



**STAFFORDSHIRE COMMISSIONER**  
Police | Fire and Rescue | Crime

# Annual Report

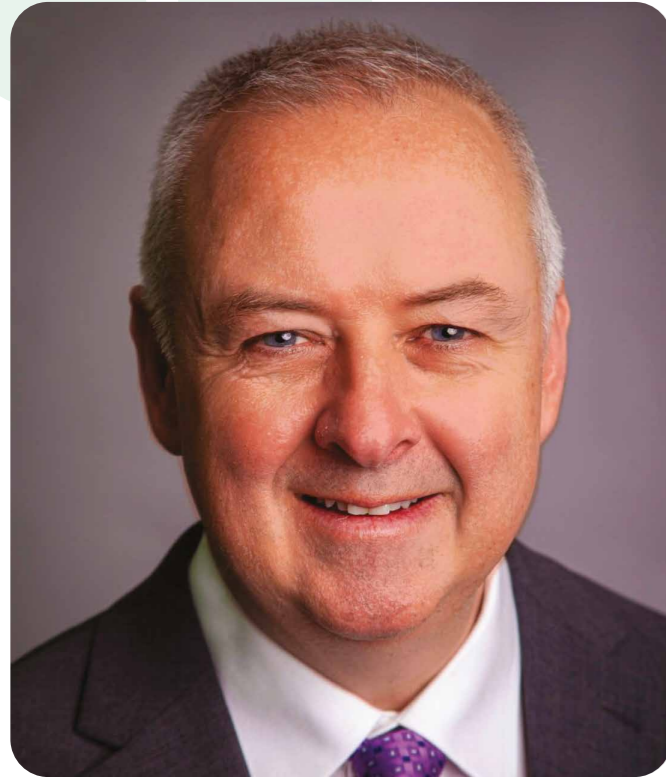
2022 – 2023

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Staffordshire and Stoke-on-Trent



# Foreword



As Commissioner, I am charged with delivering effective and efficient local Police and Fire & Rescue services. I would like to commend our Chief Constable, Chris Noble, and Chief Fire Officer, Rob Barber, for their leadership and determination to deliver responsive, caring services. On your behalf, I thank every firefighter, Police officer, PCSO, member of staff and volunteer for their hard work, bravery and commitment to our communities.

Both services have made improvements and embraced new challenges during a difficult year across the country. Unacceptable behaviour highlighted in national reports on culture discredited the services and undermined public confidence.

In Staffordshire, an enhanced focus on culture, vetting and professional standards has made it easier for staff to report concerns and ensure that our Police and Fire & Rescue Service are safe, supportive organisations to work in. I monitor complaints and misconduct carefully and support the fair but robust action taken when necessary. I am sure you will be encouraged that both services are more diverse than ever, notably with new recruits, and our recent resident surveys indicate that we are bucking the national trend with public confidence in Staffordshire Police increasing.

In terms of delivering on my Police & Crime and Fire & Rescue Plans, this annual report sets out how I continue to invest in our services. Last year your additional council tax enabled investment in additional call handlers in the contact centre and underpinned the new local policing model launched in July which saw an expansion in response officers along with a renewed commitment to neighbourhood policing in ten local teams each led by a Chief Inspector.

This year, in a period of high inflation and rising energy costs, I listened to your concerns about household budgets and set council tax increases that were lower than elsewhere in England & Wales yet will, along with government grants to support wage increases, mean I can deliver on the commitment I made when elected to provide 250 additional police officers by next May and maintain firefighter numbers. The additional £7.4million for Police and Fire & Rescue funded by local council taxpayers this year will

be invested in technology, vehicles, 65 more police officers and specialist staff to further expand the contact centre and significantly uplift those dedicated to protecting children and vulnerable people.

My deputy, Helen Fisher, has been an invaluable support to me notably championing our focus on keeping our roads safe. The Staffordshire Roads Policing Unit is going from strength to strength and £500k has been made available to expand the number of automatic number plate recognition cameras protecting our borders and key roads. Helen and I co-chair the Staffordshire Safer Roads Partnership which includes National Highways, Staffordshire Fire & Rescue, City Council and County Council highways teams. This year we have overseen investment in new digital cameras, improved speed assessment technology and new camera safety vans to help address speeding. Tackling criminality on our roads and reducing serious accidents stay priorities in my Plans.

Our four-year financial position is sound. There are uncertainties about the future but the Services' reserves are good and planned savings are being made. This will mean our Police and Fire stations will remain open, and we can invest in essential new firearms training facilities and improve the shared estate. Police and Fire will share more buildings and back-office functions, helping the services to continue to fund improvements in the speed and quality of contact and response – both priorities in the Plans.

Of course, our services also need to meet national targets and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) rate their performance. Rapid progress is being made by Staffordshire Police to address HMICFRS' concerns and I am confident that, based on our monitoring and the feedback at the Police Performance Oversight Group, the service will not need the additional support offered by the 'engage' process for much longer.

Fire & Rescue are making the productivity gains HMICFRS identified and exploring every means of encouraging more people to join as on-call firefighters, essential for our mix of urban and rural geography.

The collaboration between Fire & Rescue and local NHS Ambulance services to respond to people who have fallen at home is a terrific example of how public services can support each other better, while developing conversations between our NHS Integrated Care Board and Staffordshire Police will lead to more people with mental health needs being better served.

Both Police and Fire & Rescue have faced increased pressure this year. Crime levels are beginning to return to the levels seen before the pandemic, with domestic violence and vehicle crime increasing significantly and public order and protests requiring more officer time.



999 demand has reached unprecedented levels at unpredictable times so improving emergency contact times, improving visibility and maintaining response times in such a climate is a credit to the now empowered leaders and teams working in the local policing teams. Both services have demonstrated their capacity to adapt to new challenges.

Although anti-social behaviour (ASB) continues to fall across Staffordshire, it remains a priority for me. Staffordshire Police tackle this in partnership with local councils, probation and housing associations in Community Safety Partnerships (CSPs). I think it is important that every local CSP is supported and has the means to tackle local concerns, so I committed nearly £1m per annum to provide funding to them for three years and provide grants to reduce ASB and support community action. Together we have developed an improved Case Review process for repeat victims of ASB and Staffordshire will benefit from national funding as a pilot area for tackling ASB through enhanced uniformed presence in hot spots. I am looking forward to more people being able to enjoy their neighbourhoods and public spaces with less nuisance, vandalism and threat as a result of our interventions.

Finally, I would like to thank my team, led for much of last year by a new Chief Executive, Louise Clayton. They continue to work tirelessly with Staffordshire Police and Staffordshire Fire & Rescue to monitor performance, drive improvement and commission vital services to support victims and reduce offending. Everyone in my Office of the Police, Fire & Crime Commissioner (OPFCC) is very aware that our communities expect good governance, prudent financial control and effective partnership with other agencies at the lowest possible cost. I set out in this report how we do just that. With their help, I have been able to establish strong relationships with local community safety partners, criminal justice agencies, health authorities and others. Working together with Staffordshire Police and Staffordshire Fire & Rescue, we are well placed to address drug and alcohol addiction, reduce violence, serve justice more quickly, prevent accidents and fires and tackle crime and ASB. We will keep Staffordshire and Stoke-on-Trent safe.

