Community Safety Partnership Community Safety Plans and associated delivery plans for 2021/22.
- Consideration of the award of 2021/22 Locality Deal Fund.
- Ongoing evaluations of individual Proceeds of Crime and People Power fund grant awards.

### MILESTONES AHEAD

- Audit on SCO Governance and Risk arrangements by RSM Internal Auditors.
- Submission of the CoPaCC Statutory Transparency Mark criteria evidence.
- Independent Custody Visiting Association, Quality Assurance Framework submission for assessment.
- After receiving £1m from the Government Safer Streets Fund, work will begin in October to reduce acquisitive crime. Media launch with partners to take place and regular updates provided and highlighted to the media and public.
- Review of Commissioner's Community Fund (Locality Deal Fund, Proceeds of Crime Fund and People Power Fund) with new Commissioner.

