

## **Police and Crime Panel – 15 March 2016**

Safer, Fairer, United Communities Strategy Update Report

Report of the Police & Crime Commissioner

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

This report is designed to update the Police and Crime Panel on the delivery of Safer, Fairer, United Communities Strategy for Staffordshire (the Strategy).

### **2. Recommendation**

That the Panel note the update on the delivery of the Strategy.

### **3. Background**

The Police and Crime Commissioner (PCC) continues to make significant progress in the delivery of his vision to make a real and sustained difference to reducing crime and anti-social behaviour and improving community safety across Staffordshire and Stoke-on-Trent. Alongside Local Authorities and other key partners work is being undertaken to improve the delivery of public services, support continuous improvement and ensure that funding supports more efficient and effective service delivery. The whole system approach to making people and places safer continues to support the on-going achievement of the PCC's ambition for a Safer Staffordshire.

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

A progress update for each of work programme is detailed below;

- Early Intervention Programme - tackling root causes before they become a problem. Progress achieved in this area to date includes;
  - > Early Intervention Foundation (EIF) - The OPCC continue to work in partnership with the Early Intervention Foundation, a national independent charity and a Government What Works Centre. The EIF are working alongside the OPCC and Staffordshire Police Transformation Team to offer support to embed early intervention and preventative approaches in the new prototype. A schedule of works has been agreed and the three priorities will be; understanding Police and Partnership demand, developing Early Intervention Training for Police Officers and Police Community Support Officers and working with the community to build resilience and reduce demands on police time.

The OPCC have successfully secured a place on the new Early Intervention Police Leadership Academy. A small cadre of police leaders from across the country will develop plans to influence wider partnership change and place early intervention at the heart of local policing. The Academy will culminate on 11 April 2016 when delegates will be expected to prepare and present an Early Intervention Action Plan to Chief Officers and Police and Crime Commissioners from the represented forces.

- > Prince's Trust Project - The OPCC is working jointly with Stoke-on-Trent City Council to commission an early intervention project from the Prince's Trust. A number of places will be provided to vulnerable young people across the County to assist them in building self-confidence, resilience, protective factors and entering training and/or employment. The scheme commenced in April 2015 for a period of 18 months and, by the end of quarter 3, a total of 124 people have engaged in and received support from the programme.
- > Space Scheme - The PCC initiated Space Scheme data has now been collated and a proof of concept report written. This documents achievements, makes recommendations for future consideration and has been published. Planning has now commenced for the 2016 Space Scheme. This, again, will involve a central allocation of funding being made available from the PCC, supported by additional funding and planned activities from partner agencies.
- > Child Sexual Exploitation (CSE) - The OPCC has commissioned Chanon Consultancy, in association with Bedford University, to develop a CSE Outcomes Framework for Staffordshire. This has received widespread national interest from the College of Policing and other national bodies and will be the first such document of its type to be produced. The first phase of an extensive consultation programme, including online questionnaires, focus groups and one-to-one interviews with professionals, children and parents, has been completed. A draft framework has been written on the basis of the information gained. It has since undergone extensive consultation and further amendments have been made to the document. A three month implementation plan is currently being drafted for the approval by the Safeguarding Children's Board (SCB). It is intended that the SCB will take ownership of the Framework in the longer term.

A county-wide specification for Missing Children and CSE Targeted Support Service has been developed jointly by Staffordshire County Council, Stoke-on-Trent City Council and the OPCC. This service will go out to tender with the associated new provision being operational from 1 April 2017.

Following a successful application to the Home Office Innovation Fund, the OPCC has been working with the Force to develop and implement a multi-agency/skilled CSE Prevention team. An overarching strategic vision and operational action plan and service model has been agreed and the team was launched in January 2016. Keele University and Staffordshire

University have been commissioned to undertake an extensive evaluation of this model/team.

