

Annual Report

2025 – 2026

Staffordshire &
Stoke-on-Trent

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STAFFORDSHIRE COMMISSIONER
Police | Fire and Rescue | Crime

Foreword



This is my fifth Annual Report as your Police, Fire & Rescue and Crime Commissioner for Staffordshire and it reflects on a year of continued progress, set against a backdrop of significant challenge and change. It outlines delivery against my Police & Crime Plan and Fire & Rescue Plan, which focus on the issues that matter most to our communities: tackling anti-social behaviour (ASB), retail crime, pursuing organised criminals that target vehicles and rural business, keeping our roads and public spaces safe, identifying and reducing the risk of fire and demanding consistently high standards of service.

As Commissioner, I am responsible for setting the budgets for both Staffordshire Police and Stafford Fire & Rescue Service, which includes setting the local council tax precept, balancing government funding decisions with local expectations. I also hold both services to account for their performance, while leading a partnership and commissioning team that works to prevent harm, protect the vulnerable

and support victims. Achieving this balance – between national direction and local need – has become increasingly complex.

This has been another challenging year financially. Government funding has again not kept pace with inflation, pay increases and policy pressures. While references are made by government to increased “spending power”, in reality, maximum council tax increases are required to simply balance the books in the short term and significant savings are still required by both services.

Despite these pressures, I continue to see improvement in performance by both services in governance oversight meetings. Both Staffordshire Police and Staffordshire Fire & Rescue prepared well for their inspections by His Majesty’s Inspectorate (HMICFRS) this year. Staffordshire Police have made notable progress on some of my Police & Crime Plan priorities in recent months.

Neighbourhood crime has reduced again and proactive policing has contributed to significant falls in offences such as burglary and knife crime. The Fire & Rescue Service continues to respond effectively to emergencies while adapting to new and emerging risks, including those linked to climate change and new technologies.

I would like to thank all Police officers, Firefighters, staff and volunteers for their professionalism and dedication, particularly our recently retired Chief Fire Officer, Rob Barber. I am also grateful to our partners across local authorities, housing, probation, health and the voluntary sector. Through our Community Safety Partnerships, we continue

to make a tangible difference. Community safety is a shared responsibility, and these partnerships are vital to preventing crime, addressing ASB and supporting victims.

Looking ahead, this shared responsibility for community safety will remain a priority for me. Reports of ASB have risen this year, against the trend of reductions over recent years. This underlines the importance of strong partnership working, which is necessary if we are to address the causes of ASB and reduce harm through effective partnerships such as the Violence Reduction Alliance and the Drug & Alcohol Partnership. As new unitary councils are established in May 2027, it will be essential that community safety continues to underpin local authority policy and decision-making. Safe communities are fundamental to public wellbeing and are a key foundation for sustainable local economic growth.

The Staffordshire Safer Roads Partnership, which I chair, continues to invest in keeping our roads safe through targeted safety campaigns, improvements to highways infrastructure and robust enforcement by the Police. Reducing the number of people killed or seriously injured on our roads remains a priority in my plans.

My office continues to make progress while reducing the cost of governance and commissioning, freeing more funding for frontline delivery. Our commissioning work continues to provide vital support for victims and those at risk, while contributing to early intervention and prevention. The team will soon introduce a dedicated support service for victims of stalking, building on

my commitment to tackling violence against women and girls.

However, there are challenges ahead. Long delays in the court system continue to impact victims, with too many waiting years for justice. Financial uncertainty remains, with funding reforms and future pay pressures. At the same time, considerable system reform is underway across policing, fire & rescue and local government, while probation and health services are already restructuring.

This level of change brings uncertainty and distraction, and risks undermining the effectiveness of established partnerships over the next two years. My office and I will need to devote significant time and effort to supporting the transition to new governance and partnership arrangements. It is essential that we preserve strong local collaboration and maintain our shared focus on prevention, protection and public safety.

This report reviews a year of progress: increased officer numbers, improved training, enhanced Fire cover, and better outcomes as both services continue to modernise – sharing resources, improving efficiency and investing in people, skills and technology. It also recognises the reality that maintaining and improving the services requires difficult decisions and sustained investment. I hope you find it both informative and reassuring – demonstrating clear progress, honest reflection on challenges, and a continued commitment to keeping Staffordshire safe.

Ben Adams

Staffordshire Commissioner for Police, Fire & Rescue and Crime

Key achievements

Staffordshire Police



999 89.7% of 999 calls answered within **10 seconds** in the last year



3.3% decrease in neighbourhood crime last year (residential burglary, personal robbery, theft from/of vehicles, vehicle interference and theft from a person)



81% of respondents to the force's victim satisfaction survey said they were satisfied with how their incident was investigated

Average time to answer non-emergency calls **down to 2.5 minutes** from 4.3 minutes last year





53 additional officers recruited through the Neighbourhood Policing Guarantee

Staffordshire Fire & Rescue

Between April 2025 and March 2026, Staffordshire Fire & Rescue Service attended **9,586 incidents**, with an average response time of **under 10 minutes**



Over **599k devices** tuned in live to Staffordshire Fire & Rescue's online **Safe+Sound** sessions for young people





Between April 2025 and March 2026, Staffordshire Fire & Rescue Service supported the local NHS by responding to **1,161 incidents** of vulnerable people falling in their homes



Staffordshire Fire & Rescue Service carried out **552 Fire Safety Audits**

Over **15,000 Safe & Well** visits carried out between April 2025 and March 2026



Staffordshire Commissioner's Office

Over **63,000 referrals** into the Victim Gateway Service to support victims of crime and ASB



£850k awarded to Community Safety Partnerships to fund local initiatives to drive down crime and ASB





9,354 referrals into New Era, the Staffordshire and Stoke-on-Trent Domestic Abuse Victim Service



Over **16,000** additional hours of Police patrols undertaken as a result of **£1 million** allocated to the Staffordshire Commissioner to tackle knife crime, serious violence and anti-social behaviour

The Violence Reduction Navigator & Tailored Support Service **supported 493** vulnerable children and young adults in the first 12 months





Updates on the key achievements of Staffordshire Police and Staffordshire Fire & Rescue Service will be presented throughout the year at the Commissioner's public performance meetings with the Chief Constable and Chief Fire Officer. To find out more, contribute to the meetings or watch online, visit:

[www.https://staffordshire-pfcc.gov.uk/public-meetings/](https://staffordshire-pfcc.gov.uk/public-meetings/)

Strategic policing requirement

The Strategic Policing Requirement (SPR) sets out seven national threats which all Police forces in England and Wales must demonstrate they have the plans, capacity and capability to respond to:

- violence against women and girls (VAWG)
- terrorism
- serious and organised crime
- a national cyber incident
- child sexual abuse
- public disorder
- civil emergencies

I have a legal duty to respond to the SPR and ensure Staffordshire Police is well prepared to meet it locally and support joint responses between forces, regionally and nationally. I hold the Chief Constable to account and scrutinise Staffordshire Police against these areas, allocating sufficient funding to ensure it has the capacity and resilience to contribute to these vital aspects of policing. My Police & Crime Plan, and force plans, are kept under review to take account of any changes made to the SPR by the Home Secretary.

I chair the Staffordshire and Stoke-on-Trent Violence Reduction Alliance Board and have overseen the development of our local Violence Reduction Strategy, which includes projects to help prevent and reduce violence, including public space VAWG.

I chair a Regional Collaboration and Partnership Board of PCCs and Chief Constables, which oversees our regional response to serious and organised crime and terrorism. Drugs supply is a major driver of serious and organised crime and I also

chair the local Drug & Alcohol Partnership Board which oversees our local response to the National Drugs Strategy.

I continue to lead the commissioning of New Era Domestic Abuse Victim and Behaviour Change services, together with Staffordshire County Council and Stoke-on-Trent City Council.

My office works alongside the Staffordshire Safeguarding Children Board and the Stoke-on-Trent Safeguarding Children Partnership, which co-ordinate partner agency activity and help ensure the effectiveness of safeguarding children arrangements.

I commission a range of support services for young people, professionals, parents and carers, aimed at preventing or stopping child criminal exploitation.

Our local response to civil emergencies is through the Staffordshire Local Resilience Forum (LRF), a partnership of Police, Fire & Rescue, local authorities, health and the Environment Agency, chaired by the Chief Fire Officer. Through the Civil Contingencies Unit, the LRF coordinates agencies to prepare for emergencies through joint plans and exercises.

The Policing Vision 2030 sets out the future for policing, shaping decisions about how forces keep people safe. It has been developed by the National Police Chiefs' Council and the Association of Police & Crime Commissioners, in consultation with the College of Policing and the National Crime Agency, staff associations and other policing and community partners. All PCCs and Chief Constables in England and Wales have signed up to the Vision.



His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

“I monitor the performance of our services and the progress they are making against improvement plans, through a combination of formal governance meetings and regular informal engagement. The services also track their performance through improvement boards, attended by my team on my behalf, ensuring continuous oversight and challenge.

In addition to this internal assurance, independent audit activity and peer review provide external perspectives. His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) also undertakes regular inspections and thematic visits. Findings and recommendations from these inspections are formally incorporated into our improvement plans and performance frameworks, allowing me to track progress and hold services to account for delivery of required improvements.

My primary concern will always be the quality of service provided to our communities with a focus on delivering against our local priorities; however, I welcome the views of HMICFRS as independent experts. They provide a valuable opportunity to understand how our services compare with other similar Police and Fire & Rescue services across England and Wales, and their previous inspections in Staffordshire. Inspections are also a good test of the accuracy of the services’ self-assessments and the performance reviews conducted by my office.

Staffordshire Police:

“The latest report into Staffordshire Police’s performance by HMICFRS was published on 8 July 2026.

