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Staffordshire Police, Fire and Crime Panel

Monday 28 July 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 18 July 2025

Agenda

- 1. Appointment of Chair
- 2. Appointment of Vice Chair
- 3. Apologies
- 4. Declarations of interest
- 5. Minutes of the meetings held on 3 and 10 February 2025

(Pages 5 - 22)

6. Questions to the PFCC from Members of the Public

(Pages 23 - 28)

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

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

The following decisions have been published on the Commissioners website since the last meeting:



(Pages 75 - 76)

SCP/D 202425/012 Floating Housing Support Service for Offenders SCP/D 202425/013 Force Contact Centre Improvement Programme SCP/D 202425/014 Police and Crime Precept SCP/D 202425/015 Microsoft Renewal

SCF/D 202425/002 Fire and Rescue Precept25/26 SCF/D 202425/003 CRMP 2025-2028

SCP/D 202526/001 Firearms Training Facility SCP/D 202526/002 Provision of Nursing Support -South Staffordshire Mental Health Community Triage Service SCP/D 202526/003 Proposed Contract Extension -Provision of Pre-Arrest Drugs Diversion Scheme

Decisions - Staffordshire Commissioner

8. **Annual Report 2024-25** (Pages 29 - 60)

Report of the Commissioner

9. **HMICFRS Inspection Update** (Pages 61 - 74)

Report of the Commissioner

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

Report of the Panel Secretary.

11. **Home Officer Grant 2024/25** (Pages 77 - 80)

Report of the Panel Secretary.

12. Questions to the PFCC by Panel Members

13. Dates of Future Meetings and Work Programme (Pages 81 - 82)

14. 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 Adrian Bowen Richard Cox 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 3 February 2025

Present: Bernard Peters (Chair)

Attendance

Charlotte Atkins
Gill Heesom (Vice-Chair)
Majid Khan
Zdzislaw Krupski

Angela Loughran Vince Merrick David Williams

Also in attendance: Ben Adams, David Evans, Louise Clayton, John Bloomer

Apologies: Adrian Bowen and Dave Robertson Paul Taylor (Lichfield Substitute)

Part One

36. Declarations of interest

No declarations were received.

37. Minutes of the Panel meeting and the Confirmation hearing held on 18 November 2024

Resolved: That the minutes of the Panel meeting and Confirmation hearing both held on 18 November 2024 be approved and signed by the Chair.

38. Questions to the PFCC from Members of the Public

The Panel received the following questions for the Commissioner:

- 1. Mr G Jones of Support Staffordshire. The question was included in the agenda pack. This question was deferred from the last meeting of the panel.
- 2. Question from Mr Stokes.

The Commissioners written response to both Mr Jones and Mr Stocks questions were attached to the agenda pack.

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

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

The decisions made by the Commissioner since the last meeting which were listed on the agenda were noted. No questions were asked by the Panel.

40. Proposed Police Budget and Precept 2025/26

The Commissioner introduced his report which set out the proposed budget and precept proposals for the Police and Crime element of his portfolio for 2025/26. He reported that the proposed budget/precept showed a total net revenue budget requirement of £277.640m for 2025/26.

The Commissioner proposed to part fund the balance from Council Tax funding of £106.274m with an increase of 5.12% per annum (an increase of £14 per annum) increasing the Council tax to £287.57 per Band D property.

The Commissioner stated that this years budget setting had been particularly difficult due to the late information on funding, some of which had been received from Central Government only the week before the meeting and after the panel agenda papers had been published. The budget requirement (£277.640m) meant a precept requirement amounting to 38% of funding for the Police Service in Staffordshire.

During 2024/25 the force had demonstrated improvement and had successfully managed unforeseen events such as the public disorder in summer in Stoke on Trent and Tamworth. The results of the public consultation showed that the majority of those who had responded, supported an increase in order to continue to invest.

The MTFS showed the majority of savings identified last year had been met. This Commissioner explained that this would need to continue during 2025/26.

The Panel was informed that the Government had announced an additional sum of £3m for Neighbourhood Policing providing it was spent on specific, nationally designed targets not locally identified priorities.

The Panel also received a presentation from the Forces Section 151 Officer, which gave some background to the national picture. The increase in pay, national insurance increase and the incremental pay progression for officrs recruited under the uplift programme was a local cost issue for 2025/26, and meant that more funding needed to be found

locally.

The Commissioners also reminded the Panel that the budget covered the Commissioners office which had made significant saving over recent years and the Victims Grant which had also reduced by 5% in the recent settlement.

The report included the following documents:

- 1. Budget Report 2025/26 including Medium Term Financial Strategy (MTFS)
- 2. Treasury Management Strategy 2025/26
- 3. Reserves Strategy update
- 4. Capital Strategy and Capital Programme 2025/26 to 2028/29.

The **Treasury Management Strategy** for 2025/26 set out proposals for the management of the Commissioner's cash flows, borrowing and investments and their associated risks.

The **Reserves Strategy update** paper considered the overall level of reserves held on 31 March 2024 and the forecast position at 31 March 2025.

The **Capital Strategy and Capital Programme** (Including Minimum Revenue Provision Policy) set out the long-term capital investment and investment decisions.

A summary of the results of the public and stakeholder engagement survey which had been carried out by the Commissioner were included in the papers.

In addition to the information in the report, the following was gained during the discussion and questioning:

- The Panel were informed that an expectation of the Governments additional funding was that the precept was increased by the maximum amount.
- The Joint Transport Service had seen welcomed improvement in the turnround of fleet repairs/maintenance and reduced costs factored into the 2025/26 MTFS.
- The Capital programme of £90m was for estate works and station upgrades and digital and technology improvements.
 - Both Police and Fire services were investing in electric vehicles which were suitable for some parts of the service. It was reported that government funding for this transition was not available. There were some issues with charging times and vehicles being unavailable, and the distance some cars could cover at speed which limited their use on high speed/ long distance travel. Some hybrids

- were working well, more information would be available at the next meeting which would cover Fire services. The Government had been made aware as this was a national issue.
- Procurement is continually challenged. Procurement savings were strong and there had been local opportunities with the Fire Service to make savings by buying as one.
- Maintenance backlogs were across the estate. Some stations had received considerable investment and there were plans to improve the estate and clear the backlog or maintenance issues. The Capital programme had increased over recent years to fund the improvements.
- Expert witness savings were based on forecast use and there were no plans to reduce their usage.
- The Commissioner felt that all savings needed to be considered even very small ones as there would inevitable be a time when vacant posts needed to be reviewed to make savings.
- The 'unallocated savings' plan referred to in the MTFS report (page 47 of the pack) of £873k did not refer to unidentified saving, but ones that had not yet been allocated to a specific budget heading.
- With reference to para 1.9 of the report it was noted that some of the vacant posts were in the Specialist Crime Command and Public Protection Unit. It was explained that it would need to be the right balance for Staffordshire and should not be dictated by national policy.
- Neighbourhood policing was a priority for the Commissioner, and he
 welcomed being set performance targets nationally but felt that it
 was for the Chief Constable at a local level to decide how the targets
 were to be met.
- It was confirmed that risk assessments were carried out on every operational decision including savings.
- Concerns over funding and the direction from central government on local operation issues had been raised by Staffordshire along with other regional areas.

The Panel adjourned to consider their response to the Commissioners budget and precept proposals.

Upon reconvening, the Chair reported that the Panel unanimously supported the 5.12 % increase. The Panel felt that the public needed to be able to see the benefits of the transformation plans and investments in terms of reducing crime and improving service. The Panel requested that the Commissioner consider how investments and efficiencies could be visibly linked to the key performance indicators and performance monitoring at his performance meetings with the Chief Constable.

Resolved: 1Budget and Precept setting:

a) That the proposed budget and Precept increase of 5.1%, increasing

- the council tax to £287.57 for a band D property (£14.00 per annum, per household increase) be supported and the Commissioner be notified accordingly.
- b) That the Council Tax base increase to 369,558 band D equivalent properties, equivalent to an increase of 1.01% be noted.
- c) That the use of £3.645m of revenue reserves to balance the 2025/26 budget (in addition to use of other earmarked reserves to support identified purposes) be noted.
- d) That the MTFS summary financials and MTFS assumptions as contained in the report be noted.
- e) That the assumption that there will be a requirement to invest in full the Neighbourhood Policing Guarantee funding of £1.5m; for the purposes of setting the budget, (assumed for officer pay) be noted (noted that the conditions of use, or performance metrics, for the grant have yet to be published).
- f) That the delegation to the Director of Finance for the Staffordshire Commissioners Office and the Chief Finance Officer of Staffordshire Police to make any necessary adjustments to the budget as a result of late changes to central government funding (including changes due to the final funding settlement being announced) via an appropriation to or from the general fund reserve be noted.
- g) That the proposed four-year Capital Investment Programme totalling £90.569m and the Capital Strategy and Capital Programme Paper be noted.
- h) That the outcome of the Staffordshire Commissioner's budget consultation within the Commissioners foreword which included a survey regarding the proposed level of precept for 2025/26 be noted.
- **2.** That the Commissioner be requested to consider how investments and efficiencies could be visibly linked to the key performance indicators and performance monitoring with the Chief Constable.

41. Police Misconduct and Complaint Regulations 2020 - annual report

To enable full consideration of the report, it was agreed that the report be considered at the next meeting of the panel.

Resolved: Thant the Police misconduct and complaint regulations annual report be considered at the 10 February 2025 Panel meeting.

42. Appointment of Co-optee member

The Panel were informed that interviews had taken place during November 2024 for the vacant position of Co-optee on the Panel. Mr

Christopher Elliott was recommended for formal appointment for a 4 year term.