A CSE Campaigns Plan has been developed and funding has been secured from the OPCC, Staffordshire County Council and Stoke-on-Trent for its implementation. This will link into the CSE Strategy, CSE Communications Strategy and the CSE Outcomes Framework which are currently being developed.

The OPCC has recognised a gap in the co-ordination and delivery of Personal and Social Health Education, particularly around vulnerability areas such as CSE, youth violence, substance misuse and sexual health, in schools and other educational establishments. It is intended that a county-wide strategic group, accountable to the Safeguarding Children's Board, will be set up and to agree the strategic framework of an Education approach in relation to Safeguarding. A county-wide Task and Finish group will also be set up to scope all work currently undertaken in these areas, ensure consistency in approach, identify any gaps and commission resource accordingly.

- > Partnerships - The OPCC are involved in a number of pieces of work with partners across the county seeking to address early intervention. These include the development of an Early Help Strategy and a refresh of the Children, Young People and Families Strategy in Staffordshire. The OPCC are also a key partner in the Families Strategic Partnership and the Families Integrated Commissioning Group. These provide an exciting opportunity to co-ordinate multi-agency approaches to commissioning and planning for families focusing on a life-course approach.
- Managing Offenders Programme - preventing offending and reducing the likelihood of re-offending. Progress in this area to date includes;
  - > Strategic Framework for Reducing Offending – Three multi-agency Delivery Groups have been established to assist delivery of the Framework, with Groups reporting to the OMADB quarterly on progress. These groups are based on the Framework's key themes of Prevention, Diversion and Offender Management, Rehabilitation and Resettlement. Each has developed an action plan to track progress on key deliverables.
  - > Prevention – Work under this theme aligns where appropriate with work being undertaken under the Early Intervention programme to tackle the root causes of offending behaviour (e.g. work with the Police, education and other agencies to strengthen the provision of safeguarding education in schools) and includes a focus on family intervention and parenting support and other interventions (e.g. promoting children and young people's engagement in positive activities) to reduce the impact of social exclusion and related adverse early childhood experiences which are known to increase the risk of involvement in offending behaviour later in life.

- > Diversion - Work is continuing between the Police, OPCC and local partners to further develop the use of Community Resolution/Restorative Policing approaches which help to divert people away from contact with the criminal justice system and reduce the risk of reoffending. This includes the on-going trialling of Police-led adult Cautioning as part of the current Home Office funded adult Out of Court Disposal pilot scheme;

The OPCC is also continuing to contribute alongside other partners to multi-agency work in North Staffordshire aimed at diverting young people away from gang activity and gang and youth-related violence.

A new strategy and delivery model to support the further development /availability of Restorative Justice interventions in the county has now been finalised and is due to be formally endorsed by the Offender Management Commissioning and Development Board on 18 January 2016.

- > Offender Management, Rehabilitation and Resettlement - The OPCC is involved in joint work with partners across the county to improve the quality and effectiveness of work with offenders already caught up in the criminal justice system. This includes support for the planned national review of Youth Offending Service delivery and the on-going roll out of Probation and prison service reforms designed to improve rehabilitation outcomes with youth and adult offenders under YOS, Probation service and CRC supervision.

Key actions going forward will include the development of an overarching, multi-agency approach to the resettlement of youth and adult offenders in the county between criminal justice agencies, Local Authorities and other agencies and organisations involved in delivering services to offenders (including schools, the young people's careers service, RSL's, local Colleges and Further Education establishments, Local Enterprise Partnerships, Business Crime Partnerships, DWP, Job Centre Plus and voluntary, faith and community-based organisations) to ensure a consistent, integrated system-wide approach addressing offenders rehabilitation and resettlement support needs.

The OPCC has recently worked with partners to agree joint investment arrangements to support the re-commissioning of the existing county-wide housing-related support service for ex-offenders which plays an important role in addressing the needs of adult offenders who are homeless or otherwise in need of support with housing - the contract for which is due to expire on 31 March 2016. The re-tendering of the contract has now been completed and a new contract awarded. Discussions are currently being taken forward with the provider to ensure the effective mobilisation of the contract ahead of the start date of 1 April 2016.