**Ben Adams**  
**Staffordshire Commissioner for Police, Fire & Rescue and Crime**



**Fire & Rescue plan** - Fire and Rescue Plan 2021-24 - Staffordshire Commissioner (staffordshire-pfcc.gov.uk)

**Police & Crime plan** - Police and Crime Plan 2021-24 - Staffordshire Commissioner (staffordshire-pfcc.gov.uk)

# Key achievements

**120 additional Police Officers** in 2022 with a further 60 planned during 2023, taking numbers to **2,000 by May 24**



New Local Policing Model aligns with a **5% increase in public confidence** levels in Staffordshire Police



Between Dec 2022 and Mar 2023, Staffordshire Fire & Rescue Service **responded to 203 vulnerable people** who fell in their homes as part of NHS pilot



**85% of 999 Police calls** in April 2023 answered within 10 seconds, placing Staffordshire Police 12th out of 43 forces

**9,606 Fire and Rescue incidents** attended in 2022, 16% up on 2021, including 21 wildfires



**More tall buildings protected** thanks to retro-fitted sprinkler systems



**£3.1m funding won** to improve safety for women and girls, ASB and home and business security

**Over 60,000 victims** of ASB and crime, including domestic abuse, supported between Apr 2022 and Mar 2023



**£500k made available** to invest in technology to help identify vehicles used by criminals on our roads



**Over £470k additional funding** for local domestic abuse and sexual violence services



**Over £920k per year** committed to funding our ten local Community Safety Partnerships for 3 years



**4 new camera safety vans,** new fixed camera technology and mobile cameras with night-time capability provided to the Staffordshire Safer Roads Partnership





# 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, at regular formal and informal governance meetings. The services also continually track their performance at improvement boards which my team attend on my behalf. In addition to this internal assessment, independent audit and invited peer review, there are regular visits from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to judge how the services are doing. Some of these visits lead to published inspection reports and recommendations, which then become part of my performance monitoring approach.

My primary concern will always be the quality of service provided to the population we serve 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.

As I indicated last year, inspections have identified areas of good practice for both services but also some areas for improvement, with specific areas of concern highlighted for Staffordshire Police to address. These inspections are a good test of the accuracy of the services' self-assessments and my office's performance reviews. I am therefore reassured that we had identified the same issues as the inspectorate did and there were no surprises.

It is no coincidence that improving contact and investigation quality while enhancing the focus on victims are top priorities in my Police & Crime Plan, and that my Fire & Rescue Plan emphasises the need to address organisational culture and increase the diversity of the workforce.

These are complex challenges that cannot be addressed by a quick fix. They require wide-ranging solutions and determined leadership. I am reassured that the Chief Constable and Chief Fire Officer have the needs of our communities at heart and are striving to bring about sustained improvements.

## Staffordshire Police

The force continues to respond to the findings of inspections carried out in 2022. An inspection of child protection arrangements highlighted the need for improvements including recognising the vulnerability of missing children, sharing information about online child abuse promptly, and listening to children's concerns when making decisions about their welfare.

Two areas of concern were highlighted by HMICFRS in March 2022 prior to the publication of the Police Efficiency, Effectiveness and Legitimacy (PEEL) report on the force later in the year. One related to the identification and assessment of the vulnerabilities of people contacting the force, while the other concerned the effectiveness of investigations and the support provided to victims.

The service are currently 'engaged' with HMICFRS to address these two areas of concern and rapid progress is being made driven locally with help from Home Office, College of Police, National Police Chiefs Council and others. I attend regular meetings at HMICFRS with our Chief Constable to monitor progress, the next is in September 2023.

Staffordshire Police has responded positively to these findings with a raft of changes to staffing structures, processes and technology supported by training for officers and supervisors. HMICFRS have acknowledged the progress that is being made but there is still more to do.

It is also clear that we need more people to handle calls from the public and protect vulnerable people; both are priorities for further investment.

## Staffordshire Fire & Rescue

Staffordshire Fire & Rescue Service was inspected in 2022, the inspection being brought forward at the request of the Chief Fire Officer and myself in response to some concerns raised in relation to the way the service conducts some of its people-related practices.

The inspection found the service to be effective in its identification and response to risks in communities and how it identifies people most at risk of fire and works with partners to reduce that risk. It also highlighted

good financial management and collaboration arrangements.

It did, however, identify some behaviours in the service which were not in line with organisational values and which were having a detrimental effect on staff. This echoes the findings of a national HMICFRS report into culture and values in the Fire sector and highlights the need to improve inclusion and diversity. A programme of activity is underway in Staffordshire Fire & Rescue to improve its understanding of its workforce culture and implement a range of improvements to staff training, grievance handling, whistleblowing procedures and recruitment and selection practices.

Our next inspection of Fire & Rescue will be this autumn when I anticipate that the investments and improvements made across the service will be recognised.

# Police and Crime

## Priority 1 A local and responsive service



*'Understand and deal with what matters to communities, respond promptly to incidents and work with partners to solve problems and prevent them from getting worse. This will mean that crime and Anti-Social Behaviour (ASB) reduces, our roads are safer and confidence in Staffordshire Police increases.'*

### View from the Commissioner

June 2022 saw the introduction of the force's new local operating model with response teams based in communities, developing closer connections with local issues. Response officer numbers have increased, and as new recruits complete their training and are deployed, I expect the speed and quality of response to improve further.

People are already seeing the difference: a recent perception survey shows 77% of people feel they can rely on Staffordshire Police to be there when they need them, compared with 72% before the new model.

The number of 999 calls has increased but with changes to the local model, performance has improved; 84% are now answered within 10 seconds, placing the force 12th out of 43 nationally this April.

A new approach to triaging calls has resulted in improved answering times for 101 calls, and a live chat facility for non-urgent crime

reporting has freed up time for operators to focus on more urgent calls.

These improvements in contact were recognised in the latest Victim Service Assessment (VSA) carried out by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) in December 2022.

Investment has also been made in mobile technology, enabling officers to stay out in the community without having to return to the station to update systems. 3,000 laptops have been issued alongside a continued rollout of handheld devices.

A study I commissioned into the understanding and use of powers available to agencies to tackle ASB is informing an improved collective response by Police and the wider Community Safety Partnerships.

### What we said we would do

### Progress

Improve telephone and online 101 non-emergency services so that people contacting Staffordshire Police receive a high-quality and timely response

- Call handlers now supporting an **8% increase in 999 calls**
- **84% of 999 calls** now answered within 10 seconds, placing Staffordshire Police 12 out of 43 forces
- **Calls answered more quickly.** Average wait time for 999 down by 13.5%, and 101 down by 27.7%
- Over half of all 101 calls now **resolved or finalised** at the early triage stage
- **'Right care, right person'** programme launched by Staffordshire Police to ensure those with vulnerabilities, including mental health issues, receive the right support from the right agency when they are in crisis. Over half the calls received by Police fit this category



Reduce the time taken to safely respond to emergency and non-urgent calls and ensure the effective management of incidents

- **120 additional Police officers** in 2022 with a further 60 planned during 2023, taking numbers to 2,000
- **5% increase** in public confidence levels in Staffordshire Police since the new Local Police Operating Model launched in June 2022
- Public perception survey, conducted in January 2023, indicated 3% more people feel there has been an **increase in the number of Police officers and PCSOs** locally
- Staffordshire Police making an average of **three more arrests every day** since November 2022






## What we said we would do



## Progress

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

- Study commissioned to consider how to strengthen the effectiveness of local Community Safety Partnerships (CSPs) in addressing ASB 
- The Commissioner has restated his commitment to **provide core funding** and **grant support** for local CSPs for two more years
- Progress made to **increase CSP capacity** around their use of powers and the promotion of ASB community triggers
- Staffordshire Commissioner's Office (SCO) selected to pilot a new national ASB hotspot patrolling approach worth **£1million** this year
- A partnership ASB Delivery Group, chaired by the Commissioner, meets regularly

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




- New Local Police Operating Model now includes **10 local Policing teams**, each led by a local Chief Inspector aligned to council boundaries with their own response teams
- Response teams more closely connected to local issues, Neighbourhood Policing officers and PCSOs, working with partners to problem-solve recurring issues
- Public perception survey in January 2023 found **77% of people** now feel they could rely on their local Police team, an increase from 72% in the previous survey
- **79% of victims** feel they were kept informed about their case by Staffordshire Police

## What we said we would do



## Progress

Ensure Police and partners take a problem-solving approach to drive down neighbourhood crimes such as burglary, robbery and vehicle crime and to tackle business and rural crime, all of which cause distress, disrupt communities and directly impact on livelihoods

- **Business crime campaign** launched, including commercial vehicle theft, fraud and cyber crime
- **£750,000 Safer Streets funding**, including £290,000 invested in alley gating, additional CCTV, lighting and other safety measures in targeted areas 
- **Over 60 arrests** made under Op Bormus – a special operation to tackle commercial and private vehicle theft and car key burglaries