The report, published under the Police Efficiency, Effectiveness and Legitimacy (PEEL) programme, shows an improving picture in the prevention of crime, safeguarding of vulnerable people and neighbourhood policing and recognises strengths in digital transformation, financial planning and stop & search quality. I am particularly pleased that outcomes for victims continues to improve.

However the report raises concerns about how the force responds to the public, particularly in call handling and attendance times, and highlights challenges in leadership and force management, investigating crime and managing fraud.

The findings of this inspection report do not come as a surprise to me. It is good to see investment has had a positive impact but given the challenges faced by Staffordshire Police, it was always going to be difficult to sustain the pace of improvement reported in the previous PEEL inspection two years ago.

Many of the issues highlighted reflect those identified during the scrutiny activity undertaken by my office and raised by me during my regular meetings with the force’s senior leadership team.

In recent months, I have seen evidence that the contact centre are answering 999 and 101 calls more promptly and that the force are getting to incidents more quickly. It is therefore disappointing that HMICFRS have deemed the force’s response to the public as inadequate, although I recognise that the inspectors are looking for sustained

improvement and pace in addressing concerns that have featured in their previous reports.

Members of the public deserve a high-quality service, and I will continue to maintain pressure to ensure the force is working at pace to make the necessary improvements.”

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Working with safeguarding partners	Attracting, developing and retaining a diverse and inclusive workforce	Leadership and force management	Responding to the public
		Using powers fairly, appropriately and with justification	Investigating crime	
		Preventing and deterring crime and anti-social behaviour, and reducing vulnerability	Managing fraud	
		Safeguarding children and adults at risk of harm	Disrupting serious organised crime	
		Providing a safe and lawful custody environment	Responding to children at risk of harm	
		Tackling workforce corruption	Investigating child abuse, neglect and exploitation	
		Leadership of child protection arrangements		
		Risk assessment and referrals		

His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

Staffordshire Fire & Rescue:

During this reporting period, there have been no Staffordshire-specific HMICFRS inspections covering effectiveness, efficiency and people. This reflects the transition to the next phase of the inspection cycle, which commenced in June 2026. The service enters this new phase in a strong position, with all previous recommendations and areas for improvement embedded into business-as-usual activity and supported by a clear and robust evidence base.

While earlier HMICFRS inspections (reported in the previous year) recognised the service’s strengths, the focus this year has been on sustaining that performance and continuing to build on those foundations. This has included a sustained focus over the last two years on strengthening leadership and investing in the development of future leaders. In response to HMICFRS recommendations, the service has continued to mature its approach to identifying, developing and supporting high-potential staff and aspiring leaders, ensuring a more open, fair and transparent process that will underpin long-term organisational capability.

Staffordshire Fire & Rescue Service continues to demonstrate strong performance, including leading practice in partnership working. Its collaboration with health partners, particularly through falls response and “home from hospital” initiatives, is delivering improved outcomes for individuals while helping to alleviate pressure on wider public services.

The service also continues to engage actively with learning from across the sector. Supported by my office, it monitors HMICFRS findings from other fire & rescue services to identify best practice and emerging areas for improvement, ensuring that Staffordshire remains proactive and forward-looking in its approach.

I would also like to recognise the contribution of Chief Fire Officer Rob Barber, whose leadership has been instrumental in driving the progress made by the service in recent years. This has provided a strong foundation for the appointment of a new leadership team, well placed to lead Staffordshire Fire & Rescue Service into its next phase of development.

Performing at this high standard is down to the hard work and dedication of firefighters, staff and senior leaders. I will continue to monitor performance closely on behalf of our communities to ensure this strong position is maintained and that the service is well prepared for the next round of inspection.”

Outstanding	Good	Adequate	Requires improvement	Inadequate
Responding to major incidents	Understanding fire and risk	Preventing fire and risk		
	Responding to fires and emergencies	Public safety through fire regulation		
	Best use of resources	Promoting fairness and diversity		
	Future affordability	Managing performance and developing leaders		
	Promoting values and culture			
	Right people, right skills			



Police & Crime

Priority 1

An outstanding local Police service



Closer to communities to really understand what matters to them and proactive in solving their concerns. Easy to contact, focused on the needs of victims and providing excellent customer service. Proficient and professional in everything they do. This will mean that people are safer and feel safer, and are confident in and proud of Staffordshire Police.

What we said we would do

Progress

Work with the force to develop innovative approaches to engaging with neighbourhoods and communities with shared interests to help shape priorities and keep them informed of what the force is doing

- New continuous online survey and engagement tool implemented to understand community concerns and priorities in real time and drive service improvement
- 25,639 people signed up to Smart Alerts from Staffordshire Police and the Staffordshire Commissioner’s Office (SCO)
- National My Police Portal adopted to make it easier for people to get updates on their cases and contact the officer in charge
- New Community Engagement Strategy developed
- Consultation forums carried out to inform needs assessments prior to commissioning new services



What we said we would do

Progress

Expect Staffordshire Police to improve non-emergency contact services such as 101 so people receive a high-quality, timely service

- 89.7% of 999 calls now answered within 10 seconds compared with 87.2% last year
- Calls answered more quickly – average wait time for 999 is down to 5.7 seconds compared with 10 seconds last year
- 3.3% reduction in non-emergency calls
- Average time to answer non-emergency calls down to 2.53 minutes from 4.31 minutes last year
- 59.4% of non-emergency calls now resolved or finalised at the early triage stage
- 79.5% of victims of crime say they found it easy to contact Staffordshire Police



Ensure Staffordshire Police respond quickly to incidents and thoroughly investigate crime and ASB

- City Response Support Unit of 16 officers formed in Stoke-on-Trent to improve public confidence, ensure community safety, and enhance response times by providing an additional 40 appointments per day across the area
- 81% of respondents to the force’s victim satisfaction survey (April 2025-March 2026), said they were satisfied with how their incident was investigated (84% in April 2024-March 2025)



What we said we would do

Progress

Expect the force to build strong relationships with communities by focusing neighbourhood policing teams on crime prevention and early intervention and by ensuring people can easily contact their local Police to raise concerns

- 53 additional officers recruited through the Neighbourhood Policing Guarantee (NPG)
- A neighbourhood policing team in every local area, carrying out intelligence-led and visible patrols, including town centres and high streets
- A named, contactable officer for every neighbourhood, responsive to local problems
- Guaranteed response time to neighbourhood queries from communities and businesses of 72 hours
- 64% of people say they have confidence in Staffordshire Police
- Over 16,000 additional hours of Police patrols funded via the Home Office Hotspot Fund, tackling ASB, serious violence and knife crime. These patrols resulted in 536 additional arrests and 455 additional Stop Searches



Work effectively with partners to tackle burglary, robbery, vehicle, business, retail and rural crime

- 9% reduction in burglary of a home compared with last year
- 2% reduction in personal robbery compared with last year
- 4% reduction in retail and business crime compared with last year
- Vehicle offences stable compared with last year
- County Proactive & Rural Crime Team hit their one-year milestone, securing over 300 arrests and more than 200 charges
- City Problem-Solving Intervention Team continues to tackle ASB, shoplifting and other crime in Stoke-on-Trent
- Rural, Wildlife & Heritage Crime Team carried out a week of action, focused on protecting the countryside, preventing fly-tipping and illegal hunting



What we said we would do

Progress



Help the Police to improve their service by learning from complainants and victims

- A 'you said, we did' campaign was undertaken informing victims of the service developments implemented following their feedback

Ensure resources are in place to provide the force with the capacity and resilience to tackle domestic abuse (DA), child sexual abuse, VAWG and other incidents of high harm

- VAWG intensification week activity in April 2025 led to 117 arrests and 26 charges
- New Era's DA Victim Service received 7,455 adult referrals and 1,899 child referrals for support
- Between April 2025 and March 2026, 174 DA in the Workplace Champions were trained from 50 individual organisations, with 40 organisations adopting the DA in the Workplace Pledge and Policy



Ensure the force has the specialist staff, technology and equipment to proactively tackle serious and organised crime gangs involved in drug-related crime, theft of vehicles and plant, and the exploitation of vulnerable people

- Proactive & Rural Team, established in October 2024, are dedicated to understanding rural communities' needs and tackling the crimes that affect them
- County Lines intensification week activity in June 2025 led to 44 arrests, 6 drug lines closed, 2.6kg of cocaine seized and 29 vulnerable people safeguarded from organised criminals



What we said we would do

Progress

Require Police leadership, standards, systems, culture and training to be focused on providing high-quality services

- Enhanced Video Response introduced to improve the service provided to DA victims, using video technology to enable officers to speak to and see victims
- Cultural Audit launched to examine behaviours, experiences and ways of working to build a clear picture of strengths and areas for improvement
- Prevent officer continues to work with officers and staff to provide education around policing matters which have resulted in damage to public confidence as a result of officer and staff actions



Ensure the force continues its work to increase the diversity of the workforce to better reflect the communities we serve, promoting inclusion and addressing any organisational or cultural barriers to achieving this

- As of 31 March 2026, 39% of Police officers are female
- 64% of Police staff are female
- Since March 2025, 9% of Police officers joining the force are black, Asian, mixed and other minority ethnicities



Ensure the force takes a strategic approach to transformation and Digital, Data and Technology (DDaT) and has sufficient capacity and capability to deliver change programmes and monitor their benefits

- 30 new full-time equivalent (FTE) roles in Technology Services and 15 new FTE roles in Change Management to accelerate the implementation of process automation to deliver long-term efficiencies
- DDaT strategy developed, and process commenced to recruit to a specialist Head of Digital role



What we said we would do

Progress

Help the force stay ahead of criminals and respond to new challenges by providing facilities and technology to further enhance their specialist capabilities such as firearms and public order training

