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Annual Report 2024 - 2025

Staffordshire & Stoke-on-Trent

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Foreword



This is my fourth Annual Report, my first since being re-elected in May 2024, and details the progress against my refreshed local Police & Crime and Fire & Rescue plans. These reflect community concerns about rural and retail crime, seek to keep our roads, public spaces and homes even safer, while setting high expectations of prompt, quality service and standards. The positive impact of more proactive policing and Fire & Rescue's enhanced focus on identifying vulnerable people can be seen here, and in His Majesty's Inspector's latest reports.

Both services, and my office, have delivered improved outcomes again this year and our communities and victims are seeing the benefit as crime and anti-social behaviour (ASB) fall, and fire and incidents are responded to more effectively. Thank you to every Police officer, firefighter, volunteer and staff member for their dedication and hard work on our behalf. Thank you also to the councils, housing assocations, health, probation and charities in our local Community Safety Partnerships (CSPs). Through effective partnership work, ASB continues to fall across the county and city. Government plans to simplify local government will mean some changes; I will work to support whatever structures emerge but will seek to preserve the local focus on reducing and preventing crime and ASB.

National delays in Crown and Magistrates courts continue to impact on Staffordshire, where they are among the longest in the country. Too many victims of crime are waiting years for justice and services are needing to support people for longer. Despite determined efforts by the Crown Prosecution Service, local courts, prisons and probation, delays are not reducing so I will be calling for national intervention to assist our local criminal justice system.

The precarious national financial position meant that government funding did not cover increased inflation and pay costs this year. It is only thanks to the continued support of local council tax payers that the services have balanced budgets. Even so, they must deliver on their efficiency plans to support investment in safety, people and technology. I am anxious that this year's multi-year settlement recognises the pressures of increased costs so we can avoid any reductions in service.

My team's support in monitoring the services' financial and operational performance on your behalf is invaluable to me, and my commissioning team continues to secure excellent local support for victims while contributing to efforts to prevent offending and protect those at risk. You will see that I continue to reduce the percentage of funding allocated to my functions, freeing up resources for the frontline. They have also benefited financially and operationally from sharing back-office functions and more local bases.

The arrival of the new government has brought some positive change, such as funding for an additional 53 neighbourhood officers and a focus on violence against women ϑ girls and knife crime, both of which are reducing in Staffordshire already.

I am pleased that some partnerships, such as our Violence Reduction Alliance and the Drug & Alcohol Partnership, which I chair, have continued to be funded and I hope this remains the case as they are effective, as is the model of hotspot patrolling which we have delivered for three years now.

Proposed moves to centralise some policing functions, however, could be disruptive. I have involved myself where I can to influence this reform. I am very open to the benefit of common technology and specialist teams. I currently chair the board overseeing delivery of the National Police Aviation Services. It is clear that the country benefits from central provision of helicopter and fixed wing aircraft. Efficiencies might similarly be found in providing other key infrastructure such as organised crime nationally, but there is a risk that this fails to take account of local and regional priorities and knowledge. It is important this balance is struck, so long as local council tax

contributes such a significant proportion of the Police and Fire & Rescue budgets.

I am grateful for the support of my new Deputy, David Evans. Dave shares the community enthusiasm for policing our roads and keeping them safe, and is leading for me on strengthening the Staffordshire Safer Roads Partnership. His prior experience as a lead member for Children's Services in Stokeon-Trent is important too. While my team commission services to protect children at risk of criminal exploitation and child victims of domestic abuse and sexual assault, many of the duties to protect children sit with the County and City Councils. We are also involved in the governance and oversight of the services.

I have not referenced all the current and future challenges in this foreword, such as community concerns about solar power generation and battery energy storage, as this Annual Report deliberately looks back. As such, it highlights the HMICFRS reports, increased officer numbers, new training provision, increased on-call firefighter mobilisation and the emphasis on prevention and proactive policing, leading to more arrests and reducing neighbourhood crime.

The Police, Fire & Crime Panel, made up of elected local council representatives and independent members, publicly consider this Annual Report as part of their scrutiny of me. I hope you find it informative and assuring.