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 digital technology** being rolled out across speed camera enforcement sites in areas of community concern
- **£0.5 million investment** in additional Automatic Number Plate Recognition (ANPR) cameras to protect Staffordshire
- More **Road Policing Officers** receiving specialist training to increase their knowledge, understanding and skills
- **#Phonefree campaign** launched to educate drivers on the dangers of mobile phone use

Develop protocols for the application of expected new laws to tackle illegal trespass where it causes distress, harm and disruption to local communities

- New county-wide protocol agreed and implemented, bringing a consistent approach to how unauthorised encampments are managed and reducing impact on businesses and communities

## What we said we would do

## Progress

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

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

- Between 1 April 2022 and 31 March 2023, Independent Custody Visitors:
  - Conducted 112 visits
  - Spoke to 265 detainees and confirmed their welfare and entitlements were being met



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

- **2,700 people** took part in 2 public perception surveys to understand their views on Staffordshire Police, and how these have changed
- The response to local concerns will help steer action taken by Neighbourhood Policing Teams
- The Violence Reduction Alliance (VRA) consulted with **1,582 young people** to understand their concerns around violence and community safety



Support local Community Safety Partnerships (CSPs) in surveying the public to better understand community safety concerns in their area and take a lead in addressing their local priorities

- Strategic Needs Assessments, funded by the Commissioner, produced for all CSPs to help understand local community safety-related concerns and associated problem solving

## What we said we would do

## Progress

Encourage more people to get involved in improving their local Police service through volunteering, community representation and scrutiny and assurance work

- 2 new Independent Custody Visitors to check on detainee welfare
- 4 new Appropriate Adults to support vulnerable detainees
- 1 new Ethics, Transparency and Audit Panel member to examine Police and Fire & Rescue services
- 46 Independent Scrutiny Panel members continue to help scrutinise Police powers
- £40,000 invested in the Staffordshire Police Cadets from the Proceeds of Crime Act funding



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

- Over 3,000 laptops and mobile devices issued to officers and staff to improve connectivity while out in the community
- Continued upgrade of core business systems, including finance, HR and duty planning



Expect Staffordshire Police to have a rigorous approach to, and a low tolerance of unacceptable behaviour by their officers and staff ensuring they meet the required standards

- Work underway to vet all serving officers and staff against the Police National Database, in line with national guidance
- 1,250 officers and staff educated on sexual misconduct through the force's 'Know the Line' campaign. This training has also been extended to relevant external partners
- Force's internal ethics panel meets bi-monthly, representing the views and perspective of all business areas
- Between January and December 2022, 1,729 complaints were received; of these, 404 met the criteria to request a review. 59 complainants requested a review, with 14% being upheld
- New complaints triage function to provide a better, quicker response to the public

# Priority 2 Prevent harm and protect people



*'Prevent harm and protect people (particularly children and those that are vulnerable) by ensuring they are appropriately safeguarded and receive the help and support they need.'*

## View from the Commissioner

Preventing harm and reducing crime requires a partnership approach. I have a clear role in convening criminal justice, safeguarding and health agencies to work together to protect people.

An inspection published by HMICFRS in April 2022 identified weaknesses in the force's child protection, including recognising the vulnerability of missing people, sharing information about online abuse promptly and listening to children when making decisions about their welfare.

As part of the force's response, a Public Protection Unit was established, bringing together specialist services and partnerships focused on safeguarding and protecting vulnerable victims of crime, and managing violent, serious and repeat offenders. HMICFRS has acknowledged these positive changes, but there is more to do. This is a priority for further investment, ensuring the force has capacity to improve its effectiveness and meet growing demands – as a result, 117 posts will be added into Public Protection in the coming year, partly funded by £6m additional council tax funding.

By commissioning specialist services, developing strategic plans and securing external funding, my office directly impacts this priority. This year, we secured £750,000 through the Home Office Safer Streets Fund, bringing the total secured through this and the Safety of Women at Night (SWaN) fund to over £3m. This year's projects focused on preventing ASB and violence against women and girls (VAWG) through education and awareness programmes, diversion schemes and improvements to CCTV and street lighting.

The Violence Reduction Alliance (VRA) continues to gain momentum with £981,000 funding secured by my office to support local delivery of the Serious Violence Duty over the next three years.

## What we said we would do



## Progress

Support the work of the VRA to prevent and address all forms of violence, including that connected to county lines drug gangs and violence against women and girls (VAWG)

- The Commissioner oversees delivery of the Serious Violence Duty across Staffordshire, to support a partnership approach
- £981,000 Home Office funding secured by the SCO to support the VRA's delivery of the Serious Violence Duty over 3 years
- First VRA conference held in May 2022 to promote partnership work and launch the Safer Places for Women & Girls Charter
- 37 businesses signed up to the Charter so far
- £750,000 Safer Streets funding secured by the SCO from the Home Office to tackle VAWG and ASB
- Safe places for women provided in Hanley, Stafford and Newcastle-under-Lyme town centres
- Knife Angel sculpture visited Stoke-on-Trent, engaging with 10,000 young people, supported by our PHSE Coordinators
- Delivered related education resources and campaigns



Work with regional partners, employing state-of-the-art surveillance and covert methods, to disrupt and dismantle serious organised crime gangs and to prevent potential terrorist activity

- Staffordshire officers deployed into the Regional Organised Crime Unit for the West Midlands (ROCUWM) and the Counter Terrorism Unit (CTU), working across the wider West Midlands to ensure a coordinated approach from force level to national and international agencies
- Both units follow a Prevent, Pursue, Prepare and Protect framework, using specialist equipment and specially trained officers to thwart threats at the earliest opportunity
- Staffordshire Police's latest county lines week of action resulted in 28 arrests – the joint highest achieved by the force during a week of action



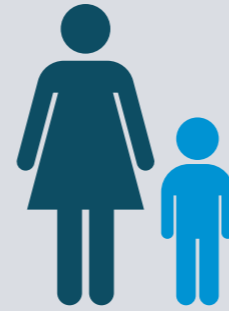
## What we said we would do



## Progress

Commission prevention and early intervention programmes for those more vulnerable to crime (domestic abuse, sexual assault and abuse, drug and alcohol misuse, exploitation, harmful sexual behaviour, hate crime, road crime, online fraud, cybercrime) or ASB

- SCO commissions a range of early intervention and prevention services:
  - 971 children supported by the New Era domestic abuse victim service, and 58 through the perpetrator service
  - 616 young people supported by the Prince's Trust, engaging those at risk of offending and victims of crime to improve their lifestyles and employment prospects
  - Interventions delivered to 352 children by the Child Criminal Exploitation Service, including those in custody or entering A&E
  - 40 vulnerable children attended a residential programme to develop personal, social and networking skills
  - Harmful Sexual Behaviour resources developed by the NSPCC for professionals working with children identified as vulnerable
  - The Commissioner is lead officer for a new drug and alcohol partnership, leading new activity and funding around prevention of associated crimes, enforcement and treatment



Further develop the way in which partners (such as Staffordshire Police and NHS) work together to address mental health and other vulnerabilities in a community safety setting to ensure that people get early access to the support they need from the right agencies

- The Commissioner continues to work closely with Stoke-on-Trent and Staffordshire Integrated Health System to reduce demands placed on Policing in supporting people in crisis
- 'Right care, right person' programme launched by Staffordshire Police to ensure vulnerable people receive the right support from the right agency when they are in crisis
- Triage, liaison and diversion schemes support those with mental health issues or other vulnerabilities coming into contact with the criminal justice system (CJS)



## What we said we would do



## Progress

Intensify the activity of our Safer Roads Partnership (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 jointly chaired by the Commissioner and Deputy Commissioner
- Work carried out to improve the quality of collision data to support early intervention and prevention activity
- New digital technology being rolled out across speed camera enforcement sites in areas of community concern
- Community Speed Watch scheme expanded, with 354 volunteers across 81 groups
- Increased monitoring of Highways and HS2-related safety schemes