- Work commenced on a new state-of-the-art firearms training facility scheduled for completion in November 2026
- Investment in Digital Evidence Management technology to reduce the time taken to gather evidence from victims and witness, process it and complete required reports
- Kulpa app enables victims to safely upload evidence (such as photos, videos, or documents) directly to the Police for use in legal or civil proceedings

Ensure the policing of our road and transport network is appropriately resourced and assisted by the latest digital technology to help officers identify and apprehend offenders, deter criminals and reduce casualties by tackling excessive speed, distracted driving, drug or drink driving, unsafe and uninsured vehicles

- New Road Crime and Road Harm teams, introduced in October 2024, continue to tackle crime committed on road networks and make them safer
- 467 arrests, 2,300 roadside tests and 124 stolen vehicles recovered in the team's first six months
- New low-light speed camera technology rolled out
- Staffordshire Safer Roads Partnership (SSRP) Communications Plan developed, including Be Bright, Be Seen, Responsible Driver, and Mature Drivers campaigns



Ensure that public protests are policed in a safe and impartial way which balances the rights of individuals to protest against the rights of those whose activities are impacted upon

- Partnership work continued to successfully manage planned protests at various locations throughout the year, reducing disruption to communities and businesses
- Exercise Shieldline held to practice and improve response to public order incidents

What we said
we would do

Progress

Require Staffordshire Police to protect people in custody by ensuring appropriate arrangements are in place for their safe detention

- Between April 2025 and March 2026, Independent Custody Visitors conducted 99 visits and spoke to 287 detainees to check their welfare and entitlements were being met
- Appropriate Adult service, comprising 14 volunteers, made 973 supported visits during the year – 18.7 per week on average. The average visit length was 105 minutes



Priority 2
Supporting victims



Ensure that victims are treated with respect and empathy to ensure they remain confident in the force's response and are provided with quality, specialist support services so they feel able to cope and recover from the impact of crime and ASB.

What we said
we would do

Progress

Provide a free and confidential triage service for victims of crime to assess their needs and ensure they are signposted to specialist services where necessary

- 63,303 referrals received by the Victim Gateway Service, with 52,662 victims receiving advice, guidance, information or signposting to other services
- 1,096 more vulnerable victims received a managed handover to specialist services and 409 were referred to the Staffordshire Victim Gateway Cope & Recover team for 1:1 support



What we said we would do

Progress

Ensure free specialist support services are in place for victims and witnesses

- 1,903 referrals were received by the Survive Sexual Assault & Abuse Service, with 1,371 receiving counselling, and practical and emotional support.
- 297 referrals were received by Uniting Staffordshire Against Hate (USAH), with 149 victims receiving advice or guidance and 126 receiving practical and emotional support. 123 training sessions were delivered to professionals, and 152 education and community awareness sessions were held
- 423 referrals were received by Harmony ASB & Mediation Service, with 47 victims receiving advice, signposting and guidance only, and 338 receiving practical and emotional support. 7 training sessions were delivered to professionals, and 67 education and community awareness sessions were held
- 20 referrals were received for the Restorative Justice (RJ) Service, with 11 accepting ongoing support
- 285 individuals were provided with DA Counselling from Pathway & Staffordshire Women's Aid
- Sexual Abuse Referral Centre (SARC) provides intensive support for victims, helping to gather and preserve evidence, and address their emotional needs. The adult's SARC received 752 referrals and the children's SARC 370



What we said we would do

Progress

Ensure victims are kept informed about support available to them and how their case is progressing

- 'Salesforce' implemented by the force to enable victims of certain crime types to view updates about their case online
- 80% of victims said since reporting their crime, Police had kept them informed about progress (force victim satisfaction survey), compared with 82.5% the previous year
- 52,662 victims who accessed the Victim Gateway Service received advice, guidance, information or signposting to other services
- Police achieved a victim contract compliance rate of 93.64%

Ensure that Police and the wider criminal justice system improves its recognition and response to the personal impact on employees of crime and ASB committed against businesses

- 7,569 incidents were resourced by the Business Crime Support Service, with 2,755 businesses accepting support
- Additionally, 863 businesses accepted 1hr free, confidential, specialist support



Ensure services comply with the Victims and Prisoners Act 2024

- Provisions are being rolled out in phases.
- The Victim's Code is promoted by the Staffordshire Victims' Gateway and all commissioned specialist services
- The draft Victims' Code consultation ended 30 April 2026
- Local Criminal Justice Partnership Boards (LCJPB) monitoring current Code compliance
- Ensure the 'Duty to Collaborate' is undertaken when commissioning services



What we said we would do

Progress

Work with Police and partners to ensure information about victims' and witnesses' experience is accurately recorded and used to help services improve

- 81% of respondents to the force's victim satisfaction survey (April 2025-March 2026), said they were satisfied with how their incident was investigated (84% in April 2024-March 2025)
- Victims surveyed quarterly, with findings used to inform and improve service delivery and practice
- Bespoke surveys introduced for victims of DA and rape and serious sexual offences to understand their needs
- Victim forum held each quarter to gather negative and positive comments about their experiences with Police, Crown Prosecution Service (CPS) and courts
- Feedback collated and shared with relevant agencies



Improve communication on victim support so that people are more aware of what services are available and how they can access them

- 52,662 victims received advice, guidance, information and signposting of services from the Victim Gateway Service
- All commissioned services for victims undertake regular communication campaigns to raise awareness of the support available and how to access it - done via community events, training and social media
- Survive Service now uses an online appointment scheduling tool to allow victims of sexual abuse and violence to book their first appointment with a member of the team



What we said we would do

Progress

Improve accessibility to support services, paying particular attention to seldom heard groups

- USAH and Harmony services attended community events such as PRIDE, Freshers week, force open day, social prescribers events, Mosque fun day, youth festival, mental health network, Autism Next Steps, NHS Iftaar and deaf vibe to improve knowledge and accessibility of provision
- Several providers offer ReciteMe, enabling their websites to be accessible to all
- Citizens Advice Bureau (CAB) in Hanley is now a third-party reporting centre for hate crime victims



Ensure agencies working with victims consider how they provide consistency when engaging with a victim to limit the number of contacts, confusion and repeating of the victim's story

- Victim services have worked in partnership with related services to appropriately share information, so victims receive a coordinated, comprehensive package of care that negates them repeating the same information to various organisations

Work with the NHS and other agencies to ensure victims have access to services to meet a broad range of related needs (such as mental and emotional health support)

- NHS England funding received by the SCO enabled the commencement of projects regarding preventing harmful and problematic sexual behaviour in children and young people
- Ascend project was developed jointly by the SCO, Survive, Midlands Partnership Foundation Trust and North Staffordshire Combined Healthcare Trust to provide a seamless service for individuals with complex trauma because of sexual assault and/or abuse across Staffordshire and Stoke-on-Trent





Priority 3 Preventing and protecting



Prevent harm and protect people (particularly children and those who are vulnerable) by intervening early, ensuring they are appropriately safeguarded and receive the help and support they need. Challenge and support people to make life choices that will prevent them from offending or reoffending. Doing so will mean fewer victims of crime.

What we said we would do



Progress

Ensure prevention and early intervention programmes are in place to stop the onset of offending behaviour

- Strengthened collaboration in place between Police and Youth Justice Services to ensure a consistent, proportionate approach to restorative decision-making for children coming into contact with the criminal justice system, resulting in improved outcomes
- Early intervention service commissioned in primary and secondary schools for children at risk of child criminal exploitation commenced in April 2026
- Navigator service commissioned in custody and healthcare settings to identify and engage with children and young adults at risk of or affected by violence
- Out-of-Court Disposals commissioned for those beginning to display poor relationship behaviours, and Pre-Arrest Scheme for less-serious drugs possession
- Contribution to Pause Programme, working to improve the lives of women who have had, or are at risk of having, more than one child removed from their care

Work with schools and other educational establishments to develop and deliver consistent, good quality education on community safety-related projects

- SCO continued to commission Personal, Social, Health and Economic (PSHE) Advisors to help education establishments deliver age-appropriate community safety-related education
- The Violence Reduction Alliance (VRA) provided Serious Violence Duty funding to the PSHE Service to develop a knife crime comic and resources to help young people manage their emotions through the Where Will It End campaign
- The VRA provided Serious Violence Duty funding to the Staffordshire Fire & Rescue Service (SFRS) Safe+Sound programme to promote the Where Will It End campaign and where to access support. The campaign has been viewed 25,451 times
- 1,143 professionals signed up to receive monthly PSHE Digest
- Comprehensive website in place, hosting education resources for professionals
- Local resources created to support PSHE Education around:
 - Spice-laced vapes, providing the local and national context
 - Photo sharing
 - Healthy relationships
 - Alcohol
 - Knife crime



What we said we would do

Progress

Divert children from crime and ASB through positive, diversionary activities

- SCO-led Space Programme delivered during the summer holidays, encouraging children to attend positive activities
- The programme comprises both universal and targeted elements, which focuses on children at greater risk of committing crime or ASB
- Space brings together public, voluntary and private organisations to support vulnerable children, increasing their skills and improving health and wellbeing
- Over 9,000 children aged 8-17 attended over 2,800 events
- Over 23,00 total attendances, equating to over 46,000 hours of engagement



Work with partners to equip professionals with the skills and knowledge to identify and respond appropriately to harm and root causes of harm and criminal behaviour

- The VRA developed 'Clued-up' training for frontline staff, to support girls at risk of being involved in violence, progressed by Youth Offending Services. 13 professionals were trained to deliver the programme, reaching over 40 children to date
- The VRA undertook workforce development to ensure frontline professionals are aware of risk factors associated with violence, and how to respond. 114 attendances over three days training
- The Violence Reduction Navigator & Tailored Support Service has supported 381 professionals in its first year
- The VRA has provided Serious Violence Duty funding to the Staffordshire Safeguarding Children Partnership and the Stoke-on-Trent Safeguarding Children Partnership to develop and deliver a training plan to support professionals working to prevent and reduce violence, and to support the response to national and local Child Safeguarding Practice Reviews