- Public Confidence Programme - making sure individuals and communities feel safe and reassured. Progress achieved in this area to date includes;

Public Engagement – The PCC has now met, engaged and talked with over 20,000 people across Staffordshire and Stoke-on-Trent. This ranges from small community meetings to larger events including the Nagar Kirtan celebration/procession in Stoke-on-Trent in May 2015. Other large events attended by the Police and Crime Commissioner in the last 12 months included a South Staffordshire Parish Summit in October 2015 attended by 50 people and the “Tamworth Listens” event attended by more than 100 people in November 2015 and the Entrust Anti-Bullying event in November 2015 which 250 young people attended.

Weekly “Let’s Talk” sessions are held across the County and the City. These events provide the opportunity for people to talk directly to their PCC and are essential to keep the public up-to-date with the work of the PCC whilst allowing the PCC to hear people’s views about crime and policing in their area. In addition to face-to-face engagement, social media is used continuously and has a combined following of more than 5,900 people on the corporate accounts. Additionally, email marketing now has had over 6,379 people sign up to receive updates.

OPCC staff also attended the Co-operative Working Event on February 10, 2016, in Stoke-on-Trent where engagement with partners took place and issues including Modern Slavery and Domestic Abuse in the workplace support were highlighted. OPCC Chief of Staff also attended and signed a Memorandum of Understanding on Co-operative Working. OPCC staff spoke to around 200 people and distributed 300 leaflets on areas including the Commissioner’s update, supporting domestic abuse victims at work, Business Crime Matters, volunteering and the Kash Dash App.

- > Contact Service Centre (CSC) - The complexities associated with the centralisation of the Contact Service Centre in the Autumn of 2014 began a challenging time for Staffordshire Police that saw call answering times for both 999 and 101 calls increasing beyond acceptable levels. As a result of this the PCC acted swiftly to introduce an urgent action plan.

In agreement with Staffordshire Police weekly scrutiny arrangements around CSC performance were implemented. New measures were put in place to tackle staff shortages, including recruitment, drafting in police officers on restricted duties, asking CSC staff to work overtime and training other police staff to deal with 101 calls. A full complement of staff is now in place, although some new recruits are still in training to become fully competent operators.

Service levels and average answer times for both 999 and 101 calls have improved from this time last year, but there remains work to do. An action plan containing a number of short-term interventions has been implemented to address a number of identified issues, and full time performance analysis support has been dedicated to the centre. This is taking place within a longer term programme to transform end-to-end

operational policing activities. The PCC maintains however that lessons must, and will, be learned and that the current governance arrangements will remain in place until the service provided by the CSC improves to an acceptable level.

- > Transparency Agenda - Transparency shines a light on decisions and wasteful practices and helps build public confidence. The PCC's ambition is to be the most open and transparent Force in the country by 2016. The Ethics, Transparency and Audit Panel (ETAP) continues to successfully support the scrutiny function of the PCC. ETAP are currently undertaking a number of pieces of work:
  - A wide ranging review into a case which resulted in a man with significant mental health issues was detained in police custody for almost 64 hours
  - A review into critical incidents involving multi-agency working and the operating principles and protocols that exist. The review also examines where there are gaps in effective working
  - Scrutiny of the decision making throughout the ICT strategy
  - A independent review on the use of Body-worn video and the proposal to mandate its use in certain circumstances.

As well as the work of ETAP, the rollout of Safer Neighbourhood Panels – developed to bring local accountability to policing continues, with all 11 panels on track to be in place by the end of the year.

