



STAFFORDSHIRE
POLICE

A background image showing several police officers in high-visibility yellow jackets and checkered hats. The image is slightly blurred and has a semi-transparent overlay. The text 'Managing offenders 2018 - 2021' is centered over the image.

Managing offenders 2018 - 2021

Introduction

Over the last twelve months we have seen a growth in offending, be that 'traditional' acquisitive crime or those high harm crimes like violence, domestic abuse and sexual assault. Like all forces we face growing cyber-enabled and cyber-dependent crime. We are seeing new and emerging crime issues, including 'county lines' drug dealing and a growth in organised criminal gangs, through our work with the regional organised crime unit (ROCU). And we are now starting to understand the extent of hidden harm crimes like modern day slavery and forced marriage.

Which is why early intervention and prevention, a focus on victims and building public confidence are so important to policing. Sitting alongside these priorities is an expectation that we investigate crime to the best of our abilities and tackle those offenders who cause most harm in our communities... by managing offenders and reducing the likelihood of reoffending.

In the new policing model we have invested in neighbourhood teams and detective constables to enable the force to proactively manage our most serious offenders, and bring to justice those who wish to bring harm to their communities.

People have the right to live, work and visit Staffordshire in safety. This strategy aims to ensure that we are putting in place the steps necessary to manage offenders effectively, to support them to move away from crime or – where they choose not to – to disrupt their activities, bring them to justice and put them behind bars.

Where possible we will seek to prevent those at risk of offending from doing so.

Like so many aspects of policing this is not something we can do alone. It requires a close working relationship with our partners and other services in the criminal justice system, and with the communities we serve.

Gareth Morgan
Chief Constable

Context

Reoffending in Staffordshire is estimated to cost some £250m each year; but more than this cost, it creates victims, damages communities and public confidence, and wastes potential.

The county has experienced an 8% increase in recorded crimes in the year ending March 2018. In 2017, there was 31,903 offenders in Staffordshire – a 9% increase on 2016. The force is tackling significant issues relating to sexual abuse, and a significant increase in urban street gangs and organised criminal groups. 'County lines' activity is an emerging crime trend.

While we have achieved some progress in tackling reoffending rates amongst young people, more must be done to reduce offending rates overall.

Staffordshire Police, working in partnership with other agencies in the criminal justice system and the Staffordshire Commissioner's Office (SCO), is committed to tackling those who aim to bring harm to communities.

Effectively tackling offending will only be achieved through earlier intervention in the root causes of offending; and in this context this strategy should be read alongside Staffordshire Police's strategy on early intervention. However, we must also robustly pursue those who seek to cause harm, working across the criminal justice system to ensure people are brought to justice and punished appropriately. Equally, we must work collectively to provide the necessary support to those who are seeking to move away from crime.

We must also work with others to stop people becoming offenders and ensuring that there are services in place, through partners, to divert those most at risk, particularly young people.

It is on this basis that this strategy has two clear strategic outcomes:

- 1. People are prevented from first-time offending**
- 2. People are prevented from re-offending**

To achieve these outcomes this strategy is divided into five strategic 'thematic' areas:

1. Constructive outcomes
2. Effective investigation
3. Offender management
4. High risk offending
5. Serious and organised crime offending

Each of these areas will be supported by full implementation plans with specific actions, named owners and clear timescales. The strategy will be overseen by the Assistant Chief Constable, Investigations and Operational Support, bringing together all directorates to ensure delivery and assess effectiveness. But above all, it will be delivered by all of us, as we look to increase victim care in Staffordshire.

'...we must also robustly pursue those who seek to cause harm, working with the criminal justice system to ensure people are brought to justice and punished appropriately'

Managing offenders

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



People are prevented from first-time offending

Through closer working with partners, we will build our understanding of those most at risk of offending. Joined-up, integrated thinking will enable agencies to work together to take action to prevent potential offending, and to intervene at the earliest stage.

