



Staffordshire Police, Fire and Crime Panel

Monday 22 September 2025

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>

Kate Loader
County Solicitor and Monitoring Officer
12 September 2025

Agenda

1. **Apologies**
2. **Declarations of interest**
3. **Minutes of the meeting held on 28 July 2025** (Pages 5 - 16)
4. **Questions to the PFCC from Members of the Public** (Pages 17 - 24)

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>

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

The following decisions have been published on the Commissioners website since the last meeting:
Police and Crime 004 Decision Note -Domestic Abuse Victim and DA Perpetrator contracts (extension] [SCP-D-202526-004.pdf](#)

6. **Police and Crime Plan Update** (Pages 25 - 40)

7. **Fire Safety Plan update** (Pages 41 - 62)
8. **Review of Panels Policies and Procedures** (Pages 63 - 106)
9. **Chief Constable Suspension - information report** (Pages 107 - 108)
10. **Questions to the PFCC by Panel Members**
11. **Dates of Future Meetings and Work Programme** (Pages 109 - 110)
12. **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 (Vice-Chairperson) Adrian Bowen Richard Cox (Chairperson) Carol Dean Chris Elliott Gill Heesom	Majid Khan Zdzislaw Krupski Angela Loughran Vince Merrick Anthony Screen David Williams

Notes for Members of the Press and Public

Filming of Meetings

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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 Chair, disrupt the meeting.



**Minutes of the Staffordshire Police, Fire and Crime Panel
meeting held on Monday 28 July 2025**

Present: Richard Cox (Chairperson)

Attendance	
Charlotte Atkins (Vice-Chairperson) Adrian Bowen Carol Dean Chris Elliott Majid Khan	Zdzislaw Krupski Vince Merrick Anthony Screen David Williams Stephen Sweeny (Newcastle substitute)

Also in attendance: Ben Adams, David Evans and Louise Clayton

Apologies: Gill Heesom and Angela Loughran

1. Appointment of Chair

Resolved: That Councillor Richard Cox be appointed Chair of the Panel for the ensuring year.

2. Appointment of Vice Chair

Resolved: That Councillor Charlotte Atkins be appointed Vice Chair of the Panel for the ensuring year.

3. Declarations of interest

No declarations were made at the meeting.

4. Minutes of the meetings held on 3 and 10 February 2025

Resolved: That the minutes of the Panel meeting held on 3 and 10 February 2025 be approved and signed by the Chair.

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. These were included in the agenda papers.

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

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

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

The following comments and questions were made:

- Microsoft renewal contract – What was the cost of the contract and what savings had been achieved? The Commissioner didn't have the detail at the meeting but would forward it to the Panel after the meeting.
- Fire and Rescue precept decision – What training provision was there for officers to deal with solar and battery storage facilities and what contribution did the service have on the planning application process? The Commissioner confirmed that this was of considerable local and national interest. He offered reassurance that provided the sites were well planned and guidance adhered to, they should be as safe as other national infrastructure. The Commissioner stated that he would like the service to be a statutory consultee in the planning process and ideally would like businesses to be proactive and contact the service for advice ahead of a planning application.
- STORM policing system – no decision had been made on the STORM system, but a number of IT systems had been improved. If systems failed, there were contingency plans in place to provide cover. There was a national move to more integrated and standardized systems across the whole country.
- Police firearms training facility – How could the cost be justified? The Commissioner reminded the panel that they had in the past, been involved in discussions on the facility and the need for development had been explained. Value for money and due process had been considered during the development of the proposals, in line with national training standards and requirements. Shared sites and facilities had also been considered.

The Commissioner raised the issue of the Police custody suite and the need for development in the future. The Panel asked for this to be added to their work programme at an appropriate time.

Resolved:

- a) That the decisions be noted
- b) Additional information on the Microsoft Renewal contract investment be sent to the panel separately.
- c) The Panel be provided with the notes of the private meeting which had taken place with the Commissioner on the need and costs of the Firearms training facility.

7. Annual Report 2024-25

The Commissioner provided a brief summary of the report highlighting the main areas of progress over the previous 12 months. Crime figures; Anti Social Behaviour (ASB) cases; and rural crime had all reduced. Call handling had improved; road safety has been enhanced; and arrests and police productivity and prosecutions had increased.

There had been a number of distractions such as the disturbances last summer and on going protests which were affecting progress.

This was the first report following the revised Police and Crime and Fire and rescue plans following the election in 2024. Public consultation had highlighted shoplifting and rural crime as areas which needed more consideration and these were now part of the report.

The Commissioner hoped that through savings in co-working he would be able to maintain, if not invest in extra officers both in Police and Fire services. The potential impact of Local Government Reorganisation in Staffordshire, which may see a move in Community safety duties, may be an issue locally.

Other challenges in the next 12 months could be from Court backlogs. The Commissioner was considering asking the Minister of Justice to make a special case for Staffordshire as they were high on the list of areas with backlogs, both Crown and Magistrates courts compared to pre covid.

Pay settlements had not yet been agreed nationally. The Commissioner public performance meetings provided all statistics and data and the Commissioner thanked both services for their production of governance information and willingness to answer questions.

Neighbourhood policing had seen a pledge from Central Government to increase Officers by 53. As yet there hadn't been any clear information on whether that was for more officers or neighbourhood resource through PCSOs.

Road Policing and Children's services remained a priority and working with partners to ensure that the right support was offered by the right service was important.

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

- Neighbourhood Policing – were there is a focused approach, the improvements are noticeable e.g. Newcastle.
- Contingency plans were in place to ensure that any public disorder events were staffed whilst still providing a normal service. However, officers could not be in two places and there was a cost to the public. There were regular conversations in areas where community cohesion was an issue. Officer protection and safety was paramount. It was felt that there had been improvements in neighbourhood policing in areas which had suffered violence in the demonstrations. Local policing had built community support and reassured residents. Lessons learnt was shared with other areas.
- Wildfires were a concern particularly in spring. New equipment had been purchased which was quicker and easier to transport. Local farmers had also helped with water sources etc.
- Flooding was a national discussion and needed appropriate funding.
- The culture in the Fire service had been reviewed. The Commission felt that the sector as a whole had a problem with diversity. The Commissioner gave assurance that Staffordshire was progressing against their targets to reflect the makeup of Staffordshire.
- Equipment/technology such as drones, were being utilised to identify the source of fires.
- It was felt that the results of the Commissioners public consultation exercise; how this had influenced priority setting and how the priorities were being addressed, were not visible in the report. The Commissioner explained that the public consultation informed the plans and his priorities, but there was a balance which he had to make with other priorities such as children at risk or domestic violence which carried greater risk but affected less people. He felt that the plan needed to demonstrate openness and cover all priorities but it was accepted that there may not be enough link between the public conversation and how it had influenced the plan.
- Following a question on whether reduced reporting of some types of crime e.g. ASB and other community crime, was the reason for reduced numbers and not in fact less incidents. Previous years figures would help to demonstrate the scale of reduction. The Commissioner confirmed that there was a genuine reduction in

ASB particularly by young people. The performance was available in the performance packs on the Commissioner office website. Public Meetings - Staffordshire Commissioner Contact would remain a priority as all contact was valuable information to the police so it was important to ensure that contact was easy and achievable.

- Reporting ASB had reduced in the last 12 months but contact had increased.
- Communication with victims after crime needed to improve.
- The Deputy Commissioner informed the Panel that Road Safety and the number of accidents and deaths on the road was a concern, but all partners needed to play a part when considering infrastructure/design and road safety. The appointment of an Insight and Development Officer was an important step in intelligence gathering and understanding, but there was more to do particularly around sharing information between organisations.

The Panel suggested that in future the Commissioners Annual Report would benefit by containing closer links with the results of the public consultation exercise and the setting of priorities and previous years performance figures in order to demonstrate trends.

Resolved: That the update report be noted.

8. HMICFRS Inspection Update

The Commissioner introduced the report which summarised the findings of inspections HMICFRS and the progress made by the services to address areas identified for improvement.

It was felt that some of the issues which needed addressing were core functions which was disappointing. Improvement had been seen since the original inspections, but there was still work to do but the response to the plans was driving improvement. Detail on the plans and investment in areas which needed improvement was discussed as part of the performance meetings held between the Commissioner and Chief Constable and Chief Fire officer.

It was suggested that the need to get the basics right is reliant on funds which were controlled by the Commissioner. It was felt that motivation of officers and investment in estates and equipment could be affecting officer retention rates. Burslem police stations heating system and the sharing of stab vests were given as examples. The Commissioner explained that he could only distribute the funding his

office received from Government and council tax funding. The annual report contained information on the cost/investment on the Commissioners office, which had reduced overtime with the savings being redirected to frontline services. The Commissioner reported that the force was 400 officers down from the peak figures in 2009 (estimated) but there was a combination of PCSO's and neighbourhood officers which offered a different and complimentary skill set which he felt seemed to work in Staffordshire. Changing demands required different skills.

The Commissioner agreed to look at Burslem police station heating system and the sharing of stab vests. He confirmed that estates were being invested in and gave Longton police station and the Fire arms facility as examples.

Resolved: The report was received.

9. 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 2024/25 municipal year against the personal conduct of the Commissioner and/or his Deputy. Of the two received, it was found that neither related to personal conduct.

Resolved: The report was received.

10. Home Officer Grant 2024/25

The report of the Panel secretary summarised the details of the Home Office Grant and how it was allocated.

Resolved: The report was received.

11. Questions to the PFCC by Panel Members

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

- The effective use of estates (Leek police station was given as an example) was questioned. The Commissioner explained that the Leek site contained an archive which would be difficult to relocate but this may form part of the custody suite development. The District Council had been contacted to

discuss sharing accommodation, but there were no plans at the moment.

- Follow up after Trading Standards investigations and reassuring residents that issues can be resolved were investigated. The Commissioner hadn't heard of any case where there was evidence to trigger an investigation which hadn't been investigated.

12. Dates of Future Meetings and Work Programme

A member of the panel requested an independent piece of work on how the panel was operating in order to improve the processes of how the panel held the Commissioner to account. It was suggested that the piece of work could:

- Review Panel structure, scrutiny mechanisms, and community engagement.
- Benchmark national best practices.
- How the panel scrutinise major capital proposals, like the firearms training facility, for value and priority and challenge reports such as the Casey report.
- We may want to ask the secretary to bring back a report to the panel at the next meeting setting out the terms of reference time scales and how and who would carry out a review.

The Panel Chair, proposed that the review suggestion should be considered by him and a report would be brought back to the next meeting of the panel for full consideration.

Referring back to the discussion under decisions made by the Commissioner, the panel asked for more information, at an appropriate time, on the development of the Police Custody suite as suggested by the Commissioner.

The next scheduled meeting day was due to be held on 22nd September 2025 at 10:00.


Resolved:

- a) That the Work Programme be received.
- b) That the Chair and Secretary bring a report to the next panel with more information on the proposal of a review of the panels performance.
- c) That the Police Custody suite be added to the work programme at the appropriate time.

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 reported to the Panel and then taken off the list.

Meeting / Agenda Item	Action Required	By Whom	Information requested/action taken	Completed or Target date
28/07/25 6. Decisions published by the Police, Fire and Crime Commissioner (PFCC) 	Additional information on the Microsoft Renewal contract investment be sent to the panel separately.	PFCC	<p>12/09 MICROSOFT RENEWAL CONTRACT</p> <p>This investment replaced a contract that had been in place in excess of 12 years.</p> <p>The investment resulted in a budget pressure due to increases in MS licensing models/costs, inflation, increased cloud storage costs (Azure) and an increase in police officer numbers meaning more users. Savings were identified to partly offset this, by reviewing force requirements and not needing to renew on a like for like basis.</p> <p>Staffordshire Police is dependent on the use of Microsoft products and continually seeks to obtain the best value for money and make the best use of Microsoft licence functionality.</p>	

			<p>In his Police and Crime Plan the Commissioner committed to ensuring Staffordshire Police, Officers and Staff, are correctly equipped to deliver an outstanding local police service. This includes digital capability.</p> <p>Following changes to the Commissioners holding to account governance arrangements in spring 2025, the service are now required to track and report on the benefits realisation of transformation programmes, including new technology, on a quarterly basis.</p> <p>Earlier this year, the Commissioner became a member of the National Microsoft and Policing Strategic Partnership Board. One of the main objectives of the board is “to secure the best commercial deals for all of policing”, enabling the Commissioner to influence and shape the significant investments that Policing make in technology on a national basis, and protect the interests of Staffordshire Police.</p>	
28/07/25	The Panel be provided with the notes of the private meeting which had taken place with the Commissioner	Secretary /MP	Emailed 18/08/25	Complete 18/08/25

08/08/25

6. Decisions published by the Police, Fire and Crime Commissioner (PFCC)	on the need and costs of the Firearms service.			
28/07/25 7. Annual Report 2024-25	Report noted – Panel respond formally and post on webpage	Secretary /MP	Response written, approved by Chair – emailed to PFCC and added to website	Complete August 2025
28/07/25 8. HMICFRS Inspection Update	Report noted. Commissioner agreed to look at Stab vest and Burslem Police station heating system	PFCC	Noted. LC 12.9.25: The Commissioner will provide written responses ahead of the meeting.	Complete August 2025
28/07/ 08 12. Dates of Future Meetings and Work Programme	That the Chair and Secretary bring a report to the next panel with more information on the proposal of a review of the panels performance.	Secretary /MP	Report on agenda for consideration 22 September meeting	Complete Agenda – Sept 2025
28/07/25 12.Dates of Future Meetings and Work Programme	That the Police Custody suite be added to the work programme at the appropriate time.	Secretary /MP	Added to the pending work programme until an appropriate time when more information was available.	Complete Added to the work programme

**STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL –
22 SEPTEMBER 2025**

**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.

K Loader
Secretary to the Panel

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

1. D Mallender

Given Elbit - (at Shenstone Staffordshire an Israeli listed company)
- supplies the following products:

<https://www.elbitsystems.com/>

Elbit Systems UK in Shenstone, Staffordshire, is involved in the design, development, and manufacture of advanced defense and security systems. They produce a range of products, primarily focused on unmanned aerial systems (UAS) and land warfare solutions. This includes tactical UAS, loitering munitions, and the Hermes 900 MALE UAS. They also provide comprehensive land systems, including training solutions and modernization packages.

Airborne Systems:

- Unmanned Aerial Systems (UAS):

Elbit Systems UK produces a variety of UAS, from man-portable mini-UAS like the Skylark™ LEX to larger, more sophisticated systems like the Hermes 900.

- Loitering Munitions:

They offer loitering munitions, which are essentially drones that can loiter over a target area before striking.

- Engines for UAVs:

Elbit's UAV Engines subsidiary, located at the same site, designs and manufactures lightweight engines for surveillance drones.

Land Warfare Systems:

- Advanced Training Solutions:

Elbit provides advanced training solutions for land forces, including simulation and virtual reality-based systems.

- Modernization Packages:

They offer complete modernization packages for land platforms, including integration of new technologies and systems.

- Net-centric Compatible Solutions:

Elbit's land systems are designed to be compatible with networked warfare environments, enhancing situational awareness and combat effectiveness.

Other Areas:

- Electronic Warfare:

While not explicitly mentioned in the context of Shenstone, Elbit Systems as a whole is involved in electronic warfare, which includes developing systems for electromagnetic spectrum dominance.

- Life Cycle Support:

They provide life-cycle support services for their systems, ensuring long-term functionality and maintenance.

1) What risk assessment and procedures has the Staffordshire PFCC conducted or reviewed to ensure employees are not involved with any criminal activity which should be communicated to the ICC under The Rome Statute, Article 15 Communications?

2) Mrs Mallender

The United Nations has expressed concerns and criticisms regarding [Elbit Systems](#), particularly in relation to its role in the Israeli-Palestinian conflict. These concerns center around Elbit's involvement in the production and supply of weapons and technology used in areas of conflict, and the potential impact on human rights.

Here's a breakdown of the key points:

1. Concerns about Human Rights Violations:
 - A UN human rights expert raised concerns about the detention of Palestine Action protestors who damaged Elbit Systems UK facilities, citing potential restrictions on their access to legal support and healthcare.
 - The UN has highlighted the use of Elbit's weapons, including [white phosphorus munitions](#), in attacks on Gaza, which have resulted in civilian casualties and infrastructure damage.
 - The UN has also criticized the blockade of Gaza, calling it collective punishment and a war crime.
2. Calls for Divestment and Accountability:
 - The UN has called on states and businesses to avoid dealings that support or sustain Israel's occupation of Palestinian territories, including those involving companies like Elbit.
 - Some financial institutions have divested from Elbit due to its involvement in the production of weapons used in the conflict.
 - The [UN Human Rights Council](#) has been urged to investigate and hold companies, including Elbit, accountable for their potential complicity in human rights violations.

Question.

2) How many meetings have police and the FPCC had with Elbit and how many meetings have either had with, Staffordshire resident advocates, for the children Elbit are

bombing and helping to murder - what was the outcome of any meetings?

Police, Fire & Crime Panel – Public Question 0033

Questions Posed:

Given Elbit - (at Shenstone Staffordshire an Israeli listed company) - supplies the following products:

<https://www.elbitsystems.com/>

Elbit Systems UK in Shenstone, Staffordshire, is involved in the design, development, and manufacture of advanced defense and security systems. They produce a range of products, primarily focused on unmanned aerial systems (UAS) and land warfare solutions. This includes tactical UAS, loitering munitions, and the Hermes 900 MALE UAS. They also provide comprehensive land systems, including training solutions and modernization packages.

Airborne Systems:

- **Unmanned Aerial Systems (UAS):**

Elbit Systems UK produces a variety of UAS, from man-portable mini-UAS like the Skylark™ LEX to larger, more sophisticated systems like the Hermes 900.

- **Loitering Munitions:**

They offer loitering munitions, which are essentially drones that can loiter over a target area before striking.

- **Engines for UAVs:**

Elbit's UAV Engines subsidiary, located at the same site, designs and manufactures lightweight engines for surveillance drones.

Land Warfare Systems:

- **Advanced Training Solutions:**

Elbit provides advanced training solutions for land forces, including simulation and virtual reality-based systems.

- **Modernization Packages:**

They offer complete modernization packages for land platforms, including integration of new technologies and systems.

- **Net-centric Compatible Solutions:**

Elbit's land systems are designed to be compatible with networked warfare environments, enhancing situational awareness and combat effectiveness.

Other Areas:

- **Electronic Warfare:**

While not explicitly mentioned in the context of Shenstone, Elbit Systems as a whole is involved in electronic warfare, which includes developing systems for electromagnetic spectrum dominance.

- **Life Cycle Support:**

They provide life-cycle support services for their systems, ensuring long-term functionality and maintenance.

“What risk assessment and procedures has the Staffordshire PFCC conducted or reviewed to ensure employees are not involved with any criminal activity which should be communicated to the ICC under The Rome Statute, Article 15 Communications?”

Panel Member: Member of Public – Mrs Mallender

Question Date: 28 July 2025

Commissioner Response:

The Commissioner is not the appropriate authority to comment on a private company’s business activity operating under licence from the Government.