- Supporting Victims and Witnesses Programme - making it easier for victims and witnesses to get the support they need. Progress in this area to date includes;
  - > Victim Service Gateway – The Gateway was launched at the beginning of September 2015. Within the first month of operation, the service supported over 4,000 victims. During Quarter 3 2015/2016, the Gateway received 11,413 referrals from Staffordshire Police. In addition there were 84 self-referrals. Links with specialist services are being further strengthened alongside links with local partnership hubs.
  - > Domestic Abuse – The OPCC has led discussions with partners on the planning and delivery of Domestic Abuse interventions across Staffordshire. There is now agreement that a Staffordshire-wide approach will be taken to governance and commissioning and service delivery arrangements. Initial discussions have been held with City and County representatives and a terms of reference for the governance group is being drawn up. In addition, a timeline for the procurement of consistent targeted support services has been developed and all current-related domestic abuse contracts extended until the end of December 2016. In addition, the OPCC is working with partners in the City to develop a digital evidence pilot for victims of domestic abuse.

- > Modern Day Slavery – On 10 December 2015, a modern slavery and human trafficking conference was held at Staffordshire County Showground in Stafford which featured speakers including Paul Broadbent, Chief Executive of the Gangmasters Licensing Authority; Helen Gordos from the National Crime Agency's UK Human Trafficking Centre and Sarah Wilson, an author and survivor of the Rotherham child abuse scandal. The conference was intended to raise awareness especially as 86 reports of potential modern day slavery or human trafficking in Staffordshire had been made in the 12 months since October 2014. Of these, 55 cases needed further investigation by police. As well as the main speakers, the 500-strong audience also heard from Parliamentary Under-Secretary in the Home Office and Modern Slavery Minister Karen Bradley, who provided a personalised recorded message for the conference. Modern slavery is an important message to raise awareness of as approximately two-thirds of victims are women, and a third are men. Every fourth victim of modern slavery is a child.
- Finance and Resources Programme - ensuring that value for money is achieved through the best use of resources. Progress achieved in this area to date includes;
  - > ICT Transformation – Boeing Defence UK has been awarded the contract to become our Strategic IT Partner for Staffordshire Police. Boeing will bring more transformational capability, better innovative technology and provide greater opportunities to work more effectively with our local communities and partner organisations. The ICT transformation programme is driven by the need to fully embrace digital working, share information more easily across public sector agencies and engage with the public with the tools, technology and media channels that they now view as part of everyday life. Mobile technology is central to this and the provision of a new generation of mobile devices to front-line officers is now complete. The functionality of the devices will improve greatly from this month as more applications are rolled out, but as well as increasing officer visibility, the force is already seeing benefits from more efficient transactional processing.
  - > Estates Transformation – Closer partnerships and smarter ways of working supported by new technology continue to reduce the police reliance on a fixed estate. Penda, the Strategic Property Partnership, brings additional creativity, capability and capacity to ensure that we derive the most benefit from our property assets. Staff engaged in Facilities Management services transferred to Kier on 1 December 2015. This approach will result in quicker and more efficient property management and development. In January 2016, an Estates Commissioner was appointed to oversee the new arrangements and work with partners, the PCC and the Force to develop an estates strategy that is closely aligned to community need, operational policing requirements and transformational change.

- Governance and Accountability Programme - delivering effective governance with clear channels of accountability. Progress achieved in this area to date includes;
  - > Programme Development - Since his election in November 2012 the Police and Crime Commissioner has spearheaded the introduction of leaner structures, smarter ways of working, a focus on what matters most to communities and changing the workforce mix to get the right people doing the right things. Despite these reforms the future continues to pose further challenge. With this in mind the PCC has established a programme based approach to transformational change based on six core principles:
    - Back office reform first, with frontline capacity as a last resort
    - Collaboration (primarily within Staffordshire) both strategic and tactical
    - Joined up commissioning across services and agencies
    - Prevention/early intervention to deal with the causes of crime and wrongdoing
    - Intelligent redesign of service delivery to maintain quality but reduce costs
    - Act early to achieve savings in advance of them being required

At a force level, this translates into three transformation programmes that work towards the shared OPCC/force vision for transforming policing in Staffordshire in 2020; Core Operations, ICT (see above) and Enablers.

