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Staffordshire Police, Fire and Crime Panel

Monday 30 September 2024

10:00

Oak Room, County Buildings, Stafford

The meeting will be webcast live and archived for 12 months. It can be viewed at the following link: <https://staffordshire.public-i.tv/core/portal/home>

John Tradewell
Secretary to the Panel
20 September 2024

Agenda

1. **Apologies**
2. **Declarations of interest**
3. **Minutes of the Panel meeting and Confirmation Hearing held on 24 June 2024** (Pages 5 - 16)
4. **Decisions published by the Police, Fire and Crime Commissioner (PFCC)**
5. **Questions to the PFCC from Members of the Public** (Pages 17 - 22)

Questions to the Commissioner are invited from members of the public who live or work in Staffordshire. Notice of questions must be received by no later than three clear working days before the Panel meeting. More information on where and how to submit a question can be found at <https://bit.ly/34arVDw>

6. **Commissioners Annual Report** (Pages 23 - 52)
7. **Development of the Police & Crime Plan and the Fire & Rescue Plan 2024-2028** (Pages 53 - 102)

8. **Fire Safety Plan 2020 - 2024 Update** (Pages 103 - 122)
9. **Questions to the PFCC by Panel Members**
10. **Dates of Future Meetings and Work Programme** (Pages 123 - 124)
11. **Exclusion of the Public**

The Chairman to move:

"That the public be excluded from the meeting for the following items of business which involve the likely disclosure of exempt information as defined in the paragraphs of Part 1 of Schedule 12A (as amended) of Local Government Act 1972 indicated below".

Part Two

(All reports in this section are exempt)

Membership	
Charlotte Atkins	Staffordshire Moorlands
Adrian Bowen	Co-optee
Carol Dean	Tamworth
Gill Heesom (Vice-Chair)	Newcastle-under-Lyme District Council
Majid Khan	Stoke on Trent City Council
Zdzislaw Krupski	East Staffordshire
Angela Loughran	Stafford Borough Council
Vince Merrick	South Staffordshire
Bernard Peters (Chair)	Staffordshire County Council
Dave Robertson	Lichfield
David Williams (CCDC)	Cannock Chase Health rep

Notes for Members of the Press and Public

Filming of Meetings

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If you have privacy concerns about the webcast or do not wish to have your image captured, then please contact the Member and Democratic Services officer named at the top right of the agenda.

Recording by Press and Public

Recording (including by the use of social media) by the Press and Public is permitted from the public seating area provided it does not, in the opinion of the chairman, disrupt the meeting.



Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 24 June 2024

Present: Bernard Peters (Chair)

Attendance	
Charlotte Atkins	Angela Loughran
Adrian Bowen	Dave Robertson
Gill Heesom	David Williams
Zdzislaw Krupski	

Also in attendance: Ben Adams

Apologies: Vince Merrick

Part One

1. Appointment of Chairman

Resolved: That Councillor Bernard Peters be appointed Chairman of the Panel for the ensuring year.

2. Appointment of Vice Chairman

Resolved: That Councillor Gillian Heesom be appointed Vice Chairman of the Panel for the ensuring year.

3. Declarations of interest

Councillor Robertson declared that he was a candidate in the General Election on 4 July 2024.

4. Minutes of the meeting held on 5th and 12th February 2024

Resolved: That the minutes of the Panel meeting held on 5th and 12th February 2024 be approved and signed by the Chairman.

5. Questions to the PFCC from Members of the Public

The Panel considered the questions ask by members of the public and the Commissioners written response.

Three sets of questions from the public have been received alongside a written follow-up question. The PFCC confirmed that he had responded in writing to each one and a verbal response was provided on voter turnout. A follow up question on public surveys had been received and responded

to in writing and attached to this agenda.

A supplementary question was asked during the meeting regarding speed camera enhancement sites and a desire for the relevant statistics to be raised at the next PFC Panel. The PFCC responded by recognising the questioner's interest in both speed cameras and the wider use of Automatic Number Plate Recognition (ANPR). The PFCC stated that such technology played a pivotal role in identifying criminals on the road, especially in relation to drug/drink-driving related offences. Instead of enforcement, the PFCC wanted to see a greater emphasis on changing behaviour.

In response to the question on low voter turnout at the last PFCC election, and whether the PFCC could claim a mandate on a voter turnout of 19%. The PFCC responded, stating that more people voted for him than against him and cited low turnout for local elections as a comparative measure. Equally, the PFCC attributed low voter turnout to a national lack of enthusiasm in politics.

Resolved: That the questions asked, and the Commissioners written and verbal response be noted.

6. Decisions published by the Police, Fire and Crime Commissioner (PFCC)

Details were submitted via of decisions published by the Commissioner since the last Panel meeting.

The Committee made the following comments and noted responses to questions:

- The Commissioner agreed to review the proforma to tie the decision made back to his Strategic Plan or other relevant plan.
- Police and Crime decisions 10 and 11 -The sufficiency of the consultation procedure surrounding the Estates NACF and Longton Police Station refurbishment decisions was queried, including the extent to which officers were involved. The PFCC assured the Panel that he would review the consultation procedure and provide a response before the next meeting.
- In relation to Police and Crime decision 7 - the PFCC noted that communications had been circulated in the lead up to the current Euros 2024, encouraging people to be aware of the effect of drinking on self-control. In addition, communications also encouraged those under threat, to reach out to Pan Staffordshire Domestic Abuse Victim and Perpetrator Services. Rates of domestic abuse were tracked against current events (i.e. Euros), with increased rates during the holiday season and Christmas. An

inability for victims to report incidents could skew the statistics, as evidenced by decreased rates of reporting during the COVID-19 pandemic.

Resolved: That the decisions be noted and additional information on the consultation prior to estates investment would be sent to the panel separately.

7. Fire Misconduct and Complaints - annual report

The PFCC introduced the report which summarised the number, type and action taken to address complaints in the Fire Service. The PFCC raised examples of high-profile cases nationally, before detailing cases in Staffordshire.

It was explained that there were regular meetings between the PFCC, the PFCC's Chief Executive, the Chief Fire Officer and the Deputy Chief Fire Officer to discuss Fire Misconduct and Complaints. Efforts to engage independent HR advice remain ongoing with respect to misconduct and complaints procedures and line managers were receiving regular training. The overall level of complaints remained low.

There was a misconduct tracker in place and a Code of Ethics underpinned "a foundation for good standards".

A regular theme emerging from HMI was a "drive for more consistency" alongside a nationally standardised approach towards misconduct and complaints handling - this was reflected in the Fire Reform White Paper.

The Committee noted the following comments and responses to questions:

- The vital role of high-quality leadership, in establishing a standardised approach to misconduct and complaint management.
- Whistleblowing policy and measures to prevent the prejudicing of whistleblowers. The PFCC stated that whistleblowing was addressed seriously but recommended the employment of independent advice when ascertaining the motivation and potential interests behind whistleblowing claims; this approach would also apply to complaints and feedback more broadly.
- When querying the reasons behind the current complaint rate, further clarification was sought regarding whether the current rate was due to people not complaining or due to a high standard of service - this context would feature in next annual report.

Resolved: The Panel noted the contents and agree to receive a full

update, covering both Police and Fire for scrutiny at their meeting in February 2025.

8. Commissioners Annual report- verbal update

The PFCC provided a verbal update on the Commissioner's annual report, at the request of the Chair. A formal report would be available for the Panel at their next meeting.

The PFCC gave a brief update on his thought on priorities which should remain from his previous Plan and those which should change. A formal report would be available at the next meeting.

It was confirmed that areas raised by the HMI Inspections would remain in the Commissioner and Chief Constables performance discussions. The PFCC evidenced improvements, in citing the fact that the speed of 999 responses was within the top 10% nationally. Equally, 101 responses had also improved. Despite these improvements, the PFCC was minded to retain these concerns as priorities.

Full inspections by HMI for both Police and Fire had been completed; the reports should be published prior to the next panel meeting.

Prevent harm and protect people: 100 police officers now served in the Public Protection Unit; this represented a balance struck between the demands of high-risk policing (i.e. Public Protection Unit) and the public desire for proactive response and visible policing.

Road safety: Speed cameras, ANPR, expanding the road policing team and 24-hour operation are still key measures.

Violence reduction: The Serious Violence Duty had been introduced. Bleed kits were also available in every operational police vehicle.

Prevention and early intervention: It was reported that funding was allocated to Community Safety Partnerships each year. There had also been an increased focus on safeguarding children from exploitation.

The PFCC praised the Staffordshire Space. The Commissioner also supported the continuation of Right Care, Right Person, citing benefits including an emphasis on local expertise and mental health support.

The Committee made the following comments and noted the responses to questions:

- public sentiment regarding ASB rates vs. statistics reported. A concern was raised that, in only reflecting ASB reported, the data could be potentially misleading.
- Diversity in recruitment of police officers. Female representation of Staffordshire police officers was one of the highest nationally. In respect to ethnic minority representation, the numbers were approximately in line with the population, but more could be done.
- The consistency of PCSOs/police officers attending parish council meetings was raised.
- Rehabilitation support for those leaving custody, as a planned release was felt to be key in ending repeat offending.
- Retail crime and its impact on smaller/community businesses and shop workers was raised as an issue. Until recently, retail crime in Staffordshire had been low compared to national trends, although it had now increased by 12% over the past 6 months. Unlike national trends, there was no evidence of “organised” shoplifting.
- The PFCC saw community engagement, especially in rural communities and the Local Police Engagement Plan as important in helping local community partnerships.

Resolved: The verbal update was received, and the full Annual report would be considered at the next meeting of the Panel.

9. Home Officer Grant 2023/24

The report of the Panel secretary summarised the details of the Home Office Grant and how it was allocated. The unchanged rate of allowance for expenses was queried. It was clarified that the maximum amount allocated by the Home Office was paid to Panel members. The PFCC voiced support for a Home Office review into allowances for both the Panel and Commissioners.

Resolved: The report was received.

10. Annual Report on the Management of Complaints and Conduct Matters against the Police, Fire and Crime Commissioner and Deputy Police, Fire and Crime Commissioner

The report of the Panel Secretary listed the complaints received during the 2023/24 municipal year against the personal conduct of the Commissioner and/or his Deputy. Of the two received, it was found not neither related to personal conduct.

Resolved: The report was received.

11. Questions to the PFCC by Panel Members

The following information was gained from asking questions of the Commissioner:

- There were no immediate plans to extend traffic enforcement to 20mph zones. There was a focus instead on education over enforcement (e.g. Staffordshire Safe Roads Partnership, 20's Plenty for Us etc).
- When 20mph speed limits are ignored, improving Community Speedwatch's communications was recommended.
- There was a discrepancy between the number of ASB incidents and public perception. It was acknowledged that feeding back positive information was more difficult sometimes but should be encouraged.

12. Dates of Future Meetings and Work Programme

The next scheduled meeting day was due to be held on 23rd September 2024 at 10:00.

Chair

Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 24 June 2024

Present: Bernard Peters (Chair)

Attendance	
Charlotte Atkins	Angela Loughran
Adrian Bowen	Dave Robertson
Gill Heesom	David Williams
Zdzislaw Krupski	

Also in attendance: Ben Adams and David Evans

Apologies: Vince Merrick

13. Declarations of interest

No declarations were made at the meeting.

14. Consideration of the Appointment of a Deputy Commissioner

The report of the Secretary to the Panel informed members that, in accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011 the Panel was required to hold a Confirmation Hearing following receipt of formal notification by the Police Fire and Crime Commissioner of his wish to appoint his Deputy Commissioner.

The report explained that guidance on the role of the Panel recommended that through questioning of the candidate they consider his 'professional competence' and 'personal independence'.

There was a presentation by and questions to the Commissioners candidate, Mr David Evans.

Mr Evans briefly summarised his personal, political and business achievements and his skills and personal strengths which would help him fulfil the role. The panel asked a number of questions aimed at determining Mr Evans 'professional competence' and 'personal independence'. We adopted these two themes following nationally recognised guidance on confirmation hearings.

Mr Evans focus on partnership working, particularly the Community Safety Partnership, and his experience of working with partners and his aim to develop relationships and improve information sharing and awareness.

This was welcomed by the Panel, as was the acknowledgment of the perception and impact of crime on different parts of the community.

Mr Evans felt that his experience as a local councillor and his ability to engage and develop relationships would be an asset in the role.

The Panel adjourned the meeting at 12.20pm to consider the appointment in private.

When the meeting was reconvened at 12.35pm, the Chairman informed the Commissioner of the Panels decision.

Resolved: That the Police Fire and Crime Commissioner for Staffordshire be informed that this Panel unanimously agreed that the Commissioner proceeds with the appointment of David Evans as the Deputy Police Fire and Crime Commissioner for Staffordshire.

Chair

STAFFORDSHIRE POLICE FIRE AND CRIME PANEL

ACTIONS ARISING FROM PREVIOUS MEETINGS

NOTE: The following action or information was requested at a previous meeting(s). When an item has been completed it will be taken off the list.

Meeting / Agenda Item	Action Required	By Whom	Information requested/action taken	Completed or Target date
6 Feb 2023 Questions raised by the Panel. Page 13	Minute 23 When would the incompatibility of technology be rectified? Reference was made to CCTV data from the District Councils which could not be downloaded by the police.	PFCC to respond	This matter is being considered by the Police. Ongoing Also discussed at 3 July meeting. (Minute 7) and update provided under (Minute 32) 5 February 2024.	
13 November 2023 – MTFS -Police	Minute 26 Requested that future budget/MTFS update reports include appendices covering the Capital programme and detailed lines in the budget should be included.	PFCC	Will be included in the update report November 2024	
13 November 2023 – MTFS Fire	Minute 27 Requested that future budget/MTFS update reports include appendices covering the Capital programme and detailed lines in the budget should be included.	PFCC	Will be included in the update report November 2024	
1. 1. 13 November 2023 – MTFS Fire	Minute 27 The results of the crew of three trail, be reported to the Panel when available.	PFCC	Also discussed at 12 February meeting.	Included in the Fire and Rescue plan or annual report

2. 12 February 2024 – Fire and Rescue action plan	Minute 43 That more information on the three person crewing for on call staff be reported back to the panel, and include responses to the Panels questions/concerns as listed above.			(September 2024)
12 February 2024 – Police misconduct annual report	Minute 44 The Panel felt that although benchmarking information was available on line, it would be useful in future, if comparison information could be added to the report. Also examples of how complaints had helped to improve organisational learning.	PFCC	Annual report for Force and Fire will be presented at the Panel meeting in February 2025	February 2025
24 June 2024 – Questions from the public	Response to supplementary question attached to the agenda for public availability	Panel secretary	Actioned	July 2024
24 June 2024 – Decisions taken by the PFCC	The Commissioner agreed to review the proforma to tie the decision made back to his strategic plan or other relevant plan.	PFCC		
24 June 2024 – Decisions taken by the PFCC	Police and Crime decisions 10 and 11 -The sufficiency of the consultation procedure surrounding the Estates NACF and Longton Police Station refurbishment decisions was queried, including the extent to which officers were involved. The PFCC assured the Panel that he would review the consultation procedure and provide a response before the next meeting.	PFCC	Actioned	Attached to action sheet (September 2024 panel)

Police, Fire and Crime Panel – 30 September 2024

Update for Action Log

Action:

Police and Crime decisions 10 and 11 -The sufficiency of the consultation procedure surrounding the Estates NACF and Longton Police Station refurbishment decisions was queried, including the extent to which officers were involved. The PFCC assured the Panel that he would review the consultation procedure and provide a response before the next meeting.

Commissioners Response:

In relation to the NACF and Longton Police Station refurbishment, substantial consultation was undertaken with all areas of the business that operate from Longton Police Station to inform the final design. Each stage of the plan was taken through the relevant force governance process for discussion and approval, before the designs were frozen. There is a formal communication plan in place for the wider organisation, to ensure that regular updates are provided through internal channels at key milestones in programme delivery.

This is an approach replicated by the estates team for all significant estates programmes.

Contact Officer

Louise Clayton

Chief Executive

Louise.clayton@staffordshire-pfcc.gov.uk

**STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL –
30 September 2024**

**QUESTIONS FROM THE PUBLIC TO THE POLICE, FIRE AND
CRIME COMMISSIONER**

Report of the Secretary

The Panel's Constitution provides for questions to the Commissioner from members of the public. Questioners can choose to either attend the meeting and ask the question themselves or have the question dealt with in written form and the reply forwarded to them.

J Tradewell
Secretary to the Panel

Contact Officers: Mandy Pattinson
Mandy.pattinson@staffordshire.gov.uk

1. Mrs Mallender

Given that Staffordshire is now receiving the wrong sort of international attention for its Organised Waste Crime debacle and failures to tackle Walley's Quarry, isn't it time that the unrepresentative and ineffective office of the Crime Commissioner was axed?

2. Mr Stock.

Q1. The minutes of the Commissioner's Ethics, Transparency and Audit Panel Police meeting (ETAP) on 31 May 2024 (section 3) contain responses to questions asked by members of the public, and which are a serious concern.

ETAP confirms it WILL review the Strip Search Panel in November 2024 but it will NOT consider whether the use of self-identified "gender" in place of sex might be in contravention of the Police and Criminal Evidence Act 1984.

Nor will ETAP review the ethical considerations of implementing a policy that permits the conducting of opposite sex searching/opposite sex strip searching.

May I ask the Commissioner to request that his 'ethics' panel does consider this serious ethical concern as part of its planned work in November 2024?

Q2. Staffordshire has adopted the NPCC guidance on transgender officers being able to strip search members of the opposite sex (confirmed in FOI 16234 and FOI 16461, 9 August 2024). This is a concern to many members of the public, particularly women, and this concern has been notified to the Chair of the Staffordshire Police Independent Advisory Group and to the Commissioner's ETAP.

Does the Commissioner support transgender officers strip searching members of the opposite sex? And if he does not support this policy, will he commit to ensuring that searching is always conducted in line with PACE Act 1984 guidance (PACE states that searches involving the removal of more than outer clothing are required to be conducted by, and only in the presence of, an officer or staff member of the same sex [not gender], and out of public view)?

Police, Fire & Crime Panel – Public Question

Questions Posed:

Given that Staffordshire is now receiving the wrong sort of international attention for its Organised Waste Crime debacle and failures to tackle Walley's Quarry isn't it time that the unrepresentative and ineffective office of the Crime Commissioner was axed?

Panel Member: Member of Public – Mrs Mallender

Question Date: 6th September 2024

Commissioner Response:

A verbal response will be provided by the Commissioner at Panel.

Contact Officer

Author:	Louise Clayton
Position:	Chief Executive
Date:	18/09/2024

Police, Fire & Crime Panel – Public Question

Questions Posed:

Question 1

The minutes of the Commissioner's Ethics, Transparency and Audit Panel Police meeting (ETAP) on 31 May 2024 (section 3) contain responses to questions asked by members of the public, and which are a serious concern.

ETAP confirms it WILL review the Strip Search Panel in November 2024 but it will NOT consider whether the use of self-identified "gender" in place of sex might be in contravention of the Police and Criminal Evidence Act 1984.

Nor will ETAP review the ethical considerations of implementing a policy that permits the conducting of opposite sex searching/opposite sex strip searching.

May I ask the Commissioner to request that his 'ethics' panel does consider this serious ethical concern as part of its planned work in November 2024?

Question 2

Q2. Staffordshire has adopted the NPCC guidance on transgender officers being able to strip search members of the opposite sex (confirmed in FOI 16234 and FOI 16461, 9 August 2024). This is a concern to many members of the public, particularly women, and this concern has been notified to the Chair of the Staffordshire Police Independent Advisory Group and to the Commissioner's ETAP.

Does the Commissioner support transgender officers strip searching members of the opposite sex? And if he does not support this policy, will he commit to ensuring that searching is always conducted in line with PACE Act 1984 guidance (PACE states that searches involving the removal of more than outer clothing are required to be conducted by, and only in the presence of, an officer or staff member of the same sex [not gender], and out of public view)?

Panel Member: Member of Public – Terence David Stock

Question Date: 11th September

Commissioner Response:**Question 1**

The planned work of ETAP in November 2024 is a follow up from a previous report relating to an evaluation of the operating model and continuous improvement loop of the Commissioners Independent Scrutiny Panels. With the introduction of a further CISP on Strip Search this panel will be subject to the same process testing as the original evaluation. The CISP subject matter did not form part of the initial work undertaken by ETAP and for parity of evaluation it will not form part of the planned work of ETAP in November. To note, the ETAP review function tests policy and/or guidance against the processes implemented by any of our 3 organisations, my office, Staffordshire Police and Staffordshire Fire & Rescue to evaluate compliance. ETAP does not have and was never intended to have the expertise to advise on the content of policy or guidance that is implemented by any of the organisations.

Question 2

The Chief Constable is legally responsible for the direction and control of Staffordshire police officers and police staff, which includes the implementation, change to, or removal of policy. The policy referred to is an operational policing matter and therefore responsibility sits with the Chief Constable of Staffordshire Police.

Contact Officer

Author:	Louise Clayton
Position:	Chief Executive
Date:	16.09.2024



Police, Fire and Crime Panel – 30 September 2024

Annual Report 2023-2024

Report of the Staffordshire Commissioner

1. Purpose of Report

- 1.1 The Commissioner produces an annual report to inform the public, partner agencies and other stakeholders on the progress made against his Police & Crime and Fire & Rescue Plans. The Annual Report covers the period from April 2023 to March 2024.
- 1.2 As required by Section 12 of the Police, Crime and Social Responsibility Act 2011, the Commissioner will present the report to the Panel for review, answer the Panel's questions and accept and respond to formal feedback provided by the Panel. The Commissioner will publish his responses to the Panel's feedback and recommendations prior to finalising and publishing the report.

2. Recommendation

- 2.1. The Panel is asked to review the contents of the Annual Report and provide feedback and recommendations to the Commissioner .

Ben Adams

Staffordshire Commissioner Police | Fire and Rescue | Crime

Contact Officer

Ralph Butler

Director of Performance & Engagement

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STAFFORDSHIRE COMMISSIONER

Police | Fire and Rescue | Crime

Annual Report

2023 – 2024

Staffordshire and Stoke-on-Trent



Foreword



This report sets out where progress has been made by both services. This is notable in the enhanced performance of our local Police teams, who continue to drive down neighbourhood crime and anti-social behaviour, and of our strengthened pro-active units, including roads policing and serious organised crime, who are tackling organised gangs stealing vehicles and dealing drugs. The force has been bolstered by significant numbers of new Police officers who are helping the service to respond quickly and using their powers more often to address continued high demand, particularly in domestic violence.

Our Fire & Rescue emergency response continues to be rapid and effective across the county and city, thanks to our professional firefighters and support staff. Better training and equipment, and a focus on providing a supportive work environment, is helping the service retain and recruit the firefighters we need. Prevention and protection teams are increasingly successful at identifying those most at risk and using their powers to ensure buildings are safe. Staffordshire Fire & Rescue are also proving the value of close working with NHS partners through their falls response team and by helping discharged patients return home from hospital.

My key responsibility as Commissioner is to recruit our two services' Chief Officers. The improvement in both services, recognised by His Majesty's Inspectorate of Constabulary and Fire & Rescue Services, is a credit to them and the strong leadership teams they have built in recent years.