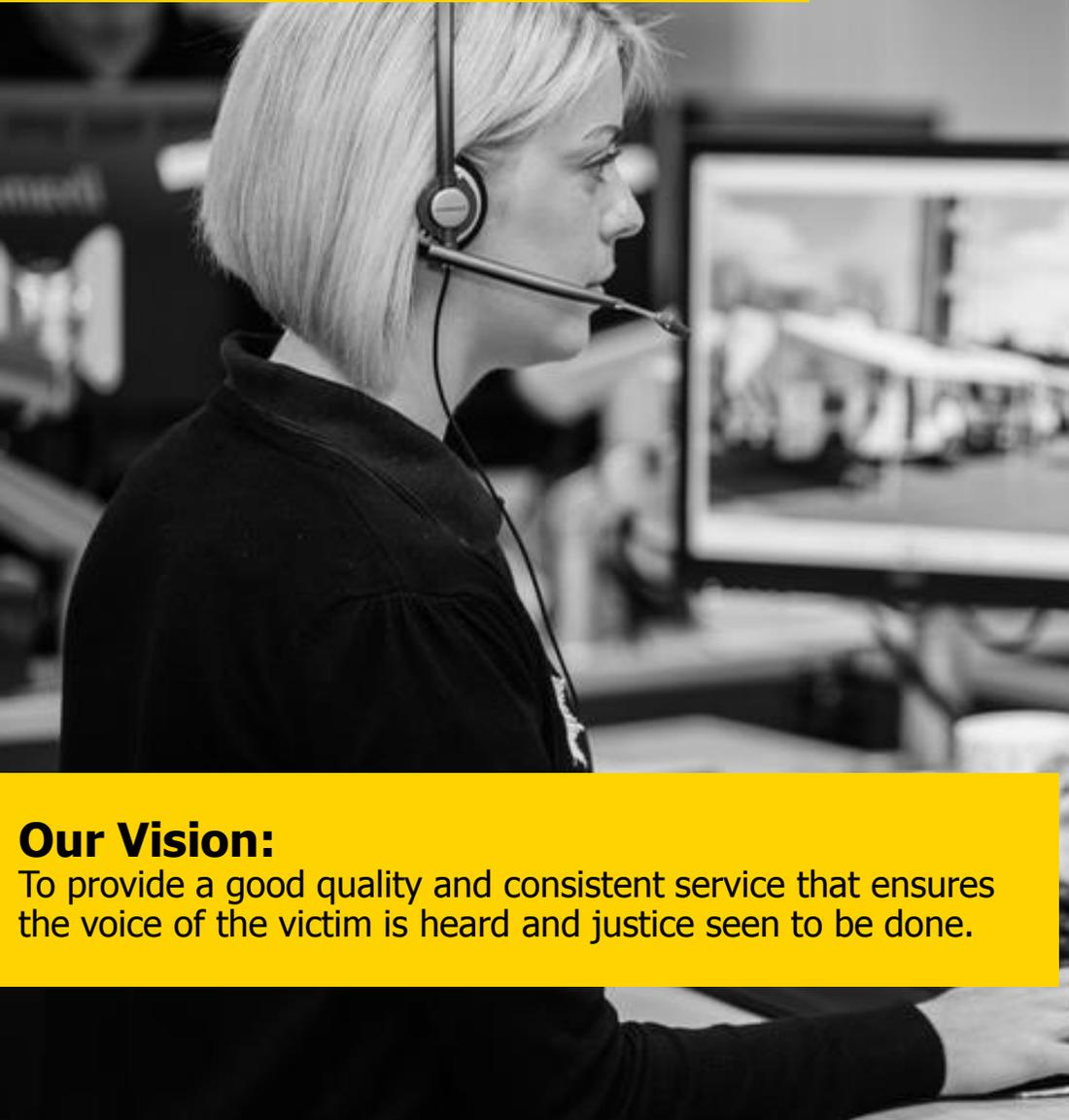
People are prevented from re-offending

Working with our criminal justice partners, and other agencies, through integrated offender management (IOM) we are providing a 'whole system' approach to managing persistent and problematic offenders.

Managing offenders



1. Constructive outcomes



Our Vision:

To provide a good quality and consistent service that ensures the voice of the victim is heard and justice seen to be done.