Equip professionals with the skills and knowledge to identify and respond appropriately to harm and Adverse Childhood Experiences (ACE) or trauma

- Presentations on the importance of recognising ACEs and trauma delivered to numerous partnership boards to support ongoing training offered to professionals
- Multi-agency Harmful Sexual Behaviour Strategy, led by the SCO, developed and launched

Work with partners to understand and address the root causes of crime and ASB, breaking the cycle of crime

- SCO awarded almost £1m to CSPs and community groups to fund local initiatives to help drive down crime
- Community funds allocated to support projects to tackle ASB and other local community safety priorities:
  - £724,750 Locality Deal Fund shared between Staffordshire's 9 CSPs
  - £100,000, seized under the Proceeds of Crime Act, split between CSPs to support problem solving
  - £100,000 made available to community groups through grants of up to £5,000 to address locally identified concerns



**What we said we would do**



**Progress**

Ensure Staffordshire Police have the systems, processes and skills in place to be able to promptly identify harm and vulnerability and to safeguard individuals and families



- Strategy developed by Staffordshire Police to identify harm and vulnerability and safeguard individuals and families
- Staffordshire Police's Early Intervention and Prevention Unit continues to provide advice and support to the force
- The THRIVE assessment tool helps Staffordshire Police assess vulnerability at the point of contact and respond appropriately

Strengthen Police and partners' ability to share data and intelligence to help them understand problems, intervene quickly to resolve them, support victims and target offenders

- Review of the Risk Factor Matrix – a partnership tool to identify vulnerability. This will enable the early identification and screening of vulnerable children and subsequent referral to an appropriate support service
- Review of referral pathways between services to promote understanding, clarity and seamless and timely referrals and support
- Commissioned Navigators in hospital A&E and custody to identify and support children involved in youth violence or at risk of exploitation

Work with schools and alternative education establishments to develop and deliver consistent, good quality education about community safety related topics, so children are able to make informed, positive and safe choices

- Two Personal, Social, Health and Economic (PSHE) education coordinators help schools deliver a quality PSHE curriculum:
  - Developing age-appropriate resources and support for teachers around community safety and healthy relationships
  - Developing training for Police officers and staff on PSHE best practice principles



**What we said we would do**



**Progress**

Commission services to protect vulnerable children and adults from harm and exploitation including those who go missing from home or care

- Catch22's Child Criminal Exploitation (CCE), Child Sexual Exploitation (CSE) and Missing service:
  - Reported 3,255 missing incidents for 1,799 children
  - Carried out 2,703 interviews
  - Supported 517 children for CSE and 352 for CCE
- 98% of children who engaged fully with the service demonstrated a reduction in overall risk-taking behaviours

Divert children away from harm through a range of personal development programmes and positive diversionary activities

- Almost 11,000 people aged 8-17 attended 2,500 SPACE programme events, designed to support potentially vulnerable young people by increasing skills and improving health and wellbeing, bringing together public, voluntary and private organisations



Establish a Staffordshire-wide Community Safety Forum to enable better collaboration with partners to ensure prompt, joint action to prevent harm and safeguard individuals and families

- Staffordshire-wide Community Safety Forum continues to:
  - Improve collaboration between agencies
  - Align their strategic direction
  - Ensure prompt joint action is taken to tackle community safety issues



## Priority 3 Support victims and witnesses



*'Ensure victims and witnesses are provided with exceptional specialist support services so they feel able to cope and recover from the impact of crime and ASB.'*

### View from the Commissioner

I am committed to ensuring victims and witnesses get the help they need. My office commissions a range of support services, primarily funded by government grants, for victims of crimes including domestic abuse, sexual assault and abuse, ASB, hate crime and business crime.

The Staffordshire Victim Gateway has successfully supported victims of crime since 2015, providing a free, effective, tailored, high-quality service which helps victims cope and recover from the impact of crime and the harm they have experienced. Over 51,000 victims were provided with support via the Gateway this year.

This year, in partnership with Staffordshire County and Stoke-on-Trent City Councils, we will be investing over £5m in support for those impacted by domestic abuse, sexual assault and sexual abuse, as well as funding for early intervention and programmes to reduce further offending.

The ASB and Mediation Service has been delivered by Victim Support since 2021 and provided practical and emotional support to 378 people this year.

The Business Crime Support Service is tailored to meet the needs of business crime victims, specifically small to medium enterprises. The service has provided free-of-charge one-hour support sessions to 622 businesses this year.

### What we said we would do



### Progress

Provide a range of free, confidential, non-discriminatory, specialist support services for victims and witnesses of crime (including domestic abuse, sexual assault and abuse, violence, exploitation, hate crime, road crime, harmful sexual behaviour, business crime, restorative justice, online fraud and cybercrime) and ASB

- 514 people supported by the Survive Sexual Abuse Service
- 1,099 referrals received by the Hate Crime Service, with 341 receiving practical and emotional support
- 475 referrals received by the ASB Service, with 378 receiving practical and emotional support
- 7,752 referrals received by the New Era Domestic Abuse Victim service, with support provided to 5,029 victims (adults and children)
- 502 referrals made to the New Era Domestic Abuse Perpetrator service, with 301 individuals receiving support (adults and children)
- 3,814 incidents resourced by the Business Crime Support Advisor, with 1,920 accepting support. 622 businesses accepted the one-hour free confidential specialist support
- Over £516,000 secured from the Ministry of Justice to provide practical and emotional support for victims of sexual abuse and domestic abuse, including children

Make sure Staffordshire Police work harder to keep victims informed on how their case is progressing

- Engagement with a range of victim support services to understand the support victims receive from Staffordshire Police during their case and how this can be improved

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

- 66,126 referrals into the Victim Gateway and Restorative Justice Service – an increase of 26% on the previous 12 months
- 51,293 individuals received advice, guidance, information or signposting to other services
- 21,140 victims accepted further support, with 1,423 accepting support from the Victim Gateway
- 4,227 victims referred to specialist agencies
- 79 victims pursued an offer of restorative justice




**What we said we would do**


**Progress**

- Improve accessibility to support services, paying particular attention to seldom heard groups, tailoring their service offer accordingly

  - Improvements made to ensure the prompt transfer of victims' details from Staffordshire Police to the Victim Gateway support service
  - Almost all victims' details now transferred within the 48-hour limit set in the Victims Code of Practice
- Address offending behaviour to prevent people becoming victims

  - Number of young people entering the youth justice system for the first time has continued to fall, highlighting the success of recent prevention and early intervention work by Youth Offending services and Staffordshire Police
  - Youth and adult reoffending rates in Staffordshire have reduced relative to the reoffending rate in England
- Ensure service providers (defined in the Victim Code of Practice, 2020) comply with the Victims Code

  - Ministry of Justice to launch a system to allow key organisations to measure compliance. The Commissioner continues to oversee compliance through the Local Criminal Justice Board (LCJB)
- Reach agreed quality standards for all support services (such as Sexual Assault Referral Centres (SARC) services achieve forensic accreditation by October 2023)


  - SARC services recruited a further Forensic Quality Manager to lead on implementation and ongoing accreditation of new Forensic Science Regulator requirements

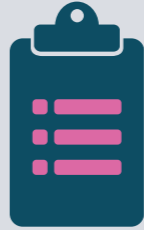
**What we said we would do**

**Progress**

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

  - Continue to promote commissioned services across various media channels to ensure victims of crime can access support services
  - In 85% of victim-based crimes, a victim contract was completed in the last 12 months. This is the agreement between the victim and Police on their preferred method of contact and how often they will be updated on progress
- 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)

  - Mental health needs assessment undertaken specifically for victims and survivors of sexual assault and abuse
  - £50,000 awarded by NHS England to address recommendations from this work, including additional training, workshops, self-help resources and delivery of pre-trial therapy training
- Ensure that information about witnesses and their experience is accurately recorded and available to help services improve

  - New end-to-end victim satisfaction survey and victim provider forum provides feedback to inform service change across the CJS
- Adhere to any emerging requirements of new legislation such as the Victims Law and the Domestic Abuse Act 2021

  - Actively preparing for the new Victims and Prisoners Bill being introduced to significantly transform victims' experiences of the CJS, including rights for children impacted by domestic abuse



# Priority 4 Reduce offending and reoffending



*'Ensure people are challenged and supported to make life choices that will prevent them from offending and perpetrators don't reoffend. Doing so will mean fewer victims of crime.'*

## View from the Commissioner

I work closely with the Police and regional probation service, alongside other partners, in a whole system approach to reduce offending and re-offending in Staffordshire and Stoke-on-Trent.