Ben Adams

Staffordshire Commissioner for Police, Fire & Rescue and Crime

Key achievements

Staffordshire Police



87.2% of 999 calls answered within10 seconds



8.6% decrease in neighbourhood crime (residential burglary, personal robbery, theft from/of vehicles, vehicle interference and theft from a person)



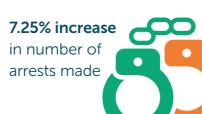


100 more detectives in the Public Protection Unit, protecting vulnerable children and adults





New Road Crime Team made **467 arrests**, carried out **2,392 roadside tests**, recovered **124 stolen vehicles** and seized almost **£3m**-worth of criminal assets in its first six months



Staffordshire Fire & Rescue

Between April 2024 and March 2025, Staffordshire Fire & Rescue **attended 8,555 incidents**, with an average response time of **under 10 minutes**



Over 593k devices tuned in live to Staffordshire Fire & Rescue's online Safe+Sound sessions for young people

incidents





Between April 2024 and March 2025, Staffordshire Fire & Rescue supported the local NHS by responding to **1,188 incidents** of vulnerable people falling in their homes; the Home from Hospital scheme was supported with **1,555 mobilisations**

Staffordshire Fire & Rescue rated '**outstanding**' by HMICFRS at responding to major and multi-agency

Staffordshire Commissioner's Office

Almost **58,000 referrals** into the Victim Gateway Service to support victims of crime and ASB





Almost **£978k** Ministry of Justice funding secured for practical and emotional support for victims of sexual abuse and domestic abuse



Over 21,000 people now signed up to Staffordshire Commissioner's Office (SCO) Smart Neighbourhood Alerts



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/

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



Over 8,500 children aged

8-17 attended over **2,500 Space events**, designed to increase their skills, improve health and wellbeing and reduce ASB over the summer holidays

Strategic policing requirement

Home Office

The Strategic Policing Requirement (SPR) sets out seven national threats which all Police force areas 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 that Staffordshire Police is well prepared to meet the requirement locally and also able to support joint responses between forces, regionally and nationally. I hold the Chief Constable to account and regularly scrutinise Staffordshire Police's position against these areas and allocate sufficient funding to ensure the force has the capacity and resilience to make its contribution to these vital aspects of policing. My Police & Crime Plan, and force plans, will be 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 a range of projects developed to help prevent and reduce violence, including public space VAWG.

I currently chair a Regional Governance Group of PCCs and Chief Constables which oversees our collaborations to respond to serious and organised crime and terrorism across the region. 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.

My office supports and works alongside the Staffordshire Safeguarding Children Partnership and the Stoke-on-Trent Safeguarding Children Partnership, which coordinate the actions of partner agencies and help ensure the effectiveness of safeguarding children arrangements. I also 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 services and the Environment Agency, currently chaired by the Chief Fire Officer. Through the Civil Contingencies Unit, the LRF supports and coordinates agencies to prepare for emergencies through joint plans and exercises.

The Policing Vision 2030 sets out the future for policing and will shape decisions about how forces use their resources to keep people safe. The vision 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, at regular formal and informal governance meetings. The services also continually track their performance at improvement boards, attended by my team 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 performing. 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 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' selfassessments and the performance reviews conducted by my office.

Staffordshire Police:

As Staffordshire's Police, Fire & Crime Commissioner, I am responsible for securing effective and efficient services, so I am pleased with the considerable progress Staffordshire Police is making. That progress was recognised by HMICFRS when they discharged the force from 'special measures' in May 2024. Their recent Police Efficiency, Effectiveness and Legitimacy (PEEL) report, published in September 2024, highlighted improvements across the force and the positive response to the concerns identified in their previous inspection in 2021/22:

- Staffordshire Police has addressed some of the poor performance identified previously, including in investigations and responding to the public. It still faces challenges, however, including attending incidents in a timely manner and assigning appropriate outcomes to crimes. It also needs to reduce the number of 101 calls that are abandoned by callers
- The force is using data much more effectively, and has a much better understanding of demand and its capacity and capability to meet it
- Through its own audit processes, the force is aware of issues in its response to domestic abuse incidents including the timeliness of attending incidents, risk assessment and use of body-worn video at the scene
- The force has considerably improved its management of registered sex offenders and offenders who have accessed indecent images of children, including its oversight of risk assessments and sharing safeguarding information with children's social care

 Officers and staff are confident in the senior leadership team and understand the move to a more performance-focused culture and why this approach has been taken.

There is still more to do, and neither I nor the Chief Constable are complacent about the progress made so far. I will continue to monitor the work underway at Staffordshire Police to further reduce crime and ASB, and give more people confidence that their Police and community safety partners will keep them safe.

Staffordshire Fire & Rescue:

In its latest report, published in September 2024, HMICFRS graded the service as outstanding at responding to major and multi-agency incidents, and highlighted ten other areas where they have seen improvements since their last inspection.

HMICFRS also carried out a thematic inspection on the handling of misconduct by Fire & Rescue services. Staffordshire was one of ten services chosen for the inspection, which built on their previous work on values and culture in the service. Inspectors acknowledged the work the service was doing to deal with inappropriate behaviours and the investment made in HR to improve the experience of those involved in cases.