Their real strength, however, is that their leadership approach is being applied through every level of leadership and supervision throughout both organisations and every Police officer, firefighter, staff member and volunteer is accountable, empowered and supported now. This is probably the most significant step forward over the past three years and reflects the emphasis I placed on leadership in my local plans.

Some ambitions set out in my plans have not been fully achieved. Some non-emergency callers to the Police still wait too long to speak to someone, and court backlogs mean some victims are waiting too long for justice or withdraw from the process. Despite considerable attention and investment to reduce serious accidents, there are still too many killed or seriously injured on our roads. These community concerns will feature in my refreshed plans.

My office has accomplished much in the past three years, too. With their help, I hold the Police and Fire & Rescue services to account on your behalf. We do this through regular governance meetings and in public. I also hold the budget for the two services and have responsibility for approving significant investments and how the shared estate is utilised. Working with my own S151 officer and the two effective finance teams, led by their own S151 officers, we have helped to position the services as healthily as possible, given the uncertain nature of government funding and increasing wages, pensions and other costs. I am confident that local council tax payers can be assured that their contributions to the service budgets are being well directed.

My team has a significant range of experience, which they apply in commissioning services to support victims, protect vulnerable people and reduce offending and re-offending. All their activity either helps people get through the criminal justice process, get back on with their lives, learn how to keep themselves safe or reduce demand on our Police and Fire & Rescue services. The services are provided by specialist organisations and volunteers, many of which are charities, all committed to the people of Staffordshire's wellbeing and all greatly appreciated.

This year alone, my team are monitoring the effectiveness of warden and Police patrols in ASB hotspots, have re-commissioned services for victims of domestic and sexual abuse and are helping to tackle violence, drug and alcohol addiction while increasing the number of people participating in restorative justice. Some of this valuable activity is funded by government, some in partnership with local councils, health and other agencies and some is funded by local council tax payers. I work closely with them to ensure that every project supports victims or reduces crime and harm.

My team are working alongside Staffordshire Police and Staffordshire Fire & Rescue, doing everything they can to keep us safe. I will do my utmost to help them do so for another four years. This annual report demonstrates the impact our combined efforts have had this year and in establishing the foundation for building two outstanding blue-light services.

This is my third annual report detailing progress made against my Local Police & Crime and Fire & Rescue Plans, and the positive activity undertaken by the Office of the Police, Fire & Crime Commissioner, OPFCC. As elected Commissioner, I consult with the public and stakeholders before publishing these plans, which aim to set out the public's expectations of Staffordshire Police and Staffordshire Fire & Rescue. These local plans inform the operational plans developed by our Chief Constable and Chief Fire Officer, which take account of national factors and the risks we face in Staffordshire. I will be consulting this autumn on refreshed local plans.

Strategic policing requirement

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

Page 27 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 plan, and force plans, are kept under review to take account of any changes made to the SPR by the Home Secretary.

On an annual basis, I seek assurance from the Chief Constable with regard to the Force Management Statement, which focuses on the demand it expects to face in the foreseeable future, its capabilities and capacity to meet that demand, how it intends to transform its workforce, policies and practices to help adapt and any residual risk. This examines all areas of policing including those highlighted in the SPR and incorporates the capabilities and capacity it can access through regional collaboration.

I chair the Staffordshire and Stoke-on-Trent Violence Reduction Alliance and have overseen the development of our local Violence Reduction Strategy which includes a range of projects developed to help reduce violence, including 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 and Alcohol Partnership Board which oversees our local response to the National Drugs Strategy.

My office supports and works alongside the Staffordshire Safeguarding Children Board and the Stoke-on-Trent Safeguarding Children Partnership, which co-ordinate 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 exploitation.

Our local response to civil emergencies is through the Staffordshire Local Resilience Forum (LRF), a partnership of police, fire and 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 individual sections of this report provide additional detail of specific interventions in support of the threats identified in the SPR.

Key achievements

Officer numbers exceeded the **2,000** target, reaching 2,020. **428 more than 2020**



Almost **64,000 referrals** into the Victim Gateway and Restorative Justice Service to support victims of ASB and crime, including domestic abuse

Almost **£5 million funding** won since 2020 to improve safety for women and girls, and reduce ASB, violence and acquisitive crime



Between April 2023 and March 2024, Staffordshire Fire & Rescue Service **attended 8,203 incidents, 80.9% within the target time**



In March 2024 the average time to attend Police emergency calls was **9.63 minutes**

999



Between April 2023 and March 2024 Staffordshire Fire & Rescue Service responded to over **939 incidents** of vulnerable people falling in their homes as part of an award-winning NHS pilot

£924,750 provided to councils to prevent crime and reduce ASB



Public perception survey in March 2024 found **62% of people agree** Staffordshire Police responds effectively to emergencies compared to 51% in 2022

Staffordshire Fire & Rescue conducted **almost 14,000 safe and well visits** with vulnerable members of the community between April 2023 and March 2024



Staffordshire Police make on average **43 arrests per day**, an increase of 17.4%



56% of 101 calls now resolved or finalised at the early triage stage meaning these are resolved within an average of **4.33 minutes**



280 fire safety audits were completed, with **13.3%** deemed unsatisfactory and requiring further input from Fire Safety Teams between April 2023 and March 2024





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. 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.

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 and their senior leadership teams have worked hard to tackle the issues

identified and are continuing to bring about sustained improvements.

Staffordshire Police

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 that 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. His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).

As a result, in June 2022 Staffordshire Police were placed in the 'Engage' process with HMICFRS to address these two areas of concern with support from Home Office, College of Police, National Police Chiefs Council and others. The force responded positively to these findings with a raft of changes to staffing structures, processes and technology supported by training for officers and supervisors.

HMICFRS acknowledged that the force had:

- Significantly improved the frequency and quality of threat, harm, risk, investigation, vulnerability and engagement (THRIVE) assessments at the first point of contact. They have also improved the identification of vulnerable and repeat callers.
- These improvements were supported by a comprehensive auditing regime that

has helped the force to understand their performance and better target work to improve.

- Improved the standard of investigations and are providing higher quality supervision. They have also improved compliance with the Code of Practice for Victims of Crime. This means that victims now receive a better service.

The force was therefore removed from 'Engage' in May 2024. This has only been possible due to the hard work and commitment of all the officers and staff here in Staffordshire, led by Chief Constable Chris Noble and his team.

As well as marking the end of a difficult period, it also signalled the start of a journey to returning the force to being an outstanding one. Neither I nor the Chief Constable are remotely complacent about the progress made so far. There is still much more to do to restore public confidence and deliver better services and this will be reflected in my Police & Crime Plan.

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. Twenty recommendations or areas for improvement were identified, 19 of which have now been addressed, based on self-assessment.

Some of these measures address the need to improve equality, inclusion and diversity, which was also covered in a national HMICFRS report into culture and values in the Fire sector. This called for urgent improvements in values, culture and the management of misconduct across the sector. Inspectors found examples of racist, homophobic and misogynistic behaviour in a quarter of Fire & Rescue services in England. It identified 19 recommendations for Fire & Rescue services, all of which have now been addressed in Staffordshire, based on self-assessment.

The service has made significant progress in this area under the leadership of Chief Fire Officer Rob Barber and his team, including work to improve its understanding workforce culture and a range of improvements to staff training, grievance handling, whistleblowing procedures and recruitment and selection practices.

The results of the latest inspection of Staffordshire Fire & Rescue are awaited, and I anticipate that the improvements made across the service will be recognised."

Police & 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.'

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What we said we would do

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

Progress

- Calls now answered more quickly – 87% of 999 calls within 10 seconds, placing Staffordshire Police 18 out of 43 forces. Average wait time for 999 calls is down to 9.4 seconds
- 56% of 101 calls now resolved or finalised at the early triage stage meaning these are resolved within an average of 4.33 minutes
- HMICFRS Cause of Concern on call handling has been discharged
- Working more closely with NHS, mental health services and other agencies to ensure people in crisis are receiving appropriate support from the right agency

What we said we would do

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

Progress

- Officer numbers exceeded the 2,000 target, reaching 2,020. 428 more than 2020
- Average time to attend emergency calls is now 9.63 minutes
- Public perception survey in March 2024 found 62% of people agree Staffordshire Police responds effectively to emergencies compared to 51% in 2022
- Staffordshire Police make on average 43 arrests per day, an increase of 17.4%



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 restated his commitment to provide core funding and grant support for local CSPs for two more years
- Training session provided to increase CSP capability around their use of powers and the promotion of ASB community triggers
- Staffordshire Commissioner's Office (SCO) selected to pilot new national ASB hotspot patrolling approach worth £1m this year. Initial Police patrols now replaced with community wardens and specialist diversionary workers
- Partnership ASB Delivery Group, chaired by the Commissioner, meets regularly



What we said we would do

Progress

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

- Locally based 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 March 2024 found 73% of people feel they could rely on their local Police team, compared to 72% in 2022
- 71.8% of victims feel they were kept informed about their case by Staffordshire Police, compared to 79.6% in 2022/23



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



£820,000 Safer Streets funding secured for CCTV, lighting and environmental improvements in Cannock, Longton and Tunstall. 126 new CCTV cameras installed since Safer Streets began

- £1m Home Office funding secured to provide additional Police and warden patrols to tackle ASB in hotspot areas as part of a national pilot
- In most traditional crime areas we are seeing a reduction in vehicle crime and robbery. However, burglary and shoplifting are increasing and these will be a focus in the Commissioner's next plan

What we said we would do

Progress

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

- Roads Policing Team expanded to enable 24/7 coverage
- £0.5m invested in additional static and mobile Automatic Number Plate Recognition (ANPR) cameras
- New digital technology rolled out across speed camera enforcement sites in areas of community concern
- #Lookagain campaign launched to educate drivers about distracted driving

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 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 2023 and 31 March 2024, Independent Custody Visitors:
 - Conducted 95 visits
 - Spoke to 315 detainees to check their welfare and entitlements were being met
 - Spent on average 80 minutes on each visit



What we said we would do

Progress

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

- Staffordshire Police invested in training to improve the supervision and quality control of investigations
- Continuous improvement programme introduced for Force Contact Centre
- Implementation of Operation Soteria to improve the investigation of rape and serious sexual offences, and service to victims



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 April 2022 to March 2023 there were 1,783 complaints received. This saw a slight decrease between April 2023 and March 2024 with 1,764 complaints received by Staffordshire Police. For April 2022-March 2023, 431 met the criteria for a review, with the SCO being the review body for 398. Between April 2023 and March 2024 there was an increase with 487 complaints meeting the criteria but a decrease to 354 where the SCO were the review body. Between April 2022 and March 2023 the SCO received 77 reviews and upheld 10 compared to April 2023-March 2024 where 62 reviews were received and 11 reviews 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.'

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
- Serious Violence Strategy launched for Staffordshire and Stoke-on-Trent, setting out the VRA's partnership approach
- Installed Control the Bleed Kits in public places, and in Police and Fire & Rescue vehicles
- Developed a range of educational resources on VAWG, gangs, knife crime and exploitation
- Used Home Office funding to deliver a range of projects including work with Youth Offending Services on prevention and diversion schemes, and education, safeguarding and mentoring projects in local prisons and young offender institutions



What we said we would do

Progress

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 (ROCU) 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 Operation Target launched in May 2023 to target county lines, illegal firearms, modern slavery and cyber-crime. From May 2023-April 2024, the teams made 695 drugs-related arrests, 334 weapons-related arrests, protected vulnerable members of our communities and secured numerous convictions

Commission prevention and early intervention programmes for those more vulnerable to crime (domestic abuse (DA), 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:
- Domestic crime has decreased by 16.5% over the last year and the SCO continues to invest in services
 - 5,763 adults and 1,022 children supported by New Era's DA victim service, and 147 through the perpetrator service
 - 227 young people supported by the Prince's Trust, engaging those at risk of offending and victims of crime, improving their lifestyles and employment prospects
 - 18 young people supported by a Personal Development Programme delivered by Stoke City Community Trust and partners for those at risk of engaging in ASB, building their confidence and changing attitudes and behaviour
 - Interventions delivered to 212 children by the Child Criminal Exploitation Service, including those in custody or A&E

What we said we would do

Progress

- Harmful Sexual Behaviour resources developed by the NSPCC for professionals working with children identified as vulnerable
- The Commissioner leads the Drug and Alcohol Partnership, with new activity and funding around breaking drug supply chains, delivering treatment and recovery systems, and reducing the demand for drugs and alcohol
- Commissioned a 'Navigator' from national charity Catch22 to support workers in A&E and custody to identify and support those affected by serious violence

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

- Needs Assessment completed in collaboration with the Integrated Care Board on the impact of alcohol abuse
- 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
- Working more closely with NHS, mental health services and other agencies to ensure people in crisis are receiving appropriate support from the right agency
- With NHS England and criminal justice partners, triage, liaison and diversion schemes support those with mental health issues or other vulnerabilities coming into contact with the criminal justice system (CJS), as well as diverting them into appropriate treatment and support



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

- Despite the best efforts of the SSRP we recognise the deaths of 44 people on our roads in 2022/23 and that the number of people killed or seriously injured on our roads is not falling
- 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 rolled out at a number of speed camera enforcement sites in areas of concern
- Modernisation of camera van fleet completed and new mobile cameras being implemented
- Community Speed Watch scheme continues to be supported, with 433 volunteers across 77 groups
- Increased monitoring of Highways and HS2-related roadwork safety schemes



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

- Developed a suite of resources covering ACEs, Trauma and Vicarious Trauma under the brand of Trauma Informed Staffordshire and Stoke-on-Trent
- Delivered DA awareness sessions across communities and businesses, ensuring people can recognise DA and access support and guidance. The DA in the Workplace Scheme has also continued to grow

What we said we would do

Progress

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 and ASB and increase public confidence
- 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

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

- Staffordshire Police improved its processes to identify and assess vulnerability from the first point of contact
- Recording of repeat and vulnerable callers, issue of Public Protection Notices and subsequent referrals have all increased
- Improved processes in place to review and reassess vulnerability and risk through local Harm Reduction Hubs and the Multi-Agency Safeguarding Hub (MASH)
- 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

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

- Vulnerability dashboard being developed to assist in strategic planning and operational delivery by overlaying data from partner agencies to identify and safeguard vulnerable people and communities
- Commissioned Navigators in hospital A&E and custody to identify and support children involved in youth violence or at risk of exploitation

What we said we would do

Progress

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

- Continued to commission two Personal, Social, Health and Economic (PSHE) Education Coordinators to help schools deliver a quality PSHE curriculum:
 - Developed age-appropriate resources and support for teachers around hate crime and ASB
 - Developed training and resources for PCSOs on PSHE best practice principles
 - Supported CSPs to enhance their schools' PSHE offer around youth violence and community cohesion

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

- Catch 22's Child Criminal Exploitation (CCE), Child Sexual Exploitation (CSE) and Missing service:
 - Received 2,821 referrals for missing children. Compared to 3255 referrals in 2022-23
 - Carried out 2,394 interviews for children. Compared to 2703 interviews in 2022-23
 - Supported 354 children for CSE and 212 for CCE. Compared to 248 children supported for CSE and 179 for CCE in 2022-23
- 91% of children supported 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 10,000 people aged 8-17 attended over 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 meets quarterly to enable collaboration between agencies:
 - Developed standardised ASB policies
 - 239 delegates attended training on the use of ASB tools
 - Developed a standardised illegal trespass process



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.'

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

- 562 people supported by the Survive Sexual Assault and Abuse Service
- 1,115 referrals received by the Hate Crime Service, with 339 people receiving practical and emotional support
- 531 referrals received by the ASB Service, with 464 people receiving practical and emotional support
- 6,785 adults and children supported by the New Era DA services, as well as providing support for communities, businesses and partners
- 585 referrals made to New Era's DA behaviour change service, with 538 adults and children receiving support
- 4,832 incidents resourced by the Business Crime Support Service, with 2,473 accepting support. 703 businesses accepted the one-hour free confidential specialist support
- Over £835,000 secured from the Ministry of Justice to provide practical and emotional support for victims of sexual abuse and DA

What we said we would do

Progress

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



- Victim views sought via survey and through a victim's forum, and used to inform service developments
- Produced a training video for Police officers to highlight best practise
- Developing a digital response to assist victim updates

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

- 63,722 referrals into the Victim Gateway and Restorative Justice Service:
 - 48,347 individuals received advice, guidance, information or signposting to other services
 - 22,331 victims accepted further support, with 1,384 accepting support from the Victim Gateway
 - 7,504 victims referred to specialist agencies
 - 84 victims took up an offer of restorative justice



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
- 69% of all victims' details now transferred within the 48-hour limit set in the Victims Code of Practice (VCOP) compared with 53% in the previous year
- Recite Me software introduced to victim support service website to improve accessibility
- Targeted campaigns have been delivered throughout the year focusing on disability, race and sexual orientation
- Promoted victim support services through campaigns targeting community events such as Freshers Week and Pride

What we said we would do

Progress

Address offending behaviour to prevent people becoming victims

- The number of adult first-time entrants to the criminal justice system fell by 46% between 2013 and 2023. From 2,570 to 1,377
- Over the same period, the volume of juvenile first-time entrants fell by 30%, highlighting the success of 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 (MoJ) to launch a system to allow key organisations to measure compliance. The Commissioner continues to oversee compliance through the Local Criminal Justice Board (LCJB)
- Staffordshire is one of several forces to pilot the MoJ's proposed data metrics to support compliance with the VCOP

Reach agreed quality standards for all support services (such as Sexual Assault Referral Centres (SARC) services achieve forensic accreditation by October 2023)

- Our regional provider is on track to obtain accreditation status by October 2025. Discussions are currently being held to understand the changes required to the regions SARC centres

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

- Continued to promote commissioned services across various media channels to ensure victims of crime can access support services
- In 84% of victim-based crimes, a victim contract was completed in the last 12 months compared to 76% in the previous year. This is the agreement between the victim and Police on their preferred method of contact and how often they will be updated on progress

What we said we would do

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)

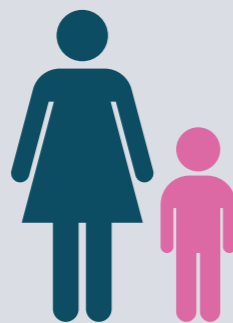
- Provided training to two local specialist sexual abuse service providers (Survive and Savana) to widen their therapeutic interventions, including counselling, self-help resources, workshops and talking therapy
- Referrals are now being taken for a new joint project with Survive, Savana, Midlands Partnership University NHS Foundation Trust and North Staffs Combined Health Care Trust to mobilise prompt mental health support for those within the services

Ensure that information about witnesses and their experience is accurately recorded and available to help services improve

- End-to-end victim satisfaction survey and victim provider forum provides feedback to inform service improvement across the CJS

Adhere to any emerging requirements of new legislation such as the Victims Law and the Domestic Abuse Act 2021

- Awaiting national direction on the implementation of the Victims and Prisoners Act which will significantly transform victims' experiences of the CJS, including rights for children impacted by DA



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.'

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 212 children, including those in custody or A&E
- Commissioned Navigators in hospital A&E and custody to identify and support children involved in youth violence or at risk of exploitation
- Continued contribution of c.£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 227 young people aged 16+ at risk of offending
- New conditional caution option for first-time offenders arrested for less serious drug possession offers opportunities to access drugs awareness courses as an alternative to prosecution
- Investment in youth offending prevention teams as well as delivering targeted education programmes and support to identified cohorts of young people

What we said we would do

Progress

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

- Delivered a range of DA perpetrator interventions, raising awareness of inappropriate behaviour and challenging attitudes and beliefs
- Commissioned 'Change for Good' training for Local Authorities, provided by NSPCC, enabling them to provide support for young people displaying Harmful Sexual Behaviours (HSB)
- Completed an HSB Needs Assessment to inform service development, identifying good practice, challenges and opportunities

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
- 54 referrals from Staffordshire Probation Service and Staffordshire Police since April 2023 resulting in assessment of cases, direct interventions where appropriate and referral to other services including GP/primary care and secondary services
- New Era's DA behaviour change service received 585 referrals for adults and children, providing support to 538 adults and children to change their abusive behaviour



What we said we would do

Progress

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:
 - 71 referrals made, resulting in 55 programme starts
 - 44 individuals supported to take up a job, or educational or vocational course – an 80% conversion rate
- Worked with NHS England to support the delivery of Reconnect, an enhanced resettlement support service for prisoners with mental health needs following their release:
 - Reconnect is now mobilised across Staffordshire's 5 prisons, with support staff embedded in each
- Commissioned a floating housing support service for up to 120 offenders, supporting tenancies in the community to help them gain the skills and confidence to live independently. Over two thirds have gone on to successfully complete their community orders and achieve long-term resettlement in the community

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

- Established multi-agency board to drive improvements in joint working arrangements to deliver Community Orders with Drug, Alcohol and Mental Health Treatment Requirements
- Commissioned substance misuse interventions, working with Local Authorities to help offenders address the underlying causes of their criminality:
 - 89 Alcohol Treatment Orders, 73 Drug Treatment Orders and 80 Mental Health Treatment Orders granted
- Worked with Police, Probation and partners to develop and strengthen current multi-agency IOM arrangements, including a new Performance Framework to improve tracking of outcomes



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 continues to 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 continued to visit local prisons and actively engage 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

- Commissioner receives quarterly briefings on Counter Terrorism (CT). He was engaged in a regional visit to the CT unit to receive updates on local sensitivities and ongoing work with partners around Martyn's Law which is designed to protect public spaces and events



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.'

What we said we would do

Progress

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

- The Commissioner chairs the LCJB, developing a shared action plan and performance framework to assist service development, track progress and identify areas for further development
- The LCJB brings together the Police, Crown Prosecution Service, Courts and Probation representatives to improve the efficiency, effectiveness and transparency of the criminal justice system

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

- New supervisor checks, training and audit processes to drive improvements in investigation quality
- Introduction of new Detective Superintendent and 10 Sergeant roles dedicated to improving investigation quality
- 79.1% of victims satisfied with investigation, up from 72.9%



What we said we would do

Progress

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

- Two-way IT interface between Police and CPS systems is now in place to ensure seamless file transfer



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

- Guilty Plea rate at 74% remains above the National Average of 66%
- The average time for Police to charge an offender in victim-based cases has improved to 62 days from a peak of 93 days in 2022. There is more to do to meet the national average of 44 days

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

- New Out-of-Court Disposal (OoCD) options introduced to divert people committing low-level offences away from the criminal justice process and into rehabilitation and understanding the impact of their actions. 3,597 Out-of-Court disposals have been recorded in the last 12 months and Staffordshire are now above the national average (33.5%) for the use of OoCD with 33.9% of all Criminal Justice Outcomes. Currently ranked 16th out of 43 forces for use of OoCD having been 35 out of 43 at the start of April 2023
- Worked with Staffordshire Police to review the RJ process and offer. A pilot is underway to locate a RJ Coordinator within Police premises to identify cases suitable for RJ interventions

What we said we would do

Progress

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

- Special Measures Advisor appointed in August 2023, advising around 100 victims and witnesses per month on facilities and other support available. 40% of people take up the offer.
- Regular case meetings taking place two weeks before court dates to ensure special measures have been considered and cases are trial ready

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
- A Task and Finish Group has made small improvements to increase the effectiveness of trials, however, limitations on court capacity and court staff levels continue to be a constraint

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



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

Fire & 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."