Staffordshire Police have not conducted any risk assessments to ensure employees are not involved with any criminal activity in regard to UAV Engines business. Staffordshire Police have not conducted such activity because firstly, that is not the purpose of a risk assessment and secondly, any such company operates under Government licence conditions and it is not for local policing to comment on those licence conditions or conduct any scrutiny. These are Government considerations.

Contact Officer

Author:	Louise Clayton
Position:	Chief Executive
Date:	12 September 2025
PFCC meeting date	22 September 2025

Police, Fire & Crime Panel – Public Question PFCP0034

Questions Posed:

How many meetings have police and the FPCC had with Elbit and how many meetings have either had with, Staffordshire resident advocates, for the children Elbit are bombing and helping to murder - what was the outcome of any meetings?

Panel Member: Member of Public – Mrs Mallender

Question Date: 7 August 2025

Commissioner Response:

The Commissioner has not met with Elbit or Staffordshire resident advocates, for the purpose outlined in the question.

Lichfield Local Police Team (LPT) have not met with Elbit. The LPT have engaged locally with UAV Engines Ltd in Shenstone, a subsidiary of the wider Elbit Group, due to protest activity directed at the Company over a number of years. Meetings have been held when appropriate to discuss the ongoing protest activity at the site.

Lichfield LPT have not had meetings with Staffordshire resident advocates making the specific representation outlined in the question.

Contact Officer

Author:	Louise Clayton
Position:	Chief Executive
Date:	12 September 2025
PFCP meeting date	22 September 2025



Police, Fire and Crime Panel – 22 September 2025

Police and Crime Plan Update

Report of the Staffordshire Commissioner

1. Purpose of Report

- 1.1. This report is to update the Police, Fire and Crime Panel on progress since 1 April 2025 in delivering the Police and Crime Plan for Staffordshire and Stoke-on-Trent.

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. In October 2024, the Staffordshire Commissioner for Police, Fire and Rescue, and Crime (Staffordshire Commissioner) published his Police and Crime Plan for 2024-2028. The plan provides the strategic direction for how policing should be delivered during the Commissioner's term of office. It details how the Commissioner's Office (SCO) will work with Staffordshire Police, health, councils, the wider criminal justice system and community groups to reduce the number of victims of crime and anti-social behaviour (ASB), reduce casualties on our roads and prevent people suffering due to the actions of others.
- 3.2. The plan sets out the Commissioner's priorities, designed to 'Keep Staffordshire Safe':
 - **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.

3.3. How effectively the Service performs against these priorities is a key part of how the Commissioner holds the Chief Constable to account on behalf of the public. To this end, the Chief Constable must have regard to the Police and Crime Plan in producing his Policing Plan for the force. Both the Police and Crime Plan and the Policing Plan will be kept under review and potentially refreshed during the Commissioner's term of office to take account of finances, changes in national policy or major events.

3.4. The [2024/25 Annual Report](#) was received by the panel on 28 July 2025. This report highlights progress since April 2025.

4. An outstanding local police service

4.1. In April 2025 Staffordshire Police published its **Policing Plan 2025-2027**. As required by the Police Reform and Social Responsibility Act 2011, the plan takes due regard of the Commissioner's Police and Crime Plan alongside the national Strategic Policing Requirement 2023 and its own self-assessment. The plan sets out areas of focus under the following headings:

- **Ensure Safe and Confident Communities:** Deliver what matters to victims and our communities
- **Develop an Exceptional Workforce:** Respect, inspire and support each other
- **Develop Active and Productive Partnerships:** Think and act collaboratively – doing better, together
- **Build an Outstanding Organisation:** Be efficient and effective in all we do

4.2. The Commissioner holds the Chief Constable to account for performance through a robust governance framework including **Public Performance Meetings**, the next of which will be held at 2pm on 20 November 2025 at the County Buildings. These meetings are live-streamed and available to view after the meeting and a detailed information pack published on both the Commissioner's and County Council's websites. Panel members are encouraged to read the pack and observe the meeting in person.

- 4.3. The Police Uplift Programme has now finished and the force met its target officer number. Additionally, with local investment through increased council tax, the target operating model number officers was 2,000 for 2024/25. This will increase to 2,053 by the end of March 2026 through the Neighbourhood Policing Guarantee and the force is on track to recruit the required number of new officers.
- 4.4. Continuous surveys are carried out by Staffordshire County Council's Customer Service Team with victims of crime to understand how satisfied they were with the service they received from the force. Results for the 12 month period to 31 July 2025 compared with the same period last year show improvement, particularly with regard to the investigations carried out and being kept informed of progress. Notably, victims' overall opinion of the force is far higher than last year.

	Aug 23 to Jul 24 (12 months)	Aug 24 to Jul 25 (12 months)	%Change	DA Surveys 1st August 2024 to 31st July 2025
Q10-Before this incident took place, how would you describe your opinion of Staffordshire Police? - Positive	57.0%	70.8%	13.8%	64.4%
Q46-As a result of contact with the Police on this occasion, has your opinion of Staffordshire Police changed in any way? - Positive	58.7%	71.7%	13.0%	76.3%
Before and after difference	1.7%	0.9%	-0.8%	11.9%
<i>more positive</i>	14.5%	21.5%	7.0%	
<i>positive (unchanged)</i>	44.2%	50.3%	6.1%	
more negative	16.7%	12.3%	-4.4%	
<i>neutral opinion/no opinion</i>	21.5%	14.3%	-7.2%	
<i>negative (unchanged)</i>	3.1%	1.6%	-1.5%	
Q13-How did you find making contact with the Police? - Easy	79.5%	79.9%	0.4%	92.0%
Q22-After your initial contact, did the Police get back in touch with you at all? - Yes/Not Req'd (Follow up)	80.5%	78.0%	-2.5%	
Q30b-Thinking about your follow-up contact with the Police, how did you feel about the way in which you were kept informed about the investigation? - Satisfied (Kept Informed)	75.1%	83.3%	8.2%	70.3%
Q37-Overall, how did you feel about the way that the incident was investigated? - Satisfied	80.1%	84.3%	4.2%	76.9%
Q39-Did you feel that you needed additional support (i.e. counselling, specialist services etc) as a result of the incident? - Yes	9.7%	10.1%	0.4%	34.2%

- 4.5. **Public Surveys** are carried out every six months across Staffordshire and Stoke-on-Trent through a contracted specialist public opinion specialist. Highlights from the most recent survey in March 2025 include:
- 62% say they have confidence in Staffordshire Police. This is slightly down from 65% in the previous survey.
 - 41% agree the police are dealing with crime and ASB. This is down from a peak of 51% in March 2024.
 - 57% agree Staffordshire Police respond effectively to emergencies

- The vast majority say it is important to have a visible police presence where they live (94%)
- Half see officers at least monthly (47%), a fifth (21%) interacted with their local police team during the last 12 months
- 72% feel they could rely on their local police team if needed
- 21% say there has been a decrease in police numbers in their area; 9% have seen an increase
- Top priorities across the county are police ASB (39%) and drug-related crime (36%)
- The vast majority feel safe during the day (94%); more than half feel safe after dark (56%)
- 32% believe they might become a victim of crime in their area
- 85% are confident the police treat people fairly; 63% feel that people are treated equally
- 12% say they have been a victim of crime in the last year. Of those who reported, 40% were satisfied with the outcome
- 40% feel informed about what the police are doing in their area

4.6. These levels are consistent with other similar force areas but the Commissioner and the Chief Constable are agreed that there is more work to do to improve Public Confidence, which is reflected in the Police and Crime Plan and the Policing Plan. The force has developed a Public Confidence Strategy in line with guidance from the College of Policing and the Commissioner will hold the force to account to ensure there is a step change in public perception.

4.7. The Commissioner's Office has been allocated £1m from the Home Office **Hotspot Action Fund** to increase police presence in areas disproportionately affected by antisocial behaviour, serious violence and knife crime. In addition to providing a visible deterrent and tackling offending, officers are engaging with local people and businesses to identify the issues that matter to them and develop solutions to reduce incidents of crime and antisocial behaviour, improve safety and build trust and confidence.

4.8. The Hotspot Action Fund runs to 31 March 2026 and is closely linked to Staffordshire Police's commitment to local policing and the Government's **Neighbourhood Policing Guarantee**, which will see an additional 53 neighbourhood officers and 15 special constables recruited by March 2026. The intention is for hotspot patrolling to become embedded as business as usual as the hotspot funding stream ends and neighbourhood policing teams grow.

4.9. The Neighbourhood Policing Guarantee has five pillars which Staffordshire Police are actively working towards:

1. **Police back on the beat:** A dedicated, focused neighbourhood policing team in every local area, carrying out intelligence-led and

visible patrols, including in town centres and on high streets.

2. **Community-led policing:** A named, contactable officer for every neighbourhood, responsive to local problems. Residents and local businesses will be able to have a say on Police priorities for their area.
3. **Clear performance standards and professional excellence:** New training for officers and standards for professional excellence will ensure neighbourhood policing is developed as a specialist policing capability.
4. **Crackdown on ASB:** Neighbourhood policing teams will have tougher powers, and be supported by other agencies, to tackle persistent ASB.
5. **Safer town centres:** Neighbourhood policing teams will crack down on shop theft, street theft and assaults against retail workers, so local people can take back their streets from thugs and thieves.

4.10. His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) will carry out the fieldwork for the full PEEL (Police Efficiency, Effectiveness and Legitimacy) Inspection in March 2026. The inspection will focus on the following areas against which the force will subsequently be graded by HMICFRS.

- leadership;
- supporting and developing the workforce;
- public treatment;
- prevention and deterrence (including neighbourhood policing);
- responding to the public;
- investigating crime;
- safeguarding children and adults at risk;
- custody; and
- fraud.

4.11. The force has a comprehensive **change portfolio** in place, ensuring coordination and accountability for the delivery of new technology, process automation, major estates projects and service redesign. The force has invested in the necessary capability and capacity in change management and benefits realisation and is on track to deliver the in-year savings required in the Medium-Term Financial Strategy.

4.12. Implementation of the **estates strategy** continues with a number of major projects completed and commenced. The refurbishment of Longton Police Station completed ahead of schedule and was officially opened on 16 September 2025. Longton now provides modern, fit for purpose facilities for officers and usable floor space has increased by 15% by introducing an

open plan layout.

- 4.13. Following similar projects in Hanley, Tamworth, Chase Terrace, Penkridge, Kinver and Stone, officers in Uttoxeter are now co-located in Uttoxeter Police and Fire Station, allowing the former police station to be sold. These projects make operational sense, allowing the two emergency services to work more closely together locally, but also make the best use of resources and therefore public money.
- 4.14. Work has also begun on the new armed police training facility at police headquarters. This project replaces the existing leased outdoor range which is not fully compliant with Health and Safety legislation or standards for firearms training set by the College of Policing. The new training centre will meet national standards and current and future needs, offering state-of-the-art facilities including a 10-lane 50-metre indoor firing range, training rooms and office space. The scheme also includes a skills house to train tactics relating to building entry and searching. This follows a detailed review initiated by the Commissioner in 2021 to understand the force's future requirements for deploying armed officers and evaluate a range of alternative options to meet them. The review included options for sharing a facility with neighbouring forces, which proved not to be feasible.
- 4.15. The force continues to implement an ambitious **Digital, Data and Technology** (DDaT) programme to help drive efficiency gains. The first phase of Robotic Process Automation (RPA) commenced in May 2025 with the automation of crime closure filing and will continue to be applied in a number of areas of policing where there are high volumes of repetitive, rule-based administrative tasks such as the Prosecution Hub and the Multi-Agency Safeguarding Hub. Major business software upgrades will be rolled out in September, including the provision of AI applications to all staff.
- 4.16. Following the implementation of Salesforce technology earlier in the year, the force is continuing to work with the provider to further develop its capabilities and effectiveness. The system is designed to improve victim support by enabling self-service to track case updates and communicate with officers online. This is part of a broader programme to revolutionize contact management and control room operations which will see Salesforce integrated into systems to provide a single view of citizens, reduce repeat contacts, cut call waiting times and boost call centre resilience. It is already impacting on 999 and 101 call volumes and levels of victim satisfaction in relation to being kept informed of case progress has been above 80% for the last 7 months and is gradually increasing. Feedback from victims is largely positive, with users reporting that the system is easy to use, efficient, informative and reassuring, however, more work is required to ensure that messages are clear and consistent, officer contact details are up to date and that officers respond promptly to contact alerts.

5. Supporting victims

- 5.1. The **Staffordshire Victims and Restorative Justice Gateway** received 17,840 referrals between 1 April and 30 June 2025, of which 14,458 victims received advice, guidance and information signposting them to other services such as New Era, Survive, Uniting Staffordshire Against Hate (USAH) and ASB Harmony. 1,012 victims were triaged for enhanced support and 127 were provided with practical and emotional help by the Gateway service. The Gateway provides victims with information concerning their 12 rights under the Victims Code.
- 5.2. Access to support from the Gateway is dependent on prompt transfer of victims' details by Staffordshire Police. As a result of changes to the force Crime and Victims Bureau, almost all victims' details are now being transferred to the Gateway within the 48-hour limit set in the Victims Code of Practice.
- 5.3. Services commissioned by the SCO continued to provide **specialist support to victims**. The Victims Code is promoted by all specialist support services. From 1 April to 30 June 2025:
 - 316 new victims were supported by the Survive Sexual Assault and Abuse Service, with a total of 933 people in receipt of support
 - 36 new victims were supported by USAH (hate crime service) with a total of 65 victims receiving practical and emotional support. 29 training sessions were delivered to professionals and 50 awareness sessions to the community.
 - The Adult SARC (Sexual Assault Referral Centre) service received 85 referrals and supported 52 victims
 - The SARC service for children and young people received and supported 73 child victims.
 - Business Crime Support Service dealt with 1,365 referrals of which 712 accepted support. Businesses were contacted within 1.5 days from the point of the crime being reported. 209 businesses accepted 1hr free, confidential, specialist support sessions.
- 5.4. All victims' services undertake regular service promotion campaigns via community events, training and social media to raise awareness of the support available and how to access it. USAH and Harmony Services attended community events such as Deaflinks, carers week event, ASHA Community Lunch, Pride, Over 60s Men's Community Group, Asylum Seeker accommodation, residential meetings, Open Days, YMCA to improve knowledge and accessibility of provision.
- 5.5. A Victim forum continues to be held each quarter to gather negative and positive comments about experiences with police, CPS and courts. Staffordshire Police have designated Sergeants in each local policing team with responsibility for quality of service. A process has been established for

them to receive feedback from our victim service providers to drive improvements in service delivery. Where appropriate, victim services are working in partnership to share information so that victims receive a coordinated, comprehensive package of care which negates them repeating the same information to various organisations.

- 5.6. The Commissioner's office has assisted the force in developing further victim surveys for specific themes such as hate crime to obtain a richer picture of what works well and areas for improvement.
- 5.7. The **Survive Sexual Assault and Abuse Service**, SCO and partners used NHS funding to produce a 'pre-trial therapy' campaign for victims of sexual assault and abuse to raise awareness of the services available to them while navigating the criminal justice process. Survive have continued to work with Midlands Partnership NHS Foundation Trust and North Staffs Combined Healthcare Trust to support the Ascend recovery service. There is a plan for Ascend to fund a case coordinator role to sit within Survive to help provide a seamless service for individuals with complex trauma because of sexual assault and/or abuse across Staffordshire and Stoke-on-Trent.
- 5.8. The **Staffordshire Domestic Abuse (DA) Victim and the DA Behaviour Change services** are funded under a tripartite agreement led by the Staffordshire Commissioner's Office (SCO) with Staffordshire County and Stoke-on-Trent City Councils. Both contracts have recently been extended to run until September 2027, with an option to further extend to 30 September 2028 available to Commissioners.
- 5.9. Total annual investment in DA services is £3.3m, with the financial contribution from the SCO being £1.85m pa, including just over £325,000 grant from the Ministry of Justice.
- 5.10. DA services are provided by Victim Support, operating under the brand 'New Era', delivering consistent, free and confidential support for victims, perpetrators, families, communities, businesses and stakeholders across Staffordshire and Stoke-on-Trent.
- 5.11. During the first quarter of 25/26, New Era's Adult Victim service received 2,100 adult referrals seeking support, advice and guidance and the Adult Behaviour Change service received just over 120 referrals for support. New Era's Children's Neutral Front Door into DA support received just over 500 referrals of child victims (under 18 years of age), with 25 children referred to the Behaviour Change service.
- 5.12. Victims engaged in the DA service continue to report an improved feeling of safety, resilience and empowerment, with those engaged in Behaviour Change support report they are better able to take responsibility for their

behaviour and to challenge their own thoughts and attitudes.

- 5.13. The CPD Accredited **DA in the Workplace Champion programme** operated by New Era in conjunction with the Staffordshire Chambers of Commerce continues to provide specialist DA training within the workplace environment. Attendees are trained to recognise the signs of DA, and signpost those who might want help to specialist services. Supporting DA victims in the workplace is an investment in the health and wellbeing of employees. It is available to local businesses and partner organisations across Staffordshire and Stoke-on-Trent free of charge. Over the 12 months to August 2025, the training has delivered:
- 11 free training sessions, either face-to-face or online;
 - 123 new Champions have been trained, representing 34 organisations (a total of 647 champions representing 260 organisations since 2017)
 - 32 DA Workplace Pledges have been signed (a total of 240 since 2017);
 - 32 new DA Workplace Policies have been embedded by attending organisations (a total of 234 since 2017);
 - 37 Champions have also received refresher training.

6. Preventing and protecting

- 6.1. The SCO has continued to convene meetings of the countywide **Reducing Reoffending Board** which brings key agencies together to ensure a consistent 'whole system' approach to reducing offending and reoffending in Staffordshire and Stoke-on-Trent.
- 6.2. On behalf of the Board the SCO has recently led a comprehensive refresh of the existing Staffordshire and Stoke-on-Trent multi-agency Reducing Reoffending Strategy Delivery Plan. which will provide a framework for local joint working over the next 2 years and beyond.
- 6.3. The SCO has continued to provide support for the implementation of Criminal Justice (Youth Offending, Probation) Delivery Plans in Staffordshire and Stoke-on-Trent to support the further development/ strengthening of local offender management arrangements.
- 6.4. This has included work with Probation to take forward changes in adult offender management arrangements arising from the Government's 'Impact' policy, introduced at the end of April 2025. This signalled a new approach to the allocation of probation resources with resources being targeted more directly on individuals assessed as having a higher risk of harm and/or reoffending with reduced supervision of offenders assessed as being at lower risk based on evidence and identified needs. Joint planning work has also commenced in preparation for the rollout of further changes in offender management arrangements arising from the Government's

Sentencing Review.