Adult reoffending rates in Staffordshire have been decreasing – the latest figures, to June 2021, show they were the lowest they had been in a 10-year period. Last year, Staffordshire also had a lower rate of young people entering the youth justice system compared to the national average.

Early intervention is essential to divert people away from offending. My office commissions a range of services to support young people at risk of exploitation or becoming involved in offending, and I continue to contribute funding to Staffordshire and Stoke-on-Trent Youth Offending Services.

I am also delighted to become the lead for the Staffordshire and Stoke-on-Trent Drug and Alcohol Partnership Board. The partnership will deliver the local response to the national Drugs Strategy and allocate significant additional funding to improve treatment and recovery services across the county.

Providing effective treatment for addiction is vital in breaking the cycle of harm, both to the substance users themselves and the predominantly young people drawn into crime and violence by organised crime gangs as a result. My office is working with Staffordshire and Stoke-on-Trent councils to commission a range of substance misuse-related interventions at key stages of the criminal justice system – at the point of arrest, immediately following arrest, first court appearance and upon release from prison.

Specific interventions have been commissioned to support magistrates in offering community sentences with treatment requirements, enabling courts to better respond where offending is linked to substance misuse.

My office continues to commission a range of interventions to tackle domestic abuse by raising awareness of inappropriate behaviour, challenging attitudes and beliefs, and providing direct support to offenders wanting to change their abusive behaviour.



## What we said we would do



## Progress

Support prevention and early intervention programmes to stop the onset of offending behaviour, diverting people away from unnecessary contact with the CJS

- Child Criminal Exploitation Service delivered interventions to 352 children, including those in custody or entering A&E
- Commissioned Navigators in hospital A&E and custody to identify and support children involved in youth violence or at risk of exploitation
- 27 young people at risk of ASB supported by a personal development programme
- Continued contribution of circa £355,000 to Staffordshire and Stoke-on-Trent Youth Offending Prevention Services



Target interventions to those identified as more vulnerable to / at risk of offending; working with partners to prevent generational offending

- Prince's Trust delivered personal development and employability programmes for 616 young people aged 16+ at risk of offending
- New conditional cautioning option to be introduced from 1 July 2023 for first-time offenders arrested for less serious drug possession, offering an opportunity to access drugs awareness courses as an alternative to prosecution

Commission programmes to address specific offending behaviours such as domestic abuse and harmful sexual behaviours

- Commissioned the Stop it Now! campaign in March 2022, targeting pre-arrest and potential offenders worried about their sexual thoughts towards children. 70 delegates attended a related multi-agency training event
- Delivered a range of domestic abuse perpetrator interventions, raising awareness of inappropriate behaviour and challenging attitudes and beliefs

## What we said we would do



## Progress

Offer targeted programmes to repeat or high-risk offenders

- Continued to support funding of mental health nurses to provide specific input to offenders managed by the Integrated Offender Management (IOM) services
- New Era domestic abuse perpetrator service continues to support those wanting to change their abusive behaviour

Improve the availability and effectiveness of housing, employment and other rehabilitation support services (such as drugs and alcohol and mental health) to help those in prison or in the community to reintegrate successfully and achieve stable lifestyles away from crime

- New pilot employment service commissioned for offenders already subject to intensive, multi-agency IOM arrangements
- Work undertaken with Local Authorities to ensure effective targeting of additional funding for drug and alcohol treatment and recovery services via the new National Drugs Strategy, to improve offenders' engagement with services and criminal justice outcomes
- Work continued with NHS England to support the delivery of Reconnect, a new enhanced resettlement support service to be introduced on a phased basis during 2023/24, for prisoners with mental health needs following release from custody

Ensure offenders are brought to account for their actions through appropriate punishment and effective disposals while being given the appropriate support and encouragement to move on and avoid reoffending

- Support continued for multi-agency pilot scheme aiming to increase the use of Community Orders with Mental Health Treatment Requirements by local courts, resulting in a 15% increase in the use of Orders
- Multi-agency delivery arrangements now in place to support the pilot
- Worked with Police, Probation and partners to develop and strengthen current multi-agency IOM arrangements, taking account of the latest government guidance
- The range of options to help divert people committing low-level offences away from the CJS and into rehabilitation is being extended, with new courses being provided to improve offenders' self-awareness and the impact of their actions. A streamlined referral process has been developed to ensure these options are used appropriately and effectively.

## What we said we would do



## Progress

Continue to disrupt criminality in Staffordshire's prisons, address staff corruption and protect prison staff

- Staffordshire Police's specialist team work with the county's prisons and Youth Offender Institutions. Alongside prison governors and staff, they respond to criminal activity in prisons, and work with specialist ROCU officers to tackle criminality outside the prison estate that is coordinated from inside prisons
- The Commissioner is actively visiting and engaging with prison governors



Engage with the Ministry of Justice, Youth Offending Services, the Probation Service and the Prison Service to ensure the effective delivery of custodial and community sentences

- Worked with Probation and other key partners to ensure the new unified Probation delivery model is responsive to local needs and will ensure effective delivery of local Probation services
- Contributed to Youth Offending Service and Probation Service Delivery Plans

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

- Funding for local delivery of the PREVENT programme ceased following the government's review of the delivery model. Work is being undertaken with partners to agree basis for taking forward local implementation of review recommendations





## Priority 5 A more effective criminal justice system



*'Ensure Staffordshire Police, the Crown Prosecution Service, Courts, the National Probation Service and HM Prison Service all work seamlessly so that effective justice is delivered more quickly.'*

### View from the Commissioner

If you have been a victim or witness, you will know the negative impact that delays and poor communication across the criminal justice system can have. I want to see justice being delivered more effectively and every organisation putting the victim first.

In January 2022, HMICFRS identified that Staffordshire Police wasn't carrying out effective investigations and giving victims the support they needed. Since that time, the force has focused relentlessly on improving the quality of investigation through improved audit processes, and training and support for officers and supervisors. On a revisit, HMICFRS acknowledged there have been some signs of improvement, but there is still more to do. I will continue to focus on this vital aspect of Policing through the arrangements I have in place to hold the Chief Constable to account.

As Commissioner, I have the power to convene criminal justice partners, including the Police, Crown Prosecution Service, Courts and Probation Services, along with representatives from Prisons and Witness Support, to work together to improve the overall victim experience. I do this through our Local Criminal Justice Board, where we have agreed three priorities: improving effectiveness and efficiency, increasing victim engagement and increasing the quality of justice. Our intention is that this will lead to speedier and more effective justice for victims.

Providing support to vulnerable victims and witnesses to help them give evidence is an important aspect of this work. An additional video link was installed this year in the north of the county and dip sampling introduced to test the use of these and other measures such as screens and interpreters.