What we said we would do

Progress

Continued

- The VRA has worked with Midlands Partnership Foundation Trust (MPFT) to establish 'Neuro-verse' – a partnership suite of resources to help frontline professionals understand and respond to neurodivergence – a significant risk factor for children and young adults at risk of violence and entering the criminal justice system. Over 120 professionals from multiple agencies attended the launch. Lunch and Learn sessions are planned over the next 12 months to improve knowledge and promote the resources, tools and techniques
- PSHE Service developed 8 professional guidance packs to support education staff
- PSHE Service supported 8 Community Safety Partnerships (CSPs) with funding to enhance schools' PSHE offer around youth violence and community cohesion
- The commissioned Child Criminal Exploitation Service, delivered by Catch22, supported 650 professionals in spotting the signs of exploitation

Work with Police and criminal justice partners to ensure offenders are brought to justice or receive effective interventions to prevent them from reoffending

- Reducing Reoffending Board continued to meet quarterly
- New Delivery Plan produced to support the implementation of multi-agency Reducing Reoffending strategy
- Work continued with Police, Probation and wider partners to strengthen multi-agency Integrated Offender Management (IOM) arrangements, through which offenders with the most complex needs and at highest risk of reoffending are closely managed
- During 2025-26, 270 offenders were subject to IOM management, with 78 successfully completing supervision under the programme

What we said we would do

Progress

Continued

- Agreement reached with health partners to ensure the continued provision of mental health nursing support to the IOM team to provide specialist assessment and support to IOM offenders with complex mental health needs
- Work commenced with partners to ensure a coordinated approach to understanding and preparing for the impacts of the government's Sentencing Act, which will have major implications for offender supervision arrangements



Work with partners and criminal justice agencies to ensure Community Orders are granted with drug, alcohol and mental health treatment requirements to provide people with support and encouragement to avoid reoffending

- Investment maintained in commissioned substance misuse treatment and support services to ensure that in appropriate cases, opportunities are available at the sentencing stage for Community Orders to be made, requiring offenders to attend for treatment in the community
- Further work undertaken with health and criminal justice partners to drive an increase in the use of Orders, resulting in increased take-up across the county

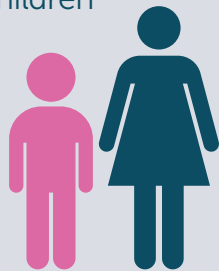


What we said we would do

Progress

Ensure services are in place to divert vulnerable people away from crime and ASB

- Annual positive activities programme for young people (Space) successfully delivered
- Taking learning from the 'Diverting Children from the Criminal Justice System' national Inspection report, work continued to ensure the development of 'Restorative Policing' approaches to help divert people away from unnecessary contact with the criminal justice system and reduce the risk of reoffending
- Discussions held to explore the scope for introducing a new diversionary option for children committing driving offences
- Conditional Cautioning option for first-time offenders arrested for less-serious drug possession re-commissioned, offering individuals opportunities to access drugs awareness courses as an alternative to prosecution



Improve the availability and effectiveness of housing, employment and other rehabilitation support services to help those in prison or in the community to achieve stable lifestyles away from crime

- Multi-agency Offender Accommodation Forum continued to meet quarterly to address gaps in local accommodation provision for offenders
- Existing countywide floating housing support service for offenders re-commissioned, with the aim of helping individuals successfully maintain tenancies and establish stable lifestyles away from crime. 98 referrals made, with 60 individuals maintaining engagement for the duration of the programme and 10 going on to obtain employment, education or training



What we said we would do

Progress

Continued

- Work undertaken with Employability and Skills partners to look at ways in which the current Education, Training and Employment service provision for offenders can be strengthened to deliver improved outcomes. This includes reviewing opportunities that might become available for improving employment support to offenders through the government’s recently launched ‘Connect to Work’ programme
- Work undertaken with partners to ensure a coordinated local response to the key recommendations of the Chief Medical Officers report ‘The Health of People in Prison, Probation and in the secure NHS estate in England’

Ensure programmes are in place to address specific offences such as DA and harmful sexual behaviour

- New Era’s DA behaviour change service received 425 referrals for adults and 107 referrals for children requiring help to change their abusive behaviour
- An additional 68 adults received DA-related Out-of-Court Disposals

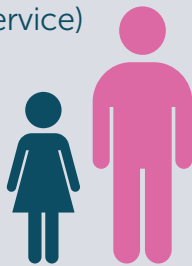


What we said we would do

Progress

Work with Police, local authorities and support services to ensure a joined-up approach to supporting vulnerable children and adults, protecting them from harm and exploitation including those who go missing from home or care

- Catch22 (Child Criminal Exploitation Service) supported 203 children and young people and 134 parents:
 - 52% of children supported identified as having experienced missing episodes
 - 98% of children supported achieved a reduction in risk
- 100 more detectives in the Public Protection Unit, with enhanced partnership working to provide an outstanding service to vulnerable victims
- Right Care, Right Person model introduced to assess mental health-related incidents, ensuring individuals are supported by the right agency as soon as possible to prevent further distress, and allow Police resources to focus on preventing crime, protecting life and property, and keeping order
- Commissioned a Mental Health Community Triage service, where mental health professionals work alongside Police in incidents involving people with mental health needs, to ensure they receive specialised support
- Staffordshire Police’s Early Intervention & Prevention Unit continues to provide advice and support to the force
- THRIVE assessment tool helps Staffordshire Police assess vulnerability at the point of contact and respond appropriately



What we said
we would do

Progress

Prevent people being drawn into terrorism due to their vulnerabilities, associations or ideology and ensure individuals are appropriately monitored and managed

- Staffordshire Prevent referrals decreased, falling more in line with previous years. However, there remains a high demand following the Southport Attack and subsequent inquiries and reviews as agencies' awareness has increased, particularly around young people and/or individuals presenting with a violence fascination
- Local briefings held with Staffordshire Police and the Regional West Midlands Counter-Terrorism Unit to ensure Prevent, Protect, Prepare & Pursue activity is effective in managing the terrorism risk
- Regional Collaboration & Partnership Board oversees, supports and scrutinises performance and impact of work to prevent terrorism and extremism in our area
- Worked alongside multi-agency partners to pilot a Home Office-sponsored project in the City concerning violence-fixated individuals. The project has helped shape learning on future interventions with this group of people

Work with partners to disrupt criminality in Staffordshire's prisons, address staff corruption and protect prison staff

- Staffordshire Police's specialist team continued to work with the county's prisons and Youth Offender Institutions. Alongside prison governors and staff, the team responds to criminal activity in prisons, and works with specialist Regional Organised Crime Unit (ROCU) officers to tackle criminality outside the prison estate coordinated from inside prisons



Priority 4
Impactful partnerships



Bring partners together and ensure the appropriate agency plays to its strengths in preventing crime and ASB, protecting people from harm, supporting those affected and delivering justice. Encourage people to get more involved in shaping priorities, volunteering and helping to solve problems in their community.

What we said
we would do

Progress

Work with our local CSPs to develop and implement sound strategies to prevent and tackle crime and ASB in their area and to ensure any funding allocated to them is directed to best effect

- The Staffordshire-wide Community Safety Board meets three times a year, with membership spanning statutory and non-statutory agencies and operating as the single pan-strategic forum for community safety across the county
- SCO awarded circa £850,000 to CSPs to fund local initiatives to help drive down crime and ASB and improve public confidence
- Funded and managed the production of the statutory Community Safety Strategic Assessments for each community of the nine CSPs across Staffordshire and Stoke-on-Trent



What we said we would do

Progress

Improve digital and traditional links with people, particularly seldom-heard groups and young people, to understand their views, gather evidence on crime, ASB and road safety issues and keep them informed about what is being done to tackle them

- Consultation forums carried out to inform needs assessments prior to commissioning new services
- Two public surveys carried out with 1,600 people to seek their views on policing and community safety priorities
- 25,639 people signed up to Smart Alerts from Staffordshire Police and the SCO



Encourage more people to play a part in tackling crime and ASB and improving safety in their community through volunteering, community representation and scrutiny and assurance work

- Volunteers on the Commissioner's Independent Scrutiny Panels scrutinise Police powers and local areas of interest including Stop & Search, Use of Force, Custody and Strip Search. This scrutiny helps to improve the service offered by Staffordshire Police
- Multi-agency ASB Delivery Group, chaired by the Commissioner, meets quarterly
- ASB Delivery Plan developed to strengthen CSP responses
- Commissioner restated his commitment to provide core funding for CSPs to help address ASB at a local level
- Promotion of ASB awareness campaigns including how to report, Case Reviews and 'Proud', aimed at changing thinking and behaviour
- Staffordshire local authorities and Staffordshire Police have signed up to the ASB Case Review pledge, awarded by the charity ASB Help



What we said we would do

Progress

Help community-based organisations that want to make their neighbourhoods safer

- The Commissioner's Community Safety Fund has supported projects and initiatives which focus on addressing local crime and community safety priorities
- The SCO awarded c.£850,000 to CSPs to fund local initiatives to help drive down crime and ASB and improve public confidence



Strengthen Police and partners' ability to share data to help them identify vulnerability and intervene quickly to support victims and target offenders

- The VRA and SCO sponsored the development of a local Partnership dashboard which includes Police, crime, local authority, housing, social care, exploitation and exclusion data – to which the SCO has financially contributed. The dashboard has been used to facilitate discussion in a 'clear, hold, build' area of the City, and its broader use is now being considered