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 2023 and March 2024, Staffordshire Fire & Rescue Service (SFRS) attended:
 - 8,203 incidents
 - 1,309 primary fires
 - 1,575 secondary fires
 - 1,412 special service calls
 - 809 road traffic collisions
- The Service Attendance Standard was met for 80.9% of incidents (target 80%), compared with 81.4% in 2022/23
- The average attendance time was 9.34 minutes compared with 9.6 minutes in 2022/23
- Whole-time appliances are available for deployment 98% of the time
- On-call appliances are available for deployment 60% of the time



What we said we would do

Progress

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 played a key role in the LRF's implementation of recommendations arising from the Manchester Arena Inquiry:
 - 35 actions are in progress, covering the sharing of major incident plans, record keeping, sharing of site-specific tactical plans and interoperability of emergency services

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



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

- Included content on wildfires and fire safety in the countryside in weekly Safe+Sound broadcasts for Key Stage 2 children
- Included regular water safety advice in the weekly programme, with content from RNLI, Canal & River Trust, RLSS and SFRS
 - Included water safety workshops at live Safe+Sound events for Year 5 children, delivered by Canal & River Trust and the RNLI



What we said we would do

Progress

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 are 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
- A number of engagements with councils, planning authorities and MPs to embed the national Fire Chiefs guidance on energy storage sites

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

- SFRS played a key role in the LRF's implementation of recommendations arising from the Manchester Arena Inquiry:
 - 35 actions are in progress, covering the sharing of major incident plans, record keeping, sharing of site-specific tactical plans and interoperability of emergency services

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 in getting up
- SFRS mobilised 939 times to falls in the community between April 2023 and March 2024
- Average attendance time is 38 minutes, and on 86% of occasions no further assistance from NHS Urgent Care Services was required



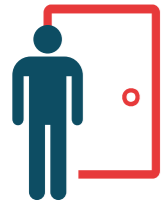
What we said we would do

Progress

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 with repeated operational demand to find out why, assist with 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.'

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

- Final project to retrofit sprinklers in Midland Heart buildings completed in April 2023
- Water misting technology installed in a building operated by Bromford Housing
- Stoke-on-Trent City Council continuing programme to retrofit sprinklers at 9 high- and medium-rise blocks



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

- Continued the outreach business support for rural communities, working with the National Farmers' Union and the Chamber of Commerce via our Business Support Officer

What we said we would do

Progress

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

- New Risk-Based Inspection Programme went live in February 2024 and is now embedded within Service Protection teams
- Numbers of audits, licencing consultations and post-fire inspections have remained consistent, while there has been an increase in building regulations consultations



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

- Staffing structures reviewed and a new central protection team formed to audit activity in all Service Delivery Groups
- Seven members of Protection staff are undergoing training towards their Level 4 Diploma in Fire Safety, with 1 also starting a degree in Fire Engineering

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

- During 2023/24, 280 fire safety audits were completed, with 86.7% deemed satisfactory and 13.3% unsatisfactory
- 684 Building Regulations consultations were received in the same period, with 95% responded to within 15 days
- 1 Alteration Notice, 11 Enforcement Notices and 9 Prohibition/Restriction Notices were issued



What we said we would do

Progress

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'

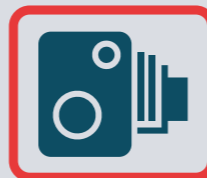
- Business Support continues to support the Chamber of Commerce Rural Forum initiative and its wider work with the business community
- Initiative introduced with Emergency Damage Support Services to provide 24/7 post-incident support for businesses and homeowners. Expert advisers offer immediate and ongoing practical advice after a fire or other property-related disaster

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

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

- Staffordshire Safer Roads Partnership 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 rolled out at a number of speed camera enforcement sites in areas of concern
- Modernisation of camera van fleet completed and new mobile cameras being implemented
- Community Speed Watch scheme continues to be supported, with 433 volunteers across 77 groups
- Increased monitoring of Highways and HS2-related roadwork 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 for all road safety initiatives

- 44 volunteers, including Chaplains supporting local crews, and one Volunteer Coordinator support community events such as Pride and the County Show, station open days, charity car washes, and Safe+Sound events
- The Canal & River Trust trained three volunteers to deliver their water safety workshop and SSRP trained four volunteers to deliver their seatbelt safety workshop. Volunteers also supported a recruitment campaign for retained firefighters





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.'

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

- In 2023/24, 13,970 visits were completed to those most at risk – people over 80 living alone or living with another, compared to 13,131 in previous year. Referrals are also received through partner referral networks and managed through the contact centre.
- Extended Safe and Well visits using prevent teams involve a range of complex needs and require significant support to help with matters such as hoarding, mobility, mental health, drug and housing issues



What we said we would do

Progress

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, to recognise good performance or inform improvements
- Follow-up conversations with those who made contact but did not qualify for Safe and Well visits take place after three months to see if their circumstances have changed
- Fatal fire conferences are held when someone loses their life following a residential property fire, with any interactions with SFRS regarding home safety 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

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
- Referrals to other agencies are made to ensure people get the support they need. Since the start of April 2024, over 600 referrals were made to partner agencies and local authorities
- Work is taking place with local hospital trusts to encourage staff to refer people leaving hospital for a Home Fire Safety Visit
- Prevent Teams can request a needs assessment from local partners around drug and alcohol support



What we said we would do

Progress

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

- Revised risk profiles for domestic dwellings have been developed and implemented in February 2024 to identify high-risk dwellings and individuals within the county and allow services to be targeted to our most vulnerable households
- As a result of recent fire fatalities, a number of case conferences have been held to identify the causes leading up to the fire. This learning is then shared with partners and used to prevent further fires occurring. The case conferences involve representatives from SFRS, Housing, and Social Care and Health

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

- Safe+Sound is the Service's universal offer to Key Stage 2 children at Fire stations across the county
- Online delivery of Safe+Sound continues weekly on the Learn Live Channel
- Updated Education Policy and Delivery Plan launched in December 2023, focusing on crews delivering Fire Safety and Road Safety to Key Stage 1, Deliberate Fires to Key Stage 3 and 4, and supporting colleges with Uniformed Public Services students



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 ran 12 Prince's Trust programmes from various locations
- 117 young people aged 16-30 participated, supported throughout by trained SFRS staff
- The programme resulted in positive outcomes, progressing onto either further education, work or referred onto appropriate partners

What we said we would do

Progress

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

- Prevent and operational staff have been involved in road safety activities across the county, including integrating education into events at community Fire stations, linking in with local colleges and retail outlets and undertaking training provided by the SSRP
- Over 30,000 children and young people engaged with by the Road Safety Education Team





Priority 4 A Fire & Rescue Service for tomorrow



'Ensure that Staffordshire Fire & Rescue Service is fit for a changing future and is a leading example for other services to follow so 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.'

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

- Three-person crewing for on-call staff has been piloted since June 2023, aiming to improve appliance availability and response times to emergencies to enhance public safety without compromising firefighter safety
- An average increase of 11% in on-call appliance availability. On average a three-person crew which arrives first at the scene is 9 minutes and 45 seconds quicker than the next fully crewed appliance
- The service still strives to crew on-call appliances with four or more crew members and is actively recruiting on-call staff
- The Roving Appliance Project aims to improve appliance availability across South Staffordshire. The ongoing pilot involves funding on-call crews over weekends as an alternative to paying for cross-border mobilisations from neighbouring services



What we said we would do

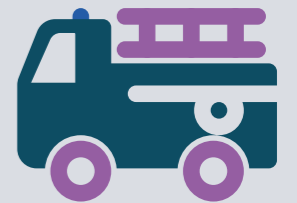
Progress

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 prevention and protection services which will reduce risk even further

- Robust evaluation processes are in place for pilots and crews engaged throughout
- No safety concerns have been reported and on-call station availability has increased by a mean average of 12%. Data shows improved response times, with on-call crews arriving 9 minutes and 45 seconds ahead of the next fully crewed appliance

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

- Two new Aerial Ladder Platforms (ALP) purchased to replace older vehicles at Longton and Burton, providing a safe means of working at height to tackle difficult-to-reach fires. An old ALP has been donated to Ukraine
- Two new appliances with enhanced rescue capabilities were purchased for deployment from Longton and Stafford
- Cabs and lockers continue to be developed to support the move towards a 'Clean Cab concept' to enable equipment which could bring contaminants from a fire into crew areas to be safely removed



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

- The service has leased three electric vehicles for a two-year trial period and installed four electric vehicle charging points at HQ, JETS and Sandyford Fire Station. The EV trial will work closely with the performance and assurance team to monitor progress and benefits
- The service now holds ISO 14064:1 certification, enabling it to report carbon emissions to national standards

What we said we would do

Progress

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

- The National Fire Chiefs Council has developed a Culture Action Plan in response to the *HMICFRS Spotlight Report – Values and culture in Fire & Rescue services*. There are 35 national recommendations which aim to improve culture and address discrimination, bullying and harassment across UK Fire & Rescue services. 19 are directed for Chief Fire Officers to progress. Completed actions under the plan include:
 - Establishing whistleblowing processes and ensuring they are accessible
 - Reviewing the support available to people raising concerns
 - Reviewing arrangements for background checks
 - Notifying HMICFRS of allegations with the potential to constitute gross misconduct
 - Seeking regular feedback from staff on values, culture, fairness and diversity
 - Putting plans in place to gather and analyse staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify
 - Ensuring implementation of the Core Code of Ethics

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

- SFRS and Staffordshire Police continue to share Finance, Commercial, HR, Corporate Communications, Estates and Transport Services
- Support to both services on Equality, Diversity and Inclusion is now provided by a single team
- Further areas of collaboration being explored

What we said we would do

Progress

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

- New shared base at Chase Terrace and similar schemes progressed in 2024 at Uttoxeter, Kidsgrove, Stone, Kinver and Penkridge Fire stations



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

- Internal review of the structure of prevention teams implemented in February 2024, providing a centralised overview of prevention activity and support to local teams
- Implementing a new data management system for recording prevention activity to improve data gathering and analysis

“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. 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 continued 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. Katharine

Ross started in the role of Director of Finance in October 2023 and has greatly improved our approach to developing our medium-term financial strategy.

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 2023/24

How we plan to invest in your services

Police & Crime

Income

Government Funding	£163.5m
Council Tax	£101.3m
Total	£264.8m

Expenditure

Police Officer Pay	£135.5m
Police Staff Pay	£74.4m
Premises Transport and Other Services	£25.5m
PCSO Pay	£9.5m
Capital Financing Costs	£8.6m
Commissioned Services	£6.1m
Other Pay Costs	£3.7m
Commissioner's Office	£1.5m
Total	£264.8m

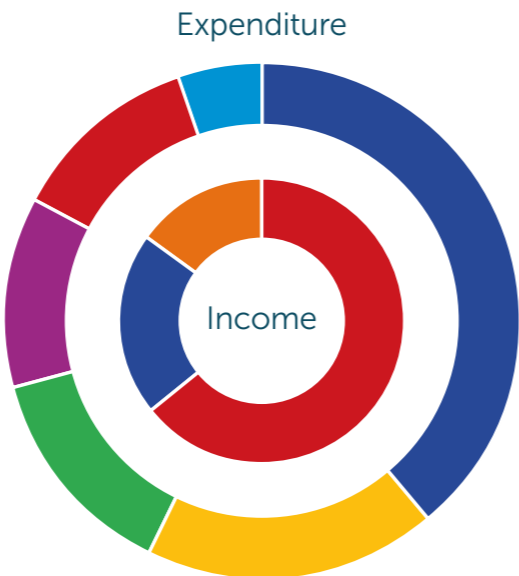
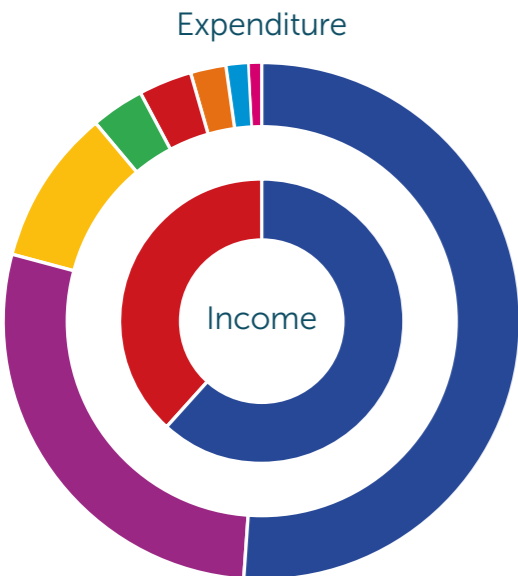
Fire & Rescue

Income

Council Tax	£32.1m
Business Rates	£10.4m
Revenue Support Grant	£7.5m
Total	£50.0m

Expenditure

Wholetime Firefighters Pay	£19.5m
Premises Transport and Other Services	£9.2m
Capital Financing Costs	£6.8m
Fire Staff Pay	£6.0m
On-Call Firefighters Pay	£5.9m
Other Pay Costs	£2.6m
Total	£50.0m



Staffordshire Commissioner's Office

Financial Report 2023/24

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 2023/24 were £1.814m 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 £0.137m lower than budget due to achieved pay savings in the year.

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

SCO Business Area	£m
Leadership	£0.344m
Commissioning and Partnerships	£0.674m
Performance and Engagement	£0.493m
Governance and Assurance	£0.303m
Total Salary Costs	£1.814m

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 and 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 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 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.

Commissioned Services

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

During 2023/24, the team oversaw a gross budget of circa £11.9m:

- £4.9m (42%) 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
- £1.9m (16%) of this budget came from devolved budgets to the PFCC (such as Community Safety Grants)
- £1.6m (13%) of this budget represented contracts being overseen by the Team on behalf of the Force
- £3.5m (29%) of this budget came from the Police and Fire revenue budgets

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.



Police, Fire and Crime Panel – 30 September 2024

Development of the Police & Crime Plan and the Fire & Rescue Plan 2024-2028

Report of the Staffordshire Commissioner

1. Purpose of Report

- 1.1 This report provides details on the consultation drafts of both the Police and Crime Plan and the Fire and Rescue Plan for the Commissioner's current term of office, which runs to May 2028. The report also summarises the consultation process that commenced on 16 September 2024.

2. Recommendation

- 2.1 That the Police, Fire and Crime Panel note the content of the draft plans and the planned consultation process on the priorities and make a report or recommendations accordingly.

3. Background

- 3.1 The Commissioner is required under the Police Reform and Social Responsibility Act 2011 to issue a Police and Crime Plan as soon as practicable after taking office and, in any case, before the end of the financial year in which the election took place, so by the end of March 2025 at the latest.
- 3.2 The Plan determines and explains the Commissioner's priorities for his term of office and is a critical means of securing efficient and effective police, criminal justice and community safety services, holding the Chief Constable to account and setting the budget and strategic direction of police and other services under the Commissioner's remit.
- 3.3 As the Fire and Rescue Authority, the Commissioner is also required under the Policing and Crime Act 2017 to publish a Fire and Rescue Plan which similarly sets out the strategic vision, priorities and objectives for the Fire and Rescue Service.
- 3.4 These plans act as planning tools for the Commissioner's Office and are an important mechanism for communicating the Commissioner's intentions to the public, police, fire and rescue service, partner agencies, PFCP and other stakeholders.

4. Plan Development and Consultation

- 3.1 In developing the Police and Crime Plan, the Commissioner has a statutory responsibility to consult with the Chief Constable, local communities, victims of crime, responsible authorities such as local councils and criminal justice bodies. The plan must also reflect the Strategic Policing Requirement and other national policing strategies.
- 3.2 In developing the Fire and Rescue Plan the Commissioner must also consult with the Chief Fire Officer, local communities and responsible authorities. This plan must also reflect the Fire and Rescue National Framework for England.
- 3.3 Both plans are in a state of development that make them suitable for consultation with the general public and all other interested stakeholders. They are both attached to this report as Appendices A and B for Panel members to consider.
- 3.4 Consultation on the plans commenced on 16 September 2024 and is open for a period of 5 weeks. Appendix C summarises the timeline and activity that will take place to ensure an effective consultation process and Appendices D and E are the draft survey forms that people will access for the Police and Crime Plan and the Fire and Rescue Plan respectively.
- 3.5 The Police, Fire and Crime Panel is required under legislation to receive a draft of the plans, review them and provide a report making recommendations as appropriate. The Commissioner must have regard to these recommendations and publish a response to them prior to the plans' finalisation and publication.

5. Next Steps

- 3.6 Following the conclusion of the consultation process, the two plans will be refreshed and made ready for publication, which is scheduled for late October. Both will be made available in their final draft versions to the Panel at their meeting on 18 November 2024. A detailed breakdown of the results from the consultation will be provided at the same time.

Ben Adams
Staffordshire Commissioner

Contact Officer

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Appendix A – Police and Crime Plan Circulated Separately

Appendix B – Fire and Rescue Plan Circulated Separately

Appendix C

Police & Crime Plan / Fire & Rescue Plan Consultation Activity and Timeline

Approach

The consultations will launch on 16 September and run until 21 October.

The consultation will be hosted on Survey Monkey with embedded links to each plan on a dedicated page on the SCO website.

Timeline

<u>Action</u>	<u>Completed</u>
W/C 16 September – Launch consultations	
Issue press release	
Launch social media posts - including different calls to action drawn from individual plans	
Force and fire social media posts - Provide toolkit for partners with suggested messaging and images	
Letters to partners (See below) - Business Support Team to jointly manage with Comms team	
Smart Alert update	
Issue internal updates via joint comms or News from the Commissioner	
Target community groups on Facebook	
Begin posting creative videos on social media	
Consider promoting on Next door app	
Commence targeted ads on social media	
Email to Volunteers	
Email to businesses	
20 September	
Consultations sent to Police, Fire and Crime Panel	
21 October – Consultation ends	

Key audiences

The SCO will seek to engage with all sections of society, including those seldom heard groups.

Key stakeholders to be targeted where appropriate include but are not limited to:

Audience	Completed
The general public who live or work in Staffordshire or Stoke-on-Trent	
Officers and staff within Staffordshire Police and Staffordshire Fire and Rescue	
The Police, Fire and Crime Panel	
Community safety partnerships	
All County Council, Stoke City Council, District & Borough Council Chief Execs	
Local Partners	
LRF members	
SCO, Force and Fire volunteers	
MPs and County and Parish Councillors	
Groups and organisations funded by the SCO	
Faith and ethnic minority community groups	
Staff Associations / Trade Unions	
Local media	
Victims of crime / Victim Gateway	
Business networks via the Chambers of Commerce	
Targeted community groups of facebook	
Business networks – Chambers of Commerce, Institute of Directors, PABCIS - Share through Chambers' Growth Hub Newsletter	
Community Speed Watch volunteers	

Appendix D

Have your say – Police & Crime Plan consultation 2024-2028

This is an opportunity for anyone who lives, works or visits Staffordshire to have their say on the proposed priorities in the Police & Crime Plan 2024-2028.

The plan is a strategic document that sets out the Police, Fire & Crime Commissioner's vision and priorities for policing and crime reduction in Staffordshire.

The plan is the basis on which the Commissioner holds the Chief Constable to account in terms of performance, provides funding for commissioned services and works with community organisations to keep Staffordshire safe.

Have your say. We will collate all the responses from the consultation anonymously and use them to inform the plan priorities.

Thank you for taking part.

1 - To achieve this, the Commissioner has set out 4 key priorities for Staffordshire Police.

Please indicate how important you think each of these is.

How important are each of the following 4 priorities to you?	Very Important	Fairly important	Not very important	Not at all important
An outstanding local Police service				
Supporting victims				
Preventing and protecting				
Impactful partnerships				

2 – 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.

	Very Important	Fairly important	Not very important	Not at all important
Improve non-emergency contact service such as 101 so people receive a high-quality, timely response				
Respond quickly and effectively to incidents and thoroughly investigate crime and ASB				
Work effectively with partners to tackle burglary, robbery, vehicle, business, retail and rural crime				
Ensure that police and partners are equipped to tackle organised criminals and reduce violence and harm				
Help the police to improve their service by learning from complainants and victims				
Build strong relationships with communities through crime prevention and early intervention				
Improve road safety by tackling criminality, excessive speed, drug				

or drink driving, unsafe and uninsured vehicles				
Robustly tackle unacceptable behaviour by officers and staff				

3 – Supporting victims

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.

	Very Important	Fairly important	Not very important	Not at all important
Work with partners to reduce repeat victimisation				
Work with the NHS and others to ensure victims can access related services e.g. mental health support				
Ensure free specialist support services are in place for victims and witnesses				
Ensure support services are accessible to all communities				
Ensure victims are kept informed about support available to them and how their case is progressing				

4 – Preventing and protecting

Prevent harm and protect people (particularly children and those who are vulnerable) by 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

	Very Important	Fairly important	Not very important	Not at all important
Ensure prevention and early intervention programmes are in place to stop the onset of offending behaviour				
Ensure services are in place to divert vulnerable people away from crime and ASB				
Work with partners to help those leaving prison reintegrate into the				

community and achieve stable lifestyles				
Ensure offenders are held accountable for their actions				
Ensure programmes are in place to address specific offences e.g. domestic abuse				
Work with partners to prevent people being drawn into terrorism				

5 – Impactful partnerships

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

	Very Important	Fairly important	Not very important	Not at all important
Support Local Community Safety Partnerships to develop strategies to prevent and tackle crime and ASB in their area				
Encourage more people to take part in volunteering, community representation and scrutiny				
Work with regional partners to dismantle serious organised crime gangs and prevent potential terrorist activity				
Work with partners in the Criminal Justice System to deliver more rapid justice				
Work with partners in the Criminal Justice System to deliver quality services to victims and witnesses				
Work jointly towards reducing road casualties that have devastating consequences for families				

7 – Is there anything else you would like to see included in the Police and Crime Plan?

Free text box

About you

The following section tells us more information about you and helps us to determine who is taking part in the consultation.

Please indicate your age range

12- 17 18-24 25- 34 35 – 44 45 – 54 55 – 64
6 ☐ 5 75+ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Prefer not to say: ☐

What is your ethnic origin?

White British / English / Welsh / Scottish / Northern Irish / Irish

Any other White background

Mixed: White and Black Caribbean / African / Asian

Asian / Asian British

Black African / Caribbean / Black British

Prefer not to say

Prefer to self-describe (please write in the box below):

I am...

Male

Female

Non-binary

Prefer not to say

Prefer to self-describe (please write in the box below)

Which area of Staffordshire and Stoke-on-Trent do you live in?

Cannock

East Staffordshire

Lichfield

Moorlands

Newcastle

South Staffordshire

Stafford

Stoke-on-Trent

Tamworth

Where did you hear about this consultation?

Local media

Social media

Newsletter

Local Authority

Referred by family or friend

Other (Please specify)

Have your say – Fire & Rescue Plan consultation 2024-2028

This is an opportunity for anyone who lives, works or visits Staffordshire to have a say on the proposed priorities in the Fire & Rescue Plan 2024-2028.

The plan is a strategic document that sets out the Police, Fire & Crime Commissioner's vision and priorities for keeping people safe in Staffordshire.

The plan is the basis on which the Commissioner holds the Chief Fire Officer to account in terms of performance and works with community organisations to keep Staffordshire safe.