### What we said we would do



### Progress

Ensure all partners work towards the same Local Criminal Justice Board Strategy and Performance Framework, with the same aspirations and goals

- The Commissioner revised the Local Criminal Justice Performance Framework to allow partners to focus resources and interventions
- LCJB agreed 3 key priorities:
  - ✓ Effectiveness and Efficiency
  - ✓ Increasing Victim Engagement
  - ✓ Increasing Quality of Justice

Improve the quality of investigations and case preparation so charging decisions can be made more efficiently

- Quality of investigations masterclasses provided for first line supervisors
- New process introduced following audit to ensure investigation quality levels remain at a high standard
- New training on efficient case file preparation for officers as part of the promotion process



Ensure fairness for all within the Staffordshire CJS so that the system provides everyone with the same opportunities and people are treated with dignity and respect

- Regional Disproportionality Committee continues work to understand and tackle disproportionality in race, gender and age across the CJS
- Continued to work with Staffordshire Police to deliver our local response to the national Police Race Action Plan

Develop and implement simplified and secure digital processes from charge through to sentencing

- Evaluation underway to determine how Staffordshire Police and CPS systems link in and where improvements can be made



## What we said we would do



## Progress

Help increase the number of guilty pleas and reduce the number of repeat visits to court so that justice is delivered more quickly

- Improving investigation speed and quality, which is expected to result in increased guilty pleas

Promote the use of Community Orders and Restorative Justice where this is appropriate and supported by victims

- Supported the Community Sentence Treatment Requirements pilot, with the aim of increasing the use of Community Orders with Mental Health Treatment Requirements by local courts

Ensure mechanisms are in place to help victims and witnesses engage successfully and positively with the CJS, such as safe rooms, video links and other special measures

- Video links established in the north and south of the county
- Dip tests of CPS data in place to measure court usage of Special Measures such as video links, screens or interpreters
- Improvement of file quality compliance relating to victims' needs
- Funding agreed to support the recruitment of additional drugs workers to assist the delivery of treatment and support services for offenders whose offending is linked to substance misuse



Work to reduce adjournments and short notice court date changes

- The Commissioner actively uses the LCJB to influence the reduction of backlogs in Crown Court and Magistrates Court and address the causes

## What we said we would do



## Progress

Ensure victims and witnesses are kept informed and provided with information and support through every stage of the criminal justice process, and ensure their needs and wishes are considered

- Victim Code of Practice sets out services and minimum standards organisations must provide to victims of crime. The Commissioner closely monitors compliance of the Code by the Police, criminal justice partners and commissioned services to ensure victims are supported in line with the 12 Rights



Develop a victim satisfaction survey which seeks victims of crime experiences from the point of reporting the crime through to exiting the CJS

- Launched new end-to-end victim satisfaction survey to monitor how well services are being delivered, whether victims' expectations are being met and identify areas for improvement through the whole CJS including Police, CPS, courts and Probation

# Fire and Rescue



## Priority 1 A flexible and responsive service



*'Ensure your local Fire & Rescue Service continues to be accessible and responsive 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.'*

### View from the Commissioner

The public's primary requirement of Fire & Rescue Services is their ability to respond quickly and effectively to fires and other emergencies. Staffordshire has a professional and committed team of whole-time and on-call firefighters and staff, alongside our shared control centre in Birmingham, to do just this.

Our rural towns and villages are served by on-call teams, who must be ready to respond within minutes even when at work. This model has been in place across the country since the Second World War but, given changes to people's domestic and working lives, it is increasingly challenging to recruit to such roles. The service continues to run recruitment campaigns and provide support to on-call firefighters to increase their availability, and has also explored flexible crewing options to ensure more appliances can be deployed.

Staffordshire Fire & Rescue Service leads the Local Resilience Forum's planning for major events including multi-agency training exercises.

The inquiry into the tragic events at Manchester Arena in 2017 resulted in a range of recommendations for emergency services, including fire and rescue. Staffordshire Fire & Rescue Service has developed the local response to these recommendations to ensure we are prepared, adapting firefighter training and tactical planning and conducting large-scale training exercises.

A ground-breaking new service has been introduced to support our NHS by responding to calls where people have fallen but are uninjured. Firefighters have attended over 200 such calls since the service was introduced in December 2022, with over 80% resulting in the patient requiring no further treatment. This is an excellent example of services working together to ensure people get the help they need as soon as possible while freeing up West Midlands Ambulance crews to focus on the most urgent calls for service.

### What we said we would do



### Progress

Ensure a rapid response to fires, road traffic collisions and other emergencies wherever needed in our area and to assist other areas in line with our mutual aid commitments, regionally and nationally

- Between April 2022 and March 2023, Staffordshire Fire & Rescue Service (SFRS) attended:
  - 1,309 Primary Fires (84% within 12 minutes)
  - 2,206 Secondary Fires (83% within 12 minutes)
  - 1,604 special service calls (81% within 12 minutes)
  - 785 Road Traffic Collisions (83% within 12 minutes)
- SFRS supporting West Midlands Ambulance service in responding to falls where people are uninjured but need help in getting up. SFRS mobilised 203 times to falls in the community between December 2022 and March 2023. Over 80% resulted in patients requiring no further treatment



As part of the Staffordshire Local Resilience Forum (LRF), 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 provided leadership of the LRF's planning for major events as well as the response to and recovery from emergencies:
  - Led multi-agency preparedness for service disruption and mitigation of incidents with the potential for significant community impacts
  - Conducted joint training and exercise events to support a coordinated and timely local approach to resilience



## What we said we would do



## Progress

Ensure an effective response to risks associated with rural communities and open spaces such as wildfires in our moorlands, woods and grassland areas and open water incidents so that people, livestock, wildlife and the environment can be rescued and protected



- Established outreach business support for rural communities, following work with the National Farmers' Union
- Fire safety education delivered to Rodbaston College students

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

- Firefighters developing their understanding of emerging hazards related to new technologies, including battery use in vehicles, homes and businesses. Operational plans will take account of tactical considerations needed to resolve any emerging incidents



Further develop work between SFRS, Staffordshire Police and other emergency services in examining their approach to managing incidents where multiple services attend. This local initiative is additional to established national principles for managing major incidents

- Recommendations from the Manchester Arena Inquiry report examined to ensure SFRS compliance and tactical planning and training plans being adapted
- Multi-agency large-scale exercises carried out to test capabilities and procedures against the recommendations

## What we said we would do



## Progress

Explore opportunities for Fire & Rescue teams to respond to incidents which might be initially reported to other agencies. Examples are gaining entry to save lives, assisting with searches for high risk missing persons, and carrying out emergency treatment at cardiac arrest incidents

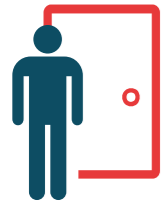


- SFRS supporting West Midlands Ambulance service in responding to falls where people are uninjured but need help getting up. SFRS mobilised 203 times to falls in the community between December 2022 and March 2023

Continue to work to reduce repeated demand from the same locations and from false alarms

- SFRS Prevention and 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





## Priority 2 Protect people and places



*'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.'*

### View from the Commissioner

The tragic events at Grenfell Tower brought into sharp relief the need for the service to increasingly focus its efforts to protect vulnerable locations. Further investment in specialist protection staff has taken place, with eight new members recruited to carry out fire safety audits. Audits have focused on care homes and sheltered accommodation sites where access was limited during the pandemic.

The service has adopted new fire safety regulations designed to enforce those responsible for vulnerable buildings such as high-rise residential blocks to provide specified information to the fire and rescue service, undertake and record safety checks and issue instructions to residents.

In 2017, Staffordshire Fire and Rescue Service identified 42 blocks of flats over five storeys that would benefit from sprinkler systems being fitted. It was the aim of the Service to get these systems in place within 10 years. With 19 now completed, the programme is ahead of schedule, and commitments have been made to install sprinklers in other, similar buildings.

Sites where waste has been stored illegally or beyond permitted levels are an environmental nuisance and present a major risk of fire. Clearance of one such site of significant scale in Stoke-on-Trent has continued this year as a result of the joint efforts of Staffordshire Fire & Rescue, Stoke-on-Trent City Council, the Environment Agency and the local MP.

Support for businesses has also been extended, including initiatives to support rural businesses working with the National Farmers' Union and Staffordshire Chambers of Commerce.