Promote awareness and use of the tools and powers available to CSPs to prevent and resolve ASB so that issues are quickly and effectively addressed by all those responsible

- The use of tools and powers continue to be promoted through local partnership ASB Delivery and working groups as part of the partnership ASB Action Plan launched earlier in 2026. Partners will also be incorporating new powers and requirements as part the recently enacted Crime & Policing Bill



What we said we would do

Progress

Through the VRA, prevent and address violence, including that connected to County Lines drug gangs and VAWG and ensure specified authorities meet their obligations under the Serious Violence Duty

- Expansion of the Violence Reduction Teams by Staffordshire Police, supported by the pilot Mental Health & Wellbeing service to work with those most at risk of being involved in violence. Over 60 children and young adults have been supported in the past 12 months. Provision has been made to extend the service across the remaining geographical areas of Staffordshire
- Offensive Weapon Prevention & Diversion schemes delivered in Staffordshire and Stoke-on-Trent by Youth Offending Services, supporting approximately 215 children
- Health Link post established to support aligned priorities, identify opportunities to share data, and join up commissioning
- Embedded the commissioned Violence Reduction Navigator & Tailored Support Service, supporting 493 children and young adults in the first 12 months
- Continued promotion of the Where Will It End anti-violence campaign, co-produced with children, and a prevention and awareness campaign to reduce assaults on emergency workers
- The VRA has developed a campaign in partnership with the Drug & Alcohol Partnership Board, focusing on how drugs and alcohol can impact thoughts, feelings and reactions, potentially leading to violence, along with a complementary campaign focused on how children are exploited in the supply of drugs
- The VRA have provided funding to Staffordshire Police to support initiatives to prevent knife crime, including the Responsible Retailers Scheme, Knife Replacement Scheme and Control the Bleed kits

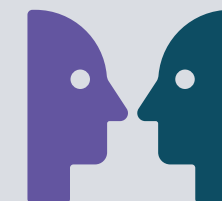


What we said we would do

Progress

Continued

- Delivery of prevention and reduction initiatives linked to VAWG, including supporting four CSPs to purchase VAWG/Vulnerability safety applications
- The VRA have supported Staffordshire Police to trial a new Out-of-Court Resolution – face-to-face model
- Mobilisation of a newly commissioned Child Criminal Prevention Service



Through the Drug & Alcohol Partnership Board, implement a comprehensive local response to the National Drugs Strategy to break drug supply chains, deliver treatment and recovery services and reduce the demand for drugs, and develop and deliver a local alcohol strategy

- Drug & Alcohol Partnership Board continues to meet quarterly
- Three action plans developed and delivered to reduce the supply of drugs, improve treatment and recovery and create a generational shift in attitudes towards drugs. These plans have resulted in operations removing drugs from our streets, improving quality and access to treatment, and the provision of educational materials
- Local preparedness plan developed and tested to ensure an effective response to an outbreak of drug-related deaths
- Harm reduction messages distributed in relation to concerns about drugs and their impacts
- Local Alcohol Strategy developed alongside multi-agency delivery plans
- Anti-stigma forum established to help understanding and address the professional and structural stigma experienced by people affected by drug and alcohol use



What we said we would do

Progress

Work with regional partners to disrupt and dismantle serious organised crime gangs and prevent potential terrorist activity

- The Commissioner, along with the other regional PCCs, jointly resourced the West Midlands ROCU, which provides enhanced hi-tech and investigative capacity to tackle organised criminals. This includes seconding specialist officers to ROCU roles and complements the force's work to tackle organised crime
- Similar state-of-the art surveillance methods are used by West Midlands Counter Terrorism Unit

Work with partners in the Criminal Justice System to deliver more rapid justice

- The Commissioner chairs the Local Criminal Justice Board (LCJB), overseeing delivery of a shared action plan and performance framework to assist service development, track progress and scope further development
- LCJB continues to meet regularly
- Challenges within the system identified and remedial actions taken, with further work planned to address court backlogs such as pilot schemes regarding DA and non-guilty pleas
- New LCJPB plan in place

Intensify the activity of our SSRP so that Police, Fire & Rescue, local authorities and National Highways work jointly towards safe roads, safe vehicles, safe road use, safe speeds and post-crash care to reduce road casualties that have devastating consequences for families

- SSRP chaired by the Commissioner
- Increased mobile speed camera activity to support road safety hotspots and areas of community concern
- Work carried out to improve the quality of collision data to support early intervention and prevention activity
- SSRP Communications Plan developed, including Be Bright, Be Seen, Responsible Driver, and Mature Drivers campaigns

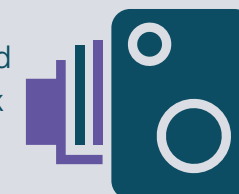


What we said we would do

Progress

Continued

- SFRS Road Safety Delivery Plan developed to focus prevention and engagement activity on higher risk groups
- Community Speed Watch scheme continues, with 395 volunteers across 74 groups
- Review of SSRP governance structure to provide greater operational oversight
- Development of new education and early intervention initiatives to support key road user groups
- Enforcement support provided for Highways and HS2-related safety schemes
- £24,000 funding awarded by the Toyota Manufacturing UK Charitable Trust to support a pedal cycle campaign in 2026



Ensure the continued support of NHS partners and other vulnerabilities in a community safety setting to ensure that people get early access to the support they need from the right agencies

- New commissioning arrangements in place to ensure the continued operation of the Mental Health Community Triage service. The service ensures mental health professionals work alongside Police when responding to incidents involving people with mental health needs, to ensure they receive specialised support as quickly as possible

Drive further collaboration between Police and Fire & Rescue Services to deliver effective, efficient and resilient support services with an early focus on finance and IT support

- Review of shared services with Staffordshire Police and a focus on productivity helped deliver more with existing resources



Fire & Rescue



Priority 1 An outstanding Fire & Rescue Service



Ensure your local Fire & Rescue Service continues to be accessible and responsive to changing demands so that risk is appropriately and proportionally managed, community and firefighter safety remains paramount and high levels of public confidence and trust in the service are maintained.

What we said we would do

Progress

Ensure the service carries out ongoing, thorough analysis to fully understand demand, risk, productivity, outcomes, resource utilisation and value for money across the service

- Community Risk Management Plan 2025-2028 published, focused on three pillars: Our People, Our Communities, Our Environment. The plan reflects current and emerging risk, and community expectations

What we said we would do

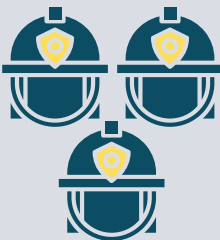
Progress

Use this evidence base to develop an operating model that puts the right people with the right skills in the right place at the right time to respond to fires and other incidents and deliver the services which will prevent incidents and reduce risk even further

- FireCal system adopted to record wholtime firefighter productivity at a watch level. System is focusing crews on specific activities which add the most value, linked to a new national Capacity and Activity Calculator
- Following review, monitoring of availability will be carried out by Station Management teams and the head of response
- A multi-year project is due to go live in 2026 to modernise the command and control system

Ensure the right resources are available to respond to fires and other incidents, considering the balance between wholtime and on-call firefighters, generalist and specialist roles, shift patterns and working locations. Reviewing the vehicle fleet mix and associated crewing arrangements will form part of this process

- Between April 2025 and March 2026, SFRS attended 9,586 incidents:
 - 1,291 Primary Fires
 - 1,847 Secondary Fires
 - 1,630 Special Service Calls
 - 902 Road Traffic Collisions
- Average response time is below 10 minutes and consistently above the 80% attendance target
- Approved arrangements to send crews of three firefighters to smaller incidents, such as bin or car fires or to support other crews at larger incidents. Trials showed they improved the availability of on-call firefighters and maintained a fast local response. This has now been adopted as standard operational practice and has been shown to contribute an additional 10% availability of appliances



What we said we would do

Progress

Continued

- Breathing air panel developed with Dräger to protect firefighters working at height on aerial platforms and ladders from smoke and toxic fumes during an incident

Ensure our operating model enables the service to assist other areas in line with our mutual aid commitments, regionally and nationally

- Software upgrade now ensures crews are better informed when attending cross-border incidents
- In 2024-25, South Staffordshire pilot to pair stations and mobilise crews with fewer riders saw an overall increase in appliance availability. This trial has now been adopted as standard operational practice and has been shown to enable further time to be allocated towards prevention activity

Ensure the service takes a strategic approach to transformation and service improvement and has sufficient capacity and capability to deliver change programmes and monitor their benefits

- Service Transformation Phases 1 and 2 are set to deliver £2.3m of annual recurring efficiency savings 
- Phase 1 focused on reviews of prevention and protection staffing, process improvements in operational crewing and training, investment in the on-call service and the procurement of innovative new appliances
- Phase 2 focused on rationalisation of support staff roles, the closure of the community sprinkler project and achievement of additional income including through further accommodation sharing

Expect the service to meet approved National Fire Standards and contribute to their development

- Work is ongoing to implement the reviewed Fire Standards that have been reissued following evaluation by the Fire Standards Board
- It is anticipated that all GAP analysis of Fire Standards will be completed by the end of Q3 2026

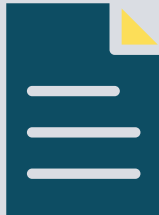
What we said we would do

Progress

Expect service leadership, standards, systems, culture and training to be focused on providing high-quality services

- HMICFRS 2024 inspection rated SFRS as 'good' for promoting the right values and culture, having the right people with the right skills and best use of resources. The next inspection commenced in June 2026
- Praised by HMICFRS as one of five services that have addressed most areas for improvement identified in the inspection – "the result of clear strategic planning, robust action plans and focused leadership"
- All 20 areas identified in HMICFRS national report on values and culture in Fire & Rescue services addressed locally
- All 15 areas identified in HMICFRS national report on handling of misconduct in Fire & Rescue services addressed locally
- Equality, Diversity and Inclusion awareness and Active Bystander training being rolled out across the service
- Increased awareness of whistleblowing, grievance and other reporting tools and welfare support through internal comms campaign and inclusion in manager training