We will do this through:

- Considering the views of the victim and ensuring the most proportionate outcomes are always considered.
- Ensuring the appropriate use of out-of-court disposals and other community-based outcomes where relevant.
- Gathering and presenting the best evidence as early as possible to the courts to allow speedier justice.
- Working with partners in the criminal justice system we will address offender's needs in a holistic and sequenced way.
- Adopting an evidenced-based approach to understand what works to prevent reoffending and develop those concepts with partners.
- Supporting a diverse third sector by working with offenders, their families and the wider community.



2. Effective investigations

Our Vision:

To enhance investigative quality and deliver more effective investigations, leading to the identification of offenders and a reduction in reoffending

We will do this through:

- A connected directorate model based on understanding priorities and taking action to address issues at the earliest stage.
- Taking an end-to-end approach to manage investigation quality from initial contact through to file preparation.
- An effective allocation policy ensuring the right person investigates the right crime with the right skills, based on threat, harm, risk, seriousness and complexity.
- Emphasising learning and continuous improvement to ensure the service we provide is focused on improving investigation standards.
- Prioritising appropriate training, development and support to our staff to identify opportunities to solve crime at the earliest opportunity
- Adopting an accountability based model to drive activity to investigate crime, manage offenders and prevent reoffending.

3. Offender management



Proud of our

professional
training
success
strategy
people learn



Our Vision:

To ensure Staffordshire is a safer place through the consistent management of offenders in both the community and custody, which considers the level of risk and harm associated with each individual.

We will do this through:

- Working in partnership to develop pathways to break the cycle of reoffending.
- Ensuring we have capacity and capability to target our most high harm offenders.
- Ensuring the most appropriate resources manage offenders using a risk-based approach.
- Building a better understanding of 'harm' as well as 'volume' of offending.
- Ensuring civil orders are fully utilised as an offender management tool.
- Using a range of criminal justice outcomes to best manage the needs of the offender to help reduce reoffending

4. High-risk offenders



Our Vision

To work in close collaboration with partners and use appropriate and timely interventions to reduce or eliminate offending behaviour in high risk individuals.

We will do this through:

- Building capacity and capability to target our most high-risk offenders.
- Using IT and evidence-based practice to assess and monitor our highest risk offenders.
- Ensuring our staff are trained to assess risk and manage appropriately our highest risk offenders
- Robustly targeting those offenders that cause the highest harm.
- By establishing fair and consistent procedures to treat offenders appropriately.
- Applying a risk-based approach to matching offenders to the most relevant interventions.
- Imposing certain and consistent consequences in response to non-compliance against our most dangerous offenders.



5. Serious and organised crime

Our Vision:

To reduce the number of offenders linked to serious and organised crime in Staffordshire and target those groups to reduce the threat to communities

We will do this through:

- Adopting a consistent '4Ps' approach to organised crime groups in order to disrupt and deter to prevent further offending.
- Developing our capabilities around organised criminal gang (OCG) management in collaboration with the Regional Organised Crime Unit (ROCU) and national law enforcement partners.
- Working with the prison service to dismantle OCGs and prevent them from reforming.
- Ensuring that the most relevant and appropriate legal powers are used to disrupt offending.
- Raising awareness amongst local partners of emerging threats, enabling us collectively to intervene and stop people being drawn into organised crime.
- Protecting our borders by proactively targeting those OCGs that move between force boundaries.

Being Staffordshire Police

We will identify and address the root cause of issues, preventing problems and keeping people safe from harm throughout Staffordshire by developing the following behaviours as outlined within our People First strategy.

We do things **properly**



Ethical
We always do the right thing

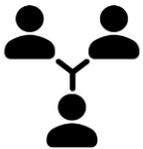


Supportive
We care about the wellbeing of others



Courageous
We face challenges confidently

We are **modern leaders**



Collaborative
We create solutions with others



Agile
We are smart and efficient with time



Diverse
We value different opinions and ideas

We **trust** and **enable** our people



Accountable
We make things happen



Empowered
We are proactive problem solvers



Adaptive
We are always learning and improving