Key findings included:

• The service is outstanding at responding to major and multi-agency incidents, and works actively with partners to take preemptive action to prevent incidents from occurring

• There has been progress in engaging with seldom-heard people and groups to build a comprehensive risk profile, collaborating with blue light partners to support vulnerable members of the community and investing time and energy into shared services

• The service's falls response and home from hospital teams, run in collaboration with Staffordshire and Stoke-on-Trent Integrated Care Board, support vulnerable members of the community and reduce unnecessary use of health services

• The service has improved its culture at all levels of the organisation, and staff were comfortable challenging and reporting unacceptable behaviour

• The recently restructured prevention and protection departments will ensure a focus on people and premises most at risk.

Performing at this high standard is down to the hard work and dedication of all our firefighters, staff and senior leaders, and I will continue to monitor their performance on behalf of our communities to ensure this momentum is maintained. A key priority in my refreshed Fire & Rescue Plan is for the service to use its expertise to support other areas of demand, such as health, so it was particularly pleasing to see the falls trial highlighted by HMICFRS as best practice."

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

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

Progress

- Two public surveys carried out with 1,600 people to seek their views on policing and community safety priorities
- 21,135 people signed up to Smart Alerts from Staffordshire Police and SCO



- New victim and citizen engagement portal implemented to keep victims of crime informed from first contact to case closure and get their feedback throughout
- Consultation forums carried out to inform needs assessments prior to commissioning new services

- What we said **Progress** we would do Expect Staffordshire 14% reduction in 999 calls Police to improve non-• 7.3% reduction in non-emergency calls emergency contact 87% of 999 calls now answered services such as 101 so within 10 seconds people receive a highquality, timely service • Calls answered more quickly – average wait time for 999 is 10 seconds, with non-emergency calls down to 8 minutes • 57.8% of non-emergency calls now resolved or finalised at the early triage stage **Ensure Staffordshire** 83% of respondents to the force's victim Police respond quickly to satisfaction survey (January-December 2024), incidents and thoroughly said they were satisfied with how their incident investigate crime and ASB was investigated (75% in January-December 2023) Expect the force to build • Local Police Operating Model now includes 10 local strong relationships Policing teams (LPTs), each led by a local Chief with communities by Inspector aligned to council boundaries with their focusing neighbourhood own response teams policing teams on crime • Response teams more closely connected to local prevention and early issues, Neighbourhood Policing officers and PCSOs, intervention and by working with partners to problem-solve recurring ensuring people can issues easily contact their local • 21% of respondents to the March 2024 public Police to raise concerns perception survey saw a Police officer or PCSO in their area daily or weekly, compared with 13% before

the Local Policing Model changed in June 2022

 76% of victims felt they were kept informed about their case by Staffordshire Police

What we said
we would do



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

- 20.8% reduction in burglary of a home
- 9.4% reduction in vehicle crime in the last 12 months
- Proactive and rural team established in October 2024, dedicated to understanding rural communities' needs and tackling the crimes that affect them



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

 Victim forum held regularly to understand their experiences throughout the criminal justice system. Feedback shared with Local Policing Teams and Commands, and monitored via the force

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

- 100 more detectives in the Public Protection Unit, with enhanced partnership working to provide an outstanding service to vulnerable victims
- VAWG intensification week activity in April 2024 led to 110 arrests, 10 people charged, 77 bailed with conditions and 50 victims referred to dedicated support services

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 and rural team established in October 2024, dedicated to understanding rural communities' needs and tackling the crimes that affect them
- County Lines intensification week activity in March 2024 led to 34 arrests, 15 people charged and 10 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

- of the public
- see victims

Require 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

• New training facility opened to equip officers with the best possible training to protect themselves and reduce officer assaults, and protect members

• Enhanced Video Response introduced to improve the service provided to DA victims, using video technology to enable officers to speak to and



 Work continues with officers, staff and external partners around the 'Know the Line' Campaign, which was recently reviewed, updated and refreshed

• Prevent officer continues to work with officers and staff to provide education around policing matters in Staffordshire, regionally and nationally which have resulted in damage to public confidence as a result of officer and staff actions

• SCO worked as part of the Dogs Trust Dog Welfare Scheme to help oversee the welfare of 30 Police dogs. 14 visits have been undertaken and 4 dogs obtained via the scheme

• From 1 January to 31 December 2024, the Professional Standards Department received 1,813 complaints, an increase of 2 compared to 2023. Of these, 1,271 were dealt with by the Triage Team, a 4% decrease compared to 2023

• The remaining 542 complaints were dealt with under schedule 3, which gives a right of review. The SCO was the review body for 449 (83%), an increase of 13% compared to 2023

 Of these 449, the SCO received 104 reviews. of which 14 were upheld with recommendations including individual and organisational learning. In 2023, 85 were received and 11 upheld