Expect SFRS to have a rigorous approach to, and a low tolerance of, unacceptable behaviour by their firefighters and staff, ensuring they meet the required standards, including the Core Code of Ethics

- Core Code of Ethics underpins the new Community Risk Management Plan and is now embedded in all HR processes and with Principal Officers championing specific elements 
- Grievance/Disciplinary tracker monitors trends to ensure alignment with Core Code of Ethics

What we said we would do

Progress

Increase the diversity of the workforce to better reflect the community we serve, promoting inclusion and addressing any organisational or cultural barriers to achieving this

- 20.6% of the whole workforce is female, up from 17.8% last year
- 94% of the workforce is white and the remainder is made up of those from an ethnic minority
- Dedicated Women's Day Conference held in October 2025 to support and encourage women interested in joining the service
- Positive Action Taster Days held at Penkridge and Hanley Fire Stations to encourage diverse applicants. Attendees met firefighters, took part in hands-on drills, received guidance on fitness testing and were signposted to mentorship
- Positive Action efforts integrated into community engagement events



Building on our successful collaboration with Staffordshire and Stoke-on-Trent Integrated Care Board, explore more opportunities to keep people safe by Fire & Rescue teams responding to incidents which might be initially reported to other agencies

- Continued support to West Midlands Ambulance service in responding to falls where people are uninjured but need help in getting up. SFRS mobilised 1,161 times to falls in the community from April 2025 to March 2026 compared with 1,188 the previous year. Over 80% resulted in patients requiring no further treatment
- Continued support to the NHS by transporting discharged patients through the 'Home from Hospital' initiative, with 2,266 mobilisations from April 2025 to March 2026
- Both services were recognised as good practice in HMICFRS State of Fire Report 2025



What we said we would do

Progress

Increase engagement with rural communities to understand their concerns and ensure effective preparation and response to risks specific to rural areas so that people, livestock, wildlife and the environment can be rescued and protected

- Range of specialist equipment provided to crews to handle incidents in rural settings
- SFRS currently operates two Department for Environment, Food & Rural Affairs (DEFRA) boats equipped for water rescue
- Safe+Sound weekly programmes feature videos with localised content, such as frozen water safety and wildlife crime



Ensure appropriate resources and services are available to provide practical and emotional support to people and businesses affected by fire, and other emergencies

- Support provided to businesses experiencing significant loss and disruption following severe fires, including help to initiate insurance claims and retrieve documents to demonstrate the necessary procedures and policies were in place

Develop plans and capabilities to be able to respond to fire risks associated with rapidly growing technologies including electric vehicles and power storage systems

- Initiatives implemented to improve remote access to IT applications, digitise processes, improve audio visual communications equipment and streamline software
- Operational water management system integrated with mobile terminal to provide crews with real-time accurate information on fire hydrants
- In accordance with the 'Grid Scale Battery Energy Storage System Planning' guidance published by the National Fire Chiefs Council (NFCC), SFRS ensure that the operator identifies hazards and risks specific to the facility and develop, implement, maintain and review risk controls
- From this process, site-specific risks are identified, and a robust Emergency Response Plan can be developed

What we said we would do

Progress

Continue to develop the 'Clean Cab' approach, to safeguard firefighters from the risk of chemicals and other contaminants being transferred from the scene into fire appliances and stations

- Phase 1 Achievements:
 - 'Shower within the hour' policy
 - Decontamination wipes and cleaning kits issued to crews
 - External Personal Protective Equipment storage to prevent contamination inside stations
 - Soap dispensers and hose reel brushes added to appliances
 - Post-incident cleaning guidance
- Phases 2 and 3 underway:
 - New easier-to-clean breathing apparatus
 - Continued investment in Clean Cab appliances
- Red/Amber/Green zoning of stations to manage contamination risk



Drive further collaboration between Police and Fire & Rescue services to deliver effective, efficient and resilient support services with an early focus on finance and IT support

- Review of shared services with Staffordshire Police and a focus on productivity helped deliver more with existing resources



Continue the modernisation of the Fire & Rescue estate and make better use of our best buildings by sharing space with Police colleagues

- Both services continue to explore opportunities of shared facilities to provide the most effective and efficient use of the joint estate
- New shared Police and Fire & Rescue bases at Stone and Uttoxeter Fire stations

 Priority 2 Preventing



Deliver effective and targeted prevention work that provides early help to individuals, families and communities so that we keep people safe from fires, road traffic collisions and other incidents, they feel safer and there is less pressure on Fire response services

What we said we would do

Progress

Adopt NFCC criteria and improve the data available on multiple risk factors to better identify those most at risk of fire in the home

- Referrals come through partner networks and the Contact Centre, ensuring visits are targeted at those in most need
- SFRS are in the process of moving to a new platform for Home Fire Safety Visit recording
- Water Safety Plan launched to provide strategic direction to prevent teams and operational crews around water safety



What we said we would do

Progress

Target Safe & Well checks at those at most risk to enable prompt intervention to provide the support people need to prevent fires and identify underlying issues which contribute to fire risks

- 15,209 Safe & Well visits carried out between April 2025 and March 2026, compared with 15,409 the previous year
- Online Home Fire Safety Check process adopted to help people spot fire risks in the home, provide them with appropriate advice and trigger a Home Fire Safety Visit if required
- Olive Branch training is now available via the SFRS website. Aimed at professionals who visit vulnerable people in their homes, this raises awareness of fire safety risks and how to make home safety visit referrals



Follow up Safe & Well interventions and other prevention activity to ensure improvements are sustained, the impact is evaluated and any learning is applied to other cases

- Monthly questionnaires ask residents who have received Safe & Well checks about their experience. This information is used to make improvements or recognise good performance
- Follow-up conversation with those who made contact but did not qualify for Safe & Well visits takes place after three months to see if their circumstances have changed
- Fatal fire conferences are held when someone loses their life following a residential property fire. As part of this, any interactions the individual had with SFRS regarding home safety are looked into and learning points shared
- Following Safe & Well visits, extremely vulnerable residents are visited again by Prevent Teams and further interventions applied. Cases are monitored by the Community Safety Officer



What we said we would do

Progress

Ensure referral pathways are in place between Fire & Rescue and health services so that people get the help they need to reduce the risk of fire and other incidents in the home such as mental and physical health, and drug and alcohol support

- Home safety fire visits can be requested via the SFRS contact centre or website
- Fire safety learning package is available on the national LearnLive website or delivered in person locally
- All operational staff now receive Level 2 safeguarding training to ensure understanding of how to identify vulnerability and safeguard vulnerable people



Share data appropriately to ensure services are targeted towards people and places most at risk

- Local councils, housing associations and voluntary groups help SFRS reach communities through targeted campaigns and shared data
- Carer networks and safeguarding boards support SFRS outreach to those caring for others, helping advice and interventions to be tailored
- SFRS Prevention & Protection teams monitor and react to premises where repeated operational demand is present to find out why, assist with any vulnerabilities and ensure SFRS appliances are available where they are needed most

What we said we would do

Progress

Work with schools and alternative education providers to develop and deliver consistent, good quality PSHE education to help children make informed, positive and safe choices

- Face-to-face delivery of the Safe+Sound programme continued, with a local programme for young people across the county:
 - 7,376 children attended a variety of tailored workshops
 - The weekly programme of online sessions continues to attract significant numbers of viewers. During the year, 599,817 devices tuned in live, with 277,832 based in Staffordshire. Feedback remains positive
- All programme content is mapped to the PSHE curriculum.
- Programmes delivered in partnership with St John Ambulance, HSBC, Canal & River Trust, RNLI, DHL, Wincanton, Network Rail, Staffordshire Police, VRA and the Community Drug & Alcohol Service



Increase engagement with groups of people most at risk through targeted education programmes, volunteering, open days and other events

- Education team works closely with the SSRP to deliver safety training for young drivers around:
 - Hazard perception
 - Vehicle maintenance
 - Dangers of driving under the influence of alcohol or drugs
 - What to do in an emergency



Priority 3 Protecting



Protect people, premises and the environment through the right balance of education, advice and support and the use of regulatory and enforcement powers to keep people safe.