The Core Operational Policing programme is redesigning operating processes end-to-end from call to court so that the police focus on what matters to communities, victims and witnesses, understands what causes demand and address the root causes to reduce it. The prototype phase of this work is almost complete, having taken an iterative approach to service redesign within the force control room, Cannock's local policing team and the Justice Services Department. One of the aims is to tackle silo working in the force, and this more joined-up approach is already delivering improved incident attendance and resolution, more timely investigation, better ownership and progress of cases, closer alignment of officers to neighbourhoods, more ownership of local issues and increased visibility. The learning from the prototype will inevitably challenge existing service delivery structures across Staffordshire; the primary challenge now is to redirect the capacity released from new ways of working towards crime prevention activity in conjunction with partner agencies. The programme is being supported by the County Council's Transformation Support Unit and investment will also be made into organisational development support to ensure the force develops the capability and culture needed to embed the new operating model.

The Enablers Programme is transforming support functions to ensure that they provide the most efficient and effective support to front line operational policing. We have commenced a collaborative approach to fleet management and maintenance with Staffordshire Fire and Rescue



Service, with a joint Transport Manager now in place and focused on bringing the two functions together to deliver immediate efficiencies and improve the service provided to both organisations. A strategic exercise has taken place to reach a collective vision for the future of support services to policing in the context of a changing operational model and the wider reform of public services across Staffordshire. This has provided a clearer understanding of the scale and nature of the transformation that needs to take place and the support activity needed to help deliver it. The project is at the scoping stage and will be broadened to encompass support services provided to Staffordshire Fire and Rescue Service with a view to identifying opportunities for integration.

## **5. Conclusion**

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

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Additional Information:

## **Funding**

The Commissioner continues to support a wide range of activities across Staffordshire through his established funding streams;

**Locality Deal** – provided directly to community safety partners in the sum of £1,042m with allocation based on a predefined needs matrix, area to area. Funds are provided to support delivery of the commissioner’s strategic priorities and those of the local community safety partnership. Half year reports on outcomes achieved from spend during the first six months of 2015/16 Have been evaluated, and full year reports are due at the end of March 2016.

**Proceeds of Crime Fund** – provided to strategic partners in two funding rounds (April and September) in amounts between £3,000 and £15,000, for activities which support delivery of the commissioners and local community safety priorities.

Round 1 of 2015 saw 9 projects totalling £117,282.58 supported with evaluations due in November 2016. The majority of Round 2 applications have been considered, and the remaining – from the City area where further information is being sought from the City Council, will be reviewed in the next 2 weeks.

**People Power Fund** – provided to community groups and residents associations for activities which support the commissioner’s and local community safety priorities in two funding rounds, April and September. Funding is provided for amounts between £100 to £3,000, supported by a local community safety partnership assessment process.

With an emphasis on sustainability and volunteering, projects ranged from gardening services to support vulnerable elderly members of the community through to diversionary multi-cultural activities.

Round 1 of 2015 saw 54 projects supported with advances totalling £123,450.45. The majority of Round 2 applications have been considered, and the remaining – from the City area where further information is being sought from the City Council, will be reviewed in the next 2 weeks.

## **Community Engagement**

Aiming to increase public confidence and reassurance through increased levels of two way engagement, the Commissioner has further commissioned the services of Direct Path Solutions to provide an enhanced IT platform to grow this area of activity.

Consultation and engagement in the summer affirmed that residents and businesses would welcome the use of new technology to communicate more local, timely information. Supporting the needs of Staffordshire, the PCC is leading the introduction of a new approach to engagement which will see supplementary technology introduced over the next 3 months under the brand of Staffordshire Smart Alert.

The approach will seek to engage a more diverse audience whilst continuing to support and grow the valued neighbourhood watch network.