Have your say. We will collate all the responses from the consultation anonymously and use them to inform the plan priorities.

Thank you for taking part.

1 - To achieve this, the Commissioner has set out 3 key priorities for Staffordshire Fire & Rescue.

Please indicate how important you think each of these is.

How important are each of the following 3 priorities to you?	Very Important	Fairly important	Not very important	Not at all important
An outstanding Fire & Rescue service				
Preventing				
Protecting				

2 – An outstanding Fire & Rescue service

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

	Very Important	Fairly important	Not very important	Not at all important
Ensure the right resources are in the right place at the right time to respond to fires and other emergencies				

Work with other areas to ensure a joint response to incidents regionally and nationally				
Understand and respond to the concerns of rural communities				
Drive further collaboration with Police to deliver effective services that provide value for money				
Robustly tackle unacceptable behaviour by firefighters and staff				
Increase the diversity of the workforce to better reflect our communities				

3 – Preventing

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

	Very Important	Fairly important	Not very important	Not at all important
Target Safe & Well checks at those most at risk of fire in the home				
Ensure services are targeted towards people and places most at risk				
Divert children away from harm and help them make informed, safe choices				
Work with health so people get support to reduce the risk of fire in the home, e.g. mental health, drug and alcohol support				

4 – Protecting

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

	Very Important	Fairly important	Not very important	Not at all important
Recruit and retain specialist staff to assess high-risk premises				

Work with other emergency services to develop their approach to managing incidents where multiple services attend				
Work jointly towards reducing road casualties that have devastating consequences for families				
Prepare for disruption including adverse weather, public health crises, transport incidents and terrorist attacks				
Engage with partners, planners and developers to deliver high fire safety standards in new buildings				
Encourage volunteers and community engagement e.g. Community Speed Watch and Safe+Sound education programme				
Ensure premises and events prepare for and are protected from terrorist attack				

5 – Is there anything else you would like to see included in the Fire & Rescue Plan?

Free text box

About you

The following section tells us more information about you and helps us to determine who is taking part in the consultation.

Please indicate your age range

12- 17 18-24 25- 34 35 – 44 45 – 54 55 – 64
☐ ☐ ☐ ☐ ☐ ☐ ☐ ☐

Prefer not to say: ☐

What is your ethnic origin?

White British / English / Welsh / Scottish / Northern Irish / Irish

Any other White background

Mixed: White and Black Caribbean / African / Asian

Asian / Asian British

Black African / Caribbean / Black British

Prefer not to say

Prefer to self-describe (please write in the box below):

I am...

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Female

Non-binary

Prefer not to say

Prefer to self-describe (please write in the box below)

Which area of Staffordshire and Stoke-on-Trent do you live in?

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Lichfield

Moorlands

Newcastle

South Staffordshire

Stafford

Stoke-on-Trent

Tamworth

Where did you hear about this consultation?

Local media

Social media

Newsletter

Local Authority

Referred by family or friend

Other (Please specify)

Police and Crime Plan

www.staffordshire-pfcc.gov.uk

2024 – 2028

Staffordshire &
Stoke-on-Trent



Introduction



This plan is informed by our communities’ expectations: a good quality service which responds quickly to emergencies, crime reports or sharing of information. An expectation that they will be treated with courtesy and respect, that victims will be kept informed and that crime and ASB in their neighbourhoods will be addressed.

Staffordshire Police is well placed to meet these expectations, balancing them with the demands of tackling organised criminals, responding to increases in domestic abuse, and protecting children and vulnerable people. With council taxpayers’ support, I will continue to invest in the technology, training and people to help the force meet these daily challenges, weighing up risk and potential harm to prioritise tasks.

Since the pandemic, organised gangs have targeted Staffordshire, sometimes forcing vulnerable young people to break into properties to take car keys and steal cars, or machinery from rural businesses and farms. These criminals contribute to increased shoplifting and drugs in our communities. Investment in proactive policing is already helping to tackle these issues, but people are understandably concerned and many, especially those in the countryside, feel vulnerable. In this plan, and in my public performance meetings with the Chief Constable, we will focus on the force’s response to vehicle crime, rural crime and retail crime, as well as prioritising 101 call answering times.

Too many people are seriously injured or killed on our roads, so this remains a

plan priority. My deputy and I co-chair the Staffordshire Safer Roads Partnership, bringing together council highways, education and other specialists with Police and Fire & Rescue. The Central Motorway Policing Group has now been dissolved and the force has taken back responsibility for its own Roads Crime Team, policing the motorway and road network and providing our communities with a more focused and localised service.

Staffordshire’s significant court backlog since the pandemic distresses victims and undermines public confidence, so I will strengthen relationships between the agencies responsible for delivering justice. I will use my powers to bring agencies together to tackle the underlying causes of crime, reduce violence and push for more rapid justice. Further progress over the next four years should see a reduction in numbers entering the criminal justice system, and the daily demand on our Police service.

Staffordshire Police and partners in local councils, housing, NHS, voluntary sector and other agencies can all contribute to preventing and reducing crime and ASB, and many have a statutory requirement to do so. Our Local Community Safety Partnerships (CSPs) have an important role to play, and this plan outlines how I will help them focus on community concerns and involve residents and businesses in their solutions. I will also be exploring how experienced groups such as Neighbourhood Watch can help us do more to keep ourselves and our property safe.

Confidence matters. Staffordshire and Stoke-on-Trent are safe places to live, yet people tell me crime and ASB are increasing when overall they are not, and they don’t feel supported. Police and partners must engage more effectively to keep our communities informed about issues in their area or industry, how they are being policed and what they can do to help make Staffordshire unattractive to criminals. Capturing feedback from victims, witnesses and those who feel let down is important. The best-performing organisations learn from feedback and I think Staffordshire Police can, too.

A new local policing model, introduced in 2022, and increased officer numbers are delivering a more local and responsive service for our communities. More suspects are being arrested and stop searched, 999 calls are answered more quickly and effectively, and people are seeing some improved criminal justice outcomes. Emerging challenges such as this summer’s violent disorder reminded us all of the bravery and resilience of our officers, earning the respect and support of communities across Staffordshire and Stoke-on-Trent.

Keeping Staffordshire safe is something we must all do together. I will be doing everything I can to help residents, businesses, charities, our Police service and our criminal justice and community safety partners to play their part.

Ben Adams
Staffordshire Commissioner

As Staffordshire’s Police, Fire & Crime Commissioner, I am responsible for securing an effective and efficient Police service, so I am delighted at the considerable progress officers and staff have made over the past three years with Chief Constable Chris Noble’s clear direction.



There is still more to do, however, to further reduce crime and anti-social behaviour (ASB), and give more people confidence that their Police and community safety partners will keep them safe.

Our aim

Keep Staffordshire safe

Our priorities

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.

Supporting victims

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

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.

Impactful partnerships

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

Our aim

Keep Staffordshire safe

Our approach

Community focused

Understanding communities and recognising their different needs is essential to delivering a style of policing and related services in their area that builds relationships, tackles the issues most important to them and increases public confidence. It’s important to give people a voice so that they feel they are being heard and are confident to report crime and ASB and provide information that can help to prevent crime.

Prevention and early intervention

Targeting interventions at those more vulnerable to crime and ASB and intervening as early as possible prevents issues from happening in the first place or escalating so that they become even more damaging, complex and costly.

Supported and equipped

Our Police service must have the equipment, vehicles, buildings and technology it needs to improve services, help protect the public and deliver real value for money. Staffordshire Police’s most valuable asset is its people; officers, staff and volunteers must have the right leadership, management, training and wellbeing support, underpinned by the right organisational culture.

Solving problems together

The issues affecting individuals, families and communities are often complex and rarely solved by one organisation alone so we need to bring organisations together to prevent problems from escalating and protect people from harm. This means sharing resources and knowledge and aligning services to deliver more efficient and comprehensive solutions. Even better collaboration between partners including neighbouring Police forces, other blue light services, councils, health authorities, criminal justice partners, businesses, communities and the voluntary sector is essential.

Value for money

Every penny in policing should be directed at keeping people safe by preventing and reducing crime. We can use our resources efficiently and continuously improve by listening to the people doing the job, learning from best practice elsewhere and listening to those who receive our services, remembering that government grants and the Police share of council tax are not just to cover policing; PCCs have broader statutory responsibilities to prevent crime and support victims with services which cannot be delivered by Staffordshire Police alone.

Open and transparent

I will listen, act on public concerns, explain what we are doing to address them and treat people fairly, and I expect Staffordshire Police to do the same. In holding the force and partners to account, I will challenge, scrutinise and share performance data to demonstrate my expectation of the highest standards of public service and to increase trust and confidence.

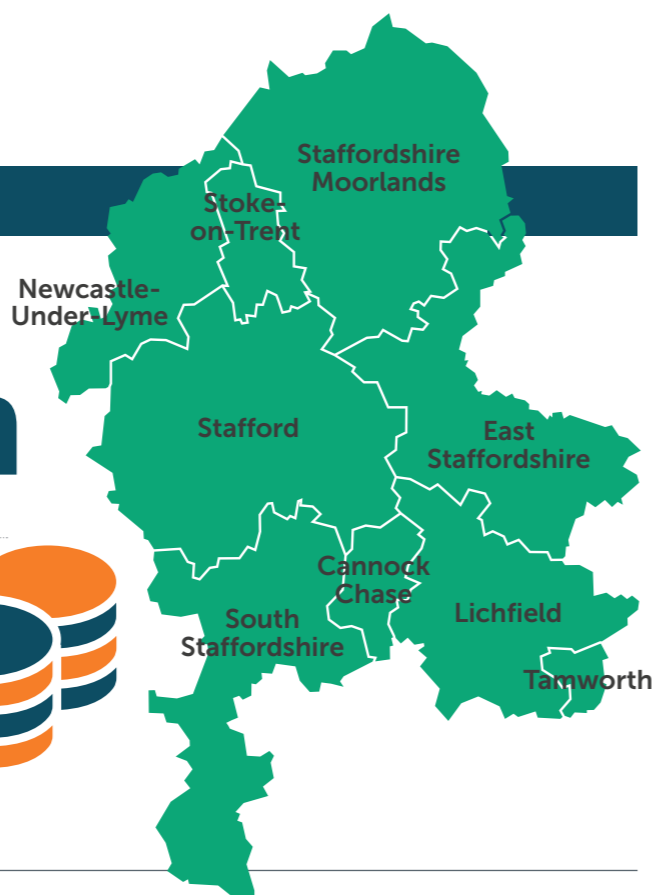


Finance

Budget
£248m

58 pence

per person per day



About Staffordshire

1.16m
people

488,600
households

1,049
square miles

Motorways

64.5 miles

30

A roads

543.5 miles

Minor roads

3,895.5 miles

Officers and staff



2,017

Officers

(1,845 by end March 2022
1,935 by end March 2023)

183

PCSOs

1,448

Police Staff

140

Special Constables

109

Volunteers



Over the past year there were:



230,000

calls to 999



310,000

calls to 101



59,000

online contacts



5,000

missing person reports



1,846

police complaints

263,000

incidents

84,600

crimes

3,756

repeat offenders

51,000

motoring offences



16,000

counts of anti-social behaviour

16,300

arrests

5,400

people stopped and searched



80.1%

of victims of crime
satisfied with the way the
incident was investigated

63,700

crime victims
referred to the
Victim Gateway



Shaping the Plan

To help inform and develop this plan, a number of considerations have been made. This includes reviewing national guidance, understanding and assessing local community safety needs and, importantly, seeking and listening to professional and community opinion.

The following section outlines the main findings.

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Public Concerns

Throughout my previous term of office and during my election campaign, I have consulted with individuals, families and community representatives. The issues that continue to concern them most are ASB, neighbourhood crime, drug dealing and road safety.

My office and the force jointly commission regular surveys to understand public concerns about crime and ASB, their priorities for policing, levels of trust and confidence in the force, and opinions on its effectiveness in delivering services and engaging with communities. These surveys confirm that people’s top priorities for Staffordshire Police are reassurance (49%), ASB (41%) and drug-related crime (40%), followed by acquisitive crimes such as burglary and vehicle crime (20%).

Other findings from the latest survey in March 2024 include:

- 94% say it’s important to them to have a visible Police presence where they live
- 18% had some contact with Staffordshire Police in the previous year
- 24% say there has been a decrease in Police numbers in their area
- 65% have confidence in Staffordshire Police
- 73% feel they could rely on their local Police team if needed
- 88% are confident the Police treat people fairly
- 77% feel that people from different backgrounds are treated equally
- 21% believe they might become a victim of crime in the next year
- 8% say they have been a victim of crime in the past year

This indicates the challenge we have in reassuring communities. Even though there are 428 more Police officers in Staffordshire than in 2020, too many people perceive that the numbers have reduced. Some people’s fear of crime is far higher than the likelihood of them actually becoming a victim of it.

Communities are not just geographical, and I have also listened to concerns from groups with common interests such as retailers and other businesses, farmers and rural communities.

My engagement and consultation highlight consistent themes around the basic aspects of policing. People value a visible Police presence to deter offending and provide reassurance, they want a prompt response to calls for service and expect officers to take robust action and be effective in investigating crime.

I will continue to listen to and consult with people across Staffordshire as your concerns will always be foremost in my local Police & Crime Plans.

My challenge, and the challenge for Staffordshire Police, is to get the balance right in addressing the issues that many people see every day, while also tackling the problems that most people don’t experience but which can cause significant harm to a smaller number of people who need to be protected.

Local Needs

Staffordshire is a safe place to live, visit and work. Overall crime rates are well below the regional and national average, and our area sees particularly low levels of neighbourhood crimes such as burglary, vehicle crime and robbery compared to most similar force areas. An annual Community Safety Strategic Assessment, commissioned by my office to identify crime and ASB challenges, demonstrates some that are specific to particular areas and others that are common to all. I will publish the executive summaries of each strategic assessment and a county-wide assessment on my website.

The common challenges identified in the assessments are:

ASB

Overall rates of ASB in Staffordshire are now significantly lower than they were before the pandemic, and are fractionally lower than those seen across the West Midlands region but in line with national levels. As with crime overall, ASB tends to disproportionately affect our most deprived and disadvantaged communities, which tend to be overly affected by neighbour disputes, while town and city centres are more subject to rowdy and inconsiderate behaviour. Repeat victims of ASB tend to experience the same levels of psychological harm as victims of less serious violent crime.

Domestic Abuse

Domestic Abuse (DA) presents a significant risk to victims, but also has a wider impact where children are present. It is not just limited to physically violent offences but can also include incidents of controlling, coercive or threatening behaviour, stalking and harassment or abuse. The passing of the DA Act (2021) and the Victim and Prisoners Act (2024) means there is now recognition of children who witness or experience such abuse as victims of DA in their own right. DA remains a largely hidden crime; an estimated 65% is not reported to the Police or other support services. In rural communities, it is estimated that around 90% of all DA goes unreported.

Current rates of DA offences in Staffordshire are almost unchanged from the previous year, however, people providing DA support services and in safeguarding roles report that cases are becoming increasingly complex and high risk. 80% of DA crimes are violent offences; while around 25% of all crime is flagged as DA related, this increases to 46% of violent crime. While victims of domestic offences are primarily younger women (aged 18-39) and offenders are most likely to be younger men (aged 18-39), there are victims across all age ranges and both male and female offenders and victims.

Vulnerable People, Safeguarding and Drugs

Drugs can be a factor in a range of crimes, from acquisitive offences to fund addiction to violent offences. County Lines are a form of criminal activity in which drug dealers in major cities establish networks for the supply and sale of drugs to users in towns and rural areas, using other people (typically young or otherwise vulnerable people) to carry, store, and sell the drugs. This causes significant issues for communities, particularly the degradation of local areas through use of properties for drug use, drug supply and other criminal activity. Other issues are related to violence and disputes between Organised Crime Groups (OCGs) and Urban Street Gangs (USGs) over control of particular County Lines and drug supply in specific areas.

The use of County Lines by OCGs is not limited to the supply and movement of drugs. The same criminal infrastructure is linked to Modern Slavery and People Trafficking, Child Sexual, Criminal and Financial Exploitation, Serious Violence, Money Laundering and the supply of illegal weapons.

People with long-term substance misuse challenges often experience DA and are highly vulnerable to violence and criminal exploitation. Children in families where substance misuse is prevalent are often at substantially increased need of safeguarding and support to keep them from potential harm.

Mental health-related incidents place significant demand on policing and many people with mental health needs appear in other high-risk groups including those with substance misuse issues, socially isolated and living in poor-quality housing, as well as young people and adults at risk of criminal exploitation.

Fraud

Fraud is often sophisticated, organised and technologically advanced. In Staffordshire, around 70% of personal fraud has an online element. Fraud scams using internet banking and remote computer access mean that criminals can defraud individuals and businesses of large sums of money very rapidly and from anywhere in the world. This is often also the case in incidents of ‘Romance Fraud’, with criminals using chat functions in online games and social media to groom their victims online. Those vulnerable to fraud are also often vulnerable to ‘door-step’ crime, which may involve intimidating and aggressive behaviour or an element of befriending or grooming of the victim to facilitate offending or repeat victimisation. The average victim of door-step crime is over 80 years old and lives alone.

Serious Violence including Violence Against Women and Girls (VAWG)

Media, government and public interest and concern over levels of knife crime remains. There is ongoing local concern around

knife crime linked to organised criminality, however, actual levels of knife crime in Staffordshire remain comparatively low and have seen minimal change compared to pre-pandemic levels.

Evidence shows that many women in the UK do not feel safe in public or online: recent government research found that girls do not feel safe at school or in other educational establishments, and many women and girls in the UK have experienced verbal abuse, intimidation, and sexual harassment in public spaces. In 2022/23 VAWG accounted for 12.5% of non-domestic related crimes and 23% of non-domestic related violent crimes.

Community Cohesion and Tackling Extremism

National increases in hate crime, extremism and tension in some communities have also been seen locally, although they have increased at a slower rate. Social change, concerns over immigration and climate change and national and global events including war and incidents of terrorism have had an effect on community cohesion. Such major events and government decisions arising from them have the potential to exacerbate tensions within a small number of more fragmented communities and affect social and political trust. This can be exploited by extremist groups, often through social media. In recent years, we have seen community tensions heightened in specific locations where repeated environmental and other

protests have taken place and in the summer of 2024 the force dealt with severe incidents of disorder.

The UK terror threat level currently remains at 'Substantial', meaning that an attack is likely. There have been several terror acts carried out in the UK in recent years, and many more that have been foiled by security services and Police. While many high-profile terror incidents, arrests, and cases have been linked to Islamist Extremism, there have also been notable incidents linked with Right Wing Extremism.

More broadly, ongoing global conflicts, in particular the Israel and Palestine conflict, have the potential to impact at a local level with a growth in and vocalisation of polarised political and ideological standpoints. Unfortunately, Stoke-on-Trent is no longer a Home Office 'Prevent' priority area, which previously saw the City Council receive additional support from the Home Office for its work to tackle extremism.



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



The findings of HMICFRS’ 2023 inspection of Staffordshire Police are due to be published on 24 September 2024, when this section will be updated with confirmed gradings under the following headings and summary of findings.

Providing a service to the victims of crime
Recording data about crime
Police powers and treating the public fairly and respectfully
Preventing and deterring crime and ASB and reducing vulnerability
Responding to the public
Investigating crime
Protecting vulnerable people
Managing offenders and suspects
Building, supporting and protecting the workforce
Leadership and force management



Government Policy

At the time of publishing this plan, the new Government's policies with regard to crime, policing and community safety are in development. There are, however, some themes contained in the Labour Party Manifesto, some of which are consistent with our local findings:

- Public trust in policing is reliant on responsive service and quality investigation
- Victims must have faith that justice will be delivered and criminals punished
- Investment is needed in neighbourhood policing to improve the connection between Police and public
- Trust in the service has been undermined by high-profile misconduct cases and failures in vetting
- ASB needs to be tackled and enforcement powers increased
- Tougher enforcement action and support is needed to reduce knife crime
- VAWG needs to be a higher priority, with action needed to bring more offenders to justice, fast-track rape cases and provide support to victims of DA at the first point of contact
- More needs to be done to tackle the backlog in the criminal justice system and improve service to victims

National Policing requirements



National Crime and Policing Outcomes are set for all forces, including reducing murder, serious violence and neighbourhood crime, improving victim satisfaction, disrupting drugs supply and County Lines and tackling cyber-crime.

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:

- 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 will 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.

This plan, and force plans, will be kept under review to take account of any changes made to the SPR by the Home Secretary.

I have considered the seven national threats in forming my priorities. Tackling them relies on strong partnerships with other Police forces, emergency services, councils, health and other organisations, and a major part of my role is to convene agencies to develop and deliver an effective, coordinated response.

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 and Alcohol Partnership Board which oversees our local response to the National Drugs Strategy.

My office supports and works alongside the Staffordshire Safeguarding Children Board and the Stoke-on-Trent Safeguarding Children Partnership, which co-ordinate 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 Police 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 Police & Crime Commissioners and Chief Constables in England and Wales have signed up to the Vision.



Working together to keep Staffordshire safe

Regional Policing

Criminals don't recognise borders so it is important that Staffordshire Police works effectively with our neighbouring forces. It also means that more specialised services can be provided on a larger scale to tackle the most acute problems across a broader geography in a way that would not be affordable locally.

The **Regional Organised Crime Unit** comprises officers from Staffordshire, West Midlands, Warwickshire and West Mercia forces and delivers a cohesive and coordinated response to serious organised crime across the region.

The **West Midlands Counter Terrorism Unit** is part of the national counter terrorism network that leads the response to international terrorism and domestic extremism. Its team of specialist officers provides a coordinated response in support to Staffordshire, West Midlands, Warwickshire and West Mercia forces and supports the national network as required.

Staffordshire has a collaborative arrangement with West Mercia and Warwickshire Police for the delivery of **Police Constable Entry Route** (PCER) programmes through Staffordshire University's Institute of Policing. The PCER includes undergraduate and postgraduate courses for new recruits.

Staffordshire and West Midlands also have joint teams for **Legal Services** and **Firearms Licencing**.

Police/Fire Collaboration

Staffordshire was the second area in England where governance of Fire & Rescue was transferred to an elected Police, Fire & Crime Commissioner. Collaborative work has brought real benefits to how Police and Fire & Rescue work together to keep communities safe and delivered significant financial benefits. There are now five Police, Fire & Crime Commissioners and the Government is encouraging more coterminous Police and Fire & Rescue areas to consider the benefits of collaboration.

A bold joint estates plan has seen Police and Fire & Rescue teams brought together in modern facilities in Hanley, Tamworth, Penkridge, Stone, Uttoxeter and Kinver, with public money no longer misspent on separate buildings for each team. There are plans for similar arrangements in other locations across Staffordshire.

Staffordshire Police and Staffordshire Fire & Rescue Service now share a number of vital support services including vehicle fleet management, estates management, corporate communications, financial services, supplies and logistics, HR, occupational health and equality, diversity and inclusion. This saves money that is redirected to frontline services.

Work is being carried out to scope the opportunities for a joint approach to IT which shares expertise, networks and systems where appropriate, improves resilience and delivers efficiencies through better procurement. This would also be a sound basis for taking full advantage of advances in automation and artificial intelligence.

In addition to financial savings, closer working between Police and Fire & Rescue is bringing benefits such as joined-up approaches to protecting vulnerable people, and missing persons searches that take advantage of both services' resources and skills.

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.

I will:

- Work with the force to develop innovative approaches to engaging with neighbourhoods and communities with shared interests to help shape priorities and services and keep them informed of what the force are doing.
- Expect Staffordshire Police to continue to improve telephone and online 101 non-emergency services so that people contacting the force receive a high-quality and timely response.
- Ensure Staffordshire Police reduce the time taken to safely respond to emergency and non-urgent calls and ensure the effective management of incidents and ongoing investigations.
- Expect the force to build strong relationships with communities by focusing neighbourhood policing teams on crime prevention and early intervention and by ensuring people can easily contact their local Police to raise concerns.
- Ensure Police and partners take a problem-solving approach to drive down neighbourhood crimes such as burglary and vehicle crime and to tackle business and rural crime, all of which cause distress, disrupt communities and directly impact on livelihoods.
- Ensure the force actively uses victim feedback, complaints data and misconduct case outcomes for organisational learning and improvement.
- Ensure resources are in place to provide the force with the capacity and resilience to tackle domestic abuse, child sexual abuse, VAWG and other incidents of high harm.
- 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.
- Require Police leadership, standards, systems, culture and training to be focused on providing high-quality services.

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

Supporting victims

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

I will:

- Provide a free and confidential triage service for victims of crime to assess their needs, provide help and support, and ensure they are signposted to specialist services where necessary.
- Provide a range of free, confidential, non-discriminatory, specialist support services for victims and witnesses of crime (including DA, sexual assault and abuse, violence, child criminal exploitation, hate crime, road crime, harmful sexual behaviour, business crime, restorative justice, online fraud and cybercrime) and ASB.
- Ensure Staffordshire Police improve their approach to keeping victims informed on how their case is progressing with new technology, processes and customer service standards.
- 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.
- Work with Police and partners to reduce repeat victimisation.
- Ensure service providers comply with the Victims and Prisoners Act 2024.
- Work with Police and partners to ensure information about victims' and witnesses' experience is accurately recorded and used to help services improve.
- Improve communication on victim support so that people are more aware of what services are available and how they can access them.
- Improve accessibility to support services, paying particular attention to seldom heard groups.
- 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.
- 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).



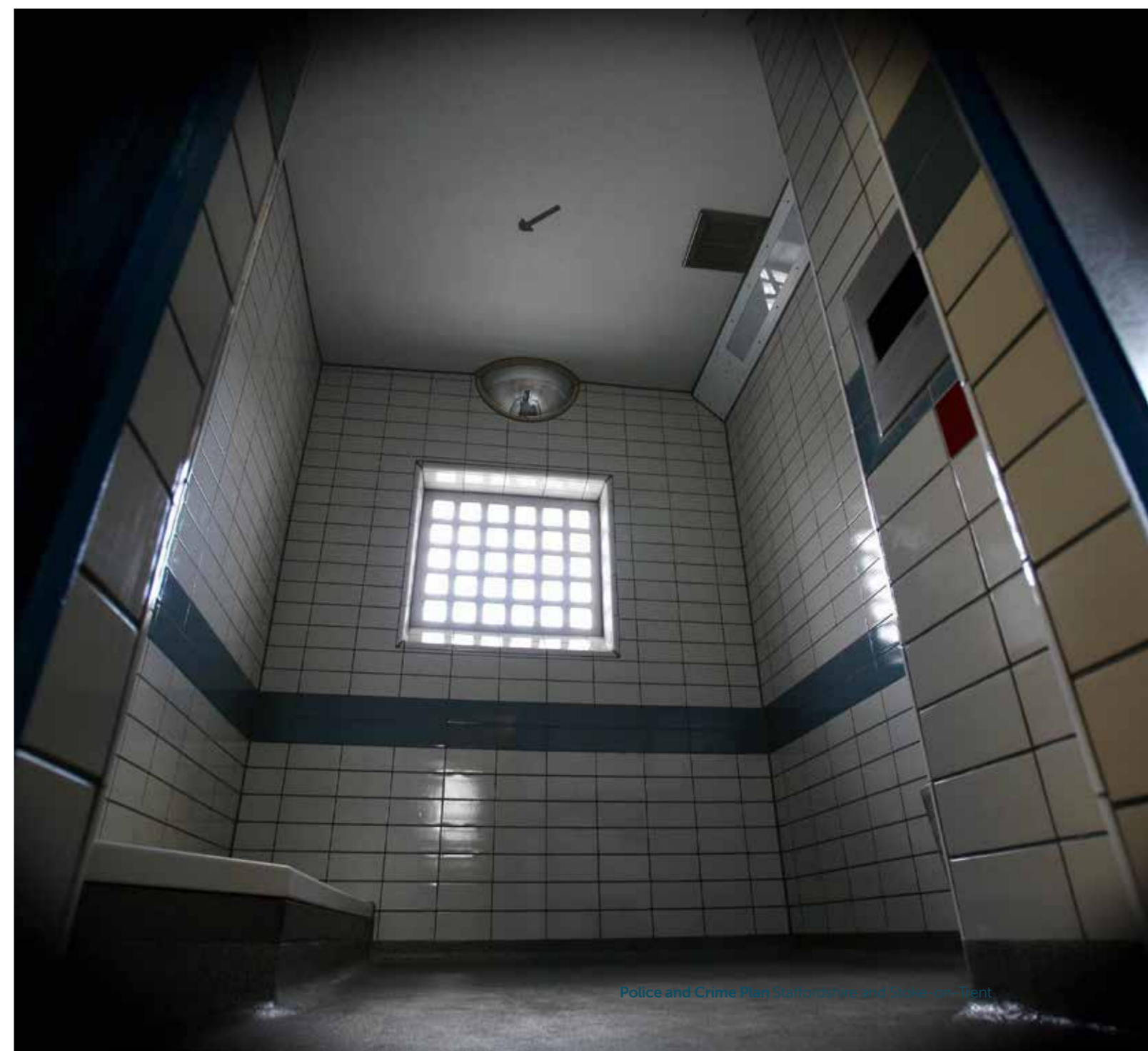
Preventing and protecting

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.

I will:

- Reduce demand on Police and other services and prevent harm to individuals, families and communities by commissioning prevention and early intervention programmes for those more vulnerable to being drawn into crime or ASB.
- Work with schools and other educational examples to develop and deliver consistent, good quality education on community safety related projects.
- Divert children from crime and ASB through positive, diversionary activities.
- Work with partners to equip professionals with the skills and knowledge to identify and respond appropriately to harm and the root causes of harm and criminal behaviour.
- Work with Police and criminal justice partners to ensure offenders are brought to justice or receive effective interventions to prevent them from reoffending.
- 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.
- Target interventions to those identified as more vulnerable to / at risk of offending; working with partners to prevent generational offending.
- Improve the availability and effectiveness of housing, employment and other rehabilitation support services to help those in prison or in the community achieve stable lifestyles away from crime.
- Commission programmes to address specific offending behaviours such as domestic abuse and harmful sexual behaviours.
- 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.

- Prevent people from being drawn into terrorism due to their vulnerabilities, associations or ideology and ensure individuals are appropriately monitored and managed.
- Work with partners to continue to disrupt criminality in Staffordshire's prisons, address staff corruption and protect prison staff.



Impactful partnerships

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

I will:

- Work with our local Community Safety Partnerships to develop and implement sound strategies to prevent and tackle crime and ASB in their area and to ensure any funding I allocate to them is directed to best effect.
- Improve digital and traditional links with people, particularly seldom heard groups and young people, to understand their views, gather evidence on crime, ASB, drugs and alcohol, road safety issues, and keep them informed about what is being done to tackle them.
- 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.
- Help community-based organisations that want to make their neighbourhoods safer.
- Strengthen Police and partners' ability to share data to help them identify vulnerability and intervene quickly to support victims and target offenders.
- Promote awareness and use of the tools and powers available to Community Safety Partnerships to prevent and resolve ASB so that issues are quickly and effectively addressed by all those responsible.
- 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.
- Through the Drug and 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.
- Continue to engage and develop our relationship with our partners in the Criminal Justice

System to help deliver effective and efficient processes for delivering justice and provide quality services to victims and witnesses.

- Intensify the activity of our Safer Roads Partnership 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.
- Ensure the continued support of NHS partners to Staffordshire Police in addressing 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.
- Continue to work with the Environment Agency, Staffordshire Fire & Rescue Service, 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.
- 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.



Delivering the Plan

Finance and Resources

The total Police & Crime budget I hold is £264.8m in 2024/25. This is not just about policing – PCCs have broader statutory responsibilities to prevent crime and support victims with services which cannot be delivered by the Police.

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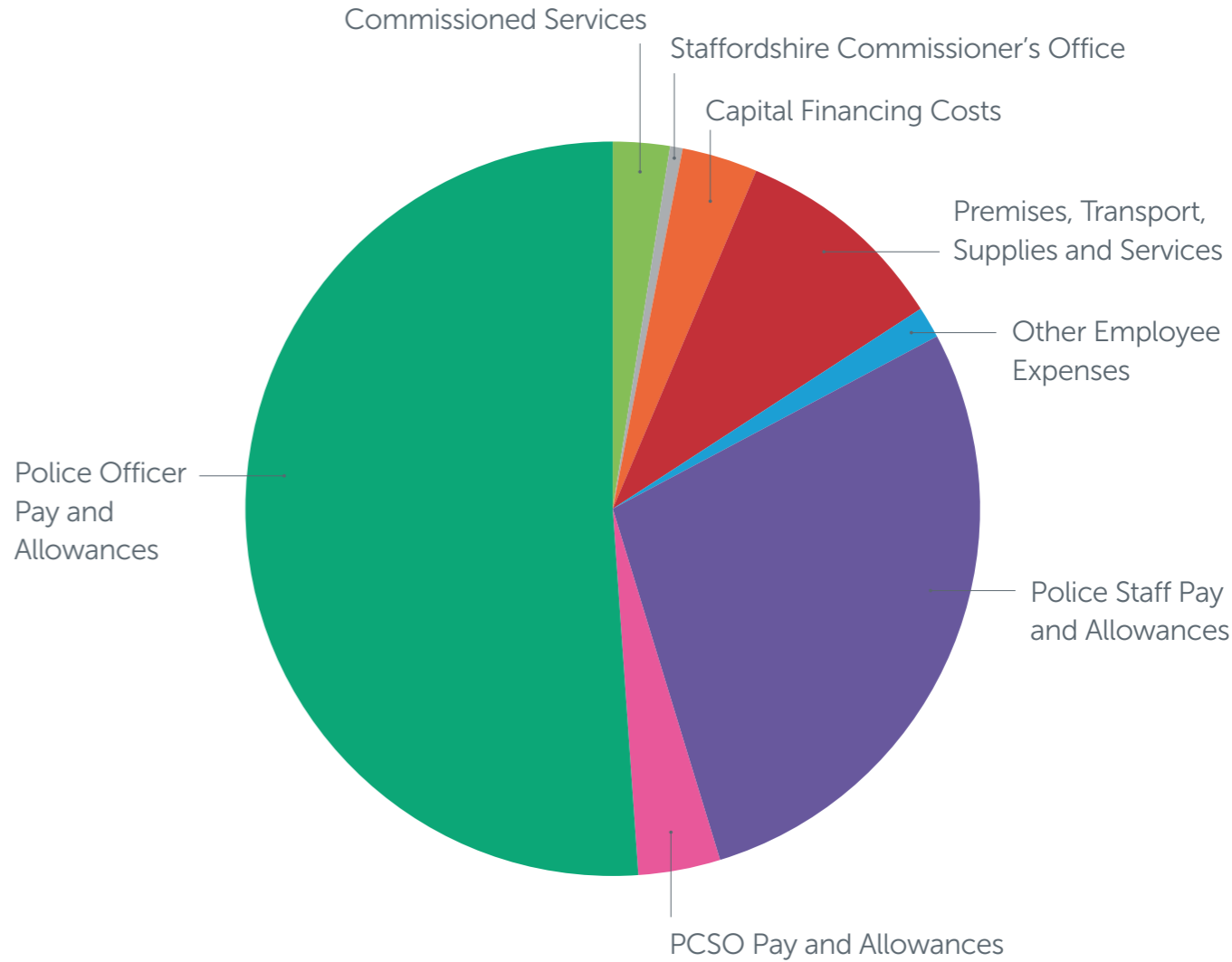
The budget includes direct grants from government, such as the Victim’s Grant, dedicated to community safety initiatives, drug and alcohol services and victim support services. Income is also received from local authority partners to jointly commission services to address DA and provide support for victims.

The Medium-Term Financial Strategy (MTFS) sets out the basis of our current assumptions for the future and looks ahead in order to predict the overall funding position for my office and Staffordshire Police for the next few years. As at 2024/25, the current MTFS is predicated on identifying savings of £19m and work is underway to achieve this significant target.

The future is always difficult to predict, but there is likely to be a significant impact of the change in Government on public finances both locally and centrally.

A good MTFS will remain flexible to take account of changes in financial assumptions, the overall funding position, the operational priorities of the Chief Constable and emerging challenges.

Future funding considerations will of course influence any proposals I put forward regarding the level of council tax increases required for 2025/26 and beyond. The increases in council tax for Staffordshire have been lower than most other regions during the last 10 years, and I will only ask for additional funding where I consider the increase necessary to protect services and keep the communities we serve safe.



Expenditure	£m	Income	£m
Police Officer Pay and Allowances	135.5	Income	16.9
Police Staff Pay and Allowances	74.4		
PCSO Pay and Allowances	9.5	Net Cost of Service	247.9
Other Employee Expenses	3.7		
Premises, Transport, Supplies and Services	25.5		
Commissioned Services	6.1		
Capital Financing Costs	8.6		
Staffordshire Commissioner's Office	1.5		
Total Gross Police and Crime Expenditure	264.8		

Delivering the Plan

Performance and Accountability



This plan sets the overall direction of travel for policing and other services over the next three years, and some of my ambitions go beyond my term of office. It will be kept under review and refreshed to take account of finances, changes in national policy or major events.

I expect the Chief Constable to develop an annual Policing Plan in response to each of the priorities for policing set out in this plan and the Strategic Policing Requirement. The Policing Plan will review progress in the previous year, set out current and emerging issues and challenges, and how Staffordshire Police intends to address them.

Evidence on progress will be gathered from a number of sources including the force's own performance data, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports, government reports and datasets, audit findings, data from partners and public surveys.

I will be completely open about performance against the new national outcomes and the measures I will monitor locally to ensure our priorities are being delivered. I will publish performance data and hold Public Performance Meetings where I will hold the Chief Constable to account for delivery and which will be available online.

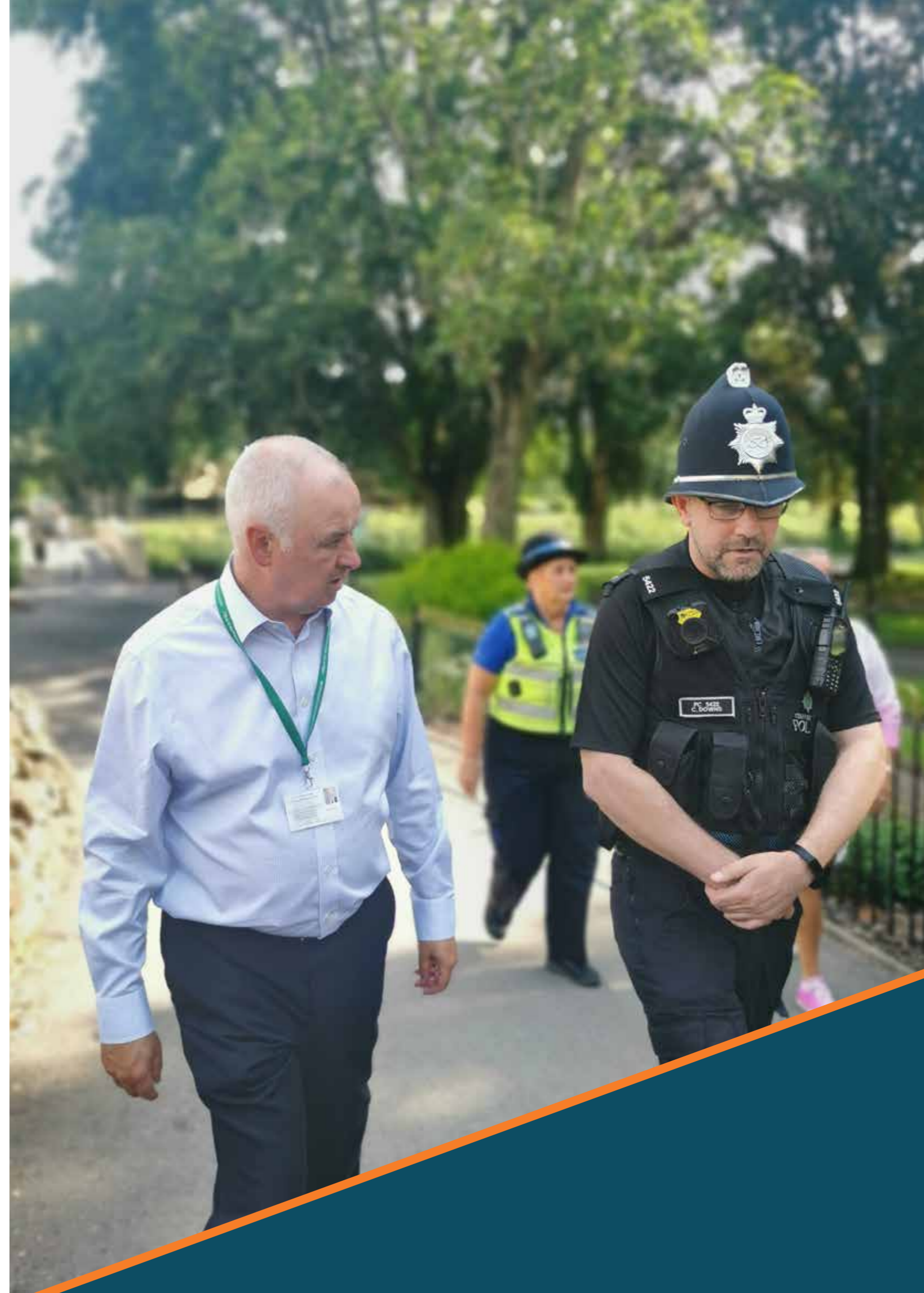
Governance statements, policies and procedures, decision records and details of expenditure and contracts are all accessible at www.staffordshire-pfcc.gov.uk/transparency/.

Progress against this plan will be regularly reported to the Police, Fire & Crime Panel and an annual report will be published.

My office is separate to the Police and Fire & Rescue services. It works closely with partners, businesses and communities to support me in implementing this plan and with public engagement, the scrutiny of Police and Fire & Rescue services, and commissioning services to support victims and prevent crime.

My office is specifically responsible for:

- Monitoring and scrutinising the performance of Staffordshire Police and Staffordshire Fire & Rescue Service.
- Commissioning appropriate services to prevent crime and ASB and provide support for local people affected by crime and ASB. This means consulting with partners and service users to understand their needs, designing services and targeting resources to meet those needs.
- Seeking the public's views on policing and community safety decisions that affect them directly.
- Keeping the public up-to-date and informed about Police performance, Fire & Rescue Service performance, my work and that of my office.
- Publishing easy-to-access and transparent information about decisions, budgets, performance and governance.
- Co-ordinating community safety and crime prevention activities across Staffordshire.
- Managing a range of contracts providing essential support services to operational policing such as sexual abuse referral centres for victims of sexual abuse.
- Carrying out reviews of Police complaints where the complainant is unhappy with the way the original complaint was handled or the final outcome.



Get involved

As your Police, Fire & Crime Commissioner for Staffordshire, I welcome your feedback. By letting me know the issues that matter to you most, you will be directly shaping policing and community safety decisions both now and in the future.

You can contact my office to give feedback or ask questions about your Police service.

Staffordshire Commissioner’s Office, Block 9, Weston Road, Stafford, ST18 0YY

Telephone: 01785 232385

Email: pfcc@staffordshire-pfcc.gov.uk	Instagram: benadams4staffs staffscommissioner
Website: www.staffordshire-pfcc.gov.uk	X: benadams4staffs StaffsPFCC
Facebook: Ben Adams for Staffordshire StaffordshirePFCC	

Volunteers play a vital role within the Police service. Details on the following opportunities and more can be found at:
www.staffordshire-pfcc.gov.uk/getinvolved/volunteer/

- Independent Custody Visitors
- Custody Appropriate Adults
- Ethics, Transparency and Audit Panel
- Independent Scrutiny Panel

Details on the following opportunities and more can be found at:
www.careers.staffordshire.police.uk/volunteers/

- Special Constables
- Independent Advisory Group Members
- Police Cadet Leaders/Assistants
- Rural Crime Volunteers

For Community Speed Watch, go to:
www.staffssaferroads.co.uk/communityspeed-watch/

For details of Neighbourhood Watch schemes in your area, go to:
www.ourwatch.org.uk/

To stay in touch with Police and crime issues affecting your local area, go to:
www.staffordshiresmartalert.co.uk/

If you require this information in an alternative format or language please email:
pfcc@staffordshire-pfcc.gov.uk

Fire and Rescue Plan

www.staffordshire-pfcc.gov.uk

2024 – 2028

Staffordshire &
Stoke-on-Trent



Introduction



effectively. Alongside specialist staff, more firefighters, staff and volunteers are engaged in prevention work that is ever more focused on those most at risk.

The service is now also more effective at identifying and reducing the risk of fire in the built environment through technical fire safety audits, inspections of premises and the use of enforcement powers. I have invested in this area to enable the service to enhance their team of highly qualified fire safety officers, however, there is a challenge in attracting and retaining them (due to external factors) which is a priority for the service.

I am very supportive of the service’s ambition to help other agencies to keep people safe, even outside the traditional parameters of Fire & Rescue. Working across Staffordshire with local NHS partners and West Midlands Ambulance Service to respond when people have fallen or need assistance returning home from hospital has helped to keep hundreds of people out of hospital and freed up valuable health resources.

I am always impressed with the professionalism and enthusiasm of Fire & Rescue staff in Staffordshire, who often go above and beyond what is expected of them and have embraced change. It is, however, frustrating that progress in reforming governance, modernising working practices and extending the reach of the sector nationally has been so slow.

A White Paper on Fire Reform was published by the previous Government in 2021 but has yet to be progressed into legislation.

Its intention is to build on the existing framework to ensure Fire & Rescue services operate effectively and efficiently, put the public first and meet community needs, while adapting to societal changes. It focuses on new governance arrangements, drawing on lessons learned from the first cycle of governance transfers to Police, Fire & Crime Commissioners, of which Staffordshire was one of the first. Importantly, it could legislate to create operational independence for Chief Fire Officers which I very much support. It could also bring much-needed flexibility to firefighters’ terms and conditions to ensure they can be deployed to meet local needs and appropriately compensated for it.

This is echoed in the Chief Inspector of Fire & Rescue Services’ most recent State of Fire report, which acknowledges the sector’s good progress in response to previous recommendations but urges the Government to press ahead with reforms.

The report also calls for urgent improvements in values, culture and the management of misconduct across the sector. Inspections found examples of racist, homophobic and misogynistic behaviour in a quarter of services in England. In a survey, staff from every service reported bullying, harassment and discrimination. This is a damning reflection on the sector, and I welcome the progress made nationally in establishing a core code of ethics, improving background checks on staff and introducing new national standards for identifying and dealing with misconduct.

While I recognise the progress Staffordshire has made in tackling these issues, including its openness to HMICFRS scrutiny as part of its inspection of the handling of misconduct in Fire & Rescue services, I will not be complacent. I will continue to hold the Chief Fire Officer and his senior leadership team to account for delivering the required improvements in organisational culture, diversity and inclusion which are essential to ensure the trust and confidence of our staff and our communities.

Linked to this, HMICFRS highlights that service leaders must take a strategic approach to transformation and service improvement. In Staffordshire, the service has made excellent progress in piloting flexible crewing and other initiatives leading to improved availability of our teams. Keeping firefighters safe is vitally important so the service will also introduce new equipment and processes to protect them from contaminants. I want to ensure that these initiatives continue to be developed as part of a cohesive and coherent transformation programme, and that the service has the capacity and capability to deliver it.

Thanks to careful financial management, Staffordshire Fire & Rescue Service, unlike many others, is well placed to continue to invest, improve and do more, which I feel sure central government and council tax payers across Staffordshire and Stoke-on-Trent will wish to continue to support.

Ben Adams
Staffordshire Commissioner

Our aim

Keep Staffordshire safe

Our priorities

An outstanding Fire & Rescue service

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

Preventing

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

Protecting

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

Our aim

Keep Staffordshire safe

Our approach

Community focused

Understanding communities and recognising their different needs is essential to delivering services in their local area that build relationships, tackle the right problems and increase public confidence. I will listen to communities and ensure public expectations and concerns, alongside the service’s professional assessment of risk, shape the Community Risk Management Plan. I will encourage people to get more involved through shaping priorities and services, volunteering, scrutinising the service and helping to solve problems in their community. I will challenge, scrutinise and share performance data publicly to demonstrate my expectation of the highest standards of public service.

Prevention and early intervention

Preventing fires, road traffic collisions and other incidents from happening in the first place reduces demand on our Fire & Rescue and other services, and reduces harm. By intelligently targeting interventions at the most vulnerable people and locations and intervening as early as possible we can prevent issues from happening in the first place or escalating so that they become even more damaging, complex and costly. So, prevention and early intervention will be central to delivering all aspects of this plan.

Supported and equipped

Our Fire & Rescue service must have the equipment, vehicles, buildings and technology it needs to be able to improve services, help protect the public and deliver real value for money. Staffordshire Fire & Rescue Service’s most important resource is its people, and firefighters and support staff must have the right leadership, management, training and wellbeing support, underpinned by the right organisational culture. Recognising the Government’s climate change commitment, I will also work with the service to do everything we can to reduce our impact on the environment without compromising operational effectiveness.

Solving problems together

The issues affecting individuals, families and communities are often complex and rarely solved by one organisation alone so we need to bring organisations together to prevent problems from escalating and protect people from harm. This means sharing resources and knowledge and aligning services to deliver more efficient and comprehensive solutions. Even better collaboration between partners including neighbouring fire & rescue services, other blue light services, councils, health authorities, business and the voluntary and community sector is essential. I will work with communities to address their local safety concerns and ensure that partners have the skills to intervene early, recognise and address vulnerability.

Value for money

Wherever possible, every penny in Fire & Rescue should be directed towards their core purpose of keeping people safe. This is not about cost cutting but changing the way the service works by listening to the people doing the job and learning from other organisations.



Finance and Resources

Budget
£50m

12 pence

per person per day



33
fire stations

39
fire appliances



8
full time

2
day shift

29
on call

About Staffordshire



1.16m
people

488,600

households



1,049 square miles

Motorways

64.5 miles

A roads

543.5 miles

Minor roads

3,895.5 miles



Officers and Staff

313
wholtime
firefighters

279
on-call
firefighters

126
support
staff



Over the past year there were:



29,000 calls
for service



8,000
incidents attended

400
accidental
dwelling fires



1,450
small outdoor
fires



130
accidental
business fires

790
road traffic
collisions attended



15,000
safe and well visits



350
fire safety audits



16
enforcement
notices issued

12
prohibition
notices issued



About Staffordshire

Shaping the Plan

To help inform and develop this plan, a number of considerations have been made. This includes reviewing national guidance, understanding and assessing local fire safety and broader community safety needs and importantly seeking and listening to professional and community opinion.

The following section outlines the main findings.

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Public Concerns

When I talk to local communities it is clear that what they want from their Fire & Rescue service is quite straightforward – to be confident that there will be a rapid response if they faced an emergency. Our priority will always be to maintain high standards of service.

People also expect the service to plan for the future to ensure they can meet current and emerging risks.

My challenge, and the challenge for Staffordshire Fire & Rescue Service, is to get the balance right in meeting the traditional expectations of communities whilst also making the reforms needed to ensure the service is prepared for future challenges.

I will continue to listen to and consult with people across Staffordshire as your concerns will always be foremost in my local Fire and Rescue Plans.

Local Needs

Staffordshire is a relatively safe place to live, visit and work and the risk of fire and other incidents that require a response remain very low. This is due to years of prevention work, changes in behaviour and improvements to the design of buildings, vehicles and appliances to minimise risk.

In addition to the national priorities set out above, Staffordshire Fire & Rescue Service conduct detailed assessments of demand, threat and risk to provide a sound evidence base to inform decisions on how resources are allocated. This process has informed the priorities set out in this plan.

Safe Buildings and Infrastructure

Following the tragic fire at Grenfell Tower in 2017, there have been major changes to building regulations and fire safety to keep people living in multi-occupancy buildings safe in their homes. This has placed greater responsibilities on all Fire & Rescue services

to engage with and influence the planning process. Doing so relies on skilled, specialist staff for audit and inspection work and to take enforcement action when required. I have supported investment to grow these teams and it remains a priority to ensure that Staffordshire Fire & Rescue continue to attract, develop and retain staff for this vital work.

Community protection work has to respond to changing risks. The rapid uptake of electric vehicles (EVs), battery energy storage systems (BESS) and the move to renewable energy sources creates new challenges. When fires do occur with EVs and battery systems, they can be difficult to extinguish properly and safely with traditional methods. Staffordshire Fire & Rescue Service need to be close to these developments and have the right equipment, training and other resources to deal with such incidents but also provide safety advice and guidance to individuals, businesses and planners.

The service also has a major role in the Staffordshire Safer Roads Partnership, contributing to its broader remit of working towards safe roads, safe vehicles, safe road use, safe speeds and post-crash care to reduce road casualties.

Climate Change

Severe weather events have become more frequent and continue to put enormous pressure on the service, from wildfires in rural areas during hot, dry periods to floods and storm damage.

The service is currently not statutorily required to respond to floods but does so willingly to protect and rescue people and minimise the damage caused to properties and public spaces. Through the national Fire reform agenda, my ambition is to ensure that this is properly and formally recognised as a responsibility of the sector and reflected in firefighters' roles, terms and conditions.

People Most at Risk

The leading causes of accidental fires in the home are cooking, heating appliances, electrical fires, smoking and candles. The primary human factors that contribute to injuries and deaths from these incidents in Staffordshire have been identified by the service as smoking, alcohol and drug use, mobility and the elderly. The population is increasing and is aging. More houses are being built and more people are being supported to live at home independently for longer. Household inflation and internationally higher energy costs has increased the risk to those in fuel poverty who may use unsafe heating and cooking methods, for example. We also know that motorcyclists, pedal cyclists, pedestrians and young drivers are at most risk of becoming a casualty on our roads. It's important to identify those that are at most risk, engage with them and provide practical help and advice to prevent fires, road traffic collisions and other incidents from happening.

Terrorism

In response to findings of the inquiry into the preparedness for, and the response to the terrorist attack at Manchester Arena in 2017, emergency services have been required to continually assess their operational readiness for such events, develop specialist capabilities and carry out regular multi-agency training exercises. This ensures Staffordshire Fire & Rescue are prepared to respond effectively to local terrorist incidents and provide capacity and capability to support other areas.

National Fire & Rescue Priorities



The Fire & Rescue National Framework for England was designed to “make Fire & Rescue more accountable, more effective and more professional than ever before... building on the great strides in prevention and collaboration that Fire & Rescue services have already made” and included:

- transforming the local governance of Fire & Rescue by enabling mayors and Police & Crime Commissioners to take on responsibility for their Fire & Rescue service where a local case is made;
- establishing His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) as an independent inspection regime for Fire & Rescue services;

- developing a comprehensive set of professional standards to drive sector improvement;
- supporting services to transform commercially with more efficient procurement and collaboration;
- increasing the transparency of services with the publication of greater performance data and the creation of a new national fire website;
- driving forward an ambitious programme for workforce reform including through enhancing: professionalism; management and leadership; training and development; equality and diversity; culture; and options for flexible working.

The framework itself sets out five priorities for Fire & Rescue Authorities:

- make appropriate provision for fire prevention and protection activities and response to Fire & Rescue-related incidents;
- identify and assess the full range of foreseeable Fire & Rescue-related risks their areas face;
- collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide;
- be accountable to communities for the service they provide; and
- develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

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

The findings of HMICFRS’ 2023 inspection of Staffordshire Fire & Rescue Service are due to be published in September 2024 when this section will be updated with confirmed gradings.



Understanding fires and other risks
Preventing fires and other risks
Protecting the public through fire regulation
Responding to fires and other emergencies
Responding to major and multi-agency incidents
Making best use of resources
Future affordability
Promoting the right values and culture
Getting the right people with the right skills
Ensuring fairness and promoting diversity
Managing performance and developing leaders

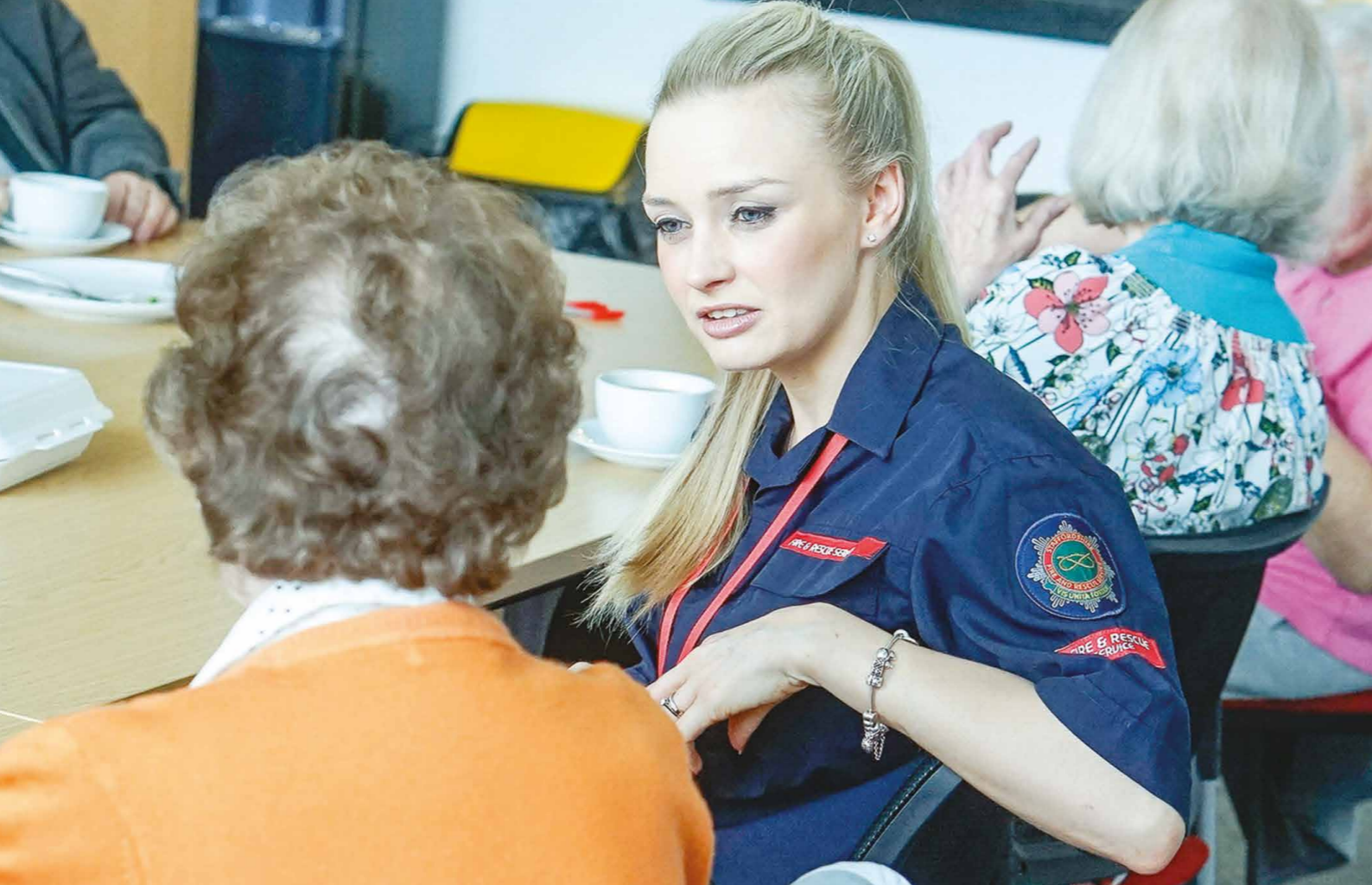
An outstanding Fire & Rescue service

Redacted

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.

I will:

- Ensure the service carries out ongoing, thorough analysis to fully understand demand, risk, productivity, outcomes, resource utilisation and value for money across the service.
- 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.
- 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.
- Ensure our operating model enables the service to assist other areas in line with our mutual aid commitments, regionally and nationally.
- 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.
- 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.
- 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.



- Building on our successful collaboration with Staffordshire and Stoke-on-Trent Integrated Care Board (SSOTICB), explore more opportunities to keep people safe by Fire & Rescue teams responding to incidents which might be initially reported to other agencies.
- 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.
- Ensure appropriate resources and services are available to provide practical and emotional support to people and businesses affected by fire, and other emergencies.
- Develop plans and capabilities to be able to respond to fire risks associated with rapidly growing technologies including electric vehicles and power storage systems.
- 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.
- 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.
- Continue the modernisation of the Fire estate and make better use of our best buildings by sharing space with Police colleagues.

Police/Fire Collaboration

Staffordshire was the second area in England where governance of Fire & Rescue was transferred to an elected Police, Fire & Crime Commissioner. Collaborative work has brought real benefits to how Fire and Police work together to keep communities safe and delivered significant financial benefits. There are now five Police, Fire & Crime Commissioners and the Government is encouraging more coterminous Police and Fire areas to consider the benefits of collaboration.

A bold joint estates plan has seen Fire and Police teams brought together in modern facilities in Hanley, Tamworth, Penkridge, Stone, Uttoxeter and Kinver, with public money no longer misspent on separate buildings for each team. There are plans for similar arrangements in other locations across Staffordshire.

Staffordshire Police and Staffordshire Fire & Rescue Service now share a number of vital support services including vehicle fleet management, estates management, corporate communications, financial services, supplies and logistics, HR, occupational health and equality, diversity & inclusion. This saves money that is redirected to front line services.

Work is being carried out to scope the opportunities for a joint approach to IT which shares expertise, networks and systems where appropriate, improves resilience and delivers efficiencies through better procurement. This would also be a sound basis for taking full advantage of advances in automation and artificial intelligence.

In addition to financial savings, closer working between Fire and Police is bringing benefits such as joined-up approaches to protecting vulnerable people, and missing persons searches that take advantage of both services' resources and skills.

Preventing

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

I will:

- Adopt NFCC criteria and improve the data available on multiple risk factors to better identify those most at risk of fire in the home.
- Target safe and well checks at those at most risk to enable prompt intervention to provide the support people need to prevent fires and identify underlying issues which contribute to fire risks.
- 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.
- 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.
- 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.
- Increase engagement with groups of people most at risk through targeted education programmes, volunteering, open days and other events.
- 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.



Protecting

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

I will:

- Adopt NFCC guidance and processes for the identification, mapping and monitoring of high-risk premises to ensure inspection activity is properly targeted. This will be enhanced by better information sharing and joint analysis with partners.
- Ensure the service recruits and retains the required specialist staff to undertake risk-based audit and inspection of premises and the application of regulatory powers.
- Strike the right balance between advising and supporting co-operative businesses to achieve compliance and robust enforcement where it's needed.
- Ensure the service is properly engaged by planners when considering applications for renewable energy developments and the installation of Battery Energy Storage Systems.
- 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.
- 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.
- Place expectations on developers to maintain high standards in the installation of sprinklers and other fire protection systems to new multi-occupancy residential buildings.
- Continue to work with the Environment Agency, Staffordshire Police, Local Authorities and other partners to ensure co-operation in investigation and enforcement activity related to cannabis grows, fly-tipping, waste and environmental crime.

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



Delivering the Plan

Finance and Resources

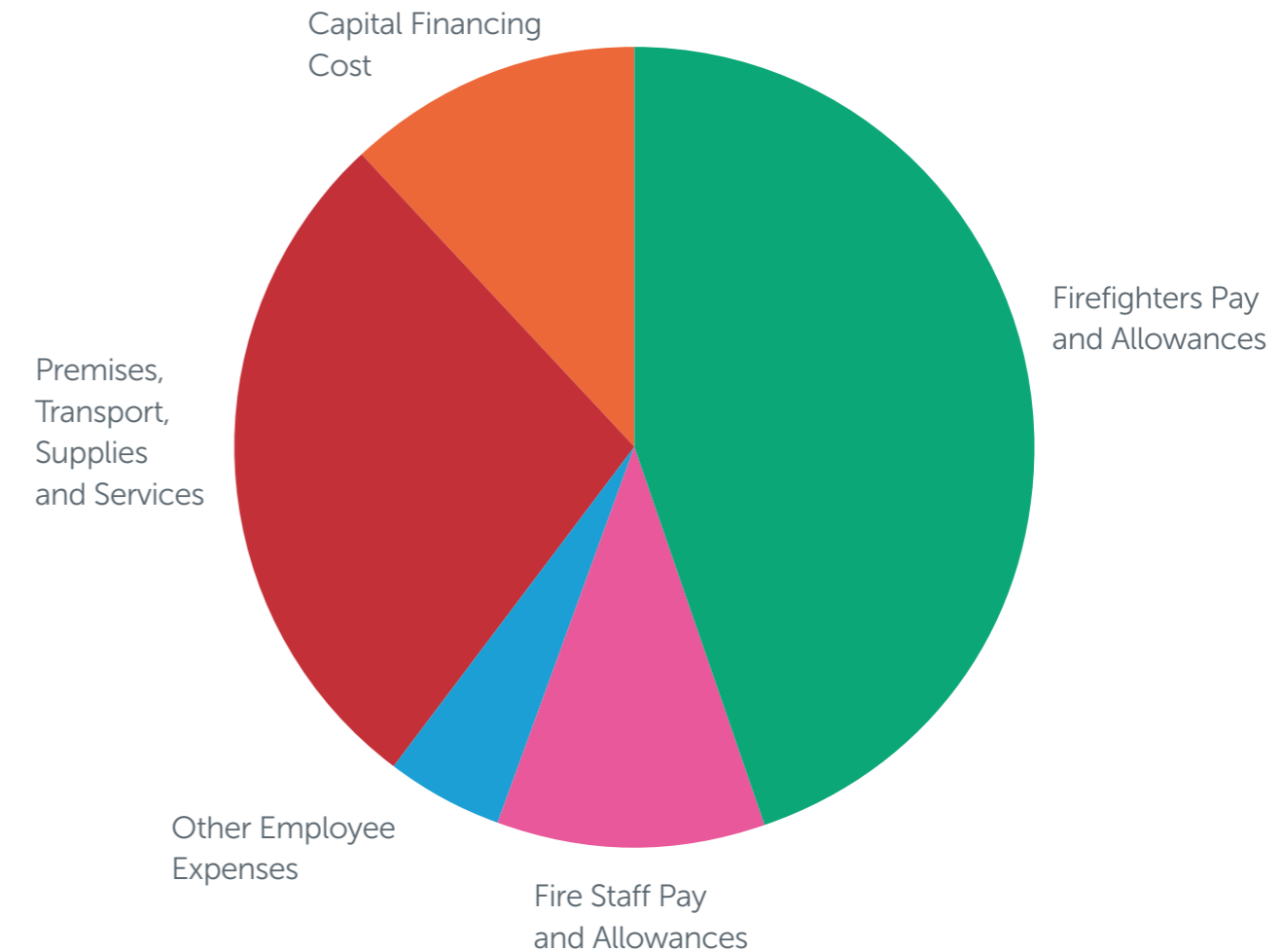
The total revenue budget for 2024/25 was set at £50.1m. The funding for the Staffordshire Commissioner Fire & Rescue Authority comes from three main sources; 64% comes from council tax, 21% from business rates with the remaining 15% coming from central Government in the form of a Revenue Support Grant. The service also generates a small amount of income through rents, fees and charges, investments, and sharing sites with Staffordshire Police. How the budget is spent is shown on the next page.

The Medium-Term Financial Strategy (MTFS) sets out the basis of our current assumptions for the future and looks ahead in order to predict the overall funding position for Staffordshire Fire & Rescue Service for the next few years.

I recognise that, as pressures on household budgets continue, council tax payers will demand value for money and a service that is evolving to meet their needs. I aim to put every penny of the budget to the best use possible, and I expect every pound of taxpayers' money invested in Fire & Rescue to be spent wisely and for the service to continue to seek efficiencies.

The service continues to develop its transformation plan to meet new financial and operational challenges with value for money being a key priority. The plan will need to be flexible to allow for changes in assumptions and the overall funding position.

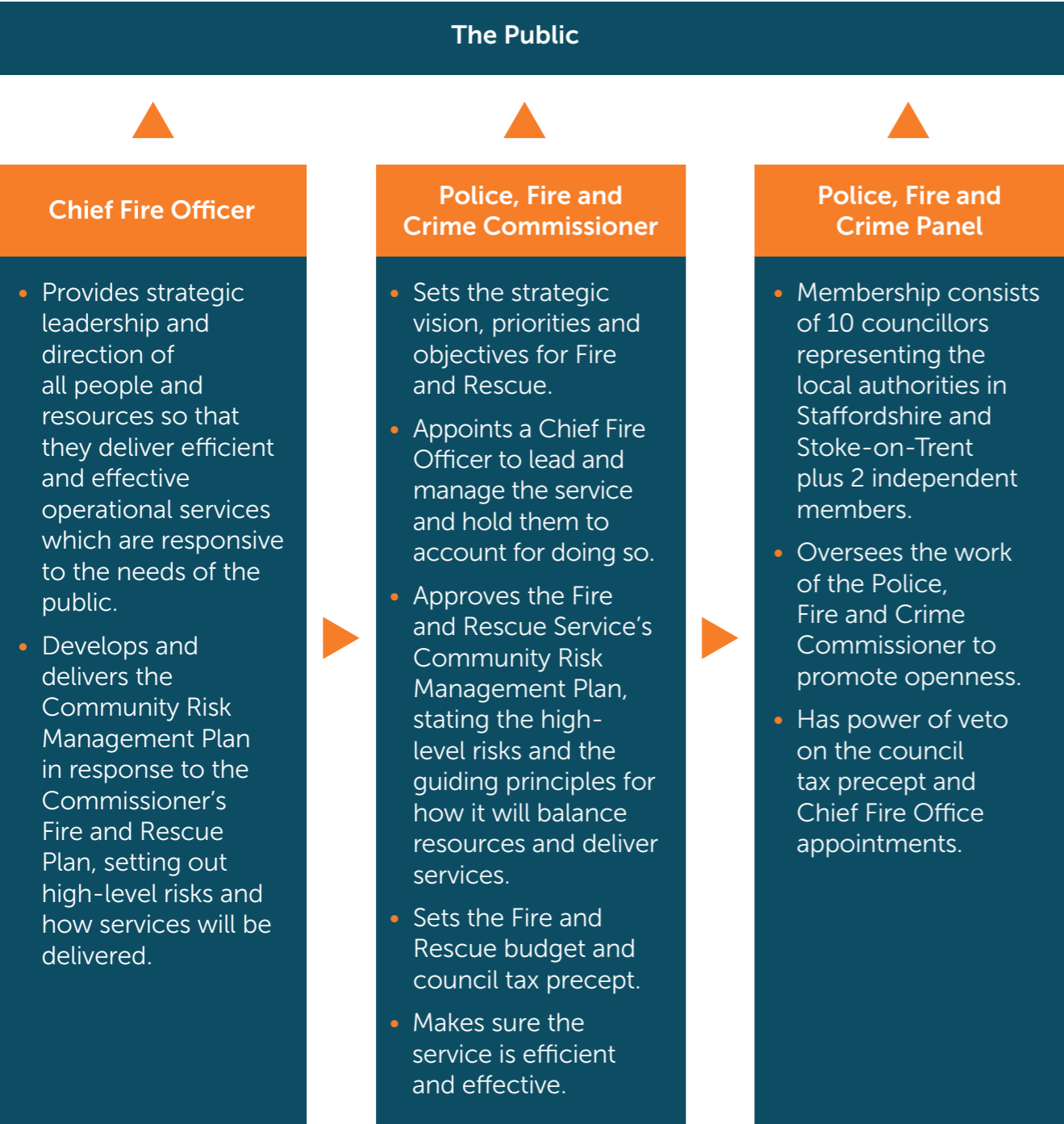
Future funding considerations will of course influence any proposals that I put forward regarding the level of council tax increases required for 2025/26 and beyond. Increases in council tax for the Fire & Rescue Authority have been kept very low during my term of office and, as with policing, I will only ask for funding above the level of inflation where I consider the increase necessary to protect services and keep our communities safe.



Expenditure	£m	Income	£m
Firefighters Pay and Allowances	24.9	Income	5.4
Fire Staff Pay and Allowances	6.0		
Other Employee Expenses	2.6		
Premises, Transport, Supplies and Services	15.5		
Capital Financing Costs	6.5		
		Net Cost of Service	50.1
Total Gross Fire and Rescue Expenditure	55.5		

Performance and Accountability

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The relationship between my role and Staffordshire Fire & Rescue Service differs slightly from that with Staffordshire Police in that, as the law currently stands, the Fire & Rescue service is not operationally independent. As the Fire & Rescue Authority, I am ultimately responsible for ensuring that provision is made to extinguish fires, protect life and property in the event of such fires, protect life and property in the event of fires and rescuing and protecting people in the event of road traffic collision and other emergencies.

I expect the Chief Fire Officer to develop a Community Risk Management Plan (CRMP) that demonstrates the service's understanding of the risks faced by communities and provide assurance that it is taking the appropriate action to reduce and deal with those risks. The CRMP will also set out the service's responses to each of the priorities set out in this plan.

Evidence on progress will be gathered from a number of sources including the service's own performance data, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports, government reports and datasets, audit findings, data from partners and public surveys.

I sit on the national Fire Standards Board, which has been established to develop professional standards for Fire & Rescue services across England.

HMICFRS use these standards as a basis for their inspection of the service. Standards are now in place covering:

- Core Code of Ethics
- Communication and Engagement
- Community Risk Management Planning
- Data Management
- Emergency Preparedness and Resilience
- Emergency Response Driving
- Fire Control
- Fire Investigation
- Internal Governance and Assurance
- Leading the Service
- Leading and Developing People
- Operational Competence
- Operational Learning
- Operational Preparedness
- Prevention
- Protection
- Safeguarding

I will be completely open about performance against the measures I will monitor locally to ensure our priorities are being delivered. I will publish performance data and hold Public Performance Meetings where I will hold the Chief Fire Officer to account for delivery and which will be available online.

Governance statements, policies and procedures, decision records and details of expenditure and contracts are all accessible on the Commissioner's Office website.

Progress against this plan will be regularly reported to the Police, Fire & Crime Panel and an annual report will be published. This plan will be kept under review and refreshed to take account of finances, changes in national policy or major events.

My office is separate to the Fire & Rescue service and the Police service and works closely with partners, businesses and communities to support me in implementing this plan. It also undertakes public engagement, the scrutiny of the Fire & Rescue service and the Police, and commissions services to support community safety.



My office is specifically responsible for:

- Monitoring and scrutinising the performance of Staffordshire Fire & Rescue Service and Staffordshire Police.
- Seeking public views on fire safety, road safety and broader community safety decisions that affect them directly.
- Keeping the public up-to-date and informed about Fire & Rescue service performance, my work and that of my office.
- Publishing easy-to-access and transparent information about decisions, budgets, performance and governance.
- Working with partners to co-ordinate community safety and prevention activities across Staffordshire.



Get involved

As your Police, Fire & Crime Commissioner for Staffordshire, I welcome your feedback. By letting me know the issues that matter to you most, you will be directly shaping Fire & Rescue and broader community safety decisions both now and in the future.

You can contact my office to give feedback or ask questions about your fire and rescue service.

Staffordshire Commissioner's Office, Block 9, Weston Road, Stafford, ST18 0YY

Telephone: 01785 232385

Email:
pfcc@staffordshire-pfcc.gov.uk

Website:
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If you require this information in an alternative format or language please email:
pfcc@staffordshire-pfcc.gov.uk



Police, Fire and Crime Panel – 30 September 2024

Staffordshire Fire & Rescue Service

Safety Plan 2020 - 2024 Update

Report of the Police, Fire & Crime Commissioner

1. Purpose of Report

- 1.1. This report is to update the Police, Fire and Crime Panel on the delivery of the Staffordshire Fire and Rescue Service Safety Plan (SP - Community Risk Management Plan - CRMP). The publication of the Safety Plan fulfils the legislative obligations as defined within the Fire and Rescue Service National Framework for England 2018.

2. Recommendation

- 2.1. That the Panel note the update on the delivery of the plan and make comment as appropriate.

3. Background

- 3.1. The CRMP is a document that each Fire and Rescue Authority in England is required to produce. Whilst there is no specific template that the Authority is required to follow, there is guidance detailed within the Fire and Rescue Service National Framework for England 2018 on the content of the plan. Each plan must:
- reflect up-to-date risk analyses including an assessment of all foreseeable fire and rescue-related risks that could affect the area of the authority;
 - demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
 - outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
 - set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat;
 - cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;

- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
 - be easily accessible and publicly available.
- 3.2. We have drafted a new CRMP 2025-2028 and have started to engage with our staff, partners and communities to seek feedback before finalisation. Details can be found [here](#). The new CRMP recognises the strategic priorities set out in the Commissioner's draft Fire and Rescue Plan 2024-2028 which in turn acknowledges the operational risks we have identified in the draft CRMP.
- 3.3 This report is based on the priorities outlined in the Commissioner's Fire and Rescue Plan 2021-2024:
- A flexible and responsive Service
 - Protect people and places
 - Help people most at risk stay safe
 - A fire and rescue service for tomorrow

4. Progress to Date

4.1. A flexible and responsive service

- 4.1.1 As previously reported, the Service has developed an **on-call availability improvement plan**. This aims to improve availability of appliances by introducing a more flexible approach and removing system and process blockages.
- 4.1.2 Ten of eleven workstreams have now been completed. Six have been agreed and implemented and four are ready for agreement at the appropriate decision-making boards. The eleventh piece of work requires further study and will be completed by the end of 2024.
- Recruitment: Time to recruit is currently 120 days. This is far too long and contributes to staff dropping out of the system prior to starting. The aim is to reduce this to 40 days. 42 recruits have trialed a new process which has seen them kit ready at 30 days and drill yard ready in 45 days.
 - Retention & Training: The first element of this work to understand why people are leaving and the second is to review training structures, schedule and content. An electronic exit interview form and new HR processes are now in place.
 - Availability targets: On-call provision varies, with some crews operating secondary appliances at whole-time stations in urban areas having the same targets as on-call only rural bases. This work

will introduce a system which reflects our structure and will go to public consultation for the new CRMP.

- Turn-in time: This is examining the current policy for firefighters to reside within a five-minute journey to the station. This is an historical position. Increasing this limit may extend the scope of the available population that can be targeted for recruitment, balanced against attendance times.
- Skills: Crew availability is often impacted by driver and Officer in Charge (OIC) availability. This strand has looked at roles and skill requirements and ensure they are fit for purpose. An increase to the Crew manager / Firefighter ratio and the capacity of driver training are under consideration.
- Competency recording / admin: This strand examined processes for recording operational competencies to remove and reduce work which doesn't add value. A new process for recording on-call drill sessions has been introduced.
- Recognition: Work on reward and recognition systems has been completed. New initiatives include publicizing potential opportunities to transfer to whole-time roles, an on-call passing out parade and a 10-year recognition certificate.
- Contracted hours: This is introducing more flexible systems to support individuals and increase availability. Hours can now be reduced below 50 hours per week with control measures in place.
- Equipment: On-call appliances are similarly equipped, irrespective of demand levels, which impacts on training time needed. This work challenges current provision and ensure crews are provided with what is needed.
- Fire Control: This considers how the service interacts with Fire Control, including awareness / training and review of systems to simplify mobilisation. A single point of contact is now in place for meetings with Ops assurance and Fire control.
- Productivity: This introduces clear guidance for practical training and drill sessions to ensure core elements are covered and innovative ways to deliver training used.

4.1.3 We currently record all aspects of our **response times**. Fire Control currently measure our category one calls based on the *call ring time* and the time from call to mobilisation of resources (*call handling time*). In Quarter one, we achieved a median call ring time of 5 secs against a national standard of 10 secs. Our median call handling time was 81 secs against a target of 80 to 85 secs.

- 4.1.4 Our **attendance time** (mobilisation to attendance at an incident) was achieved 79% of the time in Quarter 1 against a target of 80%. In June we achieved an average attendance time of 8 mins 49 secs. The only concern raised in this period was a small amount of extra travel time due to other appliances not being available.
- 4.1.5 Our **Falls Response Service** has continued throughout 2024 and is currently supported until the end of 2024. Since the start of this initiative in December 2022 the team has responded to 1,378 calls up to 30 June 2024, the current average being 3 calls per day. The team is based at Lichfield and are mobilised by the Unscheduled Care Coordination Centre (UCCC). The calls are triaged by the UCCC and deemed as 'Green' non-injury falls, where the patient just requires assistance to get up.
- 4.1.6 The team's average attendance time remains at 38 minutes, despite covering the whole of Staffordshire. On 85% of occasions the team are able to pick up the patient with no further assistance of NHS Urgent Care services. On some occasions the patient does require some medical intervention, in which case the team will assess and make the necessary arrangements. 94% of patients we deal with are over the age of 60, although Safe and Well checks are offered to all patients we visit.
- 4.1.7 The **Home from Hospital pilot** commenced on 4 December 2023 and was scheduled to run until end of March 2024, however the pilot has now been extended to 31 October 2024. It provides a discharge and settle in service for patients identified by the Integrated Discharge Hub (IDH) and is currently operating from various wards of the Royal Stoke Hospital. Following the initial pilot, the decision was taken to increase the size of the team and replicate the model in place for the Falls Team, i.e. 6 personnel, to provide increased capacity and resilience.
- 4.1.8 Up to the end of June 2024 the team has helped to discharge 858 patients across Stoke-on-Trent and Staffordshire, an average of 4-5 discharges per day. Each job takes on average 1 hour 15 minutes to complete from time of mobilisation to completion. Again, 94% of patients we deal with are over the age of 60, although Safe and Well checks are offered to all patients we visit. Of all the patients discharged to date, there has only been 1 readmission within 24 hours, which is the measure of success the NHS currently uses to assess performance.

4.2. Protect people and places

- 4.2.1 The Service introduced a new **Risk Based Inspection Programme** in February 2024. This will be the primary method for the Service to prioritise risk for those premises covered by the Regulatory Reform (Fire Safety) Order 2005. This impacts on the premises proactively chosen for a fire safety audits by Protection Teams, but also the role operational

crews will take to ensure its full effectiveness. Those premises deemed very high and high risk (based on national best practice methodology) receive a full fire safety audit by a specialist Fire Protection Inspecting Officer. A selection of premises deemed medium, low and very low risk will receive a compliance check visit by a suitably qualified (Level 2 award in fire safety checks) operational crew with any serious issues referred to the relevant Protection Team.

- 4.2.2 The new programme has resulted in a significant increase in fire safety audits carried out. Between February and July 2024, the service carried out 229 fire safety audits, the vast majority of which were in high and very high risk premises. This compares to 178 audits in the same period the previous year. As a result of these audits 5 Prohibition Notices and 5 Enforcement Notices have been served. In the same period 338 Building Regulation Consultations were received of which 92% were responded to within 15 days.

4.3. Help people most at risk stay safe

- 4.3.1 During the first Quarter of 2024/25, 3,744 **Safe and Well Visits** and 180 Extended Safe and Well Visits were conducted.
- 4.3.2 An internal SFRS **road safety group** has been established. Attendees are Ian Read; Head of Prevent, Protect and Partnerships, Carmel Warren; Prevention and Safeguarding Lead, Steph Cooley; Prevention Manager, Helen Wood; Education Manager, Helen Hill; Corporate Comms and Louise Martin, Education and Co-ordinating Training Manager. This group is in its infancy but initial discussions have centred on:
- Updating SFRS website to include NFCC road safety messages
 - Dedicating a section of the new CRMP to road safety
 - Consideration of signing up to “Driving for Better Business” and encouraging businesses to do the same
 - Creating a Road Safety Annual Delivery Plan
 - A pilot is to be introduced in the South of the County regarding technicians discussing road safety with mature drivers, discussions will include awareness around licence renewals, eye sight tests etc.
- 4.3.3 An NFCC Regional Road Safety Practitioners Group is also being established
- 4.3.4 **School risk profiles** have been developed and it is anticipated that Wholetime crews will be delivering Education packages to schools in their station areas from September 2024.
- 4.3.5 **Safe+Sound** recommenced delivery in September 2023. The events are free for schools to attend and consist of 4 or 5 workshops delivered by SFRS and our partners over half a day. All Year 5 children from mainstream schools in the area are invited. This short [promotional video](#) about our live events is sent to schools when they are invited. The events

have been received positively by schools and children alike. Evaluation of childrens' answers to questions asked before and after the events show an improved awareness of risk:

Topic	% correct answer before event	% correct answer after event
Fire Safety	17%	78%
Being a responsible Citizen	28%	93%
Water Safety	24%	82%
Truck Safety	8%	86%
Money Sense	23%	81%
Railway Safety	26%	89%
Making Safer Choices	24%	79%
What to do in an Emergency	13%	82%
Dementia Friends	24%	84%
Seatbelt Safety	12%	83%

4.3.6 Between September and December 2023 Safe+Sound was delivered to Year 5 (Key Stage 2 children) as follows:

Safe+Sound live delivery Jan – July 2024			
Fire Station	Dates	No. of children attending	% of schools in the area attending
Rugeley	10 - 12 Jan	337	79%
Stafford	16 - 31 Jan	493	40%
Sandyford	4 - 20 March	693	34%
Cannock	15 - 26 Apr	482	52%
Newcastle	8 -17 May	594	49%
Chase Terrace	21 - 23 May	371	91%
JCB Uttoxeter	4 – 7 June	236	75%
Longton	10 - 26 June	1,245	69%
Wombourne	3 - 4 July	154	44%
TOTAL		7,557	52%

4.3.7 Partners engaged in delivery include St John Ambulance, HSBC Bank, Canal and River Trust, RNLI, DHL, Hawkins Logistics, Network Rail, Staffordshire Police, Community Drug and Alcohol Service and Community Together CIC.

4.3.8 In partnership with Staffordshire Safer Roads Partnership (SSRP) we delivered 4 half-day **Young Driver Safe+Sound events** in locations identified as having young people in the community at higher risk of being involved in a collision. Local schools, colleges and apprentice centres have been engaged with to identify young people intending to learn to drive, already learning or recently passed their test.

- 4.3.9 The events use different learning styles to reinforce positive behaviours and provide education and training on topics which would be difficult to deliver in other settings. The events took place at Burton, Sandyford, and Cannock Fire Stations and JCB HQ, Rocester and were attended by 170 young people. Workshops included what to do in a road emergency, driver-hazard perception , basic vehicle maintenance, driver impairment and HGV awareness.
- 4.3.10 Online delivery of Safe+Sound on the Learn Live Channel continues with a weekly programme every Wednesday during term time. The average number of weekly views is 12,641, an increase of 31% on last year, with 5,769 of viewers being based in Staffordshire. In addition, 128,794 viewed the programmes online after transmission.
- 4.3.11 The second annual **Uniformed Public Services Event** at Fire and Rescue HQ was well attended again by 306 young people from 3 colleges. Girls interested in careers in the fire service also attended from a High School, organised by the Positive Action Officer. The students attended four workshops designed to demonstrate roles and activities undertaken by SFRS firefighters and staff.
- 4.3.12 New in September 2023, the **Education Delivery Plan** (EDP) has been developed to enable a consistent, targeted approach to schools education delivered by SFRS and map out a plan for offering educational input to all Key Stages. Building on the fabulous work already being delivered by crews, PSHE Leads and the SSRP Education and Training Coordinating Manager developed packages to support crews when delivering in schools.
- 4.3.13 The current EDP, laid out in the table below, is being revised and updated ready for September 2024. The current targeted offer is aimed at schools identified by the Strategy and Intelligence Department (SID) and based on the NFCC Domestic Dwelling Fire Model output, with a focus on where dependent children live as a risk factor. A targeted approach is necessary as crews do not have the capacity to visit all schools across the County.

Target Audience	Targeted or Universal Offer	Topics covered during visit
Early Years	Universal Offer	'Big Red Fire Service Boxes' -packed with information, resources, fun and games for younger children. Loaned out to settings free of charge. To borrow a Red Box email sdgroomenquiries@staffordshirefire.gov.uk The boxes can be loaned for up to three weeks.
Key Stage 1, Years 1 and 2, ages 5-7	Targeted - KS1 Risk Profile	Fire Safety (Year 2) (developed by PSHE Leads)
	Targeted - SSRP Risk Profile	Road safety - Pedestrian safety, restraints (Year 1 and 2)
	Universal Offer - KS1	Safe+Sound programme for Key Stage 1 www.learnliveuk.com/safesound
	Universal Offer – KS1	www.staywise.co.uk Resources for teachers provided by emergency services nationally
	Universal Offer – Ages 4-8	https://www.staffordshirefire.gov.uk/your-safety/welephant-club/ The Welephant Club is available for 4-8 year olds to find out more about fire safety, water safety and road safety
Key Stage 2, Years 3, 4, 5 and 6, ages 7-11	Universal Offer – all Year 5s	Safe+Sound at Fire Station
	Universal Offer – KS2	Safe+Sound weekly on-line programme www.learnliveuk.com/safesound
	Universal Offer – KS2	www.staywise.co.uk Resources for teachers provided by emergency services nationally
	Universal Offer – Ages 4-8	https://www.staffordshirefire.gov.uk/your-safety/welephant-club/ The Welephant Club is available for 4-8 year olds to find out more about fire safety, water safety and road safety
Key Stage 3, Years 7-9, age 11 - 14	Targeted - KS3/4 Risk Profile	Deliberate Fires (Year 8) (developed by PSHE Leads)
	Universal Offer – KS3	Safe+Sound programme for Key Stage 3 www.learnliveuk.com/safesound
	Universal Offer – KS3	www.staywise.co.uk Resources for teachers provided by emergency services nationally
Key Stage 4, Year 10 and 11, ages 14-16	Targeted - KS3/4 Risk Profile	Deliberate Fires (Year 10) (Developed by PSHE Leads)
	Universal Offer – KS4	Safe+Sound programme for Key Stage 4 www.learnliveuk.com/safesound
	Universal Offer – KS4	www.staywise.co.uk Resources for teachers provided by emergency services nationally
Key Stage 5 Uniformed Public Service Courses Age 16+	Universal Offer – any UPS course	Working in the Fire Service Presentation by Station Manager or representative
	Universal Offer – any UPS Course	Station Visit to include Table top exercise and station tour
	Universal Offer – all UPS students	Half day annual event at SFRS HQ

4.3.14 In academic year 23/24 crews carried out 92 educational deliveries to Key Stage 1 children across the County, 11 to Key Stages 3 and 4, and 8 to colleges/Key Stage 5. Settings were asked for any changes in behaviours since the input from SFRS, they said;

- The children are talking about becoming fire fighters themselves, especially the girls.
- They want to be Firefighters when they grow up.
- They are going to learn their address and ask parents about smoke alarms.
- Lots of the children went home and asked parents to locate/ test their smoke alarms.
- They asked parents to help them learn their address and test their smoke alarm each week.

4.3.15 Volunteering opportunities have increased, including examples of partnership working such as Community Speed Watch support and Bikers Breakfast. There are currently 36 volunteers in the service which is a reduction on the previous year – but our current cohort of volunteers are more productive than ever before. A total of 1,648 volunteer hours were given between 1 April and 24 July 2024. Examples of volunteer engagement between include:

- Support with delivery of a 3-pump exercises - Operational Assurance providing casualties (Drama Queens) that were used to deliver a realistic scenario for operational crews and new recruits
- Volunteers supporting various station charity car washes across the county
- Support with hosting and delivering at Safe+Sound events across the County
- Continued support for all operational and support staff by our Chaplains
- Educational visits to stations for local Beavers, Cubs and Brownies groups
- Supporting the Staffordshire Safer Roads Partnership with community speed watch and Bikers Breakfasts across the county
- Supporting our Community Engagement Officer with local events
- Supporting various Station Open Days across the county
- Supporting production of Safe+Sound programmes for the online weekly programme
- Helping to maintain and upkeep the Memorial Garden and other areas at HQ
- Local community events with Crews i.e. Pride, County Show, Emergency Services Day
- Supporting SFRS Welephant club with Admin
- Supporting with Post Incident administration
- Supporting with on call recruitment drives
- Support with public engagement project
- 50th year of SFRS: volunteers and Chaplains helped with maintenance of the garden and paths, also helped with the Anniversary Celebration.

- Station Family days
- Community Brew with the crew

4.4 A fire and rescue service for tomorrow

4.4.1 Following its Round 2 inspection in 2021, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) identified 20 'Areas for Improvement' (AFIs) for the Service in its report - **Effectiveness, Efficiency and People 2021/22 – Staffordshire Fire and Rescue Service** – published July 2022. To view the report in full please click [here](#).

4.4.2 The Service created an action plan to address these AFIs and progress is monitored via our Action Tracker and scrutinised internally through Service governance boards, and by the Staffordshire Commissioner.

4.4.3 The Service has already taken steps to address these AFIs and the most recent updates are below. Nineteen have been completed and signed off at Service Delivery Board (SDB).

HMICFRS Staffordshire Fire and Rescue Service 2021/22 Effectiveness, Efficiency and People Progress Overview

Ref	Area for Improvement / Recommendation	Status
01	The Service should make sure that firefighters are confidently and suitably trained in gathering risk information.	Completed and Signed Off
02	The Service needs to improve how it engages with seldom-heard people and groups in its local community to build a comprehensive profile of risk in its service area	Completed and Signed Off
03	The Service should make sure it puts in place measures to catch up on the backlog of Safe and Well visits	Completed and Signed Off
04	The service should assure itself that its RBIP prioritises the highest risks and includes proportionate activity to reduce risk.	Completed and Signed Off
05	The service should make sure it has an effective quality assurance process, so that staff carry out audits to a consistent standard.	Completed and Signed Off
06	The service should make sure that it has effective systems in place to reliably understand resource availability	On Track
07	The service should improve the availability of its fire engines to respond to incidents in line with its IRMP	Completed and Signed Off
08	The service should make sure that it improves the way in which it captures and shares learning from operational incidents	Completed and Signed Off
09	The service should have effective measures in place to assure itself that its workforce is productive and that their time is used as efficiently and effectively as possible to meet the priorities in the IRMP	Completed and Signed Off
10	The service should assure itself that its IT systems are resilient, reliable, accurate and accessible.	Completed and Signed Off
11	The service should make sure all staff understand and demonstrate its values	Completed and Signed Off
12	The service should assure itself that senior managers are visible and demonstrate service values through their behaviours	Completed and Signed Off
13	The service should monitor secondary contracts and overtime to make sure working hours are not exceeded.	Completed and Signed Off

14	The service should review its succession planning to make sure that it has effective arrangements in place to manage staff turnover while continuing to provide its core service to the public.	Completed and Signed Off
15	The service needs to review its reliance on overtime to consider whether there are more effective arrangements to provide its core service.	Completed and Signed Off
16	The service should assure itself that staff are confident using its feedback mechanisms.	Completed and Signed Off
17	To identify and tackle barriers to equality of opportunity, and make its workforce more representative, the service should make sure diversity and inclusion are a priority and become important values of the service	Completed and Signed Off
18	The service should review how effective its policy on bullying, harassment and discrimination is in reducing unacceptable behaviour towards its staff.	Completed and Signed Off
19	The service should make sure HR policy is consistently applied in the management of employment cases.	Completed and Signed Off
20	The service should aim to diversify the pool of future and current leaders	Completed and Signed Off

4.4.4 Following the NFCC's Culture and Inclusion Conference and the publication of the **HMICFRS Spotlight Report - Values and culture in fire and rescue services** in March 2023, the NFCC developed a Culture Action Plan to improve culture and address discrimination, bullying and harassment across UK fire and rescue services. To view the report in full please click [here](#).

4.4.5 The NFCC plan is a commitment to work with fire and rescue services, UK Governments and wider fire partners to deliver sustainable improvements and establish an inclusive, safe culture. The plan aims to support services in developing effective leadership and behaviours, embedding equality, diversity and inclusion, finding and nurturing diverse talent, and supporting the health and wellbeing of people in fire and rescue services.

4.4.6 Working with partners, the NFCC monitors and reviews progress, drawing on feedback and learning to continue to develop and implement the plan. These national recommendations were directed towards National Government, the National Fire Chief's Council, Local Authorities and all Fire and Rescue Services within Great Britain.

4.4.7 Out of these 35 national recommendations; 19 were directed for the attention of Chief Fire Officers, and were adopted by Staffordshire Fire and Rescue into an action plan for the review and reform of culture within the Service. The Service is pleased to report that all 19 national recommendations have been completed and signed off.

HMICFRS Values and Culture in Fire and Rescue Services Progress

Overview

(Only actions relevant to Staffordshire Fire and Rescue Service Displayed)

Ref	Area for Improvement / Recommendation	Status
01	By 1 October 2023, chief fire officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.	Completed and Signed Off
03	By 1 June 2023, chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable.	Completed and Signed Off
04	By 1 June 2023, chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response. Consideration should be given to creating a 'professional standards' function to handle conduct concerns in service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved.	Completed and Signed Off
05	By 1 June 2023, chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.	Completed and Signed Off
09	By 1 January 2024, chief fire officers should: - immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and - make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board.	Completed and Signed Off
12	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.	Completed and Signed Off
14	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	Completed and Signed Off
17	With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that:- involve allegations of a criminal nature that have the potential to affect public confidence in FRSS;- are of a serious nature; or- relate to assistant chief fire officers or those at equivalent or higher grades.	Completed and Signed Off
18	By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.	Completed and Signed Off
20	By 1 June 2023, chief fire officers should have plans in place to ensure they meet the "Fire Standard" leading the service standard.	Completed and Signed Off
21	By 1 June 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in service.	Completed and Signed Off
22	By 1 September 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all other leaders and	Completed and Signed Off

	managers in service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports.	
23	By 1 June 2023, chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard. They should show how they act on this feedback.	Completed and Signed Off
24	By 1 October 2023, chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify.	Completed and Signed Off
27	By 1 June 2023, chief fire officers should make sure their equality impact assessments are fit for purpose and, as a minimum, meet the requirements of the National Fire Chiefs Council equality impact assessment toolkit.	Completed and Signed Off
28	By 1 June 2023, chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit.	Completed and Signed Off
32	By 1 June 2023, chief fire officers should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the service. This should include offering increased direct-entry opportunities.	Completed and Signed Off
33	By 1 August 2023, chief fire officers should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity.	Completed and Signed Off
34	With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics and make sure it is being applied across their services.	Completed and Signed Off

4.4.8 HMICFRS published its thematic report '**Standards of behaviour - The handling of misconduct in fire and rescue services**' on 1 August 2024.

4.4.9 The Service were one of 10 fire and rescue services to take part in this thematic inspection back in November last year which focused on misconduct and improving values and culture in across fire and rescue services nationally. In its report, HMICFRS said that most fire and rescue services have taken steps to improve standards of behaviour and root out misconduct, but there are still pockets of abhorrent behaviour. It called for further improvements to make sure misconduct is handled effectively, nationally.

4.4.10 Across the 10 services inspected, the inspectors found:

- occurrences of unacceptable behaviours including sexist, racist and homophobic language were most common within watches.
- there is a widespread lack of confidence in misconduct processes which prevents staff, particularly women, from speaking out.

- supervisors and managers are not sufficiently trained to manage staff performance, poor behaviour and welfare issues. Staff that manage and investigate misconduct need the right training.
- services need to learn from their misconduct cases to prevent it happening in future.

4.4.11 HMICFRS have also provided 15 recommendations for all fire and rescue services and the senior leadership team are working to review and implement any changes required across our Service. To view the report in full please click [here](#).

HMICFRS thematic inspection report: ‘Standards of behaviour - The handling of misconduct in fire and rescue services’

Ref	Area for Improvement / Recommendation
1	By 1 February 2025, chief fire officers should, as a priority, make sure their staff are aware of, and follow the Core Code of Ethics. Services should build the code into all relevant policies and practices.
2	By 1 February 2025, chief fire officers should make sure a policy for probationary staff is in place. This policy should make clear that services can immediately dismiss probationers who fail to meet the required standards of behaviour set out in the Core Code of Ethics and the Code of Ethics fire standard.
3	By 1 May 2025, chief fire officers should make sure their workforce plans allow staff to be moved from a wholetime watch to a different watch or station, within their contractual requirements, proactively and reactively as required. By 1 May 2025, chief fire officers should also make sure firefighters who are promoted are posted to a different watch or station, including when the promotion is temporary for two months or more. If this isn't possible, chief fire officers should show how the risks of reinforcing a negative culture have been addressed.
4	By 1 February 2025, chief fire officers should make sure their services create or have access to a dedicated professional standards function to oversee the investigation of concerns raised within a service or from an external source. This should oversee cases to make sure they are investigated in a fair and transparent way, manage complex cases directly and act as a point of contact for all staff involved.
5	By 1 November 2024, chief fire officers should make sure all staff understand how to raise a concern and use grievance and whistle-blowing processes. Chief fire officers should: <ul style="list-style-type: none"> • make sure staff know how services will handle responses and maintain confidentiality and anonymity; and • explain how staff can access services' whistle-blowing capability and the difference between whistle-blowing and other processes for raising concerns

6	<p>By 1 February 2025, chief fire officers should make sure a programme of training is in place for all supervisors and managers on how to manage staff performance and welfare and how to raise an issue. It should be supported by relevant policies and procedures. Training should include:</p> <ul style="list-style-type: none"> • staff welfare and absence management; • the process for managing individual staff performance, addressing poor performance and potential misconduct issues; • how to handle difficult conversations and resolve issues informally, if appropriate, when a concern is identified; and • clarifying the role of HR services in helping managers to deal with staff concerns and misconduct issues. <p>Chief fire officers should make sure all managers and supervisors attend the training programme.</p>
7	<p>By 1 May 2025, chief fire officers should make sure the policies and processes for misconduct are consistent for all staff and are fairly applied within their respective conditions of employment.</p> <p>By 1 August 2025, the National Joint Council for Local Authority Fire and Rescue Services and the National Joint Council for Local Government Services, supported by the National Fire Chiefs Council, should make misconduct processes consistent for all staff irrespective of the terms and conditions of their employment</p>
8	<p>By 1 November 2024, chief fire officers should make sure all allegations of misconduct are handled in a consistent way and staff have confidence in misconduct processes. Chief fire officers should carry out a full review of the processes, from initial identification of a misconduct issue through to the resolution or outcome. This should include a review of how services:</p> <ul style="list-style-type: none"> • monitor and manage investigations; • maintain accurate records; and • adhere to required timescales.
9	<p>By 1 August 2025, chief fire officers should introduce a case management system if they don't already have one. The case management system should allow data to be produced that will help them to better understand and oversee misconduct cases in their services.</p>
10	<p>By 1 May 2025, chief fire officers should make sure their services have enough capacity to carry out their misconduct investigations. They should consider using external investigators or a similar independent resource to support the process if required</p>
11	<p>By 1 May 2025, chief fire officers should review the training their services provide for supervisors and managers who investigate misconduct issues at all levels. Chief fire officers should make sure:</p> <ul style="list-style-type: none"> • all staff who carry out investigations receive adequate training to carry out the task; • a programme of refresher training and ongoing support is available so that staff can maintain a level of competence; and • it is clear how services' HR provision, staff associations and any trade union representative or fellow employee will support the investigation process
12	<p>With immediate effect, chief fire officers should make sure all staff are aware of the welfare support, including occupational health support, that is available to staff involved in misconduct processes. Chief fire officers should encourage all staff involved in misconduct processes to access this support, whether they are an alleged perpetrator, complainant, witness, investigator or decision-maker. Welfare personnel should be independent of the investigation and have been appropriately trained for this role</p>
13	<p>By 1 November 2024, fire and rescue authorities and chief fire officers should consider varying the approach to hearing appeals so that appeals for complex or serious cases are heard by a panel rather than one person.</p> <p>By 1 February 2025, fire and rescue authorities and chief fire officers should make sure all service managers and members of fire and rescue authorities who hear appeals receive appropriate training. Chief fire officers should make sure services have a consistent approach to hearing appeals.</p>

14	<p>By 1 November 2025, chief fire officers should implement a process that makes sure they can oversee and scrutinise their services' performance relating to misconduct issues. This process should provide:</p> <ul style="list-style-type: none"> • a strategic overview of performance and analysis of trends, including disproportionality; • regular reporting of issues, outcomes and trends to the fire and rescue authority; and • identification of learning outcomes and how they will be shared with fire and rescue service staff, to prevent repeat behaviours
15	<p>By 1 February 2025, chief fire officers should put in place a process for sharing learning from misconduct cases that have been resolved while preserving the confidentiality of all parties involved. Any learning should feed into the national system, when established.</p> <p>By 1 May 2025, the National Fire Chiefs Council should establish a system for sharing learning from more serious cases of misconduct with fire and rescue service staff. The information shared should preserve the anonymity and confidentiality of all parties involved. The College of Fire and Rescue, once it is established, should take responsibility for maintaining this system</p>

4.4.12 These findings reinforce the importance that we have a positive culture within the Service and we are constantly looking to improve the support we give our staff, increase diversity to be reflective of our local communities and ensure our organisation is a place where people enjoy coming to work.

4.4.13 Chief Fire Officer Rob Barber has taken the opportunity to remind staff of the standards of behaviour we expect, and emphasise that there is no place for unacceptable or discriminatory behaviour within our Service. Staff are encouraged to raise their concerns if they experience, or witness, any such behaviour and reminded about the independent reporting line 'Say So' where concerns can be shared anonymously.

4.4.14 In March 2023, HMICFRS started **Round 3 of fire and rescue service inspections**. They have published reports of 18 services to date. Since 2018, every service has been inspected at least twice meaning there is now a benchmark against which progress can be monitored. Published reports are available on the HMICFRS website. To view published reports please click [here](#).

4.4.15 The Service's Round 3 inspection took place between 26 February and 6 May. The inspection followed a format set by HMICFRS and the schedule ensures that evidence gathered is tested and information triangulated where necessary throughout the process. The inspection assessed our progress since the last inspection against three main headings:

Effectiveness – how well the Service is performing its principal functions of preventing fires from happening, making sure the public is kept safe through the regulation of fire safety and responding to emergency incidents.

Efficiency – the way the Service uses its resources to manage its current risks and how well it is securing an affordable way of managing its risks in the future.

People – how well the Service looks after its people.

4.4.17 HMICFRS now assesses each service against the ‘characteristics of good’ and gives each service graded judgments against 11 diagnostic elements. The grading system in Round 3 has moved to a 5-tier grading system with an additional grade of ‘adequate’. This brings the fire sector in line with the way police forces are graded and better serves the aims of promoting improvements in fire and rescue, highlighting where a service is doing well and where it needs to improve. Click [here](#) for further details of how HMICFRS inspect fire and rescue services.

4.4.18 A ‘hot debrief’, summarising headline findings for the Principal Officers and the Commissioner and Chief Executive took place on 13 May 2024. This helped us to ensure that early action could be taken in respect of any key recommendations.

4.4.19 It is anticipated that we will receive our full inspection report (which will include our graded assessments) in early September in line with HMICFRS pledge to issue reports more quickly following conclusion of inspection activity than in Round 2.

4.4.20 The requirement for **Service Transformation** is to ensure that Staffordshire Fire and Rescue Service “is able to provide a modern, efficient and sustainable level of service to the public which does not compromise the safety of our staff or our communities.”

4.4.21 Phase one of the transformation work has been monitored by the Service with an electronic live tracker, scrutinised by the Service’s Management Board and the Commissioner’s Strategic Governance Board. 16 out of the 19 themes have been completed to date. The remaining three remaining topics to be completed are;

- The mobilising of three-person crews of On-call Staff
- The Prevention, Protection and Partnerships review
- Further Shared Stations for Fire and Police

4.4.22 The **three-person crewing trial** has been piloted since 1 June 2023. On 5 December 2023, the Service Delivery Board received a report on data gathered, feedback from staff and options for next steps. It was agreed to extend the trial for a further 12 months to December 2024.

4.4.23 As of 18 July 2024, three-person crews' performance is as follows:

- Attended 509 emergency incidents
- No safety concerns identified
- An average increase of 11% in on-call appliance availability which is variable across each on-call team.
- On average a Three-person crew which arrives first at the scene does so 9 minutes 45 seconds quicker than the next fully crewed appliance.
- Increased headcount of 23 on-call firefighters in year

4.4.24 From 1 July, a policy amendment has extended the types of incidents that three-person crews can attend (as part of a multi pump attendance) to include motorway and prison incidents, following feedback from on-call crews and further internal consultation.

4.4.25 A full review of **Prevention, Protection and Partnerships** commenced in 2023/24 and was separated into 5 workstreams:

1. Prevention
2. Protection
3. Education and Engagement
4. Volunteers
5. Princes Trust

4.4.26 The options and recommendations were explored through two Service Management Boards in May and July 2023 and decisions in principle were made by the Board in July. The work has now been completed except for the review into the Princes Trust delivery with new structures and roles in place for Prevention and Protection teams. The savings from this review will likely total circa £250,000 per annum. Work continues with the Princes Trust currently in a consultation phase

4.4.27 Following successful project being achieved at Hanley and Tamworth, more work continues with the achievement of creating **shared police posts** at Kinver, Penkridge Fire stations and Chase Terrace. Plans for shared stations are advancing for Stone, Uttoxeter and Kidsgrove through the Commissioner's Strategic Governance (Collaboration) Board.

4.4.28 **Phase Two of service transformation** is very much focused on efficiency and productivity driving further improvements for the public and the workforce. The Service's Transformation Board is meeting on a quarterly basis but can adjust its work to suit the demand and progress of each topic. Whilst some work remains on the original transformation themes captured in the service' online tracker, there are some new topics which are about to be brought into this sphere of work. This

includes five areas of internal review that have been identified and agreed through the Transformation Board on 8 April 2024.

4.4.29 Phase Two Internal Themes:

1. An Administration review of the service to look at efficiency and the balanced use of administrative functions across the service.
2. Continue to progress the clean concept work – reducing the risk of contaminants to our firefighters.
3. Maximise the benefits and efficiencies from the use of IT systems, software and devices.
4. Review our environmental and sustainability work against the service's strategy.
5. Review the community sprinkler project which since 2016 has seen 23 tall residential buildings have sprinklers installed.

4.4.30 Contractual arrangements have been put in place with an external company called Operational Research in Health Ltd (ORH) to undertake a **Fire Cover Review** to support resource planning. The key objectives of this project are to analyse the current service profile to enable the creation and setup of appropriate models of fire cover. This will allow further optimisation modelling to be used to assess configurations of resources using existing locations and this will likely feed into bespoke configurations to assess options for change to provide the most effective fire cover from the service's current resources.

4.4.31 Further options for improvements will also be explored by looking at alternative shift systems, working with the Fire Brigades Union to explore their ideas and exploring efficiency savings as part of a scenario planning exercise. The agreed scope with ORH has associated costs, timescales and milestones with each work item. It is anticipated that this project will take 16 weeks to complete, from receipt of all necessary data. This work should be completed by the end of 2024.

4.4.32 Phase one of transformation work that commenced in 2021 has delivered **savings of over £1 million on a recurring basis**. Phase two of transformation will focus on improving productivity and efficiency and may yield other cashable savings too. There is also an element of scenario planning so that the Fire and Rescue Authority (Staffordshire Commissioner) can react to reasonably foreseeable financial pressures over the period of the medium-term financial strategy.

4.4.33 **New ways of working** - Following a review into Prevention, Protection and Partnerships a new structure has been implemented within the Services Protection Teams. A Protection Lead has now taken up role based at Fire Service HQ and there has also been the formation of Central Team to primarily complete all incoming Building Regulation Consultations. This will allow for the Teams based on Delivery Groups to focus on proactive work primarily working on the Risk Based Inspection Programme as well as responding to fire safety concerns / complaints from members of the public.

4.4.34 Grid scale Battery Energy Storage Systems (BESS) are a fundamental part of the UK's move toward a sustainable energy system. The installation of BESS systems both in the UK and around the globe is increasing at an exponential rate. A number of high-profile incidents have taken place and learning from these incidents continues to emerge. In the UK, approval for the majority of BESS installations takes place through the Local Authority planning process. Fire and Rescue Services (FRSs) may be engaged throughout the planning process, but this is not a statutory requirement. However, the National Fire Chiefs Council encourages early engagement with the local FRS, continuing throughout the planning process.

4.4.35 The NFCC's expectation is that a comprehensive risk management process must be undertaken by operators to identify hazards and risks specific to the facility and develop, implement, maintain and review risk controls. From this process a robust Emergency Response Plan should be developed. Given the rapidly developing nature of the technology, and ever evolving understanding of risks and mitigation measures, there is a need for guidance to support FRSs in providing consistent and evidence-based contributions to the planning process. SFRS have a dedicated single point of contact within Protection for all BESS queries. This ensures a consistent approach to planning applications can be taken across the county.

4.5 Conclusion

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

Ben Adams
Staffordshire Police, Fire and Crime Commissioner

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STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

30 September 2024

WORK PROGRAMME PLANNING 2024/25

Report of the Secretary

Recommendation

That the Panel note the dates of future meetings and considers the contents of its future Work Programme.

Background

By Regulation this Panel is required to meet on a *minimum* of 4 occasions each year with the facility to convene additional meetings as and when required.

There are a number of reports/matters which the Panel is required to consider:

Police and Crime Matters: the proposed Policing and Crime Precept each year, the Police and Crime Plan, The Commissioners Annual Report on the delivery of the Plan, Confirmation Hearings for a number of key posts and Reports on the Handling of Complaints.

Fire and Rescue Service Matters: The proposed Fire and Rescue Service Precept each year, the draft Fire and Rescue Plan/Corporate Safety Plan (incorporating the Integrated Risk Management Plan), the Annual Statement of Assurance and Confirmation Hearings for key posts in the Service.

Panel Meeting date	Agenda Items
11 June 2024	Panel training
24 June 2024 10am	<ul style="list-style-type: none"> • Appointment of Chairman • Appointment of Vice-Chairman • Annual Report on the Management of Complaints and Conduct Matters against the Police, Fire and Crime Commissioner and Deputy Police, Fire and Crime Commissioner • Home Officer Grant 2023/24 • Consideration of the Commissioners Annual Report 2023/24 moved to sept. 2024 • Public question • Decisions made by the Commissioner. • Fire Misconduct and Complaints – annual report • HMICFRS inspections of Police Force and Fire
24 June 2024 12noon	<ul style="list-style-type: none"> • Confirmation hearing – Deputy Commissioner

30 September 2024 10am (was 23 rd)	<ul style="list-style-type: none"> • Police and Crime Plan / Fire and Rescue Plan Update • Consideration of the Commissioners Annual Report • Fire Safety Plan update • Public question
18 November 2024 10am	<ul style="list-style-type: none"> • MTFS/Budget Update – Policing Service • MTFS/Budget Update - Fire and Rescue Service • Fire and Rescue Annual Assurance Statement
10 February 2025 10am	<ul style="list-style-type: none"> • PFCC's proposed Police Budget and Precept 2025/26 • Police Misconduct and Complaint Regulations 2020 – annual report • Annual Conference for PFCP's - report
17 February 2025 10am	<ul style="list-style-type: none"> • Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2025/26 • Fire and Rescue Service Safety Plan - Update Report
25 February 2025 2pm	<ul style="list-style-type: none"> • If required, further consideration of proposed Police and/or Fire and Rescue Budget and Precept 2025/26
14 April 2025 10am	<ul style="list-style-type: none"> • Business TBC
	<ul style="list-style-type: none"> •
	<ul style="list-style-type: none"> •
Items to be scheduled if/when appropriate.	Items to be scheduled if/when appropriate.
	<ul style="list-style-type: none"> •

J Tradewell (Secretary to the Panel)
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