What we said we would do

Progress

Adopt NFCC guidance and processes for the identification, mapping and monitoring of high-risk premises to ensure inspection activity is properly targeted. This will be enhanced by better information sharing and joint analysis with partners

- Fire Safety (England) Regulations and associated NFCC guidance now fully adopted and embedded in Risk-Based Inspection Programme
- From April 2025 to March 2026, SFRS carried out:
 - 552 Fire Safety Audits, compared with 510 the previous year
 - 775 Building Regulations checks compared with 769 the previous year
 - 918 Licencing Consultations, compared with 652 the previous year
 - 117 Post-fire inspections, compared with 122 the previous year



What we said we would do

Progress

Ensure the service recruits and retains the required specialist staff to undertake risk-based audit and inspection of premises and the application of regulatory powers

- Updated Risk-Based Inspection Programme launched in February 2024 now fully embedded
- Those identified as high risk or very high risk are audited by specialist Fire Prevention Inspecting Officers, with medium and low-risk premises checked by suitably qualified operational crews. 175 crew members are now trained

Strike the right balance between advising and supporting co-operative businesses to achieve compliance and robust enforcement where needed

- Guidance produced for building owners, landlords and managers on new responsibilities to implement Residential Personal Emergency Evacuation Plans



Ensure the service is properly engaged by planners when considering applications for renewable energy developments and the installation of Battery Energy Storage Systems

- SFRS working with Local Authority Planning departments and site operators to ensure the service is made aware of proposed site locations, are engaged throughout planning, have a forum to raise concerns and risks are captured



What we said we would do

Progress

As part of the Staffordshire Local Resilience Forum, continue to take an active role in planning and preparing responses to disruptive events including those arising from adverse weather conditions, public health crises, industrial incidents, transport incidents and terrorist attacks

- SFRS continues to provide leadership of the LRF's planning for major events as well as the response to and recovery from emergencies:
 - Multi-agency preparedness for service disruption and mitigation of incidents with the potential for significant community impacts
 - Joint training and exercise events to support a coordinated and timely local approach to resilience
- Community Safety Forum continues to:
 - Improve collaboration between agencies including the NHS
 - Align their strategic direction
 - Ensure prompt joint action is taken to tackle community safety issues
- Crews from Sandyford, Kidsgrove, Newcastle and Tamworth were joined by Police, paramedics and the Canal & River Trust to practice a multi-agency water rescue operation

In light of tragic events at Grenfell and Manchester Arena, further develop work between SFRS, Staffordshire Police and other emergency services in examining their approach to managing incidents where multiple services attend

- 18 actions identified from a review of the Grenfell phase 2 report covering Operational Assurance, Training, Planning and Equipment improvements. All 18 are now complete
- 54 actions identified from the Manchester Arena Public Inquiry, 37 for SFRS and 17 for Shared Fire Control. All 37 for SFRS are complete



What we said we would do

Progress

Ensure the service engages with planners, regulators and businesses under the Protect Duty, or Martyn's Law, designed to ensure premises and events prepare for and are protected from a potential terrorist attack

- SFRS is an active member of the Protect board, contributing to the consultation and development locally of Martyn's Law
- SFRS is a key stakeholder in Safety Advisory Group meetings, providing expert guidance through Fire Safety officers, sharing critical information and participating in joint exercises to address specific scenarios

Continue to work with the Environment Agency, Staffordshire Police, local authorities and other partners to ensure co-operation in investigation and enforcement activity related to cannabis grows, fly tipping and environmental crime

- SFRS collaborates closely with partner agencies to proactively address concerns through a coordinated multi-agency approach
- SFRS also engages with partners via the LRF to reduce and mitigate fire-related risks across Staffordshire



Intensify the activity of the SSRP so that Police, Fire & Rescue, local authorities and National Highways work jointly to drive down casualties

- SSRP chaired by the Commissioner
- Increased mobile speed camera activity to support road safety hotspots and areas of community concern
- Work carried out to improve the quality of collision data to support early intervention and prevention activity
- SSRP Communications Plan developed, including Be Bright, Be Seen, Responsible Driver, and Mature Drivers campaigns
- SFRS Road Safety Delivery Plan developed to focus prevention and engagement activity on higher-risk groups

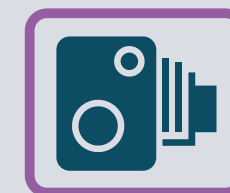


What we said we would do

Progress

Engage communities more in understanding the work of the service and volunteering to support prevention work in activities such as Community Speed Watch and the Safe+Sound education programme

- Community Speed Watch scheme continues, with 395 volunteers across 74 groups
- Review of governance structure to provide greater operational oversight
- Development of new education and early intervention initiatives to support key road user groups
- Enforcement support provided for Highways and HS2-related safety schemes
- £24k funding awarded by the Toyota Manufacturing UK Charitable Trust to support a pedal cycle campaign in 2026



Engage communities more in understanding the work of the service and volunteering to support prevention work in activities such as Community Speed Watch and the Safe+Sound education programme

- Currently 27 SFRS volunteers, contributing 3,985 hours during the year
- Volunteers help Safe+Sound events, Community Speed Watch and support for the SSRP's Pathfinder project, which teaches young people the essential skills and understanding to become safe drivers



Finance

“In this financial section, I set out how my office is funded and detail how we invest to reduce crime, tackle ASB and support victims. I, along with you, need to be assured that everything my team does represents good value for money and that Staffordshire Police and Fire & Rescue services are effectively governed and our communities are safer as a result of their efforts.

Police, Fire & Crime Commissioners provide the local elected oversight, governance and financial control that Police and Fire Authorities, made up of assigned local councillors, were responsible for in the past, but we do more. Notably, we have a duty to provide important support to victims and champion their interests. Under the ‘crime’ element of our role, Commissioners focus on prevention activity and improving the wider criminal justice system alongside prosecutors, courts, prisons and probation.

PCCs have the power to commission services and to award grants to organisations to assist them in delivering the priorities set out in the Police & Crime and Fire & Rescue plans.

In many PCC areas, much of this activity is funded from within the Police or Fire & Rescue service budgets and often delivered by Police or Fire & Rescue staff and officers. Being a low crime area, Staffordshire Police doesn’t receive special grants to form violence reduction units or to tackle county lines but some of our neighbouring forces do.

I work alongside their PCCs to ensure effective regional collaboration to tackle organised crime, counter terrorism and train officers. It is very much in residents’ interests for us to identify and protect the people most vulnerable to organised criminals, those at risk of sexual or criminal exploitation and to seek to reduce substance misuse and tackle addiction. Government funding has been provided to tackle the impact of drugs and to reduce serious violence. I hold senior responsible officer roles to ensure our local partnership strategy aims are met and this new funding is efficiently used.

I will also continue to fund Staffordshire Space to reduce ASB during school holiday periods by subsidising positive activities for children.

To do all of the above, and to help me influence significant spending in other agencies to improve criminal justice outcomes, it is essential there is an experienced and professional Office of the Police, Fire & Crime Commissioner in Staffordshire. Securing government grants such as the Knife Crime Concentration Fund and ASB Hot Spot Patrolling, worth millions of pounds, to improve safety across the force area doesn’t just happen. The office’s lead on bids realises excellent return on investment for local council tax payers.

Every PCC must employ a Chief Executive who has statutory duties as well as being responsible for delivering my strategy and running the Commissioner’s Office.

Section 151 of the Local Government Act 1972 requires every local authority to appoint an officer responsible for the proper administration of its financial affairs. I would like to take the opportunity to thank Sarah Wilkes for taking on this role during the year.

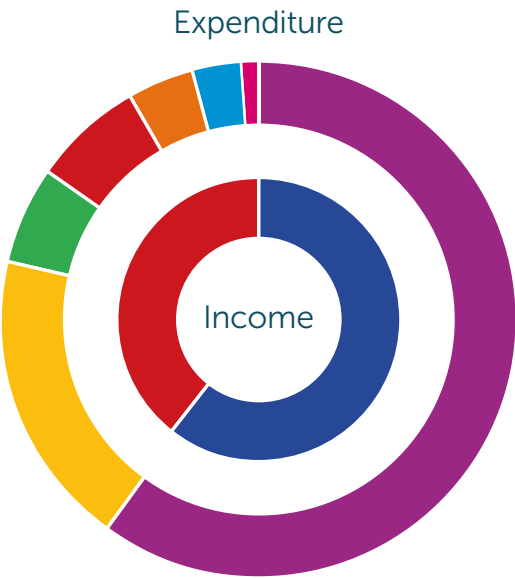
Because of the different funding received by the 43 forces and local challenges, it is difficult to compare the cost of Commissioner’s Offices across England and Wales, but I hope this section helps to demonstrate the value of the choices I have made to meet our priorities in Staffordshire.”



Staffordshire Police and Staffordshire Fire & Rescue
Actual Expenditure 2025/26

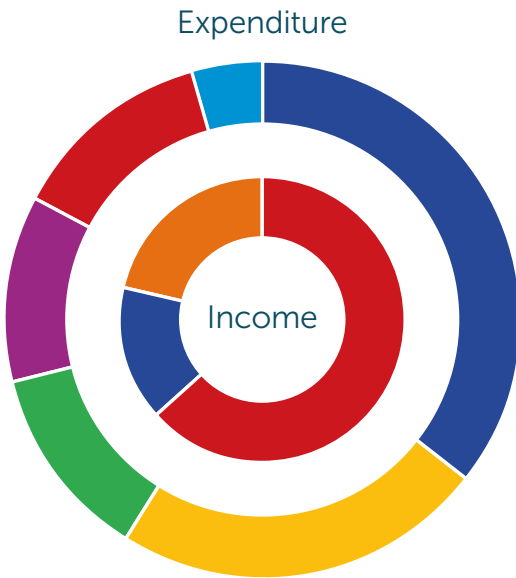
Police & Crime

Income	
Government Funding	£174.4m
Council Tax	£113.4m
Total	£287.8m
Expenditure	
Police Officer Pay	£156.2m
Police Staff Pay	£79.1m
Premises Transport and Other Services	£24.5m
PCSO Pay	£7.9m
Capital Financing Costs	£9.2m
Commissioned Services	£5.5m
Other Pay Costs	£4.0m
Commissioner's Office	£1.4m
Total	£287.8m



Fire & Rescue

Income	
Council Tax	£36.3m
Business Rates	£8.8m
Revenue Support Grant	£12.2m
Total	£57.3m
Expenditure	
Wholetime Firefighters Pay	£20.4m
Premises Transport and Other Services	£13.5m
Capital Financing Costs	£7.0m
Fire Staff Pay	£6.6m
On-Call Firefighters Pay	£7.3m
Other Pay Costs	£2.5m
Total	£57.3m



Staffordshire Commissioner's Office
Financial Report 2025/26

The salary costs of the SCO team represent 0.6% of the overall Police and Fire & Rescue revenue budgets.