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 December 2024, 38% of Police officers are female – an increase of 2% since December 2023
- 65% of Police staff are female
- Since December 2023, 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

• Staffing in Technology increased by 30 full-time equivalent (FTE) and Change Management by 15 FTE to accelerate the implementation of process automation to deliver long-term efficiencies

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

- Staffing in Technology increased by 30 full-time equivalent (FTE) and Change Management by 15 FTE to accelerate the implementation of process automation to deliver long-term efficiencies
- Plans approved for new state-of-the-art firearms training facility
- New training facility opened to equip officers with the best possible training to protect themselves and reduce officer assaults, and protect members of the public



What we said we would do



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

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

concern

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

 New road crime and road harm teams introduced in October 2024 to tackle crime committed on road networks and make them safer



• Larger, specialist team operating 24/7, able to spend more time in Staffordshire engaging with communities and working with local authorities and other partners

 New digital technology rolling out across speed camera enforcement sites in areas of community

 Continued investment in Automatic Number Plate Recognition (ANPR) technology to protect Staffordshire

• 'Look Again' road safety campaign in March 2024 raised awareness of dangers of distracted driving

 240+ arrests related to violent disorder during the summer in Stoke-on-Trent and Tamworth

• Partnership work continued to successfully manage planned protests at various locations throughout the year, reducing disruption

 Between 1 April 2024 and 31 March 2025, Independent Custody Visitors conducted 100 visits and spoke to 301 detainees to check their welfare and entitlements were being met

• Appropriate Adult service, comprising 14 volunteers, made 959 supported visits during the year – 18 per week on average. The average visit length was 109 minutes





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

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

Progress

- 57,940 referrals received by the Victim Gateway Service, with 45,110 victims receiving advice, guidance, information or signposting to other services
- 21,073 victims accepted support
- 1,382 victims received practical and emotional help
- 6.423 victims were referred to specialist victim support services



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

What we said

we would do

witnesses

Ensure free specialist

place for victims and

support services are in

Progress

- support
- support

 1,596 victims supported by the Survive Sexual Assault and Abuse Service

• 1,251 referrals received by USAH (Uniting Staffordshire Against Hate), with 153 victims receiving practical and emotional



 537 referrals received by Harmony (ASB service), with 389 victims receiving practical and emotional

• 6,101 adults and 1,045 children supported by New Era DA Victim services

• Sexual Abuse Referral Centre (SARC) provides intensive support for victims, helping to gather and preserve evidence, and address their emotional needs. The adult SARC received 304 referrals and the children's SARC 200

 Over £977,920 secured from the Ministry of Justice for practical and emotional support for victims of sexual abuse and DA. This resulted in the employment of more Independent Domestic and Sexual Abuse Advisors for adults and children

• 'Salesforce' implemented by the force to enable victims of certain crime types to view updates about their case online

• 70% (of 595) of victims said since reporting their crime, Police had kept them well informed about progress (End-2-End Survey)

 45,110 victims who accessed the Gateway service received advice, guidance, information or signposting to other services

What we said	
we would do	



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

- 5,358 incidents resourced by the Business Crime Support Service, with 2,770 businesses accepting support
- 1,069 businesses accepted 1hr free, confidential, specialist support



Work with Police and partners to reduce repeat victimisation

• Victims accessing victim support services were given advice on personal safety

Ensure services comply with the Victims and Prisoners Act 2024

- Victims Code promoted by all commissioned services
- Gateway provides victims with information about their 12 rights under the Victims Code

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

- Victims surveyed guarterly, with findings used to inform and improve service delivery and practice
- Over a third of victims (of 595) were satisfied with the outcome of their case



- 47% (of 595) of victims felt supported by the CPS
- Victim forum held each quarter to gather negative and positive comments about their experiences with Police, CPS and courts
- Feedback collated and shared with relevant agencies
- SCO assisted the force to develop a DA survey, giving a richer picture of what works well and not so well for victims

What we said **Progress** we would do Improve communication on victim support so that people are more aware of what services are

- to access it

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

available and how they

can access them

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

 All commissioned services for victims undertake regular service promotion campaigns to raise awareness of the support available and how



• 45,110 victims received advice, guidance, information and signposting of services from the Victims Gateway service

• Victim services continue to ensure the needs of all victims are understood and acknowledged. Accessibility tools including Recite Me and interpretation services used

 USAH attended 98 community events including Pride, multi-faith lunches, freshers week, Chinese New Year celebrations, engagement with older people and LGBTQIA+ to improve knowledge and accessibility of provision

• Victim services work in partnership with related services to appropriately share information, so victims receive a coordinated, comprehensive package of care that prevents 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, enabling local providers Survive and Savana to develop their workforce to widen their support to include eye movement desensitisation and reprocessing (EMDR) therapy, creative counselling, art therapy, drawing and talking therapy, as well as de-escalation training and increased access to mental health workshops