### What we said we would do



### Progress

Maintain the pace of the Community Sprinkler Programme to reduce the risk to occupants of multi-occupancy buildings within the scope of the programme and lobby for the installation of sprinkler systems to new multi-occupancy residential premises to become a regulatory requirement

- Community Sprinkler Programme has now provided 19 high-rise buildings across Staffordshire and Stoke-on-Trent with installations
- Stoke-on-Trent City Council completed retrofitting of sprinklers at 9 high and medium-rise blocks of flats. The remaining blocks have either committed to fitting sprinklers, or plans are in place for them to be demolished. The programme now includes 3 new three-storey developments



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 fly-tipping, waste and environmental crime, often linked to organised crime



- 18,000 tonnes of illegal waste removed from a site in Stoke-on-Trent following extensive joint working between SFRS, Police, Stoke-on-Trent City Council, the local MP and Environment Agency
- The Commissioner meets with the Environment Agency regional lead quarterly to discuss waste crime and arson risks

Continue to develop the audit process by which the service identifies high-risk premises to ensure inspection activity is properly targeted. This will be enhanced by better information sharing and joint analysis with partners

- Current Risk-Based Inspection Programme being updated to reflect new National Fire Chief's Council (NFCC) guidance

**What we said we would do**



**Progress**

Ensure that the service has the required specialist staff, training and other resources to undertake an expanded role in the risk-based audit and inspection of premises and the application of regulatory powers

- Fire Safety Officer recruitment drive undertaken to ensure SFRS can effectively carry out its Risk-Based Inspection Programme
- New staff will now be trained to the level expected to assure SFRS has suitably qualified Protection staff to manage high-risk premises

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

- Enterprise Advisor Support provided to schools to support pathways into industry and shape young people's futures
- Supported the Staffordshire Chambers Business Festival and the Let's Do Business Initiative at Uttoxeter Racecourse



Consolidate the existing range of services provided to support businesses that are affected by fire or fall victim to crime into a more joined-up service 'offer'



- 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

Establish an overarching Community Safety Forum to enhance joint planning and service delivery; collaborating with partners to ensure prompt, shared action and shared responsibility to prevent harm and protect individuals and families

- Staffordshire-wide 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

**What we said we would do**



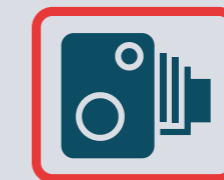
**Progress**

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 jointly chaired by the Commissioner and Deputy Commissioner
- Work carried out to improve the quality of collision data to support early intervention and prevention activity
- New digital technology being rolled out across speed camera enforcement sites in areas of community concern
- Community Speed Watch scheme expanded, with 354 volunteers across 81 groups



Engage communities more in understanding the work of the service and volunteering to support prevention work for all road safety initiatives



- Volunteering opportunities increased, including Community Speed Watch and support for the SSRP's Pathfinder project which teaches young people the essential skills and understanding to become safe drivers
- Volunteers supported a 'Warm Spaces' campaign
- Volunteers were also involved in a realistic major incident scenario for operational crew training
- The Deputy Commissioner has supported projects such as Biker Down, DocBike and the RoadPeace Challenge





## Priority 3 Help people most at risk stay safe



*'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.'*

### View from the Commissioner

The number of Safe and Well home visits has now returned to pre-pandemic levels. These visits are carried out by operational crews and are targeted to the most vulnerable members of our communities. The visits go way beyond fire safety checks, identifying other elements of risk and referring people to other agencies where appropriate to ensure they get the help they need. Follow-up checks are carried out where needed and feedback is gathered to further improve the service. Training is also provided to other agencies to advise them on home fire safety risks and how to refer people for a Safe and Well visit.

The Safe+Sound educational programme continues to deliver its content to young people and other vulnerable groups online. While this became a necessity during the pandemic, it has proven advantageous in reaching a much wider audience within and beyond Staffordshire. Content has been tailored around emerging risks, including helping people keep warm safely as energy costs have risen. The programme continues

to deliver physical events to young people at fire stations and using the Safe+Sound pod around particular themes which this year have included water safety, fire safety in the home, and drugs, alcohol and driving.

Prevention work with the business community has also grown, with the service's Business Support Leads providing support and guidance in conjunction with local education providers and Staffordshire Chambers of Commerce.

### What we said we would do



### Progress

Ensure that home safety visits are targeted at those at most risk of fire in the home and enable prompt intervention to provide the support people need to prevent fires and identify underlying issues which contribute to fire risks

- Special Safe+Sound online programmes for adults provided on home safety and 'Be Safe, Be Warm' guidance
- Olive Branch training for social workers, care providers, Police and others to raise awareness of fire safety risks and how to make home safety visit referrals



Follow up home safety check interventions 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 and 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 and Well visits takes place after 3 months to see if their circumstances have changed
- Fatal fire conferences 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 and Well visits, extremely vulnerable residents are visited again by Prevent Teams and further interventions applied. The case is then monitored by the Community Safety Officer
- SFRS is engaging with the NFCC's Competencies in Home Fire Safety Visits workstream and will adopt processes as necessary following the evaluation

**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 available on the national LearnLive website or delivered in person locally
- FireSide project, hosted by Keele University, offers training to relevant staff to recognise the early stages of mental ill health and signpost accordingly
- Prevent Teams can request a needs assessment from local partners around drug and alcohol support
- All staff and volunteers are required to complete mandatory Level 1 Adult and Child Safeguard Training, with staff in relevant roles completing further training
- Falls Prevention Awareness Training for relevant staff in development to be shared during home visits
- Relevant staff have received training around lung health checks and a referral process has been established



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

- Exploring options to use NHS data to identify vulnerability through the Community Safety Forum

Work with schools and alternative education providers to develop and deliver consistent, good quality education about fire safety and road safety, so children are able to make informed, positive and safe choices

- Online delivery of the Safe+Sound programme continued with a weekly programme for young people, and a number of special programmes aimed at other audiences
- During the year, 279,463 devices tuned in, with 112,357 based in Staffordshire. Feedback remains positive
- All programme content mapped to the PSHE curriculum



**What we said we would do**



**Progress**

Divert children away from harm through a range of personal development programmes and positive diversionary activities and ensure that they are brought together with similar activities in policing in a cohesive and coordinated way

- SFRS continues to provide additional funding for the SPACE Programme to help commission positive diversionary activities in areas with reports of nuisance fires and ASB
- SFRS attended SPACE community events with a fire engine to engage with the public



Support the delivery of education initiatives targeted towards groups most at risk of road traffic collisions

- 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 4 A Fire & Rescue Service for tomorrow



*'Ensure that Staffordshire Fire & Rescue is fit for a changing future and is a leading example for other services to follow so that the people of Staffordshire can be reassured that their money is being used efficiently and effectively and the workforce better reflects the communities it serves.'*

### View from the Commissioner

Ensuring Staffordshire Fire & Rescue Service has the right organisational culture is a key element of my Fire & Rescue Plan. In March 2023, HMICFRS' report on fire service values and culture found sector-wide examples of bullying, harassment and discrimination. HMICFRS' inspection of Staffordshire in 2022 found examples of behaviour that were inconsistent with the service's values.

The Chief Fire Officer and I are clear that this will not be tolerated and I am supporting him in extensive work to better understand the situation, provide support to anyone who has previously suffered in silence and robustly tackle inappropriate behaviour. This includes a cultural audit, new arrangements for reporting such behaviour, training, changing the way grievance investigations are carried out, and reviewing policies and processes.

Staffordshire has followed other services in adopting flexible crewing policies, including operating with a minimum crew of four firefighters and pairing on-call stations. This is proving effective in improving response times and increasing resilience without compromising firefighter safety.

As part of this modern approach, Staffordshire is one of seven services piloting direct entry recruitment at Station Manager level. New technology has been deployed to help with staff availability planning, deployment decisions and to ensure firefighters are better informed when attending incidents.

I continue to progress opportunities for Fire & Rescue and Police teams to share buildings where it is practicable to do so. Following earlier arrangements at Tamworth and Hanley, I was pleased to see neighbourhood Police officers and PCSOs move into Chase Terrace Fire Station this year, and look forward to similar arrangements in other locations next year.

### What we said we would do

### Progress

Apply robust processes to understand present and future service demand and risk to provide a sound and transparent evidence base for resource allocation and funding decisions

- Software upgrade now ensures crews are better informed when attending cross-border incidents
- South Staffordshire pilot to pair stations and mobilise crews with fewer riders has seen an overall increase in appliance availability



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 prevention and protection services which will reduce risk even further

- New roles introduced to improve the availability of on-call crews
- New resource planning software linked to the command and control system to support timely and consistent deployment decisions



Ensure the right resources are available to respond to fires and other incidents and carry out prevention and protection work, considering the balance between wholetime and on-call firefighters, generalist and specialist roles, shift patterns and working locations. Reviewing the vehicle fleet mix and associated crewing arrangements should reform part of this process

- Crewing arrangements reviewed and introduction of minimum crewing of 4 has proved to be effective in improving resilience and reducing reliance on overtime
- Following Fire Brigades Union research and funding, SFRS is introducing a Clean Cab concept to safely remove equipment which could bring contaminants from a fire into crew areas



## What we said we would do

## Progress

Ensure long-term service plans consider the impact of climate change, including the resources required to deal with potentially more frequent and more severe extreme weather events

- Firefighters provided with lightweight 'wildfire' clothing that makes arduous conditions easier for them, so they are better equipped to tackle fires more effectively, minimising fatigue while maintaining safety



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

- Increased number of females in SFRS
- SFRS has committed to take part in the national direct entry scheme pilot along with 6 other Fire & Rescue Services. This will enable those with proven leadership skills from a variety of sectors to apply for entry to the Service, undertaking accelerated development to Middle Manager roles without needing Fire Service experience
- Workforce planning group created to oversee succession planning, turnover and equality, diversity and inclusion data
- Positive Action Coordinator and Community Engagement Officers recruited
- Bullying and harassment policy reviewed to clarify expected behaviours
- Appraisal and promotion processes being reviewed by staff group
- 'Say So' staff feedback process introduced
- Staff surveys and cultural audit work carried out leading to recommendations to improve independence of workforce investigations



## What we said we would do

## Progress

Build on our Police/Fire collaboration programme to deliver effective and efficient support services and bring together the best in new ways of working and the technology that supports it from both organisations

- Continuous evaluation of current shared services resulted in the Chief Fire Officer and Chief Constable agreeing to provide dedicated resources to explore further areas of collaboration



Make better use of our best buildings by enabling Fire & Rescue and Police staff to share accommodation

- Both services continue to explore opportunities of shared facilities to provide the most effective and efficient use of the joint estate
- New Police base in Chase Terrace Fire station
- Scoping work underway for Police bases in Fire stations in Uttoxeter, Kidsgrove, Stone, Kinver and Penkridge

Implement strong evaluation processes to provide a better understanding of productivity and impact the service is having against the outcomes it is working towards

- New FireWatch system now live to help collate information on productivity
- New system implemented to review actions from incident debriefs
- Debriefing process reviewed, resulting in an increase in multi-agency meetings to share learning opportunities

“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 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, patrol our motorways 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. This year, very welcome new 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 Safer Streets and winning opportunities to pilot interventions like the 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. Louise Clayton started in this role in July 2022 and is already making an important contribution to delivering our plan priorities.

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 2022/23

### How is your money spent?

#### Police & Crime

##### Income

● Government Funding	£144.0m
● Council Tax	£89.1m
<b>Total</b>	<b>£233.1m</b>

##### Expenditure

● Police Officer Pay	£114.7m
● Police Staff Pay	£59.6m
● Premises Transport and Other Services	£23.6m
● PCSO Pay	£8.2m
● Capital Financing Costs	£12.3m
● Commissioned Services	£6.1m
● Other Pay Costs	£6.0m
● Commissioner's Office	£1.6m
● Transfer to Reserves	£1.0m
<b>Total</b>	<b>£233.1m</b>

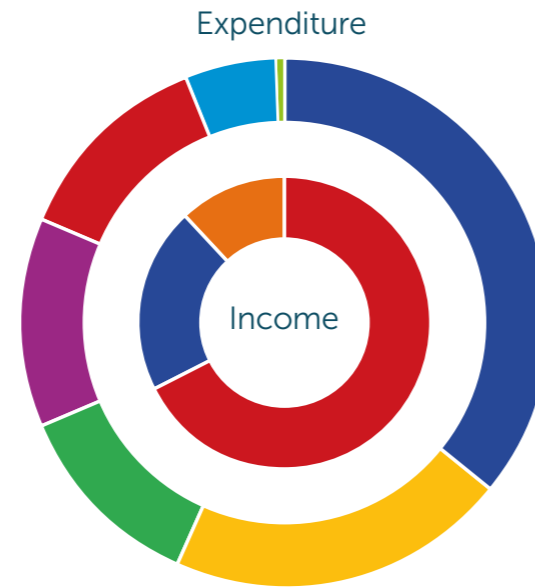
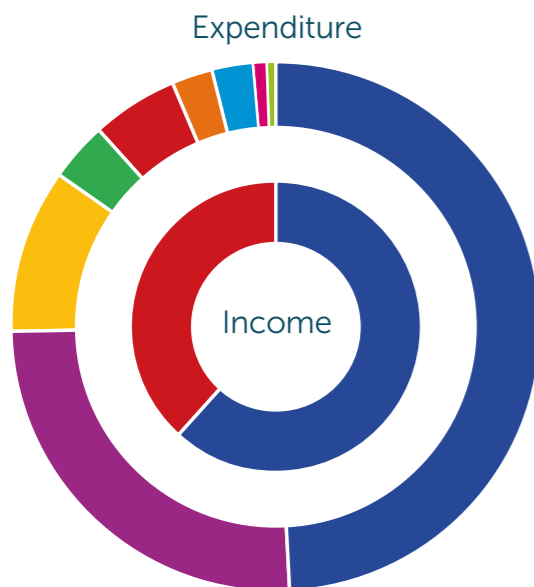
#### Fire & Rescue

##### Income

● Council Tax	£28.8m
● Business Rates	£8.7m
● Revenue Support Grant	£5.0m
<b>Total</b>	<b>£42.5m</b>

##### Expenditure

● Wholetime Firefighters Pay	£15.3m
● Premises Transport and Other Services	£8.9m
● On-Call Firefighters Pay	£5.1m
● Fire Staff Pay	£5.4m
● Capital Financing Costs	£5.4m
● Other Pay Costs	£2.3m
● Transfer to Reserves	£0.1m
<b>Total</b>	<b>£42.5m</b>



## Staffordshire Commissioner's Office Financial Report 2022/23

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

### Office Costs

(Salary + Employer's national insurance and pension contributions)

The total salary costs for the year 2022/23 were £1.63m 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 £0.07m 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
Commissioning	0.64
Leadership	0.25
Policy and Performance	0.25
Governance, Assurance and Volunteering	0.18
Business Support	0.14
Communication and Engagement	0.10
Compliance	0.07
<b>Total Salary Costs</b>	<b>1.63</b>



The Commissioner is responsible for setting the strategic direction for the Police and Fire & Rescue Service. This SCO leadership team, supported by the Policy and Performance 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.

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 and 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 services, and the management of resources.

The SCO has a small, highly experienced Communications and Engagement team which deals with a wide range of tasks including liaising with news and local media, alongside leading on engagement activity such as surveys and consultations on budgets, council tax and strategy.

The SCO Commissioning 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. The Commissioning team also leads on positive activities to reduce ASB including the SPACE summer holiday programme and relationships with our nine local Community Safety Partnerships, as well as developing the Commissioner's community grant funding streams.

## Commissioned Services

The cost of the Commissioning and Partnerships Team represents 0.2% of the overall Police and Fire revenue budgets.

### During 2022/23, the team oversaw a gross budget of circa £11.2m:

- £4.5m (40%) of this budget came from income received from national sources (such as the Victims Grant from the MOJ), income received from Proceeds of Crime and partners including the City, County, District and Borough Councils, as well as NHS England, and money secured by the team via opportunities such as the Safer Streets initiative.
- £1.8 (16%) of this budget came from devolved budgets to the PFCC (such as Community Safety Grants)
- £1.4 (12%) of this budget represented contracts being overseen by the Team on behalf of the Force
- £3.5m (32%) of this budget came from the Police and Fire revenue budgets

A broad and comprehensive range of services were developed and commissioned by the team, often in partnership, to support delivery of the Police & Crime and Fire & Rescue Plans.



**STAFFORDSHIRE COMMISSIONER**

Police | Fire and Rescue | Crime



## Notes

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