Office Costs

The total salary costs for the year 2025/26 were £2.085m and include the required contributions for National Insurance and pensions, with all SCO staff being eligible to join the Local Government Pension Scheme (LGPS). Pay costs for the year were £0.235m lower than budget due to achieved pay savings in the year.

This total cost can be broken down into the following key areas:

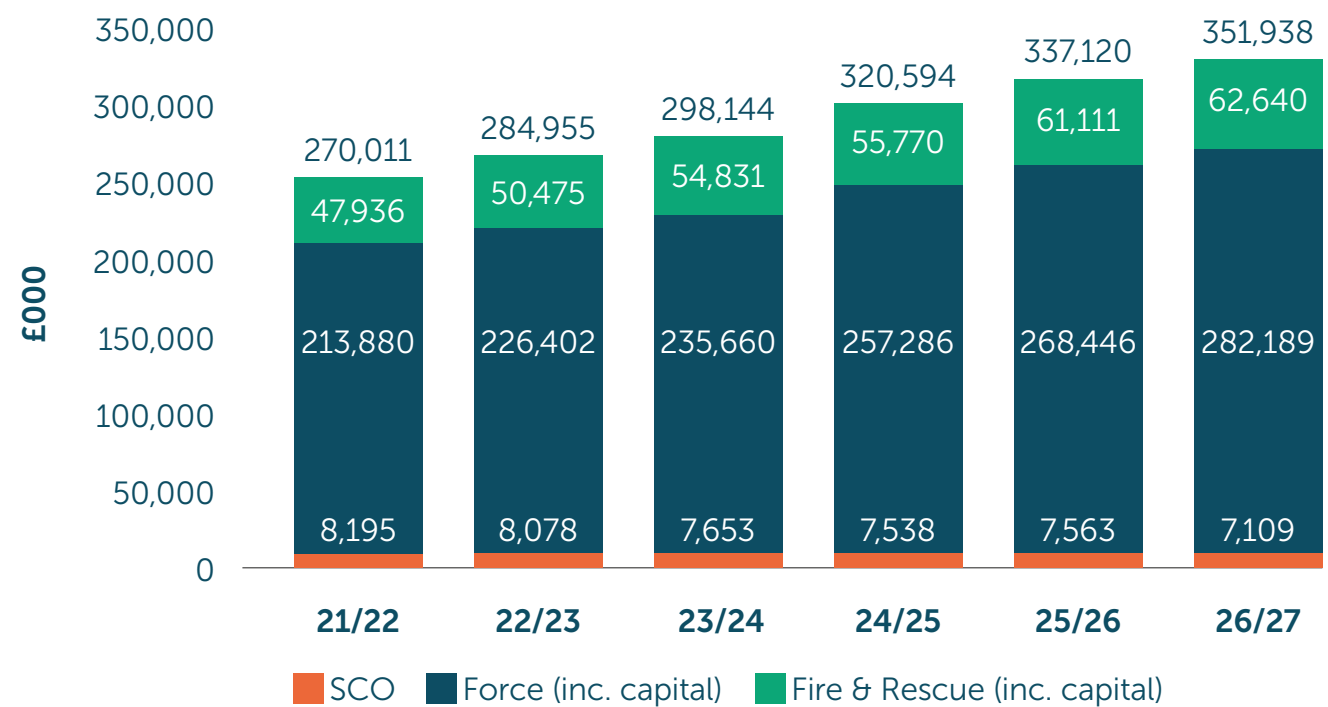
SCO Business Area	£m
Leadership	£0.413
Commissioning and Partnerships	£0.765
Performance and Engagement	£0.618
Governance and Assurance	£0.289
Total Salary Costs	£2.085

Finance

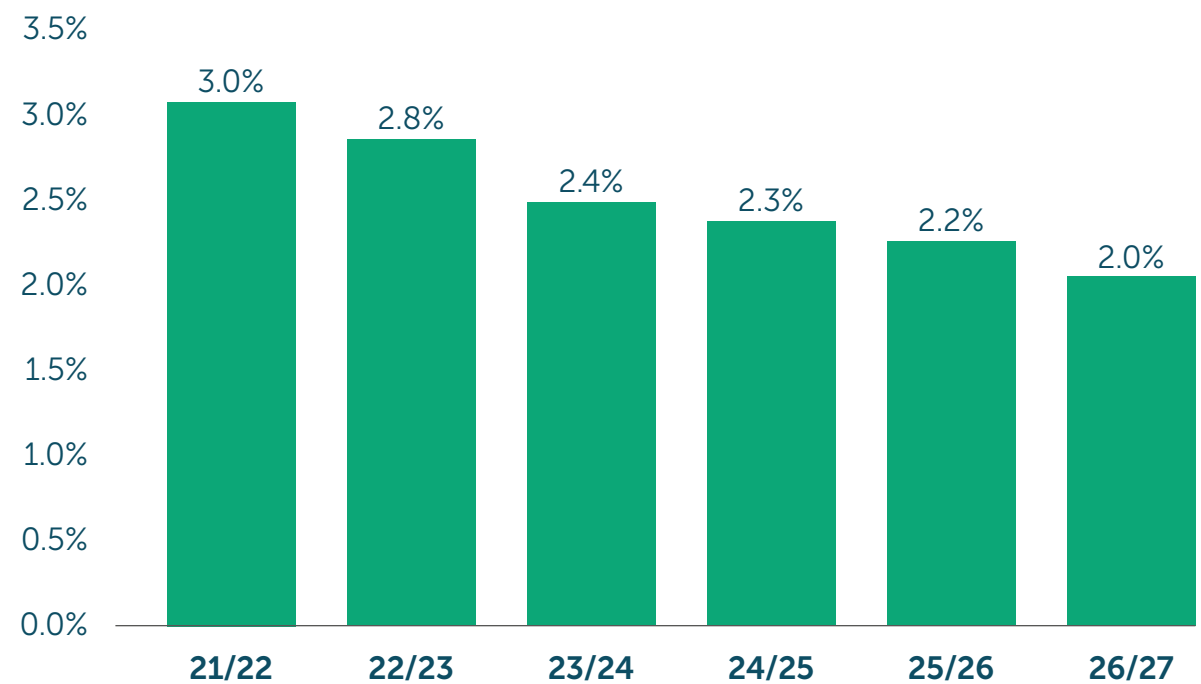
Service Expenditure

Since 2021/22, the cost of the office as a percentage of the Group budget has steadily reduced:

Breakdown of Staffordshire Police, Fire & Rescue and SCO budget 2022-2027



SCO budget as % of total Staffordshire Police, Fire & Rescue and SCO budget



The Commissioner is responsible for setting the strategic direction for the Police and Fire & Rescue Service. This SCO leadership team, supported by the Performance & Engagement team, together develop strategies and policies which provide a planning framework for the services. They provide strategic advice to the Commissioner to assist him in holding the Chief Constable and Chief Fire Officer to account, ensuring all interventions are fully aligned to the SCO priorities, and adhere to all ethical, statutory and government standards. The team also includes a small number of highly experienced Communications & Engagement specialists who deal with a wide range of tasks including liaising with news and local media, campaigns, events and leading on engagement activity such as surveys and consultations on budgets, council tax and strategy.

A key priority for the Commissioner is for the work of the office to be open, honest and transparent. This work is undertaken by the Governance, Assurance & Volunteering team, ensuring the Commissioner and the office develop and maintain a robust governance framework that underpins the delivery of efficient and effective Policing and Fire & Rescue services, and the management of resources.

The SCO Commissioning & Partnerships team works, often in partnership with other agencies across Staffordshire and Stoke-on-Trent, to enhance, commission or co-commission projects and services which support the criminal justice system and improve community safety. Primarily focused on prevention and early intervention, the team includes specialists on serious violence, ASB, protecting children and young people, tackling re-offending and sexual violence.

Commissioned Services

These are just some of the services commissioned by the office

Violence & Exploitation

Action For Children – Child Criminal Exploitation Service >

Service to support those at risk, or victims of Child Criminal Exploitation, and close family members

Navigator and Tailored Support Service >

Service to support children who have been arrested or children and young adults who present at a healthcare setting with an injury suspected to be caused by violence

Violence Against Women & Girls

New Era >

Service to support all victims and perpetrators of domestic abuse

Survive >

Service to support adults, children aged 4+ and close family members/significant others who have been affected by sexual assault or abuse

Sexual Abuse Referral Centre (SARC) >

Service to support adults and young people who have been victims of sexual assaults, including rape

Pause >

Pause works with women who have experienced, or are at risk of, repeated pregnancies that result in children needing to be removed from their care

Victims & Witnesses

Uniting Staffordshire Against Hate >

Service to support victims of hate-driven crime or incidents

Staffordshire Victim Gateway >

Service to support all victims of crime

Victims of Business Crime >

Service to support businesses impacted by crime

Harmony Anti-Social Behaviour and Mediation >

Service to support victims of anti-social behaviour

Restorative Justice Service >

Service offering a range of victim-led RJ interventions to help them cope and recover from crime

Stalking Support >

The Staffordshire Victim Gateway facilitates access for victims into specialist support

Young People

Commissioner’s Community Fund >

Funding to support projects and initiatives which focus on addressing local crime and community safety priorities

Space Scheme >

Summer programme of positive activities for young people aged 8-17 living in Staffordshire and Stoke-on-Trent

Cadets >

Opportunities for young people to gain a better understanding of policing

Personal, Social, Health & Economic (PSHE) Education Service >

Support for education providers delivering PSHE education

Preventing & Protecting

Pre-Arrest Diversion Scheme (PADS) >

PADS is a Community Resolution officers can use to refer individuals found in possession of a personal use quantity of illegal drugs

Drug Interventions >

Interventions to identify and address drug and alcohol-related issues amongst offenders

Floating Housing >

Support for adults who have criminal convictions and are experiencing homelessness or facing housing insecurity