 Ascend project 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

- work area

SCO commissioned the NSPCC to assist in this

 NSPCC delivered Problematic Sexual Behaviour (PSB) training to professionals working with children at risk of or displaying PSB, to better support them and prevent issues or escalation

 Navigator Service commissioned to identify those at risk of or affected by violence in custody and health care settings. The service offers timely engagement and advice to route people into support services to prevent further issues





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
- 889 professionals signed up to receive monthly PSHE Digest
- Comprehensive website in place, acting as a composite deposit of education resources for professionals
- Local resources created to support PSHE Education around Hate Crime and ASB

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



- Space brings together public, voluntary and private organisations to support vulnerable children, increasing their skills and improving health and wellbeing
- Over 8,500 children aged 8-17 attended around 2,500 events
- Almost 27,000 total attendances, equating to over 53,000 hours of engagement

What we said we would do

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

Progress

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

Violence icon

 Violence Reduction Alliance (VRA) worked with the Safeguarding Partnerships to develop a suite of resources, launched on 1 April 2025, to raise awareness of how professionals should respond to Adverse Childhood Experiences and trauma

 VRA developed 'Clued-up' training for frontline staff, to support girls at risk of being involved in violence, progressed by Youth Offending Services

• VRA undertook workforce development to ensure frontline professionals are aware of risk factors associated with violence, and how to respond

 PSHE Education Service developed 18 professional guidance packs to support education staff

 PSHE Education Service supported 4 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 700 professionals in spotting the signs of exploitation

• SCO continued to work with Police, Probation and partners to strengthen multi-agency Integrated Offender Management (IOM) arrangements, tracking service delivery and outcomes

• During 2024-25, 285 offenders were subject to IOM management, with 65% (185) achieving positive progression and successfully completing supervision under the programme

 SCO maintained funding of existing mental health nurses to provide specialist assessment and support to offenders with complex needs managed by the IOM team. Service take-up is positive in terms of assessments, delivery of nurse-led interventions and signposting to other services



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

- In partnership with local authorities, SCO continued to support the commissioning of substance misuse treatment services and interventions in criminal justice settings, helping offenders address the underlying causes of their criminality
- Working with health and criminal justice partners, SCO progressed an initiative driving improvements in joint working to ensure effective delivery of Community Orders with Drug & Alcohol Treatment Requirements. This built confidence in issuing Orders, resulting in increased usage
- Use of Community Orders with Mental Health Treatment Requirements remains stable

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

 Introduced new Conditional Cautioning option for first-time offenders arrested for less-serious drug possession, offering 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

- Continued to commission a countywide floating housing support service for offenders, able to support up to 85 individuals at a time, to help them establish stable lifestyles away from crime. Service has been maintained at full capacity throughout the year, with over 90% of those supported expressing satisfaction with the service received
- Commissioned employment support service for offenders subject to intensive multi-agency IOM offender management arrangements: pilot service in its second year received 108 referrals, with 83% (90) going on to employment, education or training



What we said we would do

Progress

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

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

- - order

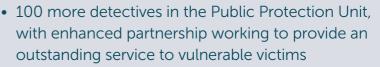
 - support to the force

• New Era's DA behaviour change service received 848 referrals for adults and children, providing support to 340 adults and 139 children to change their abusive behaviour

 Additional 40 adults received DA-related Out of Court Disposals

 The commissioned Child Criminal Exploitation Service, delivered by Catch22, supported 228 children and young people and 169 parents

- 97% of children supported
- achieved a reduction in risk
- 53% of children supported identified as having experienced missing episodes



 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

 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 as quickly as possible

 Staffordshire Police's Early Intervention and Prevention Unit continues to provide advice and

• THRIVE assessment tool helps Staffordshire Police assess vulnerability at the point of contact and respond appropriately



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

• Prevent referrals in Staffordshire increased by 206% from January-March 2025

- 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

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

• Staffordshire Police's specialist team works 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 Regional Organised Crime Unit (ROCU) officers to tackle criminality outside the prison estate coordinated from inside prisons







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

- agencies
- SCO awarded circa £850,000 to CSPs to fund local initiatives to help drive down crime
- priorities

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
- and SCO

Impactful partnerships

 Staffordshire-wide Community Safety Forum meets quarterly to enable collaboration between

• Community funds allocated to support projects to tackle ASB and other local community safety

• 21,151 people signed up to receive Smart Alerts from Staffordshire Police



27



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

- Multi-agency ASB Delivery Group, chaired by the Commissioner, meets regularly
- ASB Delivery Plan developed to strengthen CSP responses to ASB



- Commissioner restated his commitment to provide core funding for local CSPs to help address ASB at a local level
- Number of ASB awareness campaigns developed on how to report, Case Reviews and 'Proud', aimed at changing thinking and behaviour. These resources are available for partners to use

Help communitybased organisations that want to make their neighbourhoods safer

- Commissioner's Community Safety Fund supports projects and initiatives which focus on addressing local crime and community safety priorities
- Each of the 9 CSPs will receive a share of £750,523 to address community safety-related concerns, reduce crime and ASB and enhance public confidence
- Staffordshire Police received the Ministry of Defence's Gold Employer Recognition Award for its commitment to supporting armed forces and veteran communities in Staffordshire – one of only 17 Police forces to receive it

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

• VRA overseeing the development of a shared Vulnerability Dashboard, to inform future partnership activity, direct limited resource, and support and safeguard communities

What we said we would do

Progress

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

 36 multi-agency ASB training courses offered
 594 people attended from CSPs and other stakeholders







Through the Violence Reduction Alliance, prevent and address violence, including that connected to County Lines drug gangs and violence against women and girls and ensure specified authorities meet their obligations under the Serious Violence Duty

- Comprehensive engagement led by the SCO and Staffordshire Council of Voluntary Youth Services (SCVYS) with children, young people and parents/ carers, to inform the VRA Strategy
- Delivery in schools of Virtual Reality resources on knives and gangs, supported by SCVYS and the PSHE Service



- Expansion of the Violence Reduction Teams by Staffordshire Police, supported by the pilot Mental Health & Wellbeing offer to work with those most at risk of being involved in violence (commissioned by the Integrated Care Board on behalf of the VRA)
- Offensive Weapon Prevention & Diversion schemes delivered in Staffordshire and Stoke-on-Trent by Youth Offending Services
- Health Link post established to support aligned priorities, identify opportunities to share data, and join up commissioning
- Mobilisation of newly commissioned Violence Reduction Navigator and Tailored Support Service
- Development of an anti-violence campaign, co-produced with young people, and a prevention and awareness campaign to reduce assaults on emergency workers
- Delivery of prevention and reduction initiatives linked to VAWG
- Targeted weapon prevention and enforcement operations, led by Staffordshire Police's Crime in Prison Team
- Knife crime-specific Out of Court Resolution programme, led by the Justice Services Support Unit, targeted at over 18 year olds

What we said we would do

Progress

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 to develop and deliver a local alcohol strategy

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

quarterly

- Work with partners in the Criminal Justice System to deliver more rapid iustice
- further development
- LCJB continues to meet regularly
 - Challenges within the system identified and remedial actions taken, with further work planned to address court backlogs

• Drug & Alcohol Partnership continued to meet

- 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
- Local preparedness plan developed to ensure the area can respond effectively to an outbreak of drug-related deaths
- Local Alcohol Strategy developed and due to be formally launched

 PCCs across the West Midlands jointly resource the ROCU, which provides enhanced hi-tech capabilities to tackle organised criminals posing the greatest risk within Staffordshire or across borders. 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

 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



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
- Al speed cameras rolled out at high-risk sites to identify seat belt violations and mobile phone use, as well as detect speeding
- Work carried out to improve the quality of collision data to support early intervention and prevention activity



- New mobile speed camera technology rolled out to support road safety hotspots and areas of community concern
- Increased communications activity to promote road safety messages
- Community Speed Watch scheme support and development continues - in 2024 there were 373 volunteers across 73 groups
- Monitoring of Highways and HS2-related safety schemes

What we said we would do

Progress

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

- order

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

• 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

 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 as quickly as possible

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



Fire & Rescue





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

Ensure the service carries out ongoing, thorough analysis to fully

understand demand, risk, productivity, outcomes, resource utilisation and value for money across the service

Progress

- Staffordshire Fire & Rescue Service (SFRS) Prevention and Protection teams monitor and react to premises with repeated operational demand to find out why, assist with any vulnerabilities and ensure SFRS appliances are available where they are needed most
- New FireWatch system now live to help collate information on productivity
- New hydrant check monitoring system in place
- Debriefing process reviewed, resulting in an increase in multi-agency meetings to share learning opportunities

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

- on-call crews





Ensure the right resources are available to respond to fires and other incidents, 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 will form part of this process

- Between April 2024 and March 2025, SFRS attended 8,555 incidents:
- 1,296 Primary Fires
- 1,743 Secondary Fires
- 1,346 Special Service Calls
- 746 Road Traffic Collisions
- Average response time is below 10 minutes and consistently above the 80% attendance target

• Go-ahead given to arrangements to send crews of 3 firefighters to smaller incidents, such as bin or car fires or to support other crews at larger incidents. Trials showed they improved availability of on-call firefighters and maintained a fast local response

- 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
- First fully electric response car added to the fleet to help reduce the service's carbon footprint. The vehicle, which has blue light capability, will be used by fire officers sent to incidents to support firefighters

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
- South Staffordshire pilot to pair stations and mobilise crews with fewer riders has seen an overall increase in appliance availability

What we said we would do

Progress

expertise

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

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

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

Standards

Expect Staffordshire Fire & Rescue Service 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

- introduced

• Wide ranging transformation programme now in place with internal resources and external

• Programmes include the on-call crewing with 3 firefighters pilot, Clean Cab concept, and a review of prevention, protection and partnerships



• Service compliant with 80% of the 19 National Fire

• HMICFRS 2024 inspection rated the service as 'good' for promoting the right values and culture, having the right people with the right skills and best use of resources

• Wellbeing, inclusion and culture survey carried out in Autumn 2024

 Open Door confidential feedback tool introduced to improve staff engagement

 Core Code of Ethics underpins the new Community Risk Management Plan and is central to cultural development work and new misconduct processes

Improved processes for complaint handling



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

- 17.8% of the whole workforce is female
- 94% of the workforce is white. 3% not stated and the remainder ethnic minority
- SFRS Equality, Diversity & Inclusion team collaborating with Staffordshire Police to share best practice to help drive the culture change
- Staff networks in place to provide guidance and help develop and recruit a diverse workforce
- Staff trained to carry out Equality Impact Assessments to identify risk of inequality, discrimination or disadvantage in service activities, policies or procedures
- Three positive action days carried out to engage with underrepresented groups to encourage people to apply to the service
- Neurodiversity Steering Group established in conjunction with Staffordshire Police to share practice in supporting neurodiverse colleagues in the workplace

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

- SFRS supporting West Midlands Ambulance service in responding to falls where people are uninjured but need help in getting up. SFRS mobilised 1,188 times to falls in the community from April 2024-March 2025. Over 80% resulted in patients requiring no further treatment
- SFRS supporting Home from Hospital with 1,555 mobilisations since April 2024



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

• 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

• Firefighters developing their understanding homes and businesses. Operational plans will take account of tactical considerations needed to resolve any emerging incidents

• SFRS currently operates two Department for Environment, Food and Rural Affairs (DEFRA) boats equipped for water rescue

of emerging hazards related to new technologies, including battery storage and use in vehicles,





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 • Following Fire Brigades Union research and funding, SFRS is continuing to implement a Clean Cab concept to safely remove equipment which could bring contaminants from a fire into crew areas



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

• 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

Continue the modernisation of the Fire 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
- Shared Police and Fire bases at Chase Terrace, Kinver, Penkridge, Stone and Uttoxeter Fire stations
- Plans for Kidsgrove under review as part of broader estate strategy

Priority 2 Preventing



risks

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	 SFRS is eng in Home Fin adopt proc evaluation
Target Safe and Well checks at those at most risk to enable prompt intervention to provide	Olive Branc providers, F fire safety ri referrals
the support people need to prevent fires and identify underlying issues which contribute to fire	 Special Safe for adults p and 'Be Safe

gaging with the NFCC's Competencies ire Safety Visits workstream and will cesses as necessary following the

ch training for social workers, care Police and others to raise awareness of risks and how to make home safety visit

fe+Sound online programmes provided on home safety fe, Be Warm' guidance





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

 Monthly guestionnaires 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. Cases are monitored by the Community Safety Officer

What we said we would do

Progress

locally

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



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

• 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

• 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

• 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

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

 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



Work with schools and alternative education providers to develop and deliver consistent, good quality personal, social, health and economic 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
 - 6.730 children attended a variety of tailored workshops



- The weekly programme of online sessions continues to attract significant numbers of viewers. During the year, 593,573 devices tuned in live, with 255,286 based in Staffordshire. Feedback remains positive
- All programme content mapped to the PSHE curriculum

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

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



Priority 3 Protecting



What we said we would do

Progress

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

Ensure the service

guidance

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

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.

 Risk-Based Inspection Programme embedded using new National Fire Chief's Council (NFCC)

• Updated Risk-Based Inspection Programme launched February 2024, with 92% of non-domestic

 Those identified as high risk or very high risk are audited by Fire Safety Inspecting Officers, with lower-risk premises checked by operational





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

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

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
- 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

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

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

- scenarios

Place expectations on developers to maintain high standards in the installation of sprinklers and other fire protection systems to new multioccupancy residential buildings

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• 18 actions identified from a review of the Grenfell phase 2 report covering Operational Assurance, Training, Planning and Equipment improvements. 14 of these are now complete

 SFRS is an active member of the Protect board, contributing in 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

• Concluded in March 2025, the long-term sprinkler project began in 2016 and resulted in installation of sprinklers in 19 tall buildings



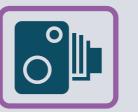


Continue to work with the Environment Agency, Staffordshire Police, local authorities and other partners to ensure cooperation in investigation and enforcement activity related to cannabis grows, fly tipping and environmental crime

- The Commissioner meets with the Environment Agency regional lead quarterly to discuss waste crime and arson risks
- SFRS collaborates closely with partner agencies to proactively address concerns through a coordinated multi-agency approach
- SFRS also engages with partners via the Local Resilience Forum to reduce and mitigate firerelated risks across Staffordshire

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

- SSRP jointly chaired by the Commissioner and Deputy Commissioner
- Al speed cameras rolled out at high-risk sites to identify seat belt violations and mobile phone use, as well as detect speeding



- Work carried out to improve the quality of collision data to support early intervention and prevention activity
- New mobile speed camera technology to support road safety hotspots and areas of community concern
- Increased communications activity to promote road safety messages
- Community Speed Watch scheme support and development continues - in 2024 there were 373 volunteers across 73 groups
- Monitoring of Highways and HS2-related safety schemes

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

- 1,700 hours
- safe drivers

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Currently 36 SFRS volunteers, contributing over

• 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



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 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. 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 David Greensmith and Heather Lees for taking on this role during the year.

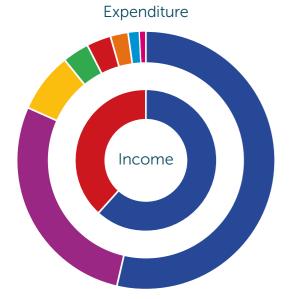


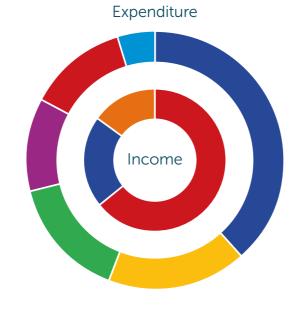
Because of the different funding received by the 43 forces and local challenges, it is difficult to compare the cost of Commissioner's Offices across England and Wales, but I hope this section helps to demonstrate the value of the choices I have made to meet our priorities in Staffordshire."

Finance Service Expenditure

Staffordshire Police and Staffordshire Fire & Rescue Actual Expenditure 2024/25

Police & Crime		Fire & Rescue	
Income		Income	
Government Funding	£163.5m	Council Tax	£32.1m
Council Tax	£101.3m	Business Rates	£10.4m
Total	£264.8m	Revenue Support Grant	£7.5m
		Total	£50.0m
Expenditure			
Police Officer Pay	£141.0m	Expenditure	
Police Staff Pay	£73.6m	Wholetime Firefighters Pay	£19.3m
😑 Premises Transport		Premises Transport	
and Other Services	£20.0m	and Other Services	£8.7m
PCSO Pay	£8.7m	Capital Financing Costs	£7.6m
Capital Financing Costs	£7.8m	Fire Staff Pay	£5.9m
Commissioned Services	£6.0m	On-Call Firefighters Pay	£6.2m
Other Pay Costs	£3.7m	Other Pay Costs	£2.3m
Commissioner's Office	£1.5m	Total	£50.0m
Total	£264.8m		





Staffordshire Commissioner's Office Financial Report 2024/25

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

Office Costs

The total salary costs for the year 2024/25 were £1.968m 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 £0.070m 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

Leadership

Commissioning and Partnerships

Performance and Engagement

Governance and Assurance

Total Salary Costs

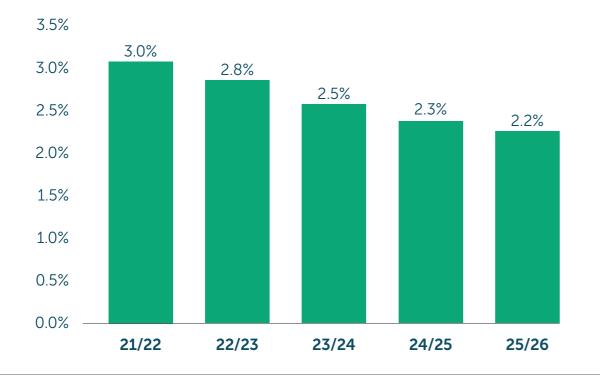
£m
£0.377
£0.728
£0.531
£0.332
£1.968m

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



Breakdown of Staffordshire Police, Fire and SCO budget 2022-2026

SCO budget as % of total Staffordshire Police, Fire 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

Catch22 Child Criminal Exploitation Service >

Service to support those at risk of, or victims of, Child Criminal Exploitation, including their 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

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