- 6.5. recently been agreed with local authorities to support the continued provision of criminal justice-related **substance misuse treatment services** and interventions to ensure that individuals whose offending is related to substance misuse are able to be quickly referred into local treatment services for support.
- 6.6. Further improvement work has been undertaken with criminal justice and health partners, including Sentencers, to increase the use of Community Orders with Drug and Alcohol Treatment Requirements as a sentencing option. As a result of the work undertaken use of Orders is now showing signs of a sustained upward trend in both Staffordshire and Stoke on Trent.
- 6.7. A new Probation-led Task and Finish Group is to be established to lead work on further developing early intervention / diversionary services for individuals coming into contact with the criminal justice services with mental health needs and other vulnerabilities.
- 6.8. The SCO has continued support for the delivery of the Staffordshire **Mental Health Community Triage** service, the multi-agency team responsible for responding to Police incidents / calls involving individuals with mental health needs and for diverting individuals, where appropriate, away from contact with the criminal justice system and into treatment and support services. Agreement has recently been reached with health partners to secure the long-term funding of the service.
- 6.9. The SCO has worked with Police and health partners to ensure consistent, 5 days per week delivery of **Drug Testing on Arrest** services at Watling Street Custody Facility. This provides detainees testing positive for drug misuse, and who are motivated to seek help to end or reduce their drug taking, with opportunities to be referred for treatment and support.
- 6.10. Further work has been undertaken to increase the range of **Out of Court Resolution** (OOCR) options available for both juvenile and adult offenders to enable the Police and criminal justice agencies to deal effectively with low level crime without the need for prosecution. These include a new pilot Pre-Arrest Diversion Scheme for Simple Drug Possession which provides a diversionary option for individuals found in possession of a 'personal use' quantity of Class B drugs. Refresher training is being provided for staff to clarify situations in which it is appropriate to use OOCRs rather than more formal action. As a result of the improvement work undertaken use of OOCRs has continued to increase with Staffordshire now being ranked amongst the top quartile of Police force areas nationally in terms of OOCR delivery.
- 6.11. The SCO has continued to support meetings of the multi-agency

Staffordshire Forum for Offender Accommodation and to support joint work with partners to address current gaps in accommodation provision for offenders. The SCO-commissioned **Floating Housing Support Service for Offenders** provides practical support to offenders identified by Probation staff as requiring help in taking up/maintaining appropriate accommodation in the community as part of a planned programme of rehabilitation and resettlement. The service, which provides support for up to 85 offenders across Staffordshire and Stoke-on-Trent at any one time, has continued to operate to capacity with over 80% of those supported reporting that the service had been successful in helping them to achieve stable lifestyles in the community away from crime. The contract for the service has recently been retendered with a new contract for the service being awarded with a different provider from 1 July.

- 6.12. The SCO commissioned **Offender Employment Support Service Pilot**, which ran for a 2-year period from January 2023 to December 2025, has recently been subject to an external evaluation. Findings and recommendations are being used to help determine future commissioning options for the service.
- 6.13. The **Women Offenders Task and Finish Group** was established by the Reducing Reoffending Board to provide a specific focus on improving the Probation approach to supervising women offenders. Proposals have been developed for service change and improvement including examining the role that local women's centres might play in delivering a comprehensive, whole-system approach to meeting the needs of women offenders and their families.
- 6.14. The **Personal, Health, Social and Economic (PHSE) Education Service** continues to support schools to improve the quality and consistency of PSHE curriculum delivery. 1,087 professionals in schools and other education establishments signed up to receive a monthly PHSE digest. A website providing guidance and resources for young people, education providers, parents and carers is now accessed by 65% of education establishments. The most visited pages in the resource library are:
- Bullying
 - Online Safety
 - Stereotypes/Consent
 - Feelings and Emotions/Appropriate Behaviours
 - Knife Crime
 - Pornography
 - Extremism/Exploitation
 - Water Safety
 - Alcohol
 - Puberty
 - Smoking & Vaping
- 6.15. Ten schools requested advice and guidance visits from the Service and

locally produced resources have been produced for schools in response to requests. Subjects covered include online safety and sharing images (for Key Stage 5, 16-18 year olds) and 'Who is shaping your world?' which helps students to navigate the impact of online toxic influences (for Year 7-10, 11-15 year olds).

- 6.16. The NSPCC have been commissioned to deliver training around their **Problematic sexual behaviour** (PSB) resource to professionals working with children displaying PSB. Training commenced in March 2024, with a second session having taken place in May, with a further 6 sessions planned over 12 months. A bid was submitted to NHS England including proposals around Harmful Sexual Behaviour to address recommendations in the needs assessment.
- 6.17. The **Child Criminal Exploitation Service** continues to be delivered by Catch22. 79 new referrals were received in Q1, the top 3 vulnerability factors for those referrals being friends/peers, education and emotional wellbeing. 87% of the referrals had issues relating to education. The average age of those referred was 13 and 82% were male. The service provided support to 60 children and young people and 45 parents/carers.
- 6.18. The Commissioner's **SPACE programme** brings together public, voluntary and private sector organisations to provide fun, positive activities for potentially vulnerable young people to help increase their skills, improve their health and wellbeing and create opportunities with an additional aim of reducing levels of ASB. Since being relaunched, SPACE has gone from strength to strength, with an 81% reduction in youth ASB during the summer period since 2016. 1,395 reports of youth-related ASB were recorded during the school summer holidays in 2016 compared to 248 in 2024. Space 2025 saw 2,826 activities taking place including DJ sessions, canoeing, wildlife sessions, sports, swimming, trips out, arts and crafts. The evaluation of this year's scheme is underway and outcomes will be shared with the panel in due course.

7. Impactful partnerships

- 7.1. Since the publication of the Serious Violence Strategy in 2018, the Government announced a set of programmes to tackle serious violence across England and Wales. To reinforce this as a national priority, the new Serious Violence Duty was introduced through the Police, Crime, Sentencing and Courts (PCSC) Act 2022. It places a legal obligation on specific organisations to plan and collaborate to prevent and reduce serious violence. The **Staffordshire and Stoke-on-Trent Violence Reduction Alliance** (VRA) continues to prepare the local response to the Duty. A partnership role has now been established hosted by the Integrated Care Board and funded through the VRA.

- 7.2. The **Violence Reduction Navigator and Tailored Support Service** commenced on 1 April 2025. In the first three months, 91 children/young adults and 61 parents/families were supported, resulting in 18 safeguarding referrals and 30 referrals to support organisations.
- 7.3. Working with Staffordshire Council for Voluntary Youth Services, virtual reality experiences have been delivered to children as part of an innovative project funded by the VRA. Wearing VR headsets, participants face a number of scenarios, allowing them to make their own decisions and explore potential consequences in a safe environment. Following the experience, there is the opportunity to discuss and embed the learning. Schools were also provided with resources to extend the opportunity to explore the issues raised with children over the following weeks. 87 sessions have been delivered to 1,150 children in 40 locations across Staffordshire and Stoke-on-Trent. The Virtual Reality pilot project has now concluded and a learning report has been submitted to guide next steps.
- 7.4. The VRA has worked with Midlands Partnership Foundation Trust (MPFT) to develop a suite of resources to assist professionals to recognise neuro-divergence, and introduce tools and techniques to provide appropriate early support to children, young people and families.
- 7.5. The VRA plans to provide funding for the **Crime in Prisons** team to repeat operations in prisons to prevent violence and weapon use, including targeted education, safeguarding, searches and enforcement where appropriate.
- 7.6. A **Vulnerability Dashboard** is in development to consolidate and overlay data from a variety of agencies to support better identification of vulnerability.
- 7.7. Funding have been provided by the VRA to Youth Offending Services to deliver **Offensive Weapon Prevention & Diversion schemes** and to the PHSE Service to support the development of violence reduction resources.
- 7.8. An anti-violence campaign has been launched, co-produced with young people, and a prevention and awareness campaign developed to reduce assaults on emergency workers.
- 7.9. The SCO continues to lead the local implementation of the Government's new National Drugs Strategy through the new pan-**Staffordshire Drug and Alcohol Partnership (DAP)**. The Partnership is governed by a multi-agency Board, chaired by the Commissioner, which meets quarterly. It has three delivery priorities around which comprehensive delivery plans have

been developed;

- Break Supply Chains – rid neighbourhoods of drugs; making them safe and secure places and enabling all areas to prosper and grow by cutting off the drug supply that is causing the most harm;
- Deliver a world-class treatment and recovery system – delivered via a highly trained and motivated workforce offering a full range of evidence-based interventions and available to anyone experiencing substance addiction, from entrenched heroin users and people struggling with cocaine, cannabis, and alcohol, to young people using psychoactive substances;
- Achieve a generational shift in the demand for drugs – raising awareness and targeting interventions so that fewer people take drugs or feel drawn toward taking drugs, and today's children and young people grow up in a safer and healthier environment.

7.10. Organised crime groups behind county lines operations continue to be identified and disrupted, with assets and drugs seized. Investments into treatment and recovery services continue, with links to support services improved. Drug and Alcohol education resources have been developed for schools and other educational establishments. A Local preparedness plan (to respond to an outbreak of drug related deaths / incidents) has been tested via a multi-agency exercise. A local Alcohol Strategy has been launched and implementation plans are being developed.

7.11. The **Staffordshire Safer Roads Partnership** (SSRP) is a collaboration between public sector organisations within Stoke-on-Trent and Staffordshire, who work together to make our roads safer. The SSRP is currently co-chaired by the Commissioner and his Deputy Dave Evans and aims to achieve a long-term, sustained reduction in road traffic collisions through joint work by partners including Staffordshire and Stoke-on-Trent councils, Police, Fire & Rescue Service and National Highways. A revised strategy for the partnership is in development.

7.12. The SSRP has introduced a pilot scheme to support vulnerable drivers to stay safe behind the wheel. The Fitness to Drive scheme, which has already proved successful in other parts of the UK, will initially be offered by Staffordshire Police's Road Crime Team. It provides an alternative to prosecution and fines for certain groups of drivers who have been found to be driving without due care and attention or without reasonable consideration to other road users:

- Drivers aged 70 and over
- Drivers of any age using specially adapted vehicles
- Drivers of any age where an underlying medical condition is thought to have been the cause or contributed to a collision or driving incident

7.13. Drivers accepting a referral into the scheme by the Police will be assessed

by an Occupational Therapist and Approved Driving Instructor at a Driving Mobility Centre. The assessment includes a consultation with the driver, eyesight, cognitive and physical checks and an assessed drive covering everyday road and traffic conditions. The assessment is designed to identify those who are safe drivers, those who need further skills training, and those who are no longer safe, so need to retire from driving. Stopping driving can have a significant impact on people's lives and independence, and the Fitness to Drive scheme aims to help older or vulnerable drivers keep driving safely wherever possible.

- 7.14. The Staffordshire Commissioner's Office on behalf of **Community Safety Partnerships** (CSPs), has recently commissioned the development and delivery of the statutory Community Safety Strategic Assessments (SAs). This will be a full survey, which is produced every three years and it will be refreshed annually. SAs provide a clear picture of local crime and community safety, and underpin local Community Safety Plans.
- 7.15. Focussed on reducing crime and anti-social behaviour (ASB), the Commissioner has made over £750,000 available to CSPs for the financial year 25/26. Taking the form of the Commissioner's **Community Safety Grant**, funding is used to meet locally identified needs and support delivery of local community safety priorities defined within the local Community Safety Plans.
- 7.16. The Commissioner's **Community Safety Forum** continues to improve collaboration between agencies, align their strategic direction and ensure prompt joint action to tackle community safety issues. A major focus area for the forum is ASB. The Commissioner's Office has established an **ASB Delivery Group** aimed at improving responses to ASB by agencies and stakeholders. The group works through a delivery plan containing actions to maintain and improve responses such as partnership work, training and ASB Case Reviews (previously known as the Community Trigger) – a powerful tool allowing victims to request action if they have reported multiple incidences of ASB but are unhappy with the response they received.
- 7.17. In the role as Chair of the **Local Criminal Justice Partnership Board**, the Commissioner has refreshed and refocused its work to focus on key deliverables including the level of early guilty pleas and reducing the time taken to compile cases. Significant backlogs in the Crown Court system remain and the work of the Board to address this is increasingly challenging as Staffordshire is the worst affected area for court space and judiciary availability within the Midlands CJS. Remedial actions taken to help reduce court backlogs include improving file quality, working with CJS partner to coordinate a 'blitz' on trials held and reducing the number of non-guilty pleas introduced.
- 7.18. Improvements continue to be seen in the timeliness of investigations from

police recorded crime to charge with a median of 92 days in Q4 2022 (October to December 2022) to the most recent median of 64 days for Q1 2025 (January to March 2025). This is encouraging and there are several police improvements in place to maintain and improve on this reduction including oversight at the Quality of Investigations Board and improved supervisor training and monitoring.

- 7.19. Improving the quality of investigations is a current priority for Staffordshire Police and the increase of early guilty pleas in the last quarter (Apr to Jun 2025) suggests that the victim focus is reaping benefits. Guilty pleas at the first hearing (year to date) at Magistrates Court remains above the national average (76%) at 79% and in Crown court is 45% well above the national average of 38%.
- 7.20. The witness attendance rate at Magistrates and Crown court remains of concern here in Staffordshire exacerbated by the continued increase in case backlogs in both Crown Court and Magistrates Court. Staffordshire witness attendance rate is 79% versus a national average of 84%.

8. Conclusion

- 8.1. 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.

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Police, Fire and Crime Panel – 22 September 2025

Staffordshire Fire & Rescue Service

Safety Plan 2025 - 2028 Update Report

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. The Safety Plan fulfils the legislative obligations to publish a Community Risk Management Plan (CRMP) as defined in 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 National Framework requires each Fire and Rescue Service produce a Community Risk Management Plan (CRMP) which 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. The new CRMP 2025-2028 was published in December 2024 following an extensive period of consultation. It recognises the strategic priorities set out in the Commissioner's Fire and Rescue Plan 2024-2028 which in turn acknowledges the operational risks identified in the draft CRMP.

Please click [here](#) to read the CRMP 2025-2028 in full.

3.3. This report is based on the priorities set out in the Fire and Rescue Plan 2024-2028:

- An outstanding Fire & Rescue Service
- Preventing
- Protecting

4. An outstanding Fire & Rescue Service

4.1. In line with HMICFRS requirements, we now publish a summary of our progress against all its recommendations on our website which you can read by clicking **here**. We are also required to provide HMICFRS with a quarterly update on our progress against these recommendations which we upload to a dedicated secure portal.

4.2. **HMICFRS Inspection 2023-25: Effectiveness, Efficiency and People.** Progress has been made on the five Areas for Improvement (AFIs) from this inspection with one of the areas now considered to be addressed. All target delivery dates were initially set for 12 months following publication of the report. Now that the scope of the work is fully understood the target delivery dates for the AFIs have been revised to reflect more realistic goals.

Ref	Area for Improvement	Status	Target Delivery Date	Progress Notes
1	The service should make sure all staff understand how to identify vulnerability and safeguard vulnerable people.	On Track	31/05/26	<p>Following a review, all operational staff will now receive Level 2 safeguarding training, with regular refreshers. Training began in May 2025 and will run for approximately 12 months.</p> <p>Although the programme has been well received, operational pressures have caused a slower start. Of the 12 sessions held to date, six were completed successfully, while 6 were disrupted - resulting in a 50% disruption rate. So far, 47 personnel (9% of the total requirement) have completed the training. A further 58 sessions are planned over the next 10 months.</p>

				<i>Completion of the training is expected by May 2026, at which point formal sign-off will be considered.</i>
2	The service should make sure it has an effective quality assurance process, so staff carry out audits to a consistent standard.	On Track	31/03/26	<p>A review in January 2025 confirmed that the Quality Assurance (QA) Policy is both suitable and sufficient. Systems to support QA activity in place, with monthly reviews embedded within Protection Managers meetings. QA monitoring is a standing agenda item, and performance assessment is scheduled for June 2025.</p> <p>Due to delays in qualification validation, some anticipated sampling activity was not required, as affected individuals were not actively engaged in audits. At the close of the period, 9 qualified personnel were actively auditing. Each has been observed by their line manager, with feedback documented in line with QA procedures.</p> <p>The next six-month sampling window has now commenced, with an estimated 12 sampling activities expected. Annual internal monitoring remains scheduled for Q4 2025/26, and discussions are ongoing to arrange an external peer review with Shropshire Fire and Rescue Service in the coming months.</p> <p>To fully evidence compliance with the QA policy, all required activities must be completed at least once. <i>This process will take over a year, with formal sign-off anticipated by March 2026.</i></p>
3	The service should make sure all staff understand the benefits of equality, diversity, inclusion and positive action and their role in promoting them.	On Track	31/12/26	<p>An Equality Diversity and Inclusion (ED&I) awareness presentation has been developed, with the service-wide launch in June 2025. The programme will run for 12–18 months as face-to-face sessions across the service. An initial session delivered to wholtime recruits in February 2025 was well received, and feedback has been used to enhance the content. Two sessions have been completed (Lichfield/Leek), with 13 more scheduled for the remainder of the year.</p> <p>Active Bystander training has also progressed, 44 staff members have completed the training so far. The training is expected to be delivered annually.</p> <p><i>Anticipated that delivery to all wholtime and on-call will be complete by December 2026.</i></p>
4	The service should make sure it has robust processes in place to carry out equality impact assessments and review any actions agreed as a result.	Completed and signed off	17/09/25	<p>This recommendation was signed off as complete at SDB 03/03/2025:</p> <ul style="list-style-type: none"> The National Fire Chiefs Council (NFCC) training on Equality Impact Assessments (EqIA) has now been completed, with nominated Champions across the service. EqIA guidance and a 'How to' guide has been created and is available to all staff via SharePoint.
5	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders.	On Track	31/10/25	<p>The research phase for Learning and Development (L&D), running from October 2024 to January 2025, is now complete. This included a review of NFCC guidance and best practices from other Fire and Rescue Services.</p> <p>A process and content document have been developed with input from HR and L&D, and</p>

				<p>consultation with representative bodies commenced. A meeting was held to discuss potential content providers.</p> <p>The consultation phase is now complete, and L&D is currently reviewing options for suitable training providers. This is expected to conclude July 2025. <i>A final check against the NFCC product is underway, with the training programme launch planned for October 2025.</i></p>
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4.3. Progress has been made on 15 recommendations from **HMICFRS Standards of Behaviour: The handling of misconduct in fire and rescue services** with 12 areas now considered as addressed.

Ref	Recommendation	Status	Target Delivery Date	Progress Notes
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. FRSS should build the code into all relevant policies and practices.	Completed and signed off	01/02/2025	<p>This recommendation was signed off as complete (<i>links to AFI 11 Round 2 inspection report</i>): The Core Code of Ethics (CCoE) is now embedded in all HR policies, with Principal Officers championing specific elements. A HIVE Survey (independent company) assesses employee understanding and sentiment, with plans for ongoing use.</p> <p>A Grievance/Disciplinary Tracker monitors trends to ensure alignment with CCoE. Daily conversations reinforce the expected values</p>
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 FRSS 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.	Off Track	31/10/2025	<p>Policies reviewed, and a standalone Probation Policy developed, aligning with updated legislation now expected in 2026. In the interim, probationary processes have been strengthened and guidance on effectively managing new recruits and probationers will be delivered.</p> <p>Further dialogue required between HR & FBU before this recommendation can be signed off. It is not considered ready to be regarded as Business as Usual (BAU).</p> <p>Further review has been carried out about the way we conduct Probationary reviews. Further training is needed to consolidate understanding of the process which is scheduled for Autumn for all Station Managers and equivalent. Supporting documentation is currently being developed. <i>Anticipated that this recommendation will be ready for sign-off as complete (BAU) by the end of October 2025.</i></p>
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.	Off Track	01/05/2025 (revised Target Date to be confirmed)	<p>The service maintains an internal transfer process to support employees seeking moves between watches or stations, while retaining the ability to initiate moves to meet operational and organisational needs.</p> <p>Further dialogue planned between representative bodies and the Workforce Planning Board to clarify how the process operates in practice.</p>

	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 is not 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 FRS 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.	Completed and signed off	01/02/2025	<p>The terms of reference have been developed in collaboration with our consultant and Hereford & Worcester Fire & Rescue Service, with consultant providing independence in the process.</p> <p>The Board members have been selected, and the first meeting to discuss the purpose and process took place in February.</p> <p>Future meetings have been scheduled to occur every six weeks, during which live cases will be reviewed by the Board.</p>
5	By 1 November 2024, chief fire officers should make sure all staff understand how to raise a concern and use grievance and whistleblowing processes. Chief fire officers should: <ul style="list-style-type: none"> •make sure staff know how FRSs will handle responses and maintain confidentiality and anonymity; and •explain how staff can access FRSs' whistleblowing capability and the difference between whistle-blowing and other processes for raising concerns. 	Completed and signed off	01/11/2024	<p>Whistleblowing, Grievances, Say So, and HIVE details are now on the Staff Room intranet, with all policies accessible.</p> <p>An article in <i>Burning Issues</i> (internal publication) clarifies the differences between these terms. Further communication reinforces the confidentiality of HIVE/Say So.</p> <p>Terminology is now included in Middle Manager Training Modules to strengthen understanding.</p>
6	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: <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; 	Off Track	01/02/2025 (revised Target Date to be confirmed)	<p>This area remains a work in progress, reflecting the complexity and scale of the task, as well as the diverse skills and needs across the service. Input has been sought from other FRSs to understand how they are addressing similar requirements.</p> <p>To support a more structured approach, a skills matrix and gap analysis is being considered. This will help identify priority areas and inform a more targeted training strategy aligned with the NFCC Leadership Framework.</p> <p>A training schedule has been developed by HR and will be delivered through Operational Forums, followed by two dedicated HR Training Days in September and October 2025. This schedule will be reviewed and refined following completion</p>

	<p>•how to handle difficult conversations and resolve issues informally, if appropriate, when a concern is identified; and</p> <p>•clarifying the role of HR services in helping managers to deal with staff concerns and misconduct issues.</p> <p>Chief fire officers should make sure all managers and supervisors attend the training programme.</p>			<p>of the skills matrix. An update paper was presented to SDB on 3 March 2025. As the training programme had not yet commenced, this area was not yet considered ready for business-as-usual status.</p> <p>In the interim:</p> <ul style="list-style-type: none"> • Welfare Officer training has been delivered to managers to support staff involved in employee relations processes. • Capability management - covering absence and performance - will be addressed through upcoming Operational Forums and Middle Management training sessions, with delivery aligned to the completion of relevant policies.
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 NFCC, should make misconduct processes consistent for all staff irrespective of the terms and conditions of their employment.</p>	Completed and signed off	01/05/2025	<p>The HR Tracker, which has been verified by an external consultant, will continue to be used to ensure consistency across cases and to manage their completion in a prompt manner. It will also be reviewed by the Professional Standards Board, which will provide feedback to drive improvements.</p> <p>All policies related to misconduct are aligned with the ACAS Code of Practice, and when reviewed, they adhere to this guidance. Unions have been consulted throughout the process.</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 FRSs:</p> <ul style="list-style-type: none"> •monitor and manage investigations; •maintain accurate records; and •adhere to required timescales. 	Completed and signed off	01/11/2024	<p>Misconduct process under continuous review, incorporating findings from the thematic report. Key changes include an appeals panel, external investigators when needed, and improved record-keeping. Consultation with unions is ongoing:</p> <ul style="list-style-type: none"> • Investigations: Managers assess misconduct with HR support, with complex cases referred for external advice. A new supervisory training course includes sessions with an employment lawyer. • Record-Keeping: Cases are tracked in an HR system and stored in employee files for oversight. • Timescales: HR monitors cases weekly, adjusting timelines when necessary while aiming to meet policy deadlines.
9	<p>By 1 August 2025, chief fire officers should introduce a case management system if they do not already have one. The case management system should allow data to be produced that will help</p>	Completed and signed off	01/08/2025	<p>The HR department has been using a tracking sheet for several years, which has now been significantly enhanced and improved.</p> <ul style="list-style-type: none"> • Cases are reviewed weekly. • Trends are monitored. • Themes are reported quarterly.

	them to better understand and oversee misconduct cases in their services.			<p>An independent consultant reviewed the Tracker and provided recommendations on how it could be improved. These recommendations have been incorporated into the process.</p> <p>Given the current financial constraints, our recommendation is to continue using the current method of review without incurring any other costs.</p>
10	By 1 May 2025, chief fire officers should make sure their FRSs 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.	Completed and signed off	10/05/2025	<p>In 2024, consideration was given to using an independent investigator within the service to review cases, with the aim to:</p> <ul style="list-style-type: none"> • Provide independence • Enhance speed • Offer a learning opportunity. <p>Two different independent approaches were trialled, with varying degrees of success. The outcome was that one of the providers delivered an excellent service, while the other failed to meet acceptable standards. This can be utilised as needed.</p>
11	By 1 May 2025, chief fire officers should review the training their FRSs provide for supervisors and managers who investigate misconduct issues at all levels. Chief fire officers should make sure: <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. 	Completed and signed off	01/05/2025	<p>Training for Investigation Officers with Employment Consultant, which was previously conducted on an ad hoc basis, is now mandatory within the Middle Management Training programme. This training runs annually, with non-operational fire staff also invited to attend.</p> <p>HR Officers work closely with all Investigating Officers to ensure consistency and provide supportive feedback throughout the process, aiming to improve the quality of investigation reports.</p> <p>Professional Standards Boards (Recommendation 04) will be used to review all drafted investigation reports, offering learning opportunities and ensuring quality assurance.</p> <p>Training on the production of written reports will be provided during the HR Training Day, including the introduction of new templates to streamline processes where appropriate. A list of all trained investigators has been created to ensure a fair distribution of cases.</p> <p>The investigation process is clearly defined within the Disciplinary process which is found on our staff intranet.</p>
12	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-	Completed and signed off	01/11/2024	<p>Welfare support now formally offered to all involved in investigations, including witnesses, interviewers, and those at the centre of allegations.</p> <p>Key Updates:</p> <ul style="list-style-type: none"> • HR has been briefed in weekly meetings. • Welfare support is now included in all investigation, grievance, and disciplinary documents. • Training with Occupational Health will be rolled out to all Support Officers. <p>The Disciplinary Policy has been updated to reflect this provision.</p>

	maker. Welfare personnel should be independent of the investigation and have been appropriately trained for this role.			
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 FRS managers and members of fire and rescue authorities who hear appeals receive appropriate training. Chief fire officers should make sure FRSs have a consistent approach to hearing appeals.</p>	Completed and signed off	01/11/2024	<p>The Disciplinary Policy now allows independent personnel from the Commissioner's Office on the Appeals Panel if needed.</p> <p>External legal training has been provided to independent panel members for consistency and effectiveness.</p> <p>The HR Team has been briefed on this change.</p>
14	<p>By 1 November 2025, chief fire officers should implement a process that makes sure they can oversee and scrutinise their FRS's 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 FRS staff, to prevent repeat behaviours. 	Completed and signed off	01/11/2025	<p>Performance is tracked through public performance meetings, internal governance board reports, and the HR tracker.</p> <p>The HR Manager also reports on it during senior leadership team performance meetings.</p>
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, NFCC should establish a system for sharing learning from more serious cases of misconduct with FRS staff. The information shared should preserve the anonymity and confidentiality of all parties involved. The</p>	Completed and signed off	01/02/2025	<p><i>Links to Recommendation 11</i> - HR Training will serve as the forum for sharing case learnings, with plans to make this an annual event.</p> <p>Sharing cases more often than annually may risk compromising confidentiality.</p>

	College of Fire and Rescue, once it is established, should take responsibility for maintaining this system.			
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4.4. Earlier in the year, HMICFRS published its [2025-27 Fire and Rescue Service inspection programme and framework](#) which will include greater focus on:

- How well FRSs lead their people, including leaders at all levels of the organisation
- Building on the important work done to improve values and culture
- Understanding and evaluating how each FRS is affected by its Fire and Rescue Authorities governance, oversight and scrutiny arrangements (in our case the impact of the Commissioner's governance on the way we deliver our services)

4.5. Changes to the inspection methodology include:

- Reduction in principal questions from 11 to 10 (Characteristics of "Good")
- Inclusion of financial, geographic, and demographic context on circumstances in which FRSs deliver in reports.
- New inspection activities include: interviews with audit committee, trade union and leadership focus groups, and desktop reviews on leadership, communications, and misconduct.
- The Commissioner's office will not be directly inspected but the review will consider the impact of its governance on the service.
- Emphasis on internal governance: scrutiny arrangements, delegation schemes, and reporting to the Commissioner's office.
- No formal ratings or direct recommendations will be issued.

4.6. **Key Lines of Enquiry** (Characteristics of Good). In terms of Effectiveness and Efficiency governance should ensure robust financial oversight, strategic risk management, and performance monitoring. For People we need to be able to demonstrate that culture, wellbeing, and staff feedback mechanisms are supported.

Effectiveness: HMICFRS will:

- Assess how well the FRS understands and manages fire and emergency risks.
- examine whether governance supports local risk awareness and helps shape service priorities.
- will comment on the quality and consistency of updates provided to the Commissioner on prevention, protection, and response activities.

Efficiency: HMICFRS will:

- Assesses how well resources are used to manage risk.
- Evaluate strategic oversight of management and internal controls.

- Review how senior officers are held accountable through scheme of delegation.

People: HMICFRS will:

- Assess how well the FRS promotes a positive culture and supports staff wellbeing.
- Review governance oversight of people strategies and conduct.
- Evaluate systems for feedback, complaints, and grievances.
- Check if the Commissioner receives regular updates on people issues.

- 4.7. In addition to documents requested in previous inspection rounds. HMICFRS will want to see:
 - Policies on leadership, recruitment, complaints, and misconduct.
 - Governance meeting minutes, budget reports, and project documentation.
 - Specific project documents
- 4.8. New or refined activities will include:
 - Discipline & Grievance Review
 - Communications & Engagement Review
 - Recruitment and promotion processes.
 - Leadership Review
 - Major Incident Desktop Review
 - Leadership Focus Group
- 4.9. A data collection exercise ran from 22 April to 30 May 2025, however, HMICFRS may request additional data in autumn if needed to support the likes of thematic inspections or lines of enquiry.
- 4.10. The 2025-27 inspections timetable has been released with the inspection dates for the first 14 FRSs confirmed. Staffordshire's inspection date is yet to be confirmed but based the dates already confirmed for other services we do not expect this to be before May 2026.
- 4.11. Over the coming months we will work to prepare managers, crews and teams for our inspection so that they aware of what is expected from them and to answer any queries they may have as best we can.
- 4.12. His Majesty's Chief Inspector Sir Andy Cooke's annual assessment of FRSs, the State of Fire and Rescue report will be published later this Autumn.
- 4.13. The Service is undergoing a multi-phase **Transformation Programme** to meet financial sustainability targets set out in the Medium-Term Financial Strategy (MTFS). Following the successful completion of Phase 1, which delivered substantial recurring savings, the focus has shifted to the implementation of Phase 2 initiatives. This includes the identification and

delivery of additional transformation options required to secure the required savings from 2025 onwards.

- 4.14. Phase 1 Transformation Achievements (2022–2025). Total Recurring Savings Achieved: £1,300,000. Phase 1 was delivered successfully, meeting targets through a combination of:
- Workforce efficiencies with savings made from reducing wholetime crewing figures and reviews of prevention and protection staff.
 - Process improvements around operational crewing and training.
 - Strategic project completions which have seen investments in the On-call service and procurement of new innovative appliances.
- 4.15. Phase 2 – (2025–2029). New Savings Target: £1,000,000 (recurring), by the end of financial year 2028/29. This target aligns with the ongoing commitments in the MTFs. Declared savings to date for 2025/26 are £500,000, made up of the removal of a project Manager role, the re-alignment of a fire engineer role, HR Restructure, the closure of the community Sprinkler project, MRP savings from the year end position and additional income from the Unitary Charge and water rebates. £500,000 savings remain to be delivered, however, the £1 million target was planned to be delivered incrementally by 2028/29, with only £400,000 expected in 2025/26. Early delivery of any additional savings will accelerate progress toward this goal.
- 4.16. Other key transformation developments include:
- ICT Investments: Continued development and optimisation of ICT systems to enhance efficiency and enable smarter working practices.
 - Environmental and Sustainability Strategy work towards long-term sustainability goals.
 - Ongoing work on clean concept initiatives to minimise the risk from contaminants and protect operational staff.
- 4.17. Additional Workstreams under Phase 2
- Administration Review
 - Focus: Streamlining and standardising administrative functions within Service Delivery Groups.
 - Alignment: Integration with ICT optimisation and automation.
 - Estimated Savings: £100,000.
 - Status: Approved by the Service Management Board; currently in consultation with implementation scheduled for Autumn 2025.
 - Other Identified Workstreams
 - Revenue Review – Vacancy Controls: £100,000.
 - Estates Sharing & Stafford Disposal: £100,000 (plus a £600,000 capital receipt phased over several years).
- 4.18. This leaves a gap of £200,000 which will need to be found through other workstreams. Additional transformation opportunities are being explored to

bridge this gap.

- 4.19. **FRS Comprehensive Spending Review 2026-2029 (Fair Funding Formula review).** The Service is now assessing the Government's first release of the Fair Funding Formula which will be used as the basis for the three-year Comprehensive Spending Review for Fire and Rescue Services. This will form the basis of a consultation response and further work with the National Fire Chief's Council in response to the Government's proposals. Initial exploration of the model highlights significant inequality between Services and the formula is linked with assumed notional council tax levels over the three period. For Staffordshire Fire and Rescue Service, the funding allocations, if unchanged, will significantly add to the savings required by the current Medium-Term Financial Strategy.
- 4.20. The average total **Service availability** across Q1 2025/26 is 64.55% compared with 66.71% for the same period last year. The average On Call appliance availability across Q1 2025/26 is 53.85% compared with 56.64% for the same period last year.
- 4.21. Availability has stabilised through the last quarter and continues the trend from the previous 12 months with a reduction during the summer months. Our next area of improvement work will focus on increasing the quantity of fire appliances during periods of higher demand.
- 4.22. The Service Attendance Standard is based upon the first pump appliance attending Primary/Secondary fires and Special Service Calls within 8 minutes to a high-risk area, 10 minutes to a medium risk area, and 18 minutes to a low risk area. The target set for attendance is that 80% of the time this will be achieved. In Q1 of 2025/26 the attendance standard was achieved on 77.67% of occasions, however, in July 2025 it was achieved on 81% of occasions.
- 4.23. The average attendance standard for Q1 2024/25 was 83.3% however, the total number of attended incidents for the most recent quarter is 25.9% higher than those recorded in Q1 2024/25.
- 4.24. Our **Falls Response Service** has continued throughout 2024 and is currently funded until December 2025. Since its launch, the team has responded to 2,622 calls, as of 30 June 2025; averaging three callouts a day. Based in Lichfield, the team is mobilised by the NHS Integrated Care Coordination (ICC) team, responding to 'Green' category non-injury falls, where patients simply need assistance to get up. All calls are triaged by the ICC to ensure they are appropriate for the Falls Team response before dispatch.
- 4.25. In the last quarter, the Falls Response Team was mobilised on 291 occasions, being stood down prior to arrival on 19 occasions. Despite covering the whole of Staffordshire (112 mobilisations in the East, 85 in the

West and 75 in the North of the county) the Falls Team maintains an impressive average response time of 37 minutes. The team maintained a strong performance, achieving the required two-hour attendance target in 99% of cases. 92% of incidents took place in domestic dwellings, while the remaining 8% occurred in care settings. In 86% of cases, they were able to assist patients without the need for further NHS urgent care involvement. Where additional medical support is required, the team liaise with the ICC to arrange appropriate care. 94% of patients are aged 60 or over, however we offer a Home Fire Safety Visit to every patient we attend. In the last quarter alone, 165 Home Fire Safety Visits were completed as a direct result of this commissioned work.

- 4.26. Over the next reporting period, we are committed to working in partnership with the ICC and fully support their request to expand the scope of the Falls Team's responsibilities. In line with this, we are actively progressing work to enable the Falls Team to respond to 'Failed Contact' incidents. This development aims to further reduce demand on WMAS and the ICC while capturing and recording positive outcomes for patients.
- 4.27. The Home from Hospital pilot commenced on 4 December 2023 and was initially scheduled to run until the end of March 2024. However, due to its success and positive impact, the initiative has secured extended funding and will now continue until 31 March 2026.
- 4.28. This service provides discharge and "settle-in" support for patients identified by the Integrated Discharge Hub (IDH) and operates from multiple wards within Royal Stoke Hospital. In response to increasing demand and in line with the established Falls Team model, the team was expanded to six personnel last year. This increase has significantly enhanced capacity and resilience across the Fire and Health Partnership Teams.
- 4.29. As of 30 June 2025, the team has supported the safe discharge of 2,603 patients across Stoke-on-Trent and Staffordshire, averaging 5 to 6 discharges a day. The team successfully completed 98% of these jobs without any issues. During this quarter, a total of 536 mobilisations were recorded; of these, 26 were stood down. The Discharge and Settle-in Service accounted for 330 mobilisations, while 180 involved other activities, predominantly the installation of safety equipment. Additionally, these mobilisations resulted in 339 Home Fire Safety Visits, reinforcing our commitment to utilise this partnership to promote home fire safety and prevention across our communities.
- 4.30. Notably, of all patients discharged through the initiative to date, there has been only one readmission within 24 hours - an outcome aligned with the NHS's key performance measure for this type of service.
- 4.31. We continue to work closely with the IDH to explore options for increasing coverage which aligns with the discharge service schedule, aiming to

increase capacity and deliver a more consistent service that meets the needs of all stakeholders.

5. Preventing

5.1. 7,685 **Safe and Well Visits** and 681 Extended Visits were undertaken in the last six months. Extended visits are carried out after an initial Safe and Well Visit has taken place or when the information provided requesting a visit has suggested a greater deal of support and advice for the resident is required. It is at these visits where further intervention measures including the provision of additional safety equipment such as fire-retardant bedding and smokers' bins are provided. Prevent Teams will also signpost people to partners for additional support e.g. requesting an Assessment of Needs for the resident or may request hard of hearing equipment is fitted. The service will be transitioning from Safe and Well Visits to Home Fire Safety Visits and introducing a Person-Centred Framework shortly.

5.2. A total of 21 referrals requesting **Fire Safety Intervention** were received.

5.3. A **Road Safety Delivery Plan** is being developed providing information and outlining the key areas that the service will focus on, as below:

Priority Road User Groups: -

- Children under 16 in schools
- Pre/young drivers
- Motorcyclists
- Pedal Cyclists
- Pedestrians
- Mature Drivers
- Drivers – Work Related Road Risk

Higher Risk Groups

- Children with Special Education Needs Disability (SEND) and Social Emotional and Mental Health Needs (SEMH)
- Military Personnel

5.4. A brief to cover Road Safety will be included in the suite of options for community engagement. This will provide staff with key messages for discussion, an example being Vehicle Checks, where the following will be discussed:

- Vehicle defects have been found to contribute to nearly 500 people being killed or seriously injured on UK roads every year.
- Common vehicle defects can result in a fine and three points on a driver's licence. For example, driving with a tyre with less than minimum tread depth may result in a £2,500 fine and 3 points per defective tyre. Defects with tyres and lights are a significant cause of MOT failures.

- Conducting regular vehicle checks can therefore help to keep you, your passengers and other road users safe. Checks help you maintain your vehicle in good condition and can save you money.
- Checks are easy and quick to do. The AutoNinja sheet guides you through what needs to be checked and how to do it if you are unsure. The QR codes take you to short clips.
- Conducting checks regularly is advised – at least once a month and before any long trips. Linking the checks to a regular activity such as washing your car can help remind you to do it.

5.5. The mature drivers pilot will commence in July 2025. Safe and Well Technicians will discuss key messages if there is a driver in the household, 65+ who is willing to participate in the pilot and receptive to receiving the safety advice.

5.6. The Education Delivery Workplan is a two-year plan for academic years 24/25 and 25/26.

Target Audience	Education Delivery 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	KS1 Year 1 – Road safety	Road Safety (Year 1) Pedestrian safety, restraints Developed by SSRP – targeted delivery to schools ranked by SSRP, those ranked 100 and over are targeted if they are in turnout area of wholetime station
	KS1 Year 2 – Fire safety	Fire Safety (Year 2) (developed by PSHE Leads) offered to all schools within turnout area of wholetime stations
	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 Stations
	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	KS3/4 – Fire Safety, Water Safety, Deliberate Fires	Delivered on a locally identified needs basis.
	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	KS3/4 – Fire Safety, Water Safety, Deliberate Fires	Delivered on a locally identified needs basis.
	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

5.7. During the academic year 24/25 the following educational visits were carried out:

Package	Number of sessions delivered
Key Stage 1 Year 1 Road safety	111
Key Stage 1 Year 2 Fire Safety	199
Key Stage 3/4 Deliberate Fires	1
UPS Table top Exercise and Station Tour	3
UPS SM Presentation	2
Other delivery not included on EDP	119
Total Sessions delivered	435

5.8. Feedback from schools has been positive:

- They loved everything! The crew were very kind and patient with all the questions, and let the children use the hose which was the favourite part.
- The session was broken up into different elements, which kept the children engaged throughout. They loved the dressing up part and they really enjoyed finding the fire hazards in the picture.
- Each child wrote a letter to the fire station. Their favourite parts were sitting in the fire engine, the siren and learning to stop, drop and roll.
- The recent visit from the local fire service to our Year 1 class was a fantastic experience for the children. The firefighters were engaging, friendly, and did an excellent job of making the session both educational and fun.
- All the children really enjoyed the different activities to learn about fire safety. It was useful how they were able to go in to smaller groups too then come back together as a whole class.
- The children really enjoyed the visit and were able to use what they had learnt in our PSHE lessons about keeping safe to identify the hazards, etc. Session well matched the KS1 curriculum

5.9. We also asked 'Have the children/young people demonstrated any positive change in behaviours since the session';

- They are going to learn their home address and carry out a fire safety survey at home over half term.
- Children are talking about hazards more and are more able to identify them in the home.

- They have talked about walking to school safely.
- One boy had gone around his home doing a 'hazard check'.
- Tell my mum to switch off her hair straighteners and not put them on the bed.
- Check the plugs aren't overloaded.
- Talked to parents. Checked car seats. Bought reflectors. Told me that they were now walking on the correct side of the pavement - making more conscious decisions about road safety.

5.10. **Safe+Sound** has completed delivery for academic year 24/25, and the delivery timetable for 25/26 is in place, with schools already booking.

5.11. Year 5 children from all mainstream schools are invited including many SEND settings. SEND settings send a variety of age children whose learning is at Year 5 level so that they are able to participate and get the most out of the workshops available.

5.12. Partners engaged in delivery include St John Ambulance, HSBC Bank, Canal and River Trust, RNLI, DHL, Wincanton, Network Rail, Staffordshire Police and the Community Drug and Alcohol Service.

5.13. Delivery locations, dates, numbers and percentages of schools attending can be seen below:

Location (Fire Stations unless otherwise stated)	24/25	No of schools invited	No of schools attending	% of schools attending	No of children attending
Stone	11 to 13 September 2024	7	5	71	346
Lichfield	18 to 25 September 2024	16	11	67	415
Tamworth	3 October to 16 October 2024	30	18	60	617
Chase Terrace	18 to 22 October 2024	11	8	73	305
Burton	4 to 12 Nov 2024	26	13	50	672
Leek	14 to 22 November 2024	21	12	57	533
Biddulph	3 to 5 Dec 2024	4	2	50	211
Rugeley	10 to 12 December 2024	14	9	64	252
Penkridge	8 to 16 Jan 2025	13	4	31	288
Stafford	21 to 30 Jan 2025	35	16	46	616
Sandyford	4 March to 20 March 2025	44	23	52	1028
Cannock	29 April to 14 May 2025	23	13	57	594
Uttoxeter – JCB Global Learning	20 to 22 May 2025	4	3	75	211
Newcastle	2 to 16 June 2025	39	25	64	807
Wombourne	18 to 19 June 2025	9	5	56	105

Longton	24 June to 11 July 2025	39	19	49	990
TOTAL	2024/2025	335	186	55.5%	7990
	2023/2024			52%	7557

- 5.14. An Intern from Staffordshire University is completing an academic evaluation of this year's Safe+Sound live delivery.
- 5.15. The plan for 25/26 is to make contact and invite Home Educated Families to attend special Safe+Sound events designed for a variety of children and their responsible adults to attend.
- 5.16. Online delivery of Safe+Sound on the Learn Live Channel continues with a weekly programme every Wednesday during term time. Up to end June 2025:
- 546,279 devices watched the programme live
 - 252,609 were Staffordshire devices
 - 130,363 devices viewed on demand up to May half term
 - The average number of live weekly views is 16,067, an increase from 12,641 last year.
- 5.17. Partners involved in content of the weekly programmes include SFRS, Staffordshire Police, RNLI, Staffordshire Safer Roads Partnership, HMB Training, Calm Careers, Stop Loan Sharks, Violence Reduction Alliance and many more. In 25/26 the plan is to develop more partner links and refresh some of the existing content.
- 5.18. In partnership with Staffordshire Safer Roads Partnership (SSRP) we delivered 5 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.

Venue	Burton	Sandyford	Cannock	JCB	Newcastle
Date	6 Nov 2024	Thurs 13 March 2025	Tues 13 May 2025	Fri 23 May 2025	Tues 3 June 2025
Hazard perception	SSRP	SSRP/SFRS	SFRS	SFRS	SFRS
Vehicle checks and motorway driving	National Highways	National Highways	National Highways	National Highways	National Highways
None for the Road: drink and drugs	Staffs County Council	Staffordshire Police	Staffs County Council	Staffs County Council	SSRP
HGV safety	Wincanton	Wincanton	Wincanton	Wincanton	Wincanton
Audience	Burton College	Crossway Academy and City College -	Cannock College and Hednesford Valley high	JCB Academy plus JCB apprentices	Newcastle College.

Numbers attending	40	14	25	44	45
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5.19. 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. Workshops included what to do in a road emergency, driver-hazard perception, basic vehicle maintenance, driver impairment and HGV awareness.

5.20. **Safe+Sound Careers events** have been introduced in 3 pilot locations. Schools/Colleges were invited to attend by the Positive Action Officer. Four workshops were delivered, aiming to demonstrate the variety of roles available within the Fire Service, whilst also showcasing the role of the Firefighter. Feedback has been positive for the three pilot events and it is hoped that delivery will become business as usual alongside the Young Driver events across the County.

Location	Date	Audience	Numbers attending
Cannock	13.5.25	Chase Terrace Academy, Cannock Chase High School, Staffordshire University Academy	36
Newcastle	3.6.25	Stoke 6 th Form, Christ Church Academy, Sporting Stars Alternative Provision	35
Longton	3.7.25	Biddulph High School	48

5.21. Of the 45 feedback forms submitted 8 were already considering a career in the Fire Service and the event reinforced their intention, and 19 said they hadn't considered the Fire Service as a career until now. 18 said they weren't now considering a career in the fire service, reasons cited being:

- Already planning a different career
- I wanted to before but realising the amount of risk and the tight spaces put me off

5.22. 253 students from Stafford, Newcastle, South Staffordshire, Burton & South Derbyshire and Stoke-on-Trent Colleges attended a **Uniformed Public Services Event** at HQ. Buxton and Leek College didn't respond to the invitation, and Stoke 6th Form College no longer deliver UPS courses. Tutors fed back that:

- Staff very welcoming, including helpers and happy to answer any questions
- Students loved the environment & how professional staff were - used words like role models & inspirational. Loved the RTC & Retained FF element.
- Students mentioned that they would like more information on the smoke house and an opportunity to go on an appliance.
- Students asked how they can apply for the operational role/apprenticeship or none operational role.

5.23. We asked the students who responded with feedback 'Are you considering a role in the Fire Service'

- 10 answered 'Yes, I was already planning to prior to attending' (15%)

- 9 said 'Yes, today has changed my plan' (13.5%)
- 16 said 'No' (24%)
- 31 said 'Maybe' (46.5%)

5.24. During the first six months of 2025, 109 requests were received for volunteers and a total of 2,339 volunteer hours were given during the period. examples of engagement include:

- Support with delivery of a 3-pump exercises - Operational Assurance providing casualties 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
- 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
- Community Brew with the crew

6. Protecting

6.1. Since the introduction of a new **Risk Based Inspection Programme** (RBIP) in February 2024 the Service has seen a sharp increase in the number of Fire Safety Audits carried out. The RBIP is the primary method the Service uses to prioritise risk for premises covered by the Regulatory Reform (Fire Safety) Order 2005. This impacts on the premises proactively chosen for fire safety audits by Protection Teams, but also the role operational crews take to ensure its full effectiveness. 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 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. To date 145 Compliance Checks have been

completed by operational crews.

- 6.2. Between February and July 2025, the service carried out 219 fire safety audits, the vast majority of which were in high and very high-risk premises. As a result of these audits 3 Prohibition Notices and 5 Enforcement Notices have been served. In terms of compliance with the RBIP, of the premises which should have been visited in that timeframe, 98% now have been visited. In the same period 309 Building Regulation Consultations were received of which 96% were responded to within 15 days.

7. Conclusion

- 7.1. 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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**Report of the Chair and Secretary to the
Staffordshire Police and Crime Panel
Monday 22 September 2025**

Review of Panels policies and procedures

1. Recommendations:

- 1.1 That the Panel note the information contained in this report and the work undertaken by the Chair.
- 1.2 Consider, amend, and or adopt Appendix 1, the revised Terms of Reference and Procedure Rules and the enclosed procedure guides.
- 1.3 That the Panel consider joining the regional networking group at an initial cost of £420 (paragraph 3.4.2).
- 1.4 That the Panel consider attending and participating in the Annual conference (paragraph 3.4.2).
- 1.5 That the Panel consider requesting attendance to the County Councils member questioning skills training (paragraph 3.4.5).
- 1.6 That the Panel consider the need for an independent review of the procedures (paragraph 3.4.8).

2. Background

- 2.1 The Police and Crime Panel was established under the provisions of Section 28 of the Police Reform and Social Responsibility Act 2011 and constituted in accordance with Section 102 of the Local Government Act 1972. The Panel first met in 2012 and over the course of the first few meetings agreed their terms of reference and procedure rules.
- 2.2 The Police, Fire and Crime Commissioner for Staffordshire (Fire and Rescue Authority) Order 2018 came into effect on 1 August 2018 transferring Governance responsibility for the Fire and Rescue Services in Staffordshire to the Police and Crime Commissioner. Under the Order the Commissioner took the legal identity of Fire and Rescue Authority and his title was amended to 'Police, Fire and Crime Commissioner for

Staffordshire'. As a consequence, the Panel's remit was extended and it became the Staffordshire Police, Fire and Crime Panel.

2.3 The Panels Terms of Reference and procedure rules were revised in September 2018.

2.4 In April 2019, the Panel revised the Complaints procedure to reflect the extension of the Panel's remit to include the Commissioner's Fire governance role and to ensure that an advice note from the Independent Office for Police Conduct (IOPC) was being complied with.

2.5 The Policing Protocol Order 2023 (SI 2023 No. 649) amended the Police Reform and Social Responsibility Act 2011.

2.6 At the meeting of the Panel held on 28 July 2025, it was proposed that there should be an independent review of the working of the panel. The Panel agreed that the Chair and Secretary should bring a report to the next panel with more information on the proposal of a review of the panels performance.

3. Detail

3.1 The Chair and the Panel Secretary have reviewed the current Terms of Reference and all the procedure rules and process notes which the panel use, to ensure they are up to date.

3.2 For ease of reference these have all now been pulled together into one document (attached). Suggested changes are included in the document for the Panels consideration.

3.3 The Officer protocol which was agreed in 2012 has also been updated and comments of the OPFCC are included.

3.4 The Chair has also considered the comments raised at the last meeting. The Chairs activity and his suggested action is summarised below:

	What has been reviewed or areas which could be developed:	How	Changes
3.4.1	Panel structure, Terms of Reference (ToR)	T of R, Procedure rules and Process notes.	Previously agreed by the panel in 2012 and updated in 2018.

		OPFCC and Panel support officer working code	These have been reviewed by the Chair and updated to reflect officer and guidance changes. The OPFCC have been consulted and contributed to the suggested changes.
		Delegation of complaints procedure	The documents have all been brought together into one document for ease of reference.
3.4.2	Benchmark national best practice	<p>1.Home Office Grant, KPI's.</p> <p>2. Regional network – share ideas / topic specific sessions. Chair and officer. Opportunity to share best practice.</p> <p>3. Annual conference. A further opportunity to share best practice.</p>	<p>1. As part of the Home Office Grant, a set of National Performance Indicators are monitored before the grant is released.</p> <p>2. The Panel could join at a cost of :</p> <ul style="list-style-type: none"> • Joining Fee: £420 plus VAT per Panel) • Topic-Focused Networks (Fee: £200 plus VAT per Panel, per Session) <p>3. The conference is normally held in November each year. Chair and vice normally attend and prepare a report for the Panel.</p>
3.4.3	Training	Specialist Panel training including Fire and Rescue responsibilities	Annual training takes place for panel members, this includes the panels responsibility under the Fire and Rescue Authority Order 2018. This will continue.

3.4.4	Meeting the Commissioner and main Officers – Cover main functions and responsibilities		Annual meet the commissioner events are held – 2025 held at Fire service. 2024 Police HQ. The event covers training on the service.
3.4.5	Scrutiny and questioning skills	Questioning training	<ol style="list-style-type: none"> 1. Specific Panel training takes place each year on the role and responsibilities of the panel. 2. The County Council holds regular training events on questioning skills. The Panel could be invited to these meetings at no cost to the Panel.
3.4.6	Police and Fire Performance reporting	The Panel is invited to the PFCC's performance meetings held with the Chief Constable and Chief Fire Officer – agendas papers and webcast are also available online.	Continue to be invited.
3.4.7	Public engagement	Through ToR and procedure rules	Continue
3.4.8	Independent review	If the Panel wish, an independent review could be employed to look over the revised procedure and proposed changes to see if anything could be improved. Frontline, who are a national and independent organisation and who	Panel to consider

		advice panels nationally, could do this and would cost approximately £900 + VAT (in person) or £750 + VAT online per day.	
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4.0. Equalities Implications

1.1 None

5.0. Legal Implications

5.1 The report addresses the implications for the Panel of The Police, Fire and Crime Commissioner for Staffordshire (Fire and Rescue Authority) Order 2018 and the Policing and Crime Act 2017, and The Policing Protocol Order 2023.

6.0 Resource and Value for Money Implications

6.1. There are no significant resource or value for money implications from this report. If the Panel agrees an independent review and employs Frontline, the cost is highlighted in paragraph 3.4.8. It is hoped that this could be funded from the Panels Home Office Grant.

6.2 Joining a regional network would cost approximately £420 p.a. It is anticipated that the Panel would be able to claim the cost from the Home Office Grant.

7.0 Risk Implications

7.1. The Home Office not approving expenditure for the independent review or regional networking membership.

Report Author:

Councillor Richard Cox (Chair) and Panel Secretary

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Appendix 1 – Review of Panels Policies and Procedures

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STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

MEMBERSHIP AND TERMS OF REFERENCE

Established under the provisions of Section 28 of the Police Reform and Social Responsibility Act 2011

Amended in accordance with the provisions of Schedule 1 of the Policing and Crime Act 2017

Constituted in accordance with Section 102 of the Local Government Act 1972

Host Authority

Staffordshire County Council

Membership

10 council members, together with 2 lay co-opted members. The Panel may appoint up to an additional 8 co-opted members. These may or may not be council members. The Panel will only exercise its powers to appoint additional co-opted members with the agreement of the 10 constituent local authorities, and the appointment of each additional co-optee must be approved by all 10 constituent local authorities to be effective.

Council members(10):

Councillors to be appointed as follows:

Authority	Core members
Staffordshire County Council	1
Stoke-on-Trent City Council	1
Cannock Chase District Council	1
East Staffs District Council	1
Lichfield District Council	1
Newcastle under Lyme Borough Council	1
Stafford Borough Council	1
Staffordshire Moorlands District Council	1
South Staffs District Council	1
Tamworth Borough Council	1
TOTAL	10

Appointments shall be made on an annual basis

The appointment of **core council members** shall be the responsibility of the individual Authority on the basis of political control of that Authority.

In the event of a council member resigning or otherwise ceasing to be eligible to serve on the Panel, the appointment of a replacement shall be the responsibility of the Authority concerned and will be taken from the same political group (or controlling group) as the member being replaced.

Each local authority will be able to appoint one named substitute to represent the authority if their appointment is unable to attend meetings. The substitute will have full voting rights. The Substitute will not receive any payment from the Home Office Grant.

Lay Co-opted members (a minimum of 2 shall be appointed – in accordance with the statutory requirement)

Appointment of Co-optees

Appointments shall be made by the Panel for a 4 year term of office and shall be made on the basis of skills, knowledge and experience.

Resignation of co-optees

A co-opted member may resign from the Panel by giving written notice to the Secretary at any time.

Removal of co-optees

The Panel may decide to terminate the appointment of a co-opted member if at least two-thirds of the members of the Panel present at the meeting where the decision is being made vote in favour to do so for any of the reasons listed below:

- 1) If the co-optee has not attended three consecutive meetings of the Panel
- 2) If the co-optee has been found to have acted in breach of the Code of Conduct or has acted in such a way as to bring the Panel into disrepute
- 3) If the co-optee is deemed to be incapacitated by illness or is otherwise unable or unfit to discharge his/her functions as a co-opted member of the Panel.

Re-appointment of co-optees

Co-optees are eligible for re-appointment for one further term of four years if at least two-thirds of the members of the Panel present at the meeting where the decision is being made vote in favour

Appointment of additional Co-optees

Subject to approval by the Home Office, additional co-optee(s) may be appointed to provide the skills, knowledge and expertise required to enable to Panel to fulfil its role in relation to the Fire and Rescue Service.

Eligibility to be a Co-opted Member

The following shall not be eligible to be co-opted members of the Panel:

- A member of staff of the Police, Fire and Crime Commissioner for Staffordshire
- A member of the civilian staff of the Staffordshire Police Force
- A member of Parliament, the National Assembly of Wales, the Scottish Parliament or the European Parliament

Where the Panel has two co-opted members, a member of a constituent local authority may not be a co –opted member.

Where the Panel wishes to appoint three or more co-opted members, a member of a constituent local authority may be a co-opted member provided that two co-opted members are not members of constituent local authorities

TERMS OF REFERENCE

Police and Crime Matters

1. To review and make a report or recommendation to the Police, Fire and Crime Commissioner on the draft police and crime plan, or draft variation, given to the Panel by the Police, Fire and Crime Commissioner.
2. To make comments and question the Police, Fire and Crime Commissioner on the contents of the Commissioners Annual Report at a public meeting to be held as soon as possible after the publication of that report.
3. To hold a confirmation hearing and review, make a report, and recommendation (as necessary) in respect of proposed senior appointments (ie Chief Executive, Chief Finance Officer and Deputy Police, Fire and Crime Commissioner) made by the Police, Fire and Crime Commissioner;
4. To review, and make a report to the Police, Fire and Crime Commissioner on the proposed appointment of the Chief Constable; the Panel to have the power, on a two thirds majority of the persons who are members of the Panel at the time when the decision is made, to veto the appointment where considered appropriate.
5. To receive any notification from the Police, Fire and Crime Commissioner of a decision by him to suspend the Chief Constable
6. To review and make a report and recommendation to the Police, Fire and Crime Commissioner on any proposal to call for the resignation or retirement of the Chief Constable
7. To review and make a report and recommendation to the Police, Fire and Crime Commissioner (as necessary) on the proposed Police precept; the Panel to have the power, on a two thirds majority of the persons who are members of the Panel at the time when the decision is made¹, to veto the precept where considered appropriate.
8. To review or scrutinise decisions made, or other action taken, by the Police, Fire and Crime Commissioner in connection with the discharge of the Commissioner's functions, including holding the Chief Constable to account, setting the police precept and budget, appointing (and removing) the Chief Constable and publishing a Police and Crime Plan setting out the strategic policing objectives.
9. To ensure that, when formulating the Police and Crime Plan, the Police, Fire and Crime Commissioner gives due regard to the priorities of local Community Safety Partnerships and the residents they serve.

Fire and Rescue Matters

10. To review and make a report or recommendation to the Police, Fire and Crime Commissioner on the draft Fire and Rescue Plan, or draft variation, given to the Panel by the Police, Fire and Crime Commissioner
11. To hold a public meeting to question the Police, Fire and Crime Commissioner on the Fire and Rescue Statement (of Assurance), review the Statement and make a report or recommendations on the Statement to the Police, Fire and Crime Commissioner
12. To hold a Confirmation Hearing and review, make a report, and recommendation (as necessary) in respect of a proposed appointment by the Police, Fire and Crime Commissioner to the post of Chief Finance Officer.
13. To hold a Confirmation Hearing to review, and make an report to the Police, Fire and Crime Commissioner on the proposed appointment of a Chief Fire Officer; the Panel to have the power, on a two-thirds majority of the persons who are members of the Panel at the time when the decision is made, to veto the appointment where considered appropriate.
14. To receive any notification from the Police, Fire and Crime Commissioner of a decision by him to suspend the Chief Fire Officer
15. To review and make a report and recommendation to the Police, Fire and Crime Commissioner on any proposal to dismiss the Chief Fire Officer
16. To review and make a report and recommendation to the Police, Fire and Crime Commissioner (as necessary) on the proposed Fire Precept; the Panel to have the power, on a two-thirds majority of members of the Panel at the time when the decision is made, to veto the Precept where considered appropriate.

General

1. To make reports or recommendations to the Police, Fire and Crime Commissioner with respect to the discharge of the Commissioner's functions.
2. To support the effective exercise of the functions of the Police, Fire and Crime Commissioner.
3. To deal with non-serious complaints against the Police, Fire and Crime Commissioner and/or the Deputy Police, Fire and Crime Commissioner, in relation to their conduct; more serious matters relating to Police and Crime to be passed to the IOPC (Independent Office for Police Complaints)
4. To appoint an Acting Police, Fire and Crime Commissioner if necessary.

5. If considered appropriate, to suspend the Police, Fire and Crime Commissioner if it appears to the Panel that the Commissioner has been charged in the United Kingdom or Isle of Man with an offence which carries a maximum term of imprisonment exceeding two years.

(Final Draft as at 03 07 2018)

STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

PROCEDURE RULES

1 ~~CHAIRMAN~~ CHAIRPERSON OF THE POLICE, FIRE AND CRIME PANEL

1.1 The ~~chairman~~ chairperson of the Police, Fire and Crime Panel will be appointed at the first meeting in each municipal year and will be drawn from amongst the members of the Panel.

1.2 The vice-chair~~man~~ person will be appointed at the first meeting in each municipal year and will be drawn from amongst the members of the Panel.

~~4.21.3~~ Nominations for chairperson will be moved and seconded and voted upon by panel members by simple majority.

~~4.31.4~~ In the event of the resignation of the ~~chairman~~ chairperson or removal of ~~chairman~~ chairperson, a new ~~chairman~~ chairperson will be appointed at the next meeting and will be drawn from amongst the members of the Panel.

~~4.41.5~~ The ~~P~~panel will elect a person to preside at a meeting if the ~~Chairman~~ chairperson and ~~v~~Vice ~~Chairman~~ chairperson are not present.

2 MEETINGS OF THE POLICE, FIRE AND CRIME PANEL

2.1 There shall be a minimum of four ordinary meetings of the Police, Fire and Crime Panel held in public in each municipal year to carry out the ~~specia~~ special functions of the Panel.

2.2 Extraordinary meetings may be called from time to time to carry out 'special functions' which cannot be accommodated in the agendas for Ordinary meetings.

2.3 An Extraordinary meeting may be called by:

- the ~~chairman~~ chairperson or
- four members of the panel or
- The Monitoring Officer to the Panel

2.4 Ordinary meetings will take place on dates and times decided by the Panel.

2.5 Ordinary meetings of the Panel will:

- (i) receive any declarations of interest from members
- (ii) approve the minutes of the last meeting
- (iii) consider reports from officers and Panel members

2.6 The Host Authority shall give at least 5 clear working days notice of any meeting by posting details of the meeting at the County Buildings, Stafford (the designated office) and on the websites of each constituent Authority.

3 QUORUM

A meeting of the Police, Fire and Crime Panel cannot take place unless one third of the whole number of its members is present.

4 WORK PROGRAMME

4.1 The Police, Fire and Crime Panel will be responsible for setting its own work programme taking into account the priorities defined by the Police, Fire and Crime Commissioner. In setting the work programme the Police, Fire and Crime Panel will also take into account the wishes of its members.

4.2 The work programme must include the 'special functions' described in the terms of reference for the Panel.

5 AGENDA ITEMS

5.1 Any member of the Police, Fire and Crime Panel shall be entitled to give notice to the Secretary to the Panel that he or she wishes an item relevant to the functions of the Panel to be included on the agenda for the next available Ordinary meeting.

5.15.2 Agenda items can be raised at any meeting under the work programme for consideration by the Panel.

6 REPORTS FROM POLICE, FIRE AND CRIME PANEL

6.1 Where the Police, Fire and Crime Panel makes a report to the Police, Fire and Crime Commissioner, it may publish the report or recommendations.

6.2 The Police, Fire and Crime Panel must by notice in writing require the Police, Fire and Crime Commissioner, as appropriate, within one month of the date on which it receives the report or recommendations to:

- a) Consider the report or recommendations.
- b) Respond to the Police, Fire and Crime Panel indicating what (if any) action the Police, Fire and Crime Commissioner proposes to take.
- c) Where the Police, Fire and Crime Panel has published the report or recommendations, publish the response.
- d) Where the Police, Fire and Crime Panel has provided a copy of the report or recommendations to a member, provide a copy of the response to the member.

6.3 The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in the Local Government Act 1972 (as amended).

6.4 If the Police, Fire and Crime Panel cannot unanimously agree on one single final report to the Police, Fire and Crime Commissioner then one

separate report, supported by a minimum of 2 members of the Panel, may be prepared and submitted for consideration along with the majority report.

7 POLICE, FIRE AND CRIME COMMISSIONER AND OFFICERS GIVING ACCOUNT

7.1 The Police, Fire and Crime Panel may scrutinise and review decisions made or actions taken in connection with the Police, Fire and Crime Commissioner's role. As well as reviewing documentation, in fulfilling its scrutiny role it may require the Police, Fire and Crime Commissioner to attend before the Panel, (at reasonable notice) to answer any questions which appear to the Panel to be necessary in order to carry out its functions.

7.2 Where the Police, Fire and Crime Commissioner, is required to attend the Panel under this provision the ~~chairman~~ chairperson will inform them in writing giving, where practical, 15 days notice of the meeting. The notice will state the nature of the item on which he or she is required to attend to give account and whether any papers are required for production for the Panel. Where it is necessary to produce a report, sufficient time will be given to allow preparation of that report.

7.3 Where, in exceptional circumstances, the Police, Fire and Crime Commissioner is unable to attend on the required date, then an alternative date for attendance may be arranged following consultation with the ~~chairman~~ chairperson of the Panel.

7.4 If the Police, Fire and Crime Panel require the Police, Fire and Crime Commissioner to attend before the panel, the panel may (at reasonable notice) request the Chief Constable, the Chief Fire Officer or other members of the Commissioner's staff to attend before the Panel on the same occasion to answer any questions which appears to the Panel to be necessary in order for it to carry out its functions. NOTE The panels role is not operational

8 ATTENDANCE BY OTHERS

The Police, Fire and Crime Panel may invite people other than those referred to above to address it, discuss issues of local concern and/or answer questions. It may, for example, wish to hear from residents, stakeholders, councillors who are not members of the Panel and officers in other parts of the public sector and may invite such people to attend.

9 SUB-COMMITTEES AND TASK GROUPS

9.1 Time limited task groups may be established from time to time by the Police, Fire and Crime Panel to undertake specific task-based work.

9.2 The special functions of the Police, Fire and Crime Panel may not be discharged by a sub-committee of the Panel or a task group.

9.3 In this paragraph 'special functions' means the functions conferred on a Police, Fire and Crime Panel by:

- a) Section 28(3) of Police Reform and Social Responsibility Act (scrutiny of Police and Crime Plan).
- b) Section 28 (4) of Police Reform and Social Responsibility Act (scrutiny of Annual Report)
- c) Paragraphs 10 and 11 of Schedule 1 of Police Reform and Social Responsibility Act (review of senior appointments).
- d) Schedule 5 of Police Reform and Social Responsibility Act (Scrutiny of Precept (Police and Crime function))
- e) Part 1 of Schedule 8 of Police Reform and Social Responsibility Act (scrutiny of appointment of the Chief Constable).
- f) Part 2 of Schedule 8 of the Police Reform and Social Responsibility Act (suspension and removal of Chief Constable)
- g) Schedule 1/A1 Section 3 of the Policing and Crime Act 2017 (scrutiny of Fire and Rescue Plan)
- h) Schedule 1/A1 Section 5 of the Policing and Crime 2017 (scrutiny of the Fire and Rescue Statement)
- i) Schedule 1/A1 Section 11 of the Policing and Crime Act 2017 (review of appointment of Chief Finance Officer (Fire and Rescue Function))
- j) The Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017 (Appointment and Dismissal of Chief Fire Officer)
- k) Schedule 1/A1 Section 12 of the Policing Act 2017 (Fire and Rescue function))

9.4 The work undertaken by a sub-committee or task group will be scoped and defined beforehand, together with the timeframe within which the work is to be completed and the reporting time for the outcome of the work.

10 CARRYING OUT 'SPECIAL FUNCTIONS'

Reports and recommendations made in relation to the functions outlined in the terms of reference will be carried out in accordance with the procedure outlined at (6).

10.1 Senior appointments

10.1.1 The panel has powers to review the Police, Fire and Crime Commissioner's proposed appointments of Chief Constable, Chief Executive,

Chief Finance Officer (Police and Crime function), Deputy Police, Fire and Crime Commissioner, Chief Finance Officer (Fire and Rescue function) and Chief Fire Officer. The panel is required to hold public confirmation hearings for these posts.

10.1.2 The procedure followed by the Panel for the appointments listed at 10.1.1 above will be in accordance with Process Note 1 attached.

10.2 Appointment of an Acting Police, Fire and Crime Commissioner

10.2.1 The Police, Fire and Crime Panel must appoint a person to act as Police, Fire and Crime Commissioner if:

- a) no person holds the office of Police, Fire and Crime Commissioner
- b) the Police, Fire and Crime Commissioner is incapacitated, or
- c) the Police, Fire and Crime Commissioner is suspended.

10.2.2 The Police, Fire and Crime Panel may appoint a person as acting commissioner only if the person is a member of the Police, Fire and Crime Commissioner's staff at the time of the appointment.

10.2.3 In appointing a person as acting commissioner in a case where the Police, Fire and Crime Commissioner is incapacitated, the Police, Fire and Crime Panel must have regard to any representations made by the Commissioner in relation to the appointment.

10.2.4 The appointment of an acting commissioner ceases to have effect upon the occurrence of the earliest of these events:

- a) the election of a person as Police, Fire and Crime Commissioner;
- b) the termination by the Police, Fire and Crime Panel, or by the acting commissioner, of the appointment of the acting commissioner;
- c) in a case where the acting commissioner is appointed because the Police, Fire and Crime Commissioner is incapacitated, the commissioner ceasing to be incapacitated, or in a case where the acting commissioner is appointed because the Police, Fire and Crime Commissioner is suspended, the Commissioner ceasing to be suspended.

10.3 Suspension of Chief Constable or Chief Fire Officer

10.3.1 The Panel is required to be notified by the Police, Fire and Crime Commissioner if he/she decides to suspend the Chief Constable or the Chief Fire Officer

10.4 Police, Fire and Crime Commissioner – Call for Resignation or Retirement of the Chief Constable

10.4.1 The Police, Fire and Crime Panel must meet, in private, to review and make recommendations on any proposal by the Police, Fire and Crime Commissioner to call for the resignation or retirement of the Chief Constable. The Procedure followed will be in accordance with Process Note 3 attached.

10.5 Police, Fire and Crime Commissioner – Proposal to dismiss the Chief Fire Officer

10.5.1 The Police, Fire and Crime Panel must meet, in private, to review and make recommendations on any proposal by the Police, Fire and Crime Commissioner to dismiss the Chief Fire Officer. The Procedure followed will be in accordance with Process Note 4 attached.

10.6 Proposed Precept

10.6.1 The Police, Fire and Crime Panel is required to consider the Proposed Precepts for both the Police and Crime function and the Fire and Rescue function. The procedure followed by the Panel will be in accordance with Process Note 2 attached.

10.7 Complaints

10.7..1 Criminal and non-criminal complaints in relation to the Police, Fire and Crime Commissioner or other office holders should be dealt with and/or delegated in accordance with the 2011 Act and the [Elected Local Policing Bodies \(Complaints and Misconduct\) Regulations 2012](#) (as updated in Schedule 1 of The Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017) [local arrangements are detailed in the Panel's agreed procedure [attached](#)]⁴

10.8 Suspension of the Police, Fire and Crime Commissioner

10.8.1 A Police, Fire and Crime Panel may suspend the Police, Fire and Crime Commissioner if it appears to the Panel that:

- a) the Commissioner has been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence, and
- b) the offence is one which carries a maximum term of imprisonment exceeding two years.

10.8.2 The suspension of the Police, Fire and Crime Commissioner ceases to have effect upon the occurrence of the earliest of these events:

- a) the charge being dropped
- b) the Police, Fire and Crime Commissioner being acquitted of the offence
- c) the Police, Fire and Crime Commissioner being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act by virtue of the conviction, or
- d) the termination of the suspension by the Police, Fire and Crime Panel.

10.8.3 In this section references to an offence which carries a maximum term of imprisonment exceeding two years are references to:

- a) an offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
- b) an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

11. Procedure at Meetings

11.1 Quorum not present

If the quorum of one third of the members is not achieved prior to the start of a meeting the meeting will be cancelled by the ~~Chairman~~ chairperson and re-arranged for a date/time to be notified to all members

Where the meeting has started, and the number of Members present reduces to less than the one third required for a quorum the ~~Chairman~~ chairperson will adjourn the meeting indicating the date and/or time on which the Panel will resume.

Where the ~~Chairman~~ chairperson does not give a date and/or time for a resumption, all business not completed will be considered at the next Ordinary meeting.

11.2 Minutes of the previous meeting

The minutes of the previous meeting will be circulated with the agenda. There will be no motions or discussion on the Minutes, except on their accuracy, and any question of their accuracy will be raised by motion. If there are no questions, or once any questions have been dealt with, the ~~Chairman~~ chairperson will sign the Minutes.

11.3 Rules of Debate

During the debate on a report, Members may speak on any particular aspect of the report, whether or not they move anything in relation to it, and their remarks will be confined to the subject matter of the report in question.

No motion or amendment will be discussed unless it has been proposed and seconded.

When seconding a motion or amendment a Member may, if they then declare their intention to do so, reserve their right to speak until a later period of the debate.

Members will confine their speeches to the question under discussion or to a personal explanation or a point of order. No Member may question another Members motives or use offensive expressions to any Member or Officer.

The proposer of a motion or amendment will have a right of reply immediately before it is put to the vote. A Member exercising a right of reply will not introduce any new matters.

All amendments must be moved and seconded and no second or following amendment can be moved until the previous amendment has been dealt with. Any number of amendments may be proposed and the Chairman may allow discussion (but not voting) on a number of amendments if deemed appropriate.

If an amendment is lost, another amendment may be moved on the original motion. If the amendment is carried, the motion as amended will become the motion upon which any further amendment may be moved.

An amendment or other motion may be amended or withdrawn by the proposer with the consent of the seconder.

A Member who has not spoken on the motion under discussion, may, at the conclusion of another Member's speech, move without comment:

- "That the question be put",
- "That the debate be adjourned",
- "That the meeting proceed to the next business", or
- "That the meeting be adjourned".

If such a motion is seconded the Chairman-chairperson will, if in his opinion the question before the meeting has been sufficiently discussed, put the motion to the vote. If it is carried then the meeting will proceed to the next business or the meeting will stand adjourned as the case may be.

11. 4 Voting

Voting will, in the first instance be determined by voice 'yes' or 'no', but the Chairman-chairperson may and, if the decision is challenged must, take a show of hands.

A named vote will be taken (ie the names for and against the motion or amendment will be recorded in the Minutes) if requested by 5 members present at a meeting. The Secretary will call the name of each Member present who will then vote 'yes' or 'no'. There is no requirement for Members to participate in named votes and they can abstain.

Regardless of whether a named vote is taken, any member may request that their vote, or abstention from voting, be recorded in the minutes.

11.5 ~~Chairman's Chairpersons~~ second/casting vote

Where there are equal votes cast for a motion or amendment the ~~Chairman-chairperson~~ or the person presiding may exercise a second or casting vote.

11.6 Reconsideration of previous decisions

No motion or amendment may be proposed which would bring about the reconsideration of a decision made by the Panel in the previous 6 months unless such motion or amendment is prompted and evidenced by new significant information not previously known to the panel.

11.7 Cancellation of meetings

The Secretary is authorised to cancel a meeting either prior to or following the issue of an agenda if it is considered expedient to do so. Before exercising this authority, the Secretary will consult with the ~~Chairmanchairperson~~, or in his/her absence, the Vice-~~Chairmanchairperson~~. Any outstanding business will be held over to the next scheduled meeting or on a date to be arranged

11.8 Rules to apply to Sub-Committees/Task Groups

Apart from the requirements for a quorum, this section (Section 11) shall apply to proceedings at meetings of sub-committees and Task Groups except section. The quorum for a sub-committee or Task Group shall be 2.

12. Public participation

12.1 Scope

These rules apply to all formally convened meetings of the Panel, Sub-Committees and Task Groups.

Responsibility for the application of these rules shall rest with the Host Authority

The application of these rules shall not be in conflict with other legislative requirements e.g. The General Data Protection Regulations 2018, The Data Protection Act 1998 and the Freedom of Information Act 2000.

12.2 Summary of Public's Rights

A written summary of the public's rights to attend meetings and to inspect and copy documents will be kept at, and available to the public, at the County Buildings, Stafford (the designated office) and posted on the Host Authority's website

12.3 Right to attend

Members of the public may attend all meetings subject only to the exceptions in these rules.

12.4 Questions from the Public

12.4.1 The Agenda for Ordinary meetings of the Panel shall include the opportunity for members of the public to ask questions of the Commissioner on issues under the purview of the Panel.

12.4.2 Anyone living or working within the area of the constituent authorities will be entitled to ask questions

12.4.3 A questioner can submit up to 2 questions per Panel meeting either in their own right or on behalf of one organisation.

12.4.4 Notice of questions must be received by the Host Authority no later than ~~15 ? - clear~~ working days before the Ordinary Panel meeting is held.

Commented [MP1]: Webpage guidance says 3 days

12.4.5 Questions may not:

- Require the disclosure of exempt or confidential information
- Repeat a question asked at a Panel meeting in the previous 6 months
- Be defamatory, frivolous or offensive.

12.4.6 In circumstances where a questioner is unable to attend personally or be represented at the Panel meeting at which his/her question is to be considered, the answer will be presented to the Panel and forwarded in writing to the questioner.

~~12.4.6~~12.4.7 If the questioner attends the meeting, and with the permission of the Chairperson, a supplementary question relating to the original question may be asked.

12.5 Availability of Information

The Host Authority will make copies of the agenda and reports open to the public available for inspection at the County Buildings, Stafford (the designated office) and available to constituent authorities ~~for posting on their websites~~via the hosts website, at least five clear working days before the meeting. If an item is added to the agenda later, the revised agenda will be open to inspection from the time the item was added. Any reports completed after the agenda has been dispatched will be made available to the public as soon as it is supplied to members.

12.6 Supply of copies

- The Host Authority will supply copies of:
- Any agenda and reports which are open to public inspection.

- Any further statements or particulars necessary to indicate the nature of the items in the agenda; and
- If the Secretary thinks fit, copies of any other documents supplied to members in connection with an item.

to any person on payment of a charge for postage and any other reasonable costs.

12.7 Access to Agendas and Minutes

The Panel will, for six years after a meeting, make available copies of the following:-

- The minutes of the meeting (or records of decisions taken, together with reasons except those minutes of proceedings which were not open to the public or which disclose exempt or confidential information;
- The agenda for the meeting; and
- The reports relating to items when the meeting was open to the public.

12.8 Background papers

12.8.1 Every report shall include a list of those documents (called background papers) relating to the subject matter of the report which:

- Disclose any facts or matters on which the report or an important part of the report is based; and
- Which have been relied on to a material extent in preparing the report but does not include published works or those which disclose exempt or confidential information (as defined in paragraph 12.9 below)

12.8.2 The Panel will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

12.9 Exclusion of Access by the Public to Meetings

12.9.1 Confidential information – requirement to exclude public

The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

Meaning of confidential information

- a) information furnished to the Panel by a Government department upon terms (however expressed) which forbid the disclosure of the information to the public; and
- b) information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court.

12.9.2 Exempt information – discretion to exclude public

The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information (as defined by Section 100I (1) of the Local Government Act 1972, and by Schedule 12A to that Act. (as amended)) would be disclosed.

Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in Article 6.

12.10 Exclusion of Access by the Public to Reports

If the Secretary thinks fit, the Panel may exclude access by the public to reports which in his or her opinion relate to items during which, in accordance with the section above, the meeting is likely not to be open to the public. Such reports will be marked "Not for publication" together with the category of information likely to be disclosed.

12.11 Record of Decisions

After any formally convened meetings of the Panel, Sub-Committees or Task Groups whether held in public or private, the Secretary will produce a record of every decision taken at that meeting as soon as practicable. The record will

- include a statement of the reasons for each decision and any alternative options considered and rejected at that meeting.
- and
- be publicly available.

Protocol for governing dealings between the Police [Fire & Crime Commissioner \(PFCC\)](#) and the Police [Fire & Crime Panel \(PFCP\)](#)

Note: References throughout this Protocol to 'The Act' refer to the Police Reform & Social Responsibility Act 2011.

Introduction

1. The purpose of this protocol is to provide a guide for the ~~PCC, the PFCC~~ and their support officers, in their relations with one another. It reflects the principles underlying the respective rules of conduct which apply to both the PFCC* and the PFCC and the officers that support them. The outcome should be to enhance and maintain the integrity, both real and perceived, of the PFCC and the PFCC by demanding the highest standards of personal conduct at all times across a range of business activities.

[The PFCC is not subject to the provisions of the Localism Act 2011 (Chapter 7) in the same way that a local authority is required to have in place a code of conduct governing standards of conduct by its members and officers. However, a local framework governing conduct and probity issues is in place, which the PFCC has signed up to]*

Background

2. This protocol seeks to support and assist the working relationships between the PFCC and the PFCC by setting out the mutual expectations and responsibilities that are likely to promote and enhance the reputation and standing of the PFCC, the Office of the PFCC (OPFCC), the PFCC and Staffordshire County Council (as ~~lead-Host~~ authority for the PFCC).
3. This protocol covers those officers that support the PFCC and who are line managed by the Chief Executive in the OPFCC. The PFCC is administered by Staffordshire County Council. The County Council's **County Solicitor** is responsible for the staff that will administer and support the PFCC.

Responsibilities

PCC

4. The PFCC must:-
 - (a) be guided by the seven Nolan Principles of Public Life;
 - (b) comply with the OPFCC local policies and procedures;

- (c) ensure that any facilities provided for their use are used strictly for the intended purpose and for no other purpose; and
- (d) comply with any relevant statutory provisions.

5. It is the responsibility of the PFC to ensure that they have proper advice. If in any doubt in terms of the law, general propriety, conflicts of interest, etc, then the Chief Executive of the OFEC should be consulted.

PFC

- 6. The PFC is responsible for scrutinising the work of the PFC, has the ability to review their decisions and has a power of veto over Precept levels and Chief Constable appointments (*the use of the veto and appointments process is set out in The Police & Crime Panels (Precepts & Chief Constable Appointments) Regulations 2012*). The Panel can require the attendance of the PFC, or their staff, at meetings of the Panel to enable it to carry out its functions (*S 29(1) of the Act*). The Panel also has the ability to request the attendance of the Chief Constable, or his representative, at specified meetings at which the PFC has been requested to attend.
- 7. The Panel can require relevant reports and information in the PFC's possession (except those that are operationally sensitive) to enable them to fulfil their statutory obligations.
- 8. The PFC is constituted of ten elected members (one each from the ten local authorities in Staffordshire) and two independent members and will meet at least quarterly. All members of the PFC will also be guided by the Seven Nolan Principles of Public Life and an agreed Code of Conduct.
- 9. The PFC will be required to review and report on the PFC's Police & Crime Plan, [Fire and Rescue Plan](#) -and the PFC's annual report, together with carrying out the initial handling and informal resolution of complaints against the PFC. This can be delegated to the Chief Executive of the OFEC if the Panel so determines.
- 10. The service standards for interaction between the PFC and PFC are set out at paragraph 24 below.

Officers of the Office of the PFC and those supporting the PFC

- 11. All support officers are required to be politically neutral in their dealings with both the PFC and the PFC. All are expected to uphold the highest standards of conduct and integrity in relation to:-
 - (a) official conduct;
 - (b) sensitivity over disclosure of information and confidentiality;

- (c) relationships with members, associates, officers in other authorities, other local policing bodies and contractors;
- (e) outside commitments, personal business interests, interests in contracts etc and any other situation in which personal interests, could create a potential conflict;
- (f) equality issues;
- (g) hospitality and gifts;
- (h) use of financial resources; and
- (i) sponsorship.

Respect and Courtesy

12. For the conduct of the PECC and the PECP to be effective there must be mutual respect, trust and courtesy in all meetings and contacts, both formal and informal. It is very important that both the PECC and PECP remember their respective obligations to enhance the reputation of the organisations and to do what they can to avoid criticism in public places.

Undue Pressure

13. It is important that in any dealings between the PECC and the PECP neither should seek to take unfair advantage of their position by applying undue pressure on each other, their members or officers to do anything they are not empowered to do.
14. A member of the PECC's staff is not required to give any evidence or produce any document to the Panel, which discloses advice given to the PECC by that person (*S29(2) of the Act*).

Familiarity

15. Close personal familiarity between the PECC, the PECP and support officers could damage the principle of mutual respect. It could also, intentionally or accidentally, lead to the passing of confidential information or information which should not properly be passed between them, such as personal details.
16. In public meetings when the public or persons who are not officers or members are present, it would be usual for the PECC and the PECP members and support officers to address each other in a formal manner. The holders of office should in public always be addressed by their office unless otherwise requested.

Redress

17. If the PFC or the PFCP consider that they have not been treated with proper respect or courtesy, they may raise it with the Chief Executive of the OFCC (in the case of the PFC) or the County Council's [Director of Law & Governance County Solicitor \(in their capacity as Panel Secretary\)](#) (in the case of the PFCP) if it is not possible or practicable to resolve it through direct discussion.
18. If a support officer feels the same way about the PFC or a member of the PFCP and a direct discussion is impractical or fails to resolve the matter, they should raise the matter with the Chief Executive of the OFCC or the [Director of Law & Governance County Solicitor](#), as appropriate, without delay.

Declarations of Interest

19. The PFC and PFCP members must declare any personal or prejudicial interest in any item under consideration during meetings etc. They will be required to have made such declarations in the Register of Interests held by either the OFCC or, in the case of members of the PFCP, their responsible authority.
20. Support officers should declare to the Chief Executive of the OFCC or to the [Director of Law & Governance County Solicitor](#), as appropriate, any outside commitments, personal business interests, interests in contracts etc and any other situation in which personal interests, including those of the officer's family or close associates, are, or could bring about, conflict with the interests of the [PCC or PFCP](#).

Breaches of Protocol

21. If the PFC or members of the PFCP are in breach of the requirements of this Protocol the matter will be treated seriously and the necessary and appropriate action taken.
22. The conduct of officers is subject to the application of appropriate regulations, policies and procedures and to the provisions of the relevant conditions of service of the officer concerned. If an officer is found to be in breach of the requirements of this protocol, disciplinary action may result.
23. The prompt use of informal resolution procedures should be pursued wherever possible.

Service Standards

24. These Service Standards have been established to ensure the effective and efficient running of the Police [Fire](#) and Crime Panel and ensure that the PFC Is fully aware of their obligations with regard to the provision of reports etc

Action	Responsible Body
<p>Requirement on the PECC, and members of their staff, to attend meetings of the PECP to answer any questions to enable the Panel to carry out its functions</p> <p><i>S29(1) of the Act*</i></p>	<p>PECP to notify the Office of the PECC of the scheduled dates for the PECP, commencing in July 2012, as soon as the Calendar is agreed</p> <p>For ad-hoc meetings, at least 14 days notice is required (<i>NB: PECP asked for 15 day period of notice at its meeting on 30 July 2012</i>)</p>
<p>Requirement on the PECC to produce reports, or respond in writing, to any report or recommendation made by the PECP to the PECC</p> <p><i>S29(3) of the Act*</i></p>	<p>PECP to advise what reports etc are required at each of its meetings as soon as practicable, certain items (ie the Budget & proposed Precept Level) having predetermined deadline dates for consideration, as follows:</p> <ul style="list-style-type: none"> • by 8 February PECP to have considered PCC's proposed Precept • by 15 February PECP to issue a report to the PCC confirming acceptance to the proposals or exercising its right of veto • by 22 February PECP to consider review of revised Precept <p>PECC to notify the PECP immediately they are aware that decisions will be required by the PECP.</p> <p>PECC to send such reports etc to the PECP administrator no later than seven working days before the meeting date</p> <p>In terms of responding to questions raised, the PECC will aim to achieve this within twenty working days, or sooner wherever possible</p>
<p>Request the Chief Constable, or his representative, to attend meetings of the PECP where the PECC will also be present</p> <p><i>S29(6) of the Act*</i></p>	<p>PECP to notify the Office of the PECC of dates on which the Chief Constable is requested to attend as soon as is practicably possible and at least 14 days notice as a minimum</p>

Conclusion

25. Mutual understanding, openness on these kinds of sensitive issues and basic respect are the greatest safeguard of the integrity of the PFCC, the OPFCC, the PFCP and Staffordshire County Council.
26. Members should consult with the Chief Executive of the OPFCC and/or the ~~Director of Law & Governance~~ *County Solicitor* in their role as Panel Secretary (as appropriate) about matters involving questions about legality, maladministration, financial impropriety and probity or where they have any doubt as to whether a particular decision of the PFCC or the PFCP was or is likely to be contrary to law, any policy framework or budget.

~~22 November 2012~~ Revised September 2025

STAFFORDSHIRE POLICE FIRE AND CRIME PANEL

Below Relates to Complaints Against the Police Fire and Crime Commissioner and/or the Deputy Police Fire and Crime Commissioner.

Introduction

The Police Reform and Social Responsibility Act 2011 which established the Police and Crime Panel gives the Panel the responsibility for dealing with some complaints against the Police and Crime Commissioner and/or the Deputy Police and Crime Commissioner. This was extended to include Fire.

The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 set out the way in which complaints or conduct matters about a Police and Crime Commissioner and the Deputy Police and Crime Commissioner should be handled.

The Police Fire and Crime Panel have appointed Staffordshire County Council's Monitoring Officer to receive and deal with complaints against the Police Fire and Crime Commissioner. The Monitoring Officer is independent and experienced in handling complaints.

The Monitoring Officer will record all complaints in the Recorded Complaints and Conduct Matters Register and consider how they should be handled.

Duties to Preserve Evidence

When a complaint is received by the Monitoring Officer, ~~he~~ they must ensure that all appropriate steps are taken to obtain and preserve evidence relating to the complaint in question.

As soon as the Police Fire and Crime Commissioner or the Deputy Police Fire and Crime Commissioner become aware of a complaint they should take all appropriate steps to obtain and preserve evidence relating to that complaint.

How to Complain About The Police Fire And Crime Commissioner

If your complaint relates to a *criminal offence* that you feel may involve the Police Fire and Crime Commissioner, or ~~his/her~~ their deputy, then you should contact the Independent Complaints Police Complaints Commission. You can do this as follows:

Telephone: 0300 020 0096 Fax: 020 7404 0430
Email: enquiries@ipcc.gsi.gov.uk
Post: Independent Police Complaints Commission
PO Box 473, Sale, M33 0BW

If your complaint relates to non-criminal behaviour, by the Police Fire and Crime Commissioner or ~~his/her~~ their deputy or if you are not sure whether a criminal offence involved, then you should submit your complaint in writing, giving as much information as possible to Staffordshire Police Fire and Crime Panel's Monitoring Officer:

Staffordshire Police Fire and Crime Panel Monitoring Officer
c/o Mandy Pattinson
Member and Democratic Services Unit, Staffordshire County Council
County Building, Stafford, ST16 2DH
e mail: mandy.pattinson@staffordshire.gov.uk

It is important that you sign your complaint and provide your name and address. We will not consider anonymous complaints. You may request that your details are kept anonymous and this will be considered by the Monitoring Officer, who will contact you to discuss that request.

Once received your complaint will be dealt with in accordance with the following process:

The Monitoring Officer will assess your complaint and decide whether the Police Fire and Crime Panel should handle your complaint or whether it should be referred elsewhere:

1. Complaints about the actions of Staffordshire Police will be referred to the Chief Constable of Staffordshire Police through the Police Standards Unit.
2. Complaints about the policies of the Police Fire and Crime Commissioner will be referred to him the Commissioner to respond directly.
3. Other complaints out of the scope of the Police Fire and Crime Panel will be referred to the appropriate body (i.e.; Probation Service, Crown Prosecution Service etc.).

Your complaint may be rejected if:

- It is about a staffing matter
- it is about something that happened more than 12 months ago
- the matter has already been the subject of another complaint
- the complaint is made anonymously
- the complaint is vexatious, oppressive or an abuse of the complaints procedures
- the complaint is a repetition of a previous complaint

If your complaint is rejected by the Monitoring Officer you will be informed by letter and given the reason(s) why it has been rejected.

The Monitoring Officer will inform the person that you have complained about that a complaint has been made and will gather all relevant information. The Monitoring Officer will also notify the Chief Executive of the Police Fire and Crime Commission of the complaint. (See above if you want your details kept anonymous.)

The Monitoring Officer may call a meeting and ask you and the person complained about to attend a meeting and answer questions.

If your complaint is upheld the Monitoring Officer will decide if any of the following sanctions should be imposed.

- Formal apology by the person complained about.
- Formal apology from the Police Fire and Crime Panel on behalf of the person complained about.
- Issue of a press release on the nature of the complaint and the committee's decision.

The Monitoring Officer has no legal powers to apply sanctions other than to provide an opinion on the conduct of the Police Fire and Crime Commissioner or Deputy Police and Crime Commissioner and request an apology.

If your complaint is not upheld no action will be taken against the person you have complained about.

The Monitoring Officer will make a suggestion as to how your complaint may be resolved and will give you and the person complained about an opportunity to comment on the suggestion.

The Monitoring Officer will then make a final decision. ~~He~~ They will also consider any comments made by you and the person complained about on ~~his~~ their proposed decision before deciding whether or not to publish that decision. ~~He~~ They will publish the decision if, after taking account of the comments, ~~they~~ he considers publication to be in the public interest.

You will be kept informed of the progress of your complaint at every step of the way.

Withdrawal of Complaints

You can withdraw your complaint at any time. This must be done in writing and must be signed by you or your legal representative.

If you withdraw your complaint the Monitoring Officer will notify the person complained about that the complaint has been withdrawn and discontinued.

Appeals

If you are unhappy about the way in which your complaint has been administered, you can lodge an appeal with the Local Government Ombudsman who can be contacted as follows:

Local Government Ombudsman

The Oaks No. 2, Westwood Way, Westwood Business Park, Coventry, CV4 8JB

Review of Arrangements

These arrangements may be amended by resolution of the full Police Fire and Crime Panel.

Complaints about the Police

The Police and Crime Panel does not handle complaints about the police. If your complaint is about policing or a police officer then you should contact the Police and Crime Commissioner or the Chief Constable for that area. You can contact Staffordshire Police Fire and Crime Commissioner and Chief Constable as follows:

Police Fire and Crime Commissioner

Telephone: 01785 232385 Email: pfcc@staffordshire.pfcc.pnn.gov.uk

Post: ~~Mr. Matthew Ellis~~ Police Fire and Crime Commissioner
1st Floor, Block 9, Weston Road, Stafford, ST18 0YY

Staffordshire Police Chief Constable

Telephone: 01785 232217 Email: acpo.staffs@staffordshire.pnn.police.uk

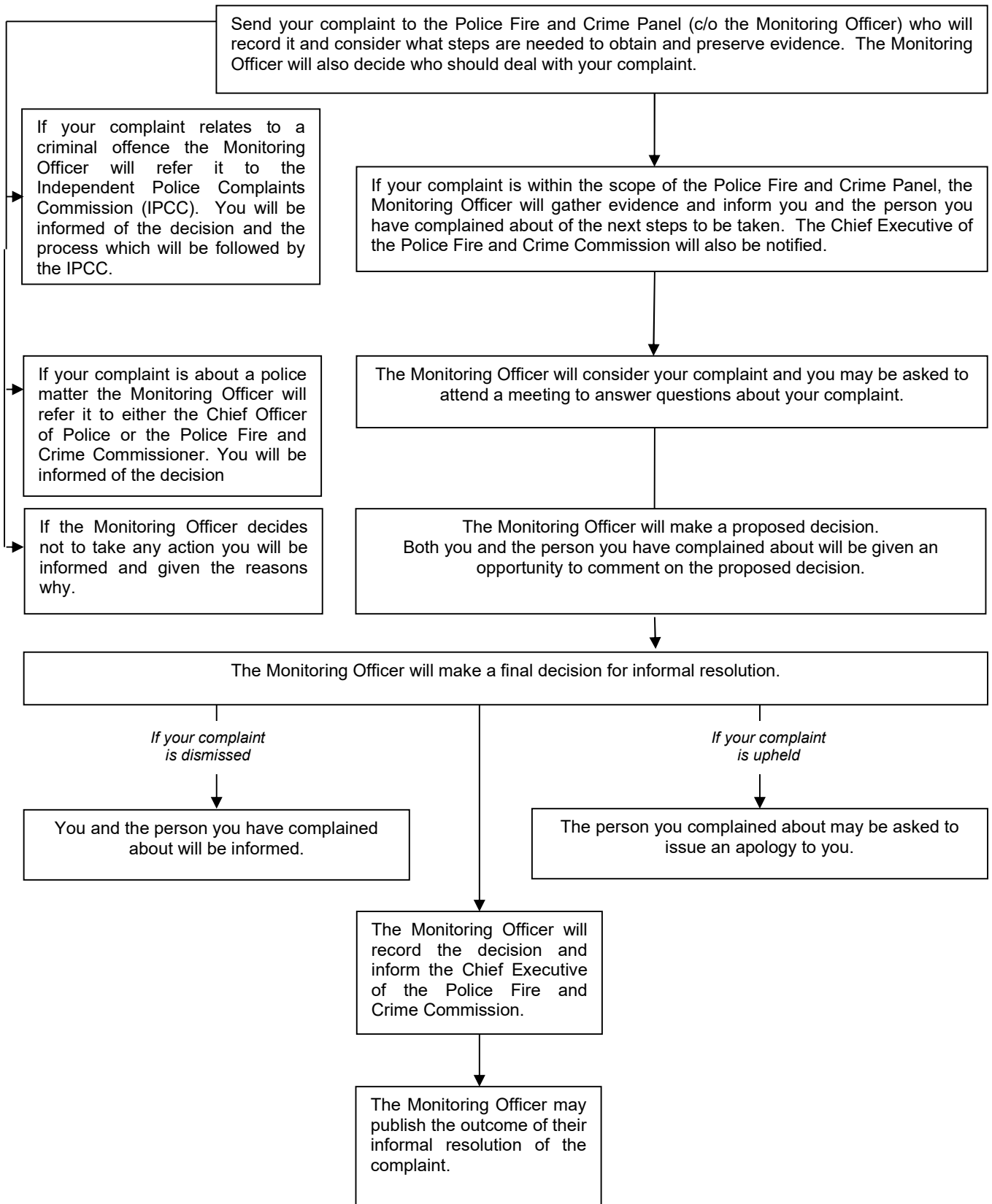
Post: Chief Constable ~~Jane Sawyer~~
Staffordshire Police Headquarters, PO Box 3167, Stafford, ST16 9JZ

Contact Details

For further information on these arrangements please contact:

Police Fire and Crime Panel Monitoring Officer
~~Governance and Support Manager~~Director of Finance and Resources
Member and Democratic Services ~~Unit~~
Staffordshire County Council
Stafford
ST16 2DH

How to complain about the Police Fire and Crime Commissioner or the Deputy Police Fire and Crime Commissioner



PFCP PROCEDURAL RULES – PROCESS NOTE 1

CONFIRMATION HEARINGS – SENIOR APPOINTMENTS

1. Deputy Police, Fire and Crime Commissioner, Chief Executive in the OPCC, Chief Finance Officer (Police and Crime function) and Chief Finance Officer (Fire and Rescue function)

The Police, Fire and Crime Commissioner will notify the Panel of the need for a confirmatory hearing in respect of proposed senior appointment and will provide the Panel with the following information:

- The name of the proposed appointee (The candidate)
- The criteria used to assess the suitability of the candidate
- An explanation as to why the candidate satisfies the criteria
- The terms and conditions on which the candidate is to be appointed

The Confirmation hearing will be held at the next available meeting of the panel unless the appointment timescale requires an earlier hearing, in which case an extraordinary meeting will be arranged (see below re timescale)

Confirmatory hearings will be held in public, where the preferred candidate is requested to appear for the purpose of answering questions relating to the appointment.

Questions will focus on determining the professional competence and personal independence of the candidate.

Following this hearing, the panel will meet in private to review the proposed appointment and make a report to the commissioner recommending whether or not the candidate should be appointed.

The Panel must meet and make its report to the Commissioner within three weeks of the date of receiving notification of the need for a Confirmation Hearing.

2. Chief Constable and Chief Fire Officer

The Procedure and timescale detailed at 1 above applies.

For a confirmatory hearing for the proposed appointment of the Chief Constable or the Chief Fire Officer in addition to the requirement to review and make a report to the Commissioner, the panel has the power to veto the appointment.

Having considered the appointment, the panel will be asked to either:

- a) Make a report supporting the appointment without qualification or comment;
- b) Make a report supporting the appointment with associated recommendations, or

- c) veto the appointment (by the required majority of at least two thirds of the persons who are members of the panel at the time when the decision is made).

If the panel vetoes the appointment of the candidate, the report to the commissioner must include a statement that the panel has vetoed the appointment with reasons.

The Panel must publish their report in any manner they consider appropriate

Where the Panel does NOT exercise its veto

The Commissioner must accept or reject the Panel's recommendation and notify the Panel accordingly.

Where the Panel DOES exercise its veto

The Commissioner must not appoint that candidate

The Commissioner may propose a reserve candidate

The Procedure and timescale detailed at 1 above applies

Having considered the appointment, the panel is required to make a report to the commissioner including a recommendation on whether or not the reserve candidate should be appointed.

The Panel must publish their report

The Commissioner is required to have regard to the report (including the recommendation) and notify the Panel of his decision as to whether he accepts or rejects the recommendation.

The Commissioner can subsequently appoint the reserve candidate or proposed another person for appointment to the post; in the event of the Commissioner choosing the latter course of action, that candidate will become the 'reserve candidate' and the process above relating to reserve candidate will be repeated.

PFCC PROCEDURE RULES - PROCESS NOTE 2

CONSIDERATION OF PRECEPT

The PFCC must notify the Panel of his proposed Precept by 1 February

The Panel must review the proposed Precept by 8 February

At this point the Panel has to decide whether to support or veto the proposed Precept.

If the Panel supports the Precept:

By 8 February the Panel has to make a report (including any recommendations) to the PFCC. In turn the PFCC must have regard to and respond to the report and publish that response.

The PFCC may issue the proposed Precept or issue a different Precept, but only where it would be in accordance with a recommendation(s) in the Panel's report to do so.

If the Panel vetoes the Precept:

NB A veto must be by two-thirds of the **total** membership of the Panel at the time of the veto.

By 8 February the Panel has to make a report (including a statement that the veto has been exercised).

The PFCC must not issue the proposed Precept.

By 15 February the PFCC must have regard to and respond to the report and must publish that response. The response must include notification of the Precept that the PCC now proposes to issue.

(If the veto was exercised due to the proposed Precept being too high, the revised version must be lower.

If the veto was exercised due to the proposed Precept being too low, the revised version must be higher)

By 22 February the Panel must consider and make a report to the PFCC accepting or rejecting the revised Precept and make recommendations including recommendations as to the Precept that should be issued for the financial year.

NB Rejection of the revised Precept by the Panel does not prevent the PFCC from issuing that revised Precept as the Precept for the financial year.

By 1 March the PFCC must have regard to and respond to the report (including any recommendations) and publish that response. Once this response is provided and published by the PFCC the scrutiny process ends.

PFCC PROCEDURE RULES - PROCESS NOTE 3

PROCEDURE FOR CONSIDERATION OF PFCC's INTENTION TO CALL FOR THE RETIREMENT OR RESIGNATION OF THE CHIEF CONSTABLE

1. The PFCC is required to give the Chief Constable a written explanation of the reasons why he is proposing to call for the officer's retirement or resignation.
2. The PFCC must give the PFCP written notification that he is proposing to call upon the Chief Constable to retire or resign and set out the reasons as given to the officer concerned
3. The PFCC must give the Chief Constable the opportunity to make written representations about the proposal to call for his retirement or resignation
4. The PFCC must consider any written representations made by the Chief Constable and give the PFCP a copy of those representations as soon as practically possible after the PFCC receives them
5. If after considering the written representations the PFCC continues to propose to call for the retirement or resignation of the Chief Constable he must notify that person and the PFCP of that intention
6. On receipt of the notification referred to at (5) above, the PFCP must hold a scrutiny hearing and may consult the Chief Inspector of Constabulary
7. The Scrutiny Hearing must:
 - Be held in private
 - Give both the PFCC and the officer concerned the opportunity to attend for the purpose of making representations relating to the proposal to call on the officer concerned to retire or resign (*NB attendance can be in person or participation by means that enable the person to hear, and be heard in, the proceedings as they happen*).
8. The PFCP must make a written recommendation to the PFCC as to whether or not the Commissioner should call for the officer's retirement or resignation; such recommendation must be given to the PFCC within 6 weeks of the Panel receiving notification from the commissioner of his proposal to call for the retirement or resignation of the officer concerned.
9. The Panel must publish its recommendation in a manner it considers appropriate

10. The PFCC must consider the Panel's recommendation and may accept or reject it and must notify the Panel of that decision.

(Procedure set out in Part 2 of Schedule 8 to the Police Reform and Social Responsibility Act 2011)

PFCC PROCEDURE RULES - PROCESS NOTE 4

PROCEDURE FOR CONSIDERATION OF PFCC's INTENTION TO DISMISS THE CHIEF FIRE OFFICER

1. The PFCC must obtain the written views of the Chief Fire and Rescue Inspector for England and must have regard to those written views.
2. The PFCC is required to give the Chief Fire Officer a written explanation of the reasons why he is proposing dismissal and a copy of the written views of the Chief Fire and Rescue Inspector for England.
3. The PFCC must give the PFCC written notification that he is proposing to dismiss the Chief Fire Officer, set out the reasons as given to the officer concerned and provide a copy of the written views of the Chief Fire and Rescue Inspector for England
4. The PFCC must give the Chief Fire Officer the opportunity to make written representations about the proposal to dismiss
5. The PFCC must consider any written representations made by the Chief Fire Officer and give the PFCC a copy of those representations as soon as practically possible after the PFCC receives them
6. If after considering the written representations the PFCC continues to propose to dismiss the Chief Fire Officer he must notify that person and the PFCC of that intention. In giving that notification the PFCC must:
 - Give the Chief Fire Officer and the PFCC a written explanation as to why he continues to propose dismissal
 - Give the Chief Fire and Rescue Inspector for England a copy of the notification and the explanation
 - Unless the Chief Fire Officer is designated Head of Paid Service for the Fire and Rescue Authority, give the Head of Paid Service a copy of the notification, the explanation and the written views of the Chief Fire and Rescue Inspector for England
7. On receipt of the notification referred to at (6) above, the PFCC must hold a scrutiny hearing and may consult the Chief Fire and Rescue Inspector for England
8. The Scrutiny Hearing must:
 - Be held in private

- Give both the PFCC and the officer concerned the opportunity to attend for the purpose of making representations relating to the proposal to dismiss the Chief Fire Officer *(NB attendance can be in person or participation by means that enable the person to hear, and be heard in, the proceedings as they happen)*.
- 9. The PFCP must make a written recommendation to the PFCC as to whether or not the Commissioner should dismiss the Chief Fire Officer; such recommendation must be given to the PFCC within 6 weeks of the Panel receiving notification from the commissioner of his proposal to dismiss the officer concerned.
- 10. The Panel must publish its recommendation in a manner it considers appropriate
- 11. The PFCC must consider the Panel's recommendation and may accept or reject it and must notify the Panel of that decision.

(Procedure set out in Paragraphs 16-23, Chapter 3 of Part 2 of The Fire and Rescue Authority (Police and Crime Commissioner)(Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017



Suspension of Chief Constable Chris Noble

Report of the Staffordshire Commissioner

August 2025

1. Purpose of Report

1.1 For the Police Fire and Crime Panel to note, the Commissioner's decision to suspend the Chief Constable, Chris Noble, on 01 August 2025.

2. Summary

2.1 The Commissioner is responsible for dealing with any complaints or allegations of misconduct by the Chief Constable.

2.2 On 18 October 2024 the Commissioner received information from the IOPC relating to Chief Constable Chris Noble, and the alleged sharing of confidential information regarding an employment matter in 2018, prior to him joining Staffordshire Police.

2.3 As the 'appropriate authority' for complaints and conduct matters concerning the Chief Constable personally, the Commissioner followed the standard process for such matters and made a referral to the IOPC on 31 October 2024. This matter remains under investigation.

2.4 The Commissioner took the decision at the time that the conduct matters raised did not reach the threshold for suspension.

2.5 In April 2025, the IOPC received a further complaint which alleged conduct matters against the Chief Constable of a more serious nature.

2.6 The Commissioner consequently made a further referral to the IOPC. Further investigations conducted by the IOPC, which are ongoing, have established that the allegations against the Chief Constable are now of a higher level of severity and meet the threshold for suspension.

2.7 As a result, the Commissioner in line with regulations, suspended the Chief Constable on 01 August 2025 pending the outcome of the IOPC investigation.

2.8 The IOPC continue to investigate these matters.



2.9 In order to maintain the integrity of the investigation, further details cannot be shared at this time.

2.10 In the immediate short term Deputy Chief Constable Becky Riggs has accepted the Commissioners request to be Acting Chief Constable, whilst options to identify a suitable temporary appointee to the position to provide the necessary leadership and direction of the force are considered.

Ben Adams
Staffordshire Commissioner

Contact Officer

Louise Clayton

Chief Executive

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STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

22 September 2025

WORK PROGRAMME PLANNING 2025/26

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
19 June 2025 10am	<ul style="list-style-type: none"> Panel training- private meeting
23 June 2025 10am	<ul style="list-style-type: none"> Panel members - meet the Commissioner and tour Pirehill Fire service facilities
28 July 2025 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 2024/25

	<ul style="list-style-type: none"> • Consideration of the Commissioners Annual Report 2024/25 • Decisions made by the Commissioner. • HMICFRS inspections of Police Force and Fire
22 September 2025 10am	<ul style="list-style-type: none"> • Police and Crime Plan / Fire and Rescue Plan Update • Fire Safety Plan update • Decisions made by the Commissioner. • Panel review – report of the Chair and secretary (July 2025 minute 12 • Questions from the public • Chief Constable Suspension – information report
22 September 2025 12.30	<ul style="list-style-type: none"> • Confirmation Hearing – Section 151 officer – Police
17 November 2025 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 • Decisions made by the Commissioner.
2 February 2026 10am	<ul style="list-style-type: none"> • PFCC's proposed Police Budget and Precept 2026/27 • Police and Fire Misconduct and Complaint – annual report • Annual Conference for PFCP's (if held) – report • Decisions made by the Commissioner.
9 February 2026 10am	<ul style="list-style-type: none"> • Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2026/27 • Fire and Rescue Service Safety Plan - Update Report • Decisions made by the Commissioner
16 February 2026 10 am	If required, further consideration of proposed Police and/or Fire and Rescue Budget and Precept 2026/27
13 April 2026 10am	<ul style="list-style-type: none"> • Business TBC
Pending items	
Custody Suite redevelopment – requested at 28 July meeting – at an appropriate time	

K Loader (Secretary to the Panel)
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