

Police, Fire and Crime Panel – 25 April 2022

Police and Crime Plan 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 Police and Crime Plan for Staffordshire and Stoke-on-Trent.

2. Recommendation

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

3. Background

- 3.1. In December 2021, the Staffordshire Commissioner for Police, Fire and Rescue, and Crime (Staffordshire Commissioner) published his Police and Crime Plan for 2021-2024. The plan provides the strategic direction for how policing should be delivered over the next three years. It details how the Commissioner's Office will work with Staffordshire Police, health, councils, the wider criminal justice system and community groups to reduce the number of victims of crime and anti-social behaviour, reduce casualties on our roads and prevent people suffering due to the actions of others.
- 3.2. The plan sets out the Commissioner's priorities, designed to 'Keep Staffordshire Safe':
 - **A flexible and responsive service:** Understand and deal with what matters to communities respond promptly to incidents and work with partners to solve problems and prevent them from getting worse. This will mean that crime and ASB reduces, our roads are safer and confidence in Staffordshire Police increases.
 - **Prevent harm and protect people:** Prevent harm and protect people (particularly children and those that are vulnerable) by ensuring they are safeguarded and receive the help and support they need.
 - **Support victims and witnesses:** Ensure victims and witnesses are provided with exceptional specialist support services so they feel able to cope and recover from the impact of crime and ASB.
 - **Reduce offending and reoffending:** Ensure people are challenged and supported to make life choices that will prevent them from offending and perpetrators don't reoffend. Doing so will mean fewer victims of crime.
 - **A more effective criminal justice system:** Ensure Staffordshire Police, the Crown Prosecution Service, Courts, the Probation Service and HM Prison Service all work seamlessly so that effective justice is delivered more quickly.

- 3.3. How effectively the service performs against these priorities is a key part of how the Commissioner holds the Chief Constable to account on behalf of the public. To this end, the Chief Constable must have regard to the Police and Crime Plan in producing his Policing Plan for the force. Both the Police and Crime Plan and the Policing Plan will be kept under review and potentially refreshed during the Commissioner's term of office to take account of finances, changes in national policy or major events.
- 3.4. An annual report covering the entire period from the start of the Commissioner's term of office in May 2021 to the end of March 2022 will be submitted to the panel's next meeting in June 2022.

4. Progress to Date

4.1. A flexible and responsive service

4.1.1. Since taking office in December 2021, the Chief Constable has focused and accelerated work to develop and implement a new operating model for the force. The new model will provide a consistent policing approach across every area whilst also supporting the need to match capacity with demand. There will be increased capacity to respond, investigate crime, give victims the attention they need and more time for proactive policing.

4.1.2. Key features of the model include:

Enhanced and joined up local policing through two local policing commands aligned to the two top-tier local authorities, Stoke-on-Trent and Staffordshire. Ten local policing teams will be aligned to district boundaries and consist of response teams more closely connected to local issues and neighbourhood policing officers and PCSOs working with partners to problem solve the recurring issues that matter most to communities. Each local policing team will have a Harm Reduction Hub. There will be two local CID teams, one within City Command and one within County Command.

A more responsive service with increased capacity for response with reduced response times and more time allowed to investigate crime, provide a better service to victims, enable more proactive policing and see more offenders brought to justice.

A specialist crime command supporting the most serious and complex crime demands including specialists in public protection, dedicated to improving the care the force provides to the most vulnerable people.

Force contact and operations command to ensure services are responsive, effective and bespoke across the whole of Staffordshire.

Improved IT support with personal issue laptops being rolled out to all officers and digital conferencing facilities to further increase connectivity and mobility coupled with significant work behind the scenes to build a more stable IT platform.

- 4.1.3. The model will come into effect from 27 June 2022. Work is ongoing to assimilate officers and staff into new roles and working locations and appointments have been made to senior leadership roles to enable a smooth transition into the new model.
- 4.1.4. **Commissioner's Independent Scrutiny Panels** are being established to replace former Safer Neighbourhood Panels. This will enable members to take a more focused and specialist approach, acquiring and applying detailed understanding of themes such as Stop & Search, Use of Force and Custody & Detention. An additional panel will examine ad hoc themes throughout the year. In all cases, panels will be expected to interrogate data to understand variations, review instances against criteria to evaluate levels of compliance with standards and principles and report their findings and recommendations to the Commissioner and Chief Constable. It is anticipated that the panels will be more representative of communities than previously and bring greater transparency to critical areas of police activity.
- 4.1.5. Work has been commenced to promote the awareness and use of the tools and powers available to prevent and resolve **antisocial behaviour**. Initially, a detailed needs assessment will be carried out to understand the current position to inform the next steps. The Commissioner will establish an Antisocial Behaviour Delivery Group consisting of representatives from Staffordshire Police, local councils, CPS, Courts, Fire and Rescue and voluntary sector to take this work forward.
- 4.1.6. A delivery group will also be established to design and implement a Staffordshire-wide **Illegal Trespass Protocol**. The group will consist of representatives from Staffordshire Police and local councils and focus on understanding the implications of new legislation in this area and ensuring that agencies form a collective and consistent approach to managing unauthorised encampments.

4.2. Prevent harm and protect people

- 4.2.1. The Commissioner has established a Staffordshire-wide **Community Safety Forum** to improve collaboration between agencies, align their strategic direction and ensure prompt joint action to tackle community safety issues. The Forum has had two successful meetings and kickstarted detailed pieces of work focused on antisocial behaviour, illegal trespass and drugs.
- 4.2.2. The Commissioner has announced a range of funding allocations to support innovative projects which focus on **tackling anti-social behaviour** and other local community safety priorities. Each of Staffordshire's nine Community Safety Partnerships (CSPs) will receive a share of the £724,750 Locality Deal Fund to address community safety-related concerns. This money can be used to support schemes which address local concerns and shared priorities with other CSPs.

Additionally, a pot of £100,000 will be split between the CSPs to support local problem-solving. Each CSP will receive £10,000 to tackle anti-social behaviour (ASB), with the City receiving £20,000 to account for Stoke North and Stoke South. This fund is made up of money seized under the Proceeds of Crime Act, which sees money and assets confiscated from criminal seizures and invested in projects designed to improve people's quality of life. A further £100,000 will be made available to new or existing community groups, through small grants of up to £5,000, to build community resilience, designing and implementing community safety projects to address locally identified concerns.

- 4.2.3. Two **PSHE Coordinator** posts have been introduced, one covering Stoke-on-Trent and one covering Staffordshire, to support the development and delivery of age appropriate, good quality, consistent PSHE education. A PSHE strategy, communications strategy and workplan have been developed, and two multi-agency teams formed to support the work of these posts. Work has commenced to quality assure PSHE materials to develop a resource directory for schools and ensure that delivery in schools is consistent, of quality and covers appropriate topics.
- 4.2.4. A strategic needs assessment is being developed to support the work of the **Violence Reduction Alliance** (VRA). This will identify the burden of violence on the population, including any inequalities and will incorporate data covering crime, education, housing and homelessness, employment and income, education, health, criminal justice, deprivation and vulnerability. A mapping exercise is also underway to better understand referral processes, pathways, thresholds, services offered, capacity and assessment tools. The VRA has worked closely with the Clinical Commissioning Group to secure £65,000 from NHS England to commission an external organisation to undertake a Systems Analysis related to children, young people and families with complex needs including violence. Staffordshire Police has dedicated resources to help drive the Serious Violence Strategy. The Police Violence Reduction Team will support prevention activity along with enforcement where necessary to reduce violence and exploitation within communities. The Knife Angel visit to Stoke-on-Trent has been supported across the VRA, particularly through PSHE Coordinators links to schools and educational resources. Plans are currently in place to host an inaugural VRA Conference in May 2022 to promote the work of the Alliance.
- 4.2.5. The **Child Criminal Exploitation/Child Sexual Exploitation/Missing Service** continues to be delivered by Catch22. The service carries out return home interviews with children and young people who go missing to try and identify the reasons why they have gone missing, signpost support and prevent any future missing episodes. The CCE and CSE Services support children and young people who are at risk of exploitation, aims to prevent them from committing violent crime and seeks to address the risks faced by young people. In the last 12 months, 2,776 missing incidents were reported for 1,508 individual children, the service completed 2,250 return home interviews, 463 children were

supported for CSE and 366 children were supported for CCE.

- 4.2.6. Rounds 2 and 3 of the Home Office **Safer Streets Fund** initiative are now complete following successful bids led by the Commissioner's Office. £432,000 was allocated under round 2 to help tackle personal robbery and vehicle crime in Hanley through the installation of secure gates and fencing to problematic areas of the City Centre, installation of 20 new and upgrade of 10 existing CCTV cameras and installation of 26 new street lights. £550,000 was allocated under round 3, focused on the prevention of violence against women and girls. This project has improved lighting, CCTV and delivered other environmental improvements in Longton Park and developed an education programme and community campaign to challenge attitudes and behaviours.
- 4.2.7. Funding has also been allocated by the Home Office under the **Safety of Women at Night (SWAN)** initiative, which focused on violence against women and girls specifically linked to the night time economy. The Commissioner's office successfully bid for £300,000 which has enabled the creation of safer routes, taxi marshals, street pastors and Safe Places in Hanley, Newcastle and Stafford. It has also enabled the development of a Women's Safety Charter, a vulnerability awareness training programme for people working in the night time economy, an awareness campaign linked to the Safer Streets Round 3 project and two surveys which will inform ongoing work in this important area.
- 4.2.8. The Commissioner now chairs the **Safer Roads Partnership** Strategic Board and work has commenced to refocus the work of the partnership including work to raise the profile of road safety, upgrades of existing fixed cameras to digital technology, data analysis to help identify those groups at highest risk to inform future prevention work, and the expansion of Community Speed Watch.
- 4.2.9. The Commissioner has confirmed the **Space Programme** for young people will run for a further three years, following the scheme's success in contributing to a reduction in police recorded youth-related anti-social behaviour over the school summer holiday again in 2021. Over 6,000 young people, aged between 8 and 17, enjoyed over 1,400 Commissioner funded activities, there were over 17,600 attendances at events, equating to over 35,333 hours. The programme relaunched in 2015 and has since gone from strength to strength, with a 77% reduction in ASB during the summer period since 2016. When the programme began in 2016, 1,395 reports of youth related ASB were recorded compared to 320 in 2021.

4.3. Support victims and witnesses

- 4.3.1. The **Survive Sexual Assault and Sexual Abuse Service** has marked its first year of operation. This is a free county-wide service provided by Staffordshire Women's Aid, who have been commissioned to provide a non-judgmental, confidential service for adults, children over the age of four, and close family members and significant others who have been affected by sexual assault or abuse at any point during their lives. In its

first year the service has supported 650 people with practical and emotional support, advice and information on criminal justice processes and victims' rights, counselling and referrals to other specialist agencies.

- 4.3.2. Two new services were introduced in October 2021 to support victims and help them recover from the harm caused by providing tailored, confidential support. They form part of an integrated system of effective guidance and support for victims, from when they report the crime or incident or recognise that they need support, through to the victim exiting the service. The services are designed to be accessible through a range of channels, simple to navigate and prevent victims having to repeat their story on multiple occasions.
- 4.3.3. The **ASB & Mediation Service** will receive £200,000 per year for the next three years and is delivered by Victim Support. Staffordshire is one of the first Police and Crime Commissioner areas nationally to invest in such a service. The **Hate Crime Service** will receive £170,000 per year for the next three years, and will be delivered by the Citizens Advice Bureau. Community Safety Partnerships across Staffordshire and Stoke-on-Trent are also contributing to both services through the Local Delivery Fund.
- 4.3.4. The new services are open to people of any age, regardless of their residence status, citizenship or nationality, and offer
 - Tailored advice, guidance, information, practical and emotional support;
 - Targeted awareness and education sessions within education settings and communities;
 - Training and awareness sessions for professionals to improve their knowledge and understanding;
 - Annual communication campaigns to improve access to each service;
 - A mediation service providing confidential, impartial mediation between both or multiple parties (ASB only).
- 4.3.5. New Era's **domestic abuse services** continue to meet needs across Staffordshire and Stoke-on-Trent, commissioned under a tripartite arrangement with Staffordshire County and Stoke-on-Trent City Councils and led by the Commissioner's Office. Specialist support is provided for victims, their families, communities, businesses and stakeholders and is available 24 hours a day, 7 days a week for those in need. Services for those wanting to change their abusive behaviour are available through the DA perpetrator service. Between October 2018 and December 2021, the victim service received 19,927 referrals and supported 12,417 victims of abuse and the perpetrator service received 1,148 referrals and supported 408 perpetrators of DA through rehabilitative programmes.

4.4. Reduce offending and reoffending

- 4.4.1. With the launch of the new national Drugs Strategy and confirmation of additional funding for local authorities to support improvements in local

substance misuse treatment services, meetings have been held with Commissioners in Staffordshire and Stoke-on-Trent, Police and Probation to discuss how the new funding might best be used to improve the delivery of commissioned criminal justice related services and interventions in each authority. Initial proposals for further consideration include:

- expanding the use of substance misuse-related out-of-court disposals;
- increasing treatment capacity and consistency for testing on arrest;
- increasing treatment capacity to support delivery of Community Orders with a Drug Treatment Requirement;
- strengthening the operation of prison release referral pathways to ensure that more prisoners with support needs are able to access continuing treatment and support on release.

4.4.2. The Commissioner's Office continues to support delivery of the **Community Sentence Treatment Requirements (CSTR)** pilot, now in its second and final year. This aims to increase in the use of Community Orders with Mental Health Treatment Requirements (MHTR) by local courts, as an alternative to custody. Assistant Psychologists at Cannock Magistrates' Court and Newcastle Justice Centre undertake assessments and support recommendations to sentencers regarding the suitability and appropriateness of incorporating a MHTR as part of a Community Order. Overall, the results from the pilot to date have been very positive with increasing take up and evidence that MHTR interventions are having a significant benefit in terms of mental health treatment outcomes, whilst reducing the incidence of reoffending. On the basis of the success of the pilot, arrangements have recently been agreed for the service to be mainstreamed with NHS England building in funding for the service into its future commissioning plans for health and justice services in Staffordshire.

4.4.3. Plans are in place to commission a new **enhanced employment support service** for offenders focused on the Integrated Offender Management (IOM) cohort. This will enable more offenders to take up available employment opportunities and establish and maintain stable lifestyles in the community away from crime. The new service will be piloted for 2 years from 1 May 2022, with the option to extend for a further two periods of 12 months subject to satisfactory performance.

4.4.4. Arrangements are being made to refresh the **Reducing Reoffending Strategy**. Overall, good progress has been made in Staffordshire and Stoke-on-Trent with overall levels of reoffending reducing in both authorities over recent years. While adult reoffending rates have reduced by a modest amount, there have been considerable reductions in juvenile offending and reoffending, particularly when compared to national levels. It is recognised, however, that there is still much more to do and partners remain ambitious for further progress. Work on an initial

draft of the revised plan will be completed by the end of May.

4.5. A more effective criminal justice system

- 4.5.1. In his role as Chair of the **Local Criminal Justice Board**, the Commissioner is taking the opportunity to refresh and refocus its work and ensure that it aligns with the ongoing work of the Regional Criminal Justice Board.
- 4.5.2. Part 2 of the Government's review of the role of PCC and the Victims' Bill contain complementary proposals to strengthen the role of PCCs in relation to the oversight of victims' experiences in the criminal justice system and commissioning support services. It is expected that this will provide a statutory framework to assist PCCs in leveraging their support in improving the system for the benefit of victims and witnesses.
- 4.5.3. This will be supported by proposals to improve PCCs access to criminal justice data. Sharing relevant data in a timely way is essential to understanding how effective the system is but the process is often constrained by technical difficulty and a risk-averse culture. Whilst Staffordshire is in a relatively good position, national guidance and examples of good practice will support the work of the Local Criminal Justice Board in delivering improvements.
- 4.5.4. Work continues to develop a **victim satisfaction survey** which seeks victims of crime experiences from the point of reporting a crime through to exiting the criminal justice system. In addition to helping to understand the emotional impact this might have, it will provide crucial insight into where problems with processes, communication and delays occur, enabling agencies across the system to make informed improvements.

Ben Adams

Staffordshire Commissioner Police | Fire and Rescue | Crime

Contact Officer: Ralph Butler

Telephone: 01785 232437

Email: ralph.butler@staffordshire-pfcc.gov.uk