Resolved: That Mr Christopher Elliott be formally appointed to the position of Panel Co-optee for a 4 year term.

43. Questions to the PFCC by Panel Members

No further questions were asked.

44. Dates of Future Meetings and Work Programme

The next meeting of the Panel would be held on 10 February 2025 to consider the Fire and Rescue Budget and Precept 2023/24.

RESOLVED – That the dates of future meetings be noted.

Chair

Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 10 February 2025

Present: Gill Heesom (Vice Chair)

Attendance

Charlotte Atkins Majid Khan Adrian Bowen David Williams

Gill Heesom (Vice-Chair) Paul Taylor (Substitute)

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

Apologies: Chris Elliott, Jenny Barron (Substitute), Chriss Elliott, Zdzislaw Krupski, Angela Loughran, Vince Merrick, Bernard Peters and Dave Robertson

46. Declarations of interest

No declarations were made at the meeting.

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

No decisions had been published on the Commissioners website since the last meeting.

48. Questions to the PFCC from Members of the Public

No questions were submitted for this meeting.

49. Proposed Fire and Rescue Budget and Precept 2025/26 (inc MTFS)

The Commissioner introduced his report which set out the proposed budget and precept proposals for the Fire and Rescue Authority for 2025/26.

It was explained that the total budget requirement for the service was £51.996m including a council tax funding requirement for 2025/26 of £33.914m and a proposed increase of £5 per annum (£91.77 per Band D property).

The Commissioners s151, Chief Finance Officer gave a short verbal presentation which was considered along with the Fire Revenue Budget Report (including the Medium Term Financial Strategy (MTFS) and Precept).

The Panel also considered the following documents:

- The Capital Strategy and Capital Programme Report.
- The Reserves Strategy
- The **Treasury Management Strategy**.

The results of the Commissioners consultation were also included in the report.

During the meeting and discussion, the following information was shared in addition to that in the report:

- The Commissioner informed the Panel that National Insurance Contribution increases had proved a significant challenge. 53% of the increase would be funded through government grant, the remaining £275k had to be funded locally.
- Single year settlements were challenging and it was hoped that the recently announced future 2 year settlement for 2026/27 and 2027/28 would improve the ability to plan.
- The settlement included the loss of around £0.9m of grant funding for 2025/26 (Funding Guarantee and Special Services Grant) which had been reallocated to other authorities within the public sector (recovery grants), in addition to the continued reduction of the Airwave grant funding, this resulted in a £1m cut in grant funding.
- The referendum limit had been increased nationally to £5 which had enabled the Commissioner to propose increasing the precept by the full amount.
- Some billing authorities had a collection deficit which had also put pressure on the service.
- Reserves would need to be used in 2025/26 and 2026/27 to balance the position over the MTFS period. The impact on reserves was highlighted in the report, appendix 2.
- Transformation work would continue in order to achieve required savings.
- The Capital Programme was scheduled within Appendix 9 at £5.8m, with £4.1m included for 2026/27 and £3.4m for 2027/28. The prudential indicators were included within the Capital Strategy. It was noted that funding for capital spending had resulted in a growing capital financing requirement. A capital funding bid had been made to the Treasury this year by the Home Office but had not been successful.
- The Transformation programme would continue but may need to change dependent on pressures. In the future this may involve not filling vacant post, but this would be dependent on service need and operational demand at the time.
- The work streams to identify the additional £600k savings needed, were not yet underway. These would be developed by the Transformation Board in the coming weeks. The reduction in grant

- had only been communicated in December 2024 so a mix of proposals were currently being considered. Risk and impact on service would be taken into account.
- Reductions in salary budgets would be reduced by planning work force changes. The Commissioner informed the Panel that a significant percentage of personnal would be retiring in the next few years and this would enable the service to incorporate this into the workforce planning strategy.
- Reserves would reduce in the forthcoming years but a surplus position was forecast by 2028/29.
- It was felt that 'fire prevention' work would continue to increase in importance with the expected release of the report into the Grenfell fire.
- Crew numbers and the impact on budgets was briefly discussed. Safety and reduction of risk was the priority. Shifts, staff numbers and stations may have to be looked at but the Commissioner explained that this was not necessary at the moment.
- Work force planning and recruitment was a long term plan and had been well received in the HMICFRS report.
- NHS funding through the Falls Prevention initiative and Return to Home scheme was important and the Commissioner was exploring with the ICB different ways to increase the joint working.
- It was noted that information on the 3 manned crews had been sent to members of the Panel before the meeting. Questions could be raised at a future meeting if required.

The Panel adjourned to consider their response to the Commissioners budget and precept proposals. Upon reconvening, the Panel agreed:

Resolved 1:

- a) The total 2025/26 net revenue budget requirement of £51.996m, including the council tax requirement for 2025/26 of £33.941m before collection fund surplus/deficits, be noted.
- b) That the funding for 2025/26, based upon the provisional Local Government Finance Settlement, and includes the estimated business rates information for the nine billing authorities, be noted.
- c) That the proposed budget and precept increase of 5.85% (£5 per annum equivalent to 10p per week, increasing the council tax to £91.77 for a Band D property be supported and the Commissioner be notified accordingly.
- d) Council Tax base increase to 369,558 properties equivalent to an increase of 1% and the Council Tax collection fund delivering a deficit of £87k be noted.
- e) The MTFS summary financials and MTFS assumptions be noted.
- f) The MTFS savings requirement into the mid term, including the use of reserves in 2025/26 of £1.3m and 2026/27 of £0.5m be noted.

- g) That the 3 year capital investment programme be supported along with the Capital Strategy.
- h) The business rates for 2025/26 based on the Provisional Local Government Finance Settlement be noted. This would be adjusted within the Earmarked Business Rates adjustment reserve (£0.2m)when compared to the actual Non-Domestic Rates Income Returns (NNDR returns) from the nine local billing authorities.
- i) That the outcome of the Staffordshire Commissioner's budget consultation be noted.
- j) The delegation to the S151 Officer for the Staffordshire Commissioner Fire and Rescue Authority, to make any necessary adjustments to the budget as a result of late changes to central government funding (including changes due to the final funding settlement being announced) via an appropriation to or from the general fund reserve be noted.
- k) That the proposed fees and charges for 2025/26 be noted.
- I) That the Statement from the S151 Officer for the Staffordshire Commissioner Fire and Rescue Authority on the robustness of the Budget and adequacy of the proposed financial reserves be noted.

Resolved 2: The Panel commented that future long term planning was imperative, particularly with the possibility of changing demands and funding.

50. Fire Safety Plan 2025-2028 Update Report

The report provided the Panel with an update on the delivery of the Staffordshire Fire and Rescue Service Safety Plan and Integrated Risk Management Plan.

The Safety Plan was designed to underpin the Staffordshire Commissioners Fire and Rescue Plan and priorities for the Service had been determined following consultation across Staffordshire. The Commissioner reported that there had been more response from partners and the public this year and the results seemed to show an endorsement of the direction the service was moving in. Consultation was carried out every four years and covered the Commissioners term of office. The service continued to focus on vulnerability and working with partners to identify and support those in need.

The main issues discussed by the Panel were:

- The document listed the recent HMICFRS 2024 gradings and action on targets.
- Professional standards and staff behaviour were discussed. Section 4 of the report detailed work undertaken to improve
- Information on the 3 Crew teams and riding in 4's had been circulated to members of the panel prior to the meeting. Questions could be

- raised at a future meeting if required.
- Risks around battery storage fire and energy storage plants and the
 officer availability to cope with demand without affecting emergency
 response time was discussed. The Commissioner confirmed that
 training and equipment was continuing to develop to meet changing
 needs. The number of planning applications was a concern as currently
 building regulations lay with the local authority and fire were only
 consulted on site access.
- National fire chiefs have devised protocols with developers so that planning applications are discussed with the service ahead of submission. However, currently this was voluntary and did not always happen. Demand could be significant and could have an impact on staffing levels, particularly if fire were to become a statutory consultee.
- The service had invested in software to protect against cyber attacks.
 The emergency control centre, which was shared with the West Midlands was also protected as far as possible.
- The Fire Unions manifesto on manning crews and responding to calls was mentioned. The Commissioner informed the Panel that this had been costed locally and research would be shared with the panel.

Resolved:

- a) That the report be noted.
- b) The Fire Unions manifesto on manning crews and responding to calls and the costed local response be shared with the panel.

51. Fire Statement of Assurance 2023-24

The Commissioner introduced the report which briefly outlined what services Fire and Rescue provide and their priorities and progress.

Response times and the use of on call crews and 3 member crews were discussed.

Resolved: That the report be noted.

52. Police Misconduct and Complaint Regulations - annual report

The report updated the panel on the Staffordshire Commissioner's statutory function of reviews following the implementation in February 2020, of the police misconduct and complaint reforms. The Staffordshire Commissioner was the Appropriate Authority for reviews (formally known as appeals). The Commissioners office received all reviews unless they were about a senior officer, criminal or misconduct proceedings, or article 2/3 (Human Rights), the review body for these was the Independent Office for Police Conduct (IOPC).

The report outlined the type of complaint and the length of time taken to

investigate. Lessons learned from the reviews were fed back to the force for organisational learning.

One key area of complaint was 'keeping people informed' after an issue was raised or incident logged. Investment had been made into technology to help with this. The Commissioners scrutiny panels were looking at this area of work and the Commissioner would report back to the Panel when this was complete.

The Panel asked for information on why complaints had been 'out of time'; what the term 'still live' meant; and the demographics of those who had made the complaints and also any officers complained about. The Commissioner agreed to send to the panel for information.

Resolved:

- a) The Panel noted the contents of the report.
- **b)** That information on the following be sent to the Panel when available:
 - **i.**Results of the Commissioners scrutiny panels investigation into the 'keeping people informed' complaint.
 - **ii.**Information on the 'out of time complaints'; the term 'still live'; and the demographics of those who had made the complaints, and the officers complained about would be sent to the panel for information.

53. Re appointment of Panel Co-optee

The Secretary reported that Mr Bowens term of office as an independent co-opted member of the Panel would expire in June 2025. It was reported that the Panel's Procedure Rules provided for the re-appointment of co-optees for a second term of office. Mr Bowen had confirmed his willingness to continue to serve as a Panel member.

Resolved – That Mr Bowen be invited to serve as a co-opted member of the Panel for a further four year term commencing June 2025.

54. Questions to the PFCC by Panel Members

No further questions were asked.

55. Dates of Future Meetings and Work Programme

The Chair informed the Panel that the reserved date of 17 February meeting was no longer needed and would be cancelled.

Resolved – That the dates of future meetings be noted.

Chair

STAFFORDSHIRE POLICE FIRE AND CRIME PANEL ACTIONS ARISING FROM PREVIOUS MEETINGS

NOTE: The following action or information was requested at a previous meeting(s). When an item has been completed it will be 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
12 February 2024 – Police misconduct annual report	Minute 44 The Panel felt that although benchmarking information was available on line, it would be useful in future, if comparison information could be added to the report. Also examples of how complaints had helped to improve organisational learning.	PFCC	Annual report for Force and Fire will be presented at the Panel meeting in February 2025 08/01/2025 – consideration given to including comparisons within misconduct annual report, however there are so many measures in the IOPC data that this is not feasible. If panel would like to identify a number of measures, these could be included going forward.	February 2025
30 September 2024 - Annual report Also raised at the	Minute 19 The Panel requested information on the gender balance for both new recruits and the force(s) as a whole (both Fire and Police).	PFCC	Nov 24 - Police figures in performance monitoring report 07/10/24 <u>COMMISSIONER'S PUBLIC</u> <u>PERFORMANCE MEETING -</u> <u>STAFFORDSHIRE POLICE - Tuesday 23</u> <u>January 2024, 2:00pm - Staffordshire</u> <u>County Webcasting (public-i.tv)</u>	Complete

November meeting (below)		Fire information emailed to members and will be part of the fire performance pack 7 November Public Meetings - Staffordshire Commissioner (staffordshire-pfcc.gov.uk)
18 November 7024- 9e 20	Minute 29 Sickness levels, turnover, gender balance and the diversity of the work force information requested.	08/01/2025 - These areas are regularly discussed at the Commissioner's Public Performance meetings (PPM) with the Chief Constable and Chief Fire Officer and the data is published in the Public Performance Pack. Attached are copies of the PPM packs and location of relevant data. Diversity and Gender Balance: Police (PPM) - Slide 53 – 11.1 Fire (PPM) - Page 32 & 33 – 7.2 Turnover and Sickness: Police (PPM) - slide 52 – 11.1 Fire (PPM) - Page 31 – 7.0 Page 34 to 38 – 7.3

30 September 2024 - Annual ceport	Minute 19 More information was requested on the new 2-year temporary Resource Unit in the Stoke on Trent area, responding to domestic violence.	PFCC	08/01/2025 – update will be provided to panel in June 2025	June 2025
February 2025 - Proposed Police Budget and Precept 2025/26	Minute 40 – 1 Precept agreed by the Panel. 2. That the Commissioner be requested to consider how investments and efficiencies could be visibly linked to the key performance indicators and performance monitoring with the Chief Constable.	Panel PFCC	1 Panel – formal report produced. 2. PFCC – will be included in the Performance meetings held between the CC and PFCC.	1. Complete 2. Complete
3 February 2025 - Appointment of Co-optee member	Minute 42 – Mr Elliott was appointed as cooptee	Panel secretary	Appointed.	Complete
10 February 2025 - Proposed Fire and Rescue Budget and Precept 2025/26 (inc MTFS)	Minute 49 – 1 Precept agreed by the Panel. 2 The Panel commented that future long term planning was imperative, particularly with the possibility of changing demands and funding.	Panel PFCC	Panel – formal report produced. PFCC – will take not account. Additional information emailed to panel members – march 2025.	Complete

10 February 2025 - Fire Safety Plan 2025- 2028 Update Report	The Fire Unions manifesto on manning crews and responding to calls and the costed local response be shared with the panel.	Panel PFCC		Information emailed to the Panel 06/03/25 Complete
10February 2025 - Police Misconduct and Complaint Regulations - annual report	Minute 52 That information on the following be sent to the Panel when available: i.Results of the Commissioners scrutiny panels investigation into the 'keeping people informed' complaint. ii.Information on the 'out of time complaints'; the term 'still live'; and the demographics of those who had made the complaints, and the officers complained about would be sent to the panel for information	Panel PFCC		Information emailed to the Panel 06/03/25 Complete
February 2025 - Re appointment of Panel Co-optee	Minute 53. Mr Bowen was reappointed	Panel	Panel member reappointed	Complete

STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL – 28 July 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. T Stocks

"Staffordshire Police and the Commissioner's office have policies that, in light of the Supreme Court judgement handed down on 16 April 2025 (attached), are now confirmed to be unlawful. What action is being taken by the Commissioner and the Chief Constable to ensure that policies are reviewed and amended to be lawful and to ensure that women and girls in particular are safeguarded? https://supremecourt.uk/uploads/uksc 2024 0042 judgment aea6 c48cee.pdf

Context for the Commissioner and Chief Constable:

In simple terms, the Supreme Court unanimously holds that the terms "man", "woman" and "sex" in the Equality Act 2010 refer to biological sex (biological sex is used in the judgement "to describe the sex of a person at birth").

The judgement confirms that the term "woman" in the Equality Act does not include a man with a Gender Recognition Certificate (GRC) (described in the judgement as a "trans woman with a GRC") and nor does it include "a biological man, ie who was at birth of the male sex, but who has the protected characteristic of gender reassignment" (described in the judgement as a "trans woman"). The court also said: "The definition of sex in the EA 2010 makes clear that the concept of sex is binary, a person is either a woman or a man."

You will now need to review policy, procedures and practice related to sex and gender identity in the context of all of your (and Staffordshire Police) policies. Changes will need to be made to ensure women and girls in particular are safeguarded."

2. S Harper-Wallis

"Is the Commissioner aware of the number of serious road collisions and incidents in the stretch of the A449 as are you are coming out of Penkridge?"



Police, Fire & Crime Panel – Public Question 0031

Questions Posed:

Staffordshire Police and the Commissioner's office have policies that, in light of the Supreme Court judgement handed down on 16 April 2025 (attached), are now confirmed to be unlawful. What action is being taken by the Commissioner and the Chief Constable to ensure that policies are reviewed and amended to be lawful and to ensure that women and girls in particular are safeguarded?

https://supremecourt.uk/uploads/uksc 2024 0042 judgment aea6c48cee.pdf

Panel Member: Member of Public - Terence David Stock

Question Date: 17 April 2025

Commissioner Response:

Following the Supreme Court judgment Staffordshire Police is reviewing and amending all affected policies.

Staffordshire Police recognise the vulnerability and concerns amongst the transgender community since the Supreme Court ruling on the meaning of 'sex' in the Equality Act 2010. As part of this change in legislation, they are reviewing a number of policies and processes to reflect the changes. This requires the force to seek legal advice and liaise with the National Police Chiefs' Council (NPCC) to ensure policies are in line with national guidance. One of the areas Staffordshire Police have first focused on as a priority is updating their Strip Search Policy. This policy will be published shortly. Another priority area for this review is crime recording – this is still being looked at nationally. The interim advice from the Home Office, which Staffordshire Police are adhering to, is to continue recording sex as set out in line with the information on the individuals' birth certificate or gender recognition certificate.

The Commissioner will bring an update to a future panel meeting.

Contact Officer

Author:	Louise Clayton
Position:	Chief Executive
Date:	11 July 2025
PFCP meeting date	28 July 2025

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Police, Fire & Crime Panel – Public Question 0032

Questions Posed:

"Is the Commissioner aware of the number of serious road collisions and incidents in the stretch of the A449 as are you are coming out of Penkridge?"

Panel Member: Member of Public - Sam Harper Willis

Question Date: 10 June 20025

Commissioner Response:

The Deputy Commissioner chairs the Staffordshire Safer Roads Partnership (SSRP) and is sighted on accident trends, and will provide a verbal response to the panel on 28 July.

Contact Officer

Author:	Louise Clayton
Position:	Chief Executive
Date:	11 July 2025
PFCP meeting date	28 July 2025

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Police, Fire and Crime Panel – 28 July 2025

Annual Report 2024-2025

Report of the Staffordshire Commissioner

1. Purpose of Report

- 1.1 The Commissioner produces an annual report to inform the public, partner agencies and other stakeholders on the progress made against his Police & Crime and Fire & Rescue Plans. The Annual Report covers the period from April 2024 to March 2025.
- 1.2 As required by Section 12 of the Police, Crime and Social Responsibility Act 2011, the Commissioner will present the report to the Panel for review, answer the Panel's questions and accept and respond to formal feedback provided by the Panel. The Commissioner will publish his responses to the Panel's feedback and recommendations prior to finalising and publishing the report.

2. Recommendation

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

Ben Adams Staffordshire Commissioner Police | Fire and Rescue | Crime

Contact Officer

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Annual



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STAFFORDSHIRE COMMISSIONER Police | Fire and Rescue | Crime

Foreword



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

Both services, and my office, have delivered improved outcomes again this year and our communities and victims are seeing the benefit as crime and anti-social behaviour (ASB) fall, and fire and incidents are responded to more effectively. Thank you to every Police officer, firefighter, volunteer and staff member for their dedication and hard work on our behalf.

Thank you also to the councils, housing assocations, health, probation and charities in our local Community Safety Partnerships (CSPs). Through effective partnership work, ASB continues to fall across the county and city. Government plans to simplify local government will mean some changes; I will work to support whatever structures emerge but will seek to preserve the local focus on reducing and preventing crime and ASB.

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

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

My team's support in monitoring the services' financial and operational performance on your behalf is invaluable to me, and my commissioning team continues to secure excellent local support for victims

while contributing to efforts to prevent offending and protect those at risk. You will see that I continue to reduce the percentage of funding allocated to my functions, freeing up resources for the frontline. They have also benefited financially and operationally from sharing back-office functions and more local bases.

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

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

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

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

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

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

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

Ben Adams

Staffordshire Commissioner for Police. Fire & Rescue and Crime

Key achievements

Staffordshire Police



87.2% of 999 calls answered within **10 seconds**



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

52.5% reduction in amount of money lost to rural crime in Staffordshire

age
33



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



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

7.25% increase in number of arrests made



Staffordshire Fire & Rescue

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



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





Between April 2024 and March 2025, Staffordshire Fire & Rescue supported the local NHS by responding to 1,188 incidents of vulnerable people falling in their homes; the Home from Hospital scheme was supported with 1.555 mobilisations



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

Staffordshire Commissioner's Office

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



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





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

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





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



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

www.https://staffordshire-pfcc.gov.uk/public-meetings/

Staffordshire Commissioner Annual Report 2024–2025

Strategic policing requirement



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

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

I have a legal duty to respond to the SPR and ensure that Staffordshire Police is well prepared to meet the requirement locally and also able to support joint responses between forces, regionally and nationally. I hold the Chief Constable to account and regularly scrutinise Staffordshire Police's position against these areas and allocate sufficient funding to ensure the force has the capacity and resilience to make its contribution to these vital aspects of policing. My Police & Crime Plan, and force plans, will be kept under review to take account of any changes made to the SPR by the Home Secretary.

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

I currently chair a Regional Governance Group of PCCs and Chief Constables which oversees our collaborations to respond to serious and organised crime and terrorism across the region. Drugs supply is a major driver of serious and organised crime and I also chair the local Drug & Alcohol Partnership Board which oversees our local response to the National Drugs Strategy.

My office supports and works alongside the Staffordshire Safeguarding Children Partnership and the Stoke-on-Trent Safeguarding Children Partnership, which coordinate the actions of partner agencies and help ensure the effectiveness of safeguarding children arrangements. I also commission a range of support services for young people, professionals, parents and carers, aimed at preventing or stopping child criminal exploitation.

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

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



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

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

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

Staffordshire Police:

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

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

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

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

Staffordshire Fire & Rescue:

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

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

Key findings included:

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

- There has been progress in engaging with seldom-heard people and groups to build a comprehensive risk profile, collaborating with blue light partners to support vulnerable members of the community and investing time and energy into shared services
- The service's falls response and home from hospital teams, run in collaboration with Staffordshire and Stoke-on-Trent Integrated Care Board, support vulnerable members of the community and reduce unnecessary use of health services
- The service has improved its culture at all levels of the organisation, and staff were comfortable challenging and reporting unacceptable behaviour
- The recently restructured prevention and protection departments will ensure a focus on people and premises most at risk.

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



Police & Crime



Priority 1

An outstanding local Police service



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

What we said we would do



Staffordshire Commissioner Annual Report 2024–2025

force is doing

Progress

- Two public surveys carried out with 1,600 people to seek their views on policing and community safety priorities
- 21,135 people signed up to Smart Alerts from Staffordshire Police and SCO
- New victim and citizen engagement portal implemented to keep victims of crime informed from first contact to case closure and get their feedback throughout
- Consultation forums carried out to inform needs assessments prior to commissioning new services

What we said we would do



Progress

Expect Staffordshire Police to improve nonemergency contact services such as 101 so people receive a highquality, timely service

- 14% reduction in 999 calls
- 7.3% reduction in non-emergency calls
- 87% of 999 calls now answered within 10 seconds



• 57.8% of non-emergency calls now resolved or finalised at the early triage stage

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

 83% of respondents to the force's victim satisfaction survey (January-December 2024), said they were satisfied with how their incident was investigated (75% in January-December 2023)

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

- Local Police Operating Model now includes 10 local Policing teams (LPTs), each led by a local Chief Inspector aligned to council boundaries with their own response teams
- Response teams more closely connected to local issues, Neighbourhood Policing officers and PCSOs, working with partners to problem-solve recurring issues
- 21% of respondents to the March 2024 public perception survey saw a Police officer or PCSO in their area daily or weekly, compared with 13% before the Local Policing Model changed in June 2022
- 76% of victims felt they were kept informed about their case by Staffordshire Police

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Progress

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

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



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

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

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

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

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

 Proactive and rural team established in October 2024, dedicated to understanding rural communities' needs and tackling the crimes that affect them



 County Lines intensification week activity in March 2024 led to 34 arrests, 15 people charged and 10 vulnerable people safeguarded from organised criminals

What we said we would do

Progress

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

- New training facility opened to equip officers with the best possible training to protect themselves and reduce officer assaults, and protect members of the public
- Enhanced Video Response introduced to improve the service provided to DA victims, using video technology to enable officers to speak to and see victims



- Work continues with officers, staff and external partners around the 'Know the Line' Campaign, which was recently reviewed, updated and refreshed
- Prevent officer continues to work with officers and staff to provide education around policing matters in Staffordshire, regionally and nationally which have resulted in damage to public confidence as a result of officer and staff actions
- SCO worked as part of the Dogs Trust Dog Welfare Scheme to help oversee the welfare of 30 Police dogs. 14 visits have been undertaken and 4 dogs obtained via the scheme

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

- From 1 January to 31 December 2024, the Professional Standards Department received 1,813 complaints, an increase of 2 compared to 2023.
 Of these, 1,271 were dealt with by the Triage Team, a 4% decrease compared to 2023
- The remaining 542 complaints were dealt with under schedule 3, which gives a right of review.
 The SCO was the review body for 449 (83%), an increase of 13% compared to 2023
- Of these 449, the SCO received 104 reviews, of which 14 were upheld with recommendations including individual and organisational learning. In 2023, 85 were received and 11 upheld

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Progress

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

- As of 31 December 2024, 38% of Police officers are female – an increase of 2% since December 2023
- 65% of Police staff are female
- Since December 2023, 9% of Police officers joining the force are black, Asian, mixed and other minority ethnicities

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

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

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

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

What we said we would do



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

- New road crime and road harm teams introduced in October 2024 to tackle crime committed on road networks and make them safer
- Larger, specialist team operating 24/7, able to spend more time in Staffordshire engaging with communities and working with local authorities and other partners
- New digital technology rolling out across speed camera enforcement sites in areas of community concern
- Continued investment in Automatic Number
 Plate Recognition (ANPR) technology to protect
 Staffordshire
- 'Look Again' road safety campaign in March 2024 raised awareness of dangers of distracted driving

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

- 240+ arrests related to violent disorder during the summer in Stoke-on-Trent and Tamworth
- Partnership work continued to successfully manage planned protests at various locations throughout the year, reducing disruption

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

- Between 1 April 2024 and 31 March 2025, Independent Custody Visitors conducted 100 visits and spoke to 301 detainees to check their welfare and entitlements were being met
- Appropriate Adult service, comprising 14
 volunteers, made 959 supported visits during the
 year 18 per week on average. The average visit
 length was 109 minutes

lge 38

Priority 2 Supporting victims



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

What we said we would do

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

Progress

- 57,940 referrals received by the Victim Gateway Service, with 45,110 victims receiving advice, guidance, information or signposting to other services
- 21,073 victims accepted support
- 1,382 victims received practical and emotional help
- 6,423 victims were referred to specialist victim support services



What we said we would do

Progress

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

- 1,596 victims supported by the Survive Sexual Assault and Abuse Service
- 1,251 referrals received by USAH (Uniting Staffordshire Against Hate), with 153 victims receiving practical and emotional support



- 537 referrals received by Harmony (ASB service), with 389 victims receiving practical and emotional support
- 6,101 adults and 1,045 children supported by New Era DA Victim services
- Sexual Abuse Referral Centre (SARC) provides intensive support for victims, helping to gather and preserve evidence, and address their emotional needs. The adult SARC received 304 referrals and the children's SARC 200
- Over £977,920 secured from the Ministry of Justice for practical and emotional support for victims of sexual abuse and DA. This resulted in the employment of more Independent Domestic and Sexual Abuse Advisors for adults and children

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

- 'Salesforce' implemented by the force to enable victims of certain crime types to view updates about their case online
- 70% (of 595) of victims said since reporting their crime, Police had kept them well informed about progress (End-2-End Survey)
- 45,110 victims who accessed the Gateway service received advice, guidance, information or signposting to other services

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Progress

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

 5,358 incidents resourced by the Business Crime Support Service, with 2,770 businesses accepting support

 1,069 businesses accepted 1hr free, confidential, specialist support



Work with Police and partners to reduce repeat victimisation

 Victims accessing victim support services were given advice on personal safety

Ensure services comply with the Victims and Prisoners Act 2024

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

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

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



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

What we said we would do

Progress

Improve communication on victim support so that people are more aware of what services are available and how they can access them All commissioned services for victims undertake regular service promotion campaigns to raise awareness of the support available and how to access it



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

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

- Victim services continue to ensure the needs of all victims are understood and acknowledged.
 Accessibility tools including Recite Me and interpretation services used
- USAH attended 98 community events including Pride, multi-faith lunches, freshers week, Chinese New Year celebrations, engagement with older people and LGBTQIA+ to improve knowledge and accessibility of provision

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

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



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

- NHS England funding received by the SCO, enabling local providers Survive and Savana to develop their workforce to widen their support to include eye movement desensitisation and reprocessing (EMDR) therapy, creative counselling, art therapy, drawing and talking therapy, as well as de-escalation training and increased access to mental health workshops
- Ascend project developed jointly by the SCO, Survive, Midlands Partnership Foundation Trust and North Staffordshire Combined Healthcare Trust to provide a seamless service for individuals with complex trauma because of sexual assault and/or abuse across Staffordshire and Stoke-on-Trent





Prevent harm and protect people (particularly children and those who are vulnerable) by intervening early, ensuring they are appropriately safeguarded and receive the help and support they need.

Challenge and support people to make life choices that will prevent them from offending or reoffending.

Doing so will mean fewer victims of crime.

What we said we would do



Progress

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

- SCO commissioned the NSPCC to assist in this work area
- NSPCC delivered Problematic Sexual Behaviour (PSB) training to professionals working with children at risk of or displaying PSB, to better support them and prevent issues or escalation
- Navigator Service commissioned to identify those at risk of or affected by violence in custody and health care settings. The service offers timely engagement and advice to route people into support services to prevent further issues



Work with schools

establishments to

and other educational

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

Divert children from crime and ASB through positive, diversionary activities

- SCO-led Space Programme delivered during the summer holidays, encouraging children to attend positive activities
- Space brings together public, voluntary and private organisations to support vulnerable children, increasing their skills and improving health and wellbeing
- Over 8,500 children aged 8-17 attended around 2,500 events
- Almost 27,000 total attendances, equating to over 53,000 hours of engagement

What we said we would do

Progress

Violence icon

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

- Violence Reduction Alliance (VRA) worked with the Safeguarding Partnerships to develop a suite of resources, launched on 1 April 2025, to raise awareness of how professionals should respond to Adverse Childhood Experiences and trauma
- VRA developed 'Clued-up' training for frontline staff, to support girls at risk of being involved in violence, progressed by Youth Offending Services
- VRA undertook workforce development to ensure frontline professionals are aware of risk factors associated with violence, and how to respond
- PSHE Education Service developed 18 professional guidance packs to support education staff
- PSHE Education Service supported 4 Community Safety Partnerships (CSPs) with funding to enhance schools' PSHE offer around youth violence and community cohesion
- The commissioned Child Criminal Exploitation Service, delivered by Catch22, supported 700 professionals in spotting the signs of exploitation

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

- SCO continued to work with Police, Probation and partners to strengthen multi-agency Integrated Offender Management (IOM) arrangements, tracking service delivery and outcomes
- During 2024-25, 285 offenders were subject to IOM management, with 65% (185) achieving positive progression and successfully completing supervision under the programme
- SCO maintained funding of existing mental health nurses to provide specialist assessment and support to offenders with complex needs managed by the IOM team. Service take-up is positive in terms of assessments, delivery of nurse-led interventions and signposting to other services

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Progress

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

 In partnership with local authorities, SCO continued to support the commissioning of substance misuse treatment services and interventions in criminal justice settings, helping offenders address the underlying causes of their criminality

 Working with health and criminal justice partners, SCO progressed an initiative driving improvements in joint working to ensure effective delivery of Community Orders with Drug & Alcohol Treatment Requirements. This built confidence in issuing Orders, resulting in increased usage

• Use of Community Orders with Mental Health Treatment Requirements remains stable

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

 Introduced new Conditional Cautioning option for first-time offenders arrested for less-serious drug possession, offering opportunities to access drugs awareness courses as an alternative to prosecution

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

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

What we said we would do

Progress

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

- New Era's DA behaviour change service received 848 referrals for adults and children, providing support to 340 adults and 139 children to change their abusive behaviour
- Additional 40 adults received DA-related Out of Court Disposals

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

- The commissioned Child Criminal Exploitation Service, delivered by Catch22, supported 228 children and young people and 169 parents
- 97% of children supported achieved a reduction in risk
- 53% of children supported identified as having experienced missing episodes
- 100 more detectives in the Public Protection Unit, with enhanced partnership working to provide an outstanding service to vulnerable victims
- Right Care, Right Person model introduced to assess mental health-related incidents, ensuring individuals are supported by the right agency as soon as possible to prevent further distress, and allow Police resources to focus on preventing crime, protecting life and property, and keeping
- Commissioned a Mental Health Community
 Triage service, where mental health professionals
 work alongside Police in incidents involving
 people with mental health needs, to ensure they
 receive specialised support as quickly as possible
- Staffordshire Police's Early Intervention and Prevention Unit continues to provide advice and support to the force
- THRIVE assessment tool helps Staffordshire Police assess vulnerability at the point of contact and respond appropriately

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Progress

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

- Prevent referrals in Staffordshire increased by 206% from January-March 2025
- Local briefings held with Staffordshire Police and the Regional West Midlands Counter-Terrorism Unit to ensure Prevent, Protect, Prepare & Pursue activity is effective in managing the terrorism risk
- Regional Collaboration & Partnership Board oversees, supports and scrutinises performance and impact of work to prevent terrorism and extremism in our area

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

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







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

What we said we would do

Progress

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

- Staffordshire-wide Community Safety Forum meets quarterly to enable collaboration between agencies
- SCO awarded circa £850,000 to CSPs to fund local initiatives to help drive down crime
- Community funds allocated to support projects to tackle ASB and other local community safety priorities

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

- Consultation forums carried out to inform needs assessments prior to commissioning new services
- Two public surveys carried out with 1,600 people to seek their views on policing and community safety priorities
- 21,151 people signed up to receive Smart Alerts from Staffordshire Police and SCO

Progress

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

 Multi-agency ASB Delivery Group, chaired by the Commissioner, meets regularly

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

Help communitybased organisations that want to make their neighbourhoods safer

Page

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

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

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

What we said we would do

Progress

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

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

stakeholders





Staffordshire Commissioner Annual Report 2024–2025

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

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

What we said we would do

Progress

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

- Drug & Alcohol Partnership continued to meet quarterly
- Three action plans developed and delivered to reduce the supply of drugs, improve treatment and recovery and create a generational shift in attitudes towards drugs
- Local preparedness plan developed to ensure the area can respond effectively to an outbreak of drug-related deaths
- Local Alcohol Strategy developed and due to be formally launched

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

- PCCs across the West Midlands jointly resource the ROCU, which provides enhanced hi-tech capabilities to tackle organised criminals posing the greatest risk within Staffordshire or across borders. This includes seconding specialist officers to ROCU roles and complements the force's work to tackle organised crime
- Similar state-of-the-art surveillance methods are used by West Midlands Counter Terrorism Unit

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

- Commissioner chairs the Local Criminal Justice Board (LCJB), overseeing delivery of a shared action plan and performance framework to assist service development, track progress and scope further development
- LCJB continues to meet regularly
- Challenges within the system identified and remedial actions taken, with further work planned to address court backlogs

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

- SSRP jointly chaired by the Commissioner and Deputy Commissioner
- Al speed cameras rolled out at high-risk sites to identify seat belt violations and mobile phone use, as well as detect speeding
- Work carried out to improve the quality of collision data to support early intervention and prevention activity
- New mobile speed camera technology rolled out to support road safety hotspots and areas of community concern
- Increased communications activity to promote road safety messages
- Community Speed Watch scheme support and development continues – in 2024 there were 373 volunteers across 73 groups
- Monitoring of Highways and HS2-related safety schemes

What we said we would do

Progress

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

- Right Care, Right Person model introduced to assess mental health-related incidents, ensuring individuals are supported by the right agency as soon as possible to prevent further distress and allow Police resources to focus on preventing crime, protecting life and property, and keeping order
- Commissioned a Mental Health Community
 Triage service, where mental health professionals
 work alongside Police in incidents involving
 people with mental health needs, to ensure they
 receive specialised support as quickly as possible

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

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



Fire & Rescue



Priority 1

An outstanding Fire & Rescue service



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

© What we said © we would do

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

Progress

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

What we said we would do

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

Progress

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



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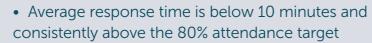
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Progress

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

 Between April 2024 and March 2025, SFRS attended 8.555 incidents:

- 1,296 Primary Fires
- 1,743 Secondary Fires
- 1,346 Special Service Calls
- 746 Road Traffic Collisions



- Go-ahead given to arrangements to send crews of 3 firefighters to smaller incidents, such as bin or car fires or to support other crews at larger incidents. Trials showed they improved availability of on-call firefighters and maintained a fast local response
- Firefighters provided with lightweight 'wildfire' clothing that makes arduous conditions easier for them, so they are better equipped to tackle fires more effectively, minimising fatigue while maintaining safety
- First fully electric response car added to the fleet to help reduce the service's carbon footprint. The vehicle, which has blue light capability, will be used by fire officers sent to incidents to support firefighters

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

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

What we said we would do

Progress

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

- Wide ranging transformation programme now in place with internal resources and external expertise
- Programmes include the on-call crewing with 3 firefighters pilot, Clean Cab concept, and a review of prevention, protection and partnerships

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

• Service compliant with 80% of the 19 National Fire Standards

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

- HMICFRS 2024 inspection rated the service as 'good' for promoting the right values and culture, having the right people with the right skills and best use of resources
- Wellbeing, inclusion and culture survey carried out in Autumn 2024
- Open Door confidential feedback tool introduced to improve staff engagement

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

- Core Code of Ethics underpins the new Community Risk Management Plan and is central to cultural development work and new misconduct processes
- Improved processes for complaint handling introduced

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Progress

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

• 17.8% of the whole workforce is female

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

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

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





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

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

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

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

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

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

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

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

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

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

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

- Both services continue to explore opportunities of shared facilities to provide the most effective and efficient use of the joint estate
- Shared Police and Fire bases at Chase Terrace, Kinver, Penkridge, Stone and Uttoxeter Fire stations
- Plans for Kidsgrove under review as part of broader estate strategy





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

What we said we would do



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

 SFRS is engaging with the NFCC's Competencies in Home Fire Safety Visits workstream and will adopt processes as necessary following the evaluation

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

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



Progress

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

 Monthly questionnaires ask residents who have received Safe and Well checks about their experience.
 This information is used to make improvements or recognise good performance



- Follow-up conversation with those who made contact but did not qualify for Safe and Well visits takes place after 3 months to see if their circumstances have changed
- Fatal fire conferences held when someone loses their life following a residential property fire. As part of this, any interactions the individual had with SFRS regarding home safety are looked into and learning points shared
- Following Safe and Well visits, extremely vulnerable residents are visited again by Prevent Teams and further interventions applied. Cases are monitored by the Community Safety Officer

What we said we would do



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

 Home safety fire visits can be requested via the SFRS contact centre or website

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

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

- Exploring options to use NHS data to identify vulnerability through the Community Safety Forum
- SFRS Prevention and Protection teams monitor and react to premises where repeated operational demand is present to find out why, assist with any vulnerabilities and ensure SFRS appliances are available where they are needed most

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Progress

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

 Face-to-face delivery of the Safe+Sound programme continued with a local programme for young people across the county

- 6,730 children attended a variety of tailored workshops
- The weekly programme of online sessions continues to attract significant numbers of viewers. During the year, 593,573 devices tuned in live, with 255,286 based in Staffordshire. Feedback remains positive
- All programme content mapped to the PSHE curriculum

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

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

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

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





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

What we said we would do

Progress

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

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

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

- Updated Risk-Based Inspection Programme launched February 2024, with 92% of non-domestic premises assessed
- Those identified as high risk or very high risk are audited by Fire Safety Inspecting Officers, with lower-risk premises checked by operational crews



Progress

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

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

Ensure the service is properly engaged by planners when considering applications for renewable energy developments and the installation of Battery Energy Storage Systems SFRS working with Local Authority Planning departments and site operators to ensure the service is made aware of proposed site locations, are engaged throughout planning, have a forum to raise concerns and risks are captured

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

- SFRS continues to provide leadership of the LRF's planning for major events as well as the response to and recovery from emergencies:
 - Multi-agency preparedness for service disruption and mitigation of incidents with the potential for significant community impacts
- Joint training and exercise events to support a coordinated and timely local approach to resilience
- Staffordshire-wide Community Safety Forum continues to:
 - Improve collaboration between agencies including the NHS
 - Align their strategic direction
 - Ensure prompt joint action is taken to tackle community safety issues

What we said we would do

Progress

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

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

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

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

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

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



Progress

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

 The Commissioner meets with the Environment Agency regional lead quarterly to discuss waste crime and arson risks

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

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

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



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

What we said we would do



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

- Currently 36 SFRS volunteers, contributing over 1,700 hours
- Volunteers help Safe+Sound events, Community Speed Watch and support for the SSRP's Pathfinder project, which teaches young people the essential skills and understanding to become safe drivers



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Finance

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

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

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

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

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

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

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

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

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

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



Finance Service Expenditure

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

Police & Crime Income

Government FundingCouncil TaxE101.3mE264.8m

Expenditure

Total

	perialtare	
age	Police Officer Pay	£141.0m
5	Police Staff Pay	£73.6m
	Premises Transport and Other Services	£20.0m
	PCSO Pay	£8.7m
	Capital Financing Costs	£7.8m
	Commissioned Services	£6.0m
	Other Pay Costs	£3.7m
	Commissioner's Office	£1.5m

Fire & Rescue

Income	
Council Tax	£32.1m
Business Rates	£10.4m

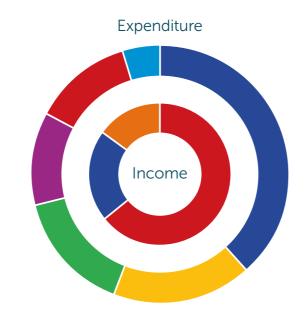
Business Rates	£10.4m
Revenue Support Grant	£7.5m
Total	£50.0m

Expenditure

£264.8m

Wholetime Firefighters Pay	£19.3m
Premises Transport and Other Services	£8.7m
Capital Financing Costs	£7.6m
Fire Staff Pay	£5.9m
On-Call Firefighters Pay	£6.2m
Other Pay Costs	£2.3m
Total	£50.0m

Expenditure



Staffordshire Commissioner's Office Financial Report 2024/25

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

Office Costs

The total salary costs for the year 2024/25 were £1.968m and include the required contributions for National Insurance and pensions, with all SCO staff being eligible to join the Local Government Pension Scheme (LGPS). Pay costs for the year were £0.070m lower than budget due to achieved pay savings in the year.

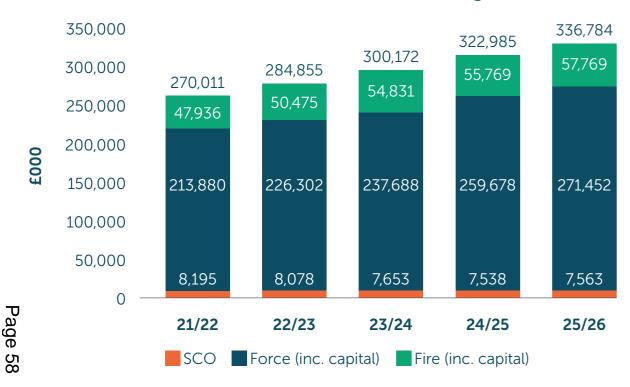
This total cost can be broken down into the following key areas:

SCO Business Area	£m
Leadership	£0.377
Commissioning and Partnerships	£0.728
Performance and Engagement	£0.531
Governance and Assurance	£0.332
Total Salary Costs	£1.968m

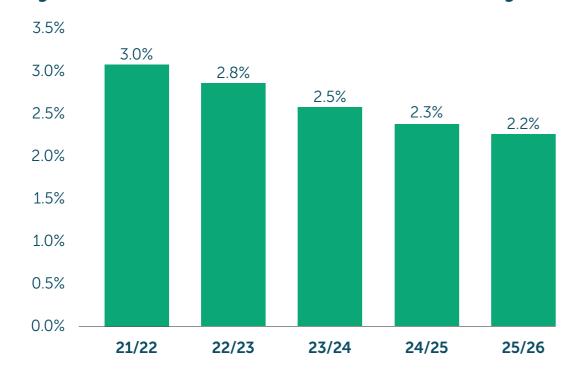
Finance Service Expenditure

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

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



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



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

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

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

Commissioned Services

These are just some of the services commissioned by the office

Violence & Exploitation

Catch22 Child Criminal Exploitation Service >

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

Navigator and Tailored Support Service >

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

Violence Against Women & Girls

New Era >

Service to support all victims and perpetrators of domestic abuse

Survive >

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

Sexual Abuse Referral Centre (SARC) >

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

Pause >

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

Victims & Witnesses

Uniting Staffordshire Against Hate >

Service to support victims of hate-driven crime or incidents

Staffordshire Victim Gateway >

Service to support all victims of crime

Victims of Business Crime >

Service to support businesses impacted by crime

Harmony Anti-Social Behaviour and Mediation >

Service to support victims of anti-social behaviour

Restorative Justice Service >

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

Young People

Commissioner's Community Fund >

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

Space Scheme >

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

Cadets:

Opportunities for young people to gain a better understanding of policing







Police, Fire and Crime Panel – 28 July 2025

HMICFRS Inspections of Staffordshire Fire & Rescue Service and Staffordshire Police

Report of the Staffordshire Commissioner

1. Purpose of Report

1.1. This report is to update the Police, Fire and Crime Panel on the findings of inspections carried out by His Majesty's Inspector of Constabulary and Fire & Rescue Services (HMICFRS) and the progress made by the services to address areas for improvement identified.

2. Recommendation

2.1. That the Panel note the update and comment as appropriate.

3. Background

3.1. The panel has requested an annual update on HMICFRS gradings of Staffordshire Police and Staffordshire Fire & Rescue Service, any Areas For Improvement (AFI's) identified from inspections and the progress the services are making to address them.

4. Staffordshire Fire and Rescue Service

4.1. **HMICFRS Round 3 inspection: Effectiveness, Efficiency and People.** This inspection was completed in the early part of 2024, with the final report published in September 2024. HMICFRS assessed the Service's progress since the previous inspection, and the report details its findings as follows:

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

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

People – how well the Service looks after its people.

4.2. HMICFRS now assesses each service against 'characteristics of good' and gives each service graded judgments against 11 diagnostic elements. The grading system in Round 3 has moved to a 5-tier grading system with an additional grade of 'adequate'. This brings fire in line with the way police forces are graded and better serves the aims of promoting improvements in fire and rescue, highlighting where a service is doing well and where it needs to

improve. Click <u>here</u> for further details of how HMICFRS inspect fire and rescue services.

4.3. Out of the 11 areas inspected the service received 4 adequate gradings, 6 good gradings, and 1 outstanding grading as shown below. To view the report in full please click here.

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

4.4. Importantly, the report graded the service as good for promoting the right values and culture, which has rightly been the focus of a great deal of national media attention over the past couple of years. Five Areas for Improvement were identified, which the senior leadership team continue to monitor regularly to ensure any changes required across the Service are successfully implemented.

HMICFRS Inspection, Staffordshire Fire and Rescue Service 2023-25 Effectiveness, Efficiency and People (5 Areas for Improvement)

Ref	Area for Improvement	Action Taken	Delivery Date	Status
1	The service should make sure all staff understand how to identify vulnerability and safeguard vulnerable people.	A review of safeguarding training was completed, leading to a decision to implement Level 2 training for all operational staff with periodic refreshers. Planning is underway to scope out the costs and methods of delivering sessions during day shifts for whole-time crews and drill nights for on-call crews, with flexibility on locations.	17/09/2025	On Track
2	The service should make sure it has an effective quality assurance process, so staff carry out audits to a consistent standard	A plan was developed, focusing on reviewing the Quality Assurance Policy, ensuring compliance monitoring systems, and scrutinising performance. Managers have confirmed the policy is suitable. Systems for quality assurance	17/09/2025	On Track

			monitoring are now in place, with ongoing monthly reviews. Performance will be formally assessed in June 2025, with continuous monitoring in the meantime		
3	3	The service should make sure all staff understand the benefits of equality, diversity, inclusion and positive action and their role in promoting them	An ED&I awareness presentation and positive action awareness sessions have been developed. The training will initially be delivered to wholetime recruits, with feedback used to refine the package. The possibility of offering 'Active Bystander' training to new recruits and those who have not yet received it is being explored. Representative bodies and group networks have also been consulted	17/09/2025	On Track
4	ļ	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	The 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.	17/09/2025	On Track
5	5	The service should put in place an open and fair process to identify, develop and support high-potential staff and aspiring leaders	Research planned by Learning and Development is now complete, this involved reviewing National Fire Chiefs Council and other fire and rescue service activity. Now creating a recommendation paper and policy, including rationale.	17/09/2025	On Track

4.5. HMICFRS Values and Culture in Fire & Rescue Services. This national report, published in March 2023, included 35 recommendations, some of which were for national action and 20 of which were specific to all fire and rescue services. These recommendations were kept under review by the senior leadership team and have now been fully implemented.

HMICFRS Values and Culture in Fire & Rescue Services

Ref	Area for Improvement	Action Taken	Status
1	By 1 October 2023, chief fire officers should make sure their services provide a confidential way for staff to raise concerns and that staff are aware of whistleblowing processes.	The service has implemented 'Say So,' a confidential and independent process for staff to raise concerns. Awareness has been promoted through various staff platforms. A whistleblowing policy is also in place and accessible via the intranet.	Complete
3	By 1 June 2023, chief fire officers should review the support available for those who have raised concerns and take any action needed to make sure these provisions are suitable.	The service has trained a cohort of staff Mental Health First Aiders. Support for staff raising concerns is regularly reviewed, with options including the Employee Assistance Programme, which offers confidential counselling and advice. Additional support includes Occupational Health, the Firefighters Charity, the THRIVE app, and a professional wellbeing nurse for those involved in complaints or internal investigations.	Complete
4	By 1 June 2023, chief fire officers should assure themselves that updates on how concerns are being handled are shared with those who have raised them. The updates should be given in an accessible way that encourages trust and confidence in the service response. Consideration should be given to creating a professional standards function to handle conduct concerns in	An independent company has carried out a review of historic cases, reviewed by the Senior Leadership team so that lessons learned can be shared. The HR team now evaluates cases weekly with Representative bodies and managers to ensure consistency. Regular feedback will be provided to relevant parties, including complainants.	Complete

	service (or from an external service) to have oversight of cases, to make sure they are conducted in a fair and transparent way and to act as a point of contact for all staff involved.		
5	By 1 June 2023, chief fire officers should make sure they provide accessible information for all staff and members of the public on how they can raise concerns and access confidential support (including through external agencies). Chief fire officers should also make sure accessible information is provided on how concerns and allegations will be investigated in a way that ensures confidentiality and is independent of the alleged perpetrator.	The service has established policies for handling both internal and external complaints. Members of the public can raise concerns through an automated form on the service website, which also includes an accessibility statement. Staff can find information on how to raise concerns via the intranet. The whistleblowing, disciplinary, and grievance policies ensure that investigations are conducted confidentially and independently.	Complete
9	By 1 January 2024, chief fire officers should: Immediately review their current background checks arrangements, and make sure that suitable and sufficient background checks are in place to safeguard their staff and communities they serve; and make sure that appropriate DBS check requests have been submitted for all existing, new staff, and volunteers, according to their roles as identified by the Fire Standards Board.	The service has reviewed its DBS checking process, incorporating legal and NFCC advice. A gap analysis has been completed, with a holistic review of processes. HR team members will be trained to Level 2 Safeguarding. The Internal Safeguarding Board is monitoring vetting frequency and processes. The service will work with Staffs Police to shape future DBS policy and procedures.	Complete
12	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on staff disclosure, complaint and grievance handling.	Significant work has been done on staff disclosure, complaint, and grievance handling. Staff Disclosure has been enhanced with the inclusion of NFCC guidance on 3-yearly DBS checks, and the level of DBS requirements was reviewed in collaboration with Police colleagues. Complaints are managed by Risk Management and forwarded to HR for investigation when needed, with improved oversight to identify and manage trends. The Grievance Policy has been updated in line with the Core Code of Ethics. This work is to be aligned with the Leadership and Development Fire Standard.	Complete
14	By 1 March 2024, chief fire officers should provide assurances to HMICFRS that they have implemented the standard on misconduct allegations and outcomes handling.	To align with the Leadership and Development Fire Standard, internal policies on misconduct, disciplinaries, ethics, and legislation have been reviewed and updated. Investigation training has been provided for managers, and governance processes, including consultation, have been completed, with improved oversight to identify and manage trends.	Complete
17	With immediate effect, chief fire officers should notify HMICFRS of any allegations that have the potential to constitute staff gross misconduct that: Involve allegations of a criminal nature that have the potential to affect public confidence in FRSs; Are of a serious nature; or relate to assistant chief fire officers or those at equivalent or higher grades.	In line with the original recommendation, an update was submitted to HMICFRS. Details of future allegations will be submitted on a case by case basis.	Complete
18	By 1 August 2023, chief fire officers should provide assurances to HMICFRS that all parties are supported in relation to ongoing investigations.	The Anti-Harassment and Anti-Bullying Policy was introduced in November 2023, aligning with legislation and organisational needs. Employee relations case management has improved with a robust tracker reviewed weekly by HR. Support services, including Welfare Officers, Occupational Health, Thrive, and EAP, are available. Investigation training will be rolled out across the service.	Complete
20	By 1 June 2023, chief fire officers should have plans in place to ensure they meet the Fire Standards Board's leading the service	Regular meetings are in place to support the service's Fire Standards work and track progress. The Fire Standards Implementation	Complete

	standard and its leading and developing people standard.	Board oversees the introduction of all Standards, while strategic managers review them and guide the service's compliance plans.	
21	By 1 June 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all senior leaders and managers (assistant chief fire officer equivalent and above) in service.	A 360° feedback form has been created and developed using Office 365. The feedback process was conducted anonymously with all Senior Leaders, and the results have been reviewed and are now ready for use.	Complete
22	By 1 September 2023, chief fire officers should make sure there is a full, 360-degree feedback process in place for all other leaders and managers in service. The process should include gathering feedback from a wide range of sources including colleagues and direct reports.	As per Recommendation 21 above, a 360° appraisal method has been designed to ensure the anonymity of individuals providing the necessary feedback and ready to be used when required. This has been discussed with representative bodies and agreed in principle.	Complete
23	By 1 June 2023, chief fire officers should seek regular feedback from staff about values, culture, fairness and diversity, with due regard to the leading and developing people standard. They should show how they act on this feedback.	The HIVE survey has been completed, analysed, and shared with senior leaders to identify lessons learned and communicate findings to staff. Annual HIVE surveys, along with additional pulse surveys, will provide ongoing insights into key areas. Regular station visits by senior managers ensure engagement with both operational and non-operational fire staff. This process will be continuously monitored and integrated into the annual calendar.	Complete
24	By 1 October 2023, chief fire officers should put plans in place to monitor, including through the gathering and analysis of staff feedback, watch and team cultures and provide prompt remedial action for any issues they identify.	As with Recommendation 23 above, a survey was created by HIVE (an independent company) to provide feedback to the service based on a questionnaire that was designed with input from a working group. An independent reporting line 'Say So' is also in place and a review of our Whistleblowing Policy is now complete.	Complete
27	By 1 June 2023, chief fire officers should make sure their equality impact assessments are fit for purpose and, as a minimum, meet the requirements of the National Fire Chiefs Council equality impact assessment toolkit.	The EDI Manager has reviewed processes and recommended training on Equality Impact Assessments (EIAs) for individual policies, projects, and activities, based on the NFCC Assessment Toolkit with training rolled out to key individuals.	Complete
28	By 1 June 2023, chief fire officers should review how they gather and use equality and diversity data to improve their understanding of their staff demographics, including applying and meeting the requirements of the National Fire Chiefs Council equality, diversity and inclusion data toolkit.	A recent review of EDI data related to staff has led to the development of new data products for better oversight of the service's diversity profile. This information is regularly discussed and reviewed at the Workforce Planning Board to provide ongoing insights.	Complete
32	By 1 June 2023, chief fire officers should, as a priority, specify in succession plans how they intend to improve diversity across all levels of the service. This should include offering increased direct-entry opportunities.	A Direct Entry campaign has been completed, with an individual from outside the service and sector accepting a position. Through the Workforce Planning Board, the service is better positioned to identify optimal times for whole-time recruitment and predict recruitment trends, enabling timely Positive Action. The Higher Potential Scheme is being reviewed, with plans to reintroduce it or a similar initiative for non-operational fire staff.	Complete
33	By 1 August 2023, chief fire officers should develop plans to promote progression paths for existing staff in non-operational roles and put plans in place to reduce any inequalities of opportunity.	The Direct Entry scheme has been implemented, with the successful applicant working alongside a mentor. One Area Manager role is now open to both operational and non-operational fire staff. A review of the Prevention & Protection Directorate has been completed. External services are used to evaluate job roles for fairness. Additionally, non-operational fire staff are now included in the Workforce Planning agenda, with a process developed to predict	Complete

		vacancies similar to the approach for operational staff.	
34	With immediate effect, chief fire officers should review their implementation of the Core Code of Ethics (CCoE) and make sure it is being applied across their services.	The CCoE has been integrated into all recruitment materials, interviews, and promotion processes. It is also included in policies and considered during disciplinary actions as a behavioural guide. Senior managers champion each of the five ethics. Our People Strategy also strongly incorporates the CCoE.	Complete

- 4.6. HMICFRS Report: 'Standards of Behaviour The Handling of Misconduct in Fire and Rescue Services'. This national report, published in August 2024, highlighted that while many fire and rescue services have made strides to improve behaviour and address misconduct, issues persist.
- 4.7. The inspectorate found that:
 - Abhorrent behaviour, including sexist, racist, and homophobic language, was most common within watches.
 - There is a widespread lack of confidence in misconduct processes, particularly among women, preventing them from speaking out.
 - Supervisors and managers lack sufficient training to manage performance, behaviour, and welfare issues, and those handling misconduct cases require better training.
 - Fire services need to learn from past misconduct cases to prevent future occurrences.
- 4.8. The report also included **15 Recommendations** for improvement, which the senior leadership team have reviewed and continue to monitor regularly to ensure any changes required across our Service are implemented successfully. To view the report in full please click here.

Ref	Area for Improvement	Action Taken	Delivery Date	Status
1	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.	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. A Grievance/Disciplinary Tracker monitors trends to ensure alignment with CCoE. Daily conversations reinforce the expected values.	01/02/2025	Complete
2	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.	Ongoing dialogue between HR and unions. Policies have been 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.	01/02/2025	On Track
3	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	Ongoing dialogue between HR and unions. The service has an internal transfer process that supports employees wishing to move to a	01/05/2025	On Track

	contractual requirements, proactively and reactively as required. Chief fire officers should also make sure firefighters who are promoted are posted to a different watch or station, including when the promotion is temporary for two months or more. If this isn't possible, chief fire officers should show how the risks of reinforcing a negative culture have been addressed.	different watch or station. A working group has also been developed to look in more detail at this.		
4	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 FRS 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.	The terms of reference have been developed in collaboration with consultant and Hereford & Worcester Fire and Rescue Service, with consultant providing independence in the process. The Board members have been selected, and the first meeting to discuss the purpose and process took place in February 2025. Future meetings have been scheduled to occur every six weeks, during which live cases will be reviewed by the Board.	01/02/2025	Complete
5	Chief fire officers should make sure all staff understand how to raise a concern and use grievance and whistle-blowing processes. Chief fire officers should: • make sure staff know how FRSs will handle responses and maintain confidentiality and anonymity; and • explain how staff can access FRSs' whistle-blowing capability and the difference between whistle-blowing and other processes for raising concerns.	Whistleblowing, Grievances, Say So, and HIVE details are now on the Staff Room intranet, with all policies accessible. An article in Burning Issues (internal publication) clarifies the differences between these terms. Further communication reinforces the confidentiality of HIVE/Say So. Terminology is now included in Middle Manager Training Modules to strengthen understanding.	01/11/2024	Complete
6	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: • staff welfare and absence management; • the process for managing individual staff performance, addressing poor performance and potential misconduct issues • how to handle difficult conversations and resolve issues informally, if appropriate, when a concern is identified; and • clarifying the role of HR services in helping managers to deal with staff concerns and misconduct issues. Chief fire officers should make sure all managers and supervisors attend the training programme.	A training schedule has been developed by the HR Department. Capability Management, covering both absence and performance, will be addressed in training sessions. Training will be conducted for each area once the relevant policies are completed. This is currently a work in progress, and until the training program covering the specified topics begins to be delivered, we do not consider it ready to be regarded as business as usual.	01/02/2025	On Track
7	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.	Linked to progress against AFI 19 Round 2 inspection (complete) re. consistency in application of HR policies.	01/05/2025	Complete

	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.	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 timely manner. It will also be reviewed by the Professional Standards Board, which will provide feedback to drive improvements. 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.		
8	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: monitor and manage investigations maintain accurate records; and adhere to required timescales.	The misconduct process is 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: 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.	01/11/2024	Complete
9	Chief fire officers should introduce a case management system if they don't already have one. The case management system should allow data to be produced that will help them to better understand and oversee misconduct cases in their services.	The HR department has been using a tracking sheet for a number of years, which has now been significantly enhanced and improved. Cases are reviewed weekly. Trends are monitored. Themes are reported quarterly. An independent consultant reviewed the Tracker and provided recommendations on how it could be improved. These recommendations have been incorporated into the process. Given the current financial constraints, our recommendation is to continue using the current method of review without incurring any additional costs.	01/08/2025	Complete
10	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.	In 2024, consideration was given to using an independent investigator within the service to review cases, with the aim to: Provide independence Enhance speed Offer a learning opportunity 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.	10/05/2025	Complete
11	Chief fire officers should review the training their FRSs provide for supervisors and managers who investigate misconduct issues at all	Training for Investigation Officers with Employment Consultant, which was previously conducted on an ad hoc basis, is now mandatory within the	01/05/2025	Complete

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12	levels. Chief fire officers should make sure: • 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.	Middle Management Training programme. This training runs annually, with non-operational fire staff also invited to attend. 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. Professional Standards Boards (Recommendation: 4) will be used to review all drafted investigation reports, offering learning opportunities and ensuring quality assurance. 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. The investigation process is clearly defined within the Disciplinary process which is located on our staff intranet		
	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 decisionmaker. Welfare personnel should be independent of the investigation and have been appropriately trained for this role.	to all involved in investigations, including witnesses, interviewers, and those at the centre of allegations. Key Updates: 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. The Disciplinary Policy has been updated to reflect this provision.	01/11/2024	Complete
13	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. 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.	The Disciplinary Policy now allows independent personnel from the Commissioner's Office on the Appeals Panel if needed. External legal training has been provided to independent panel members for consistency and effectiveness. The HR Team has been briefed on this change.	01/11/2024	Complete
14	Chief Fire Officers should implement a process that makes sure they can oversee and scrutinise their services' performance relating to misconduct issues. This process should provide: • 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	Performance is tracked through public performance meetings, internal governance board reports, and the HR tracker. The HR Manager also reports on it during senior leadership team performance meetings.	01/11/2025	Complete

	identification of learning outcomes and how they will be shared with fire and rescue service staff, to prevent repeat behaviours.			
15	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. By 1 May 2025, the National Fire Chiefs Council should establish a system for sharing learning from more serious cases of misconduct with fire and rescue service staff. The information shared should preserve the anonymity and confidentiality of all parties involved. The College of Fire and Rescue, once it is established, should take responsibility for maintaining this system.	Links to Recommendation 11 - HR Training will serve as the forum for sharing case learnings, with plans to make this an annual event. Sharing cases more frequently than annually may risk compromising confidentiality.	01/02/2025	Complete

5. Staffordshire Police

5.1. The **HMICFRS PEEL (Police effectiveness, efficiency and legitimacy) Assessment** of Staffordshire Police for 2023-2025 was published in September 2024. The following graded judgments were made:

Outstanding	Good	Adequate	Requires improvement	Inadequate
	Preventing crime	Police powers and public treatment	Responding to the public	
		Managing offenders	Investigating crime	
		Developing a positive workplace	Protecting vulnerable people	
		Leadership and force management		

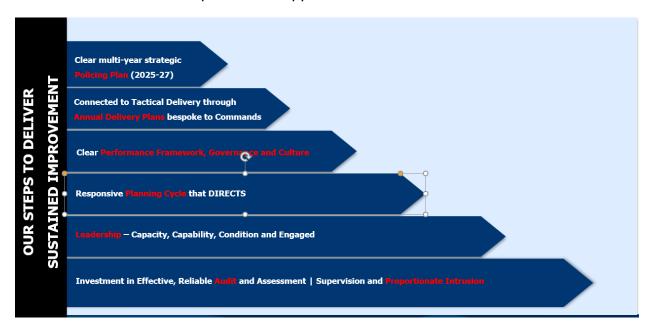
- 5.2. The Inspectorate recognised the force's positive response to the concerns identified in the previous inspection in 2021/22. Key points arising from the inspection include:
 - The force has addressed some of the poor performance identified previously, including in the areas of investigations and responding to the public. It still faces challenges in these areas, however, including attending

- incidents in a timely manner and assigning appropriate outcomes to crimes. It also needs to reduce the number of non-emergency 101 calls that are abandoned by callers.
- The force is using data much more effectively, and has a much better
 understanding of demand and its capacity and capability to meet it. Leaders
 and frontline staff have better access to data to be able to monitor
 performance in areas such as the standard of investigations, how it
 responds to the public and how it manages the risk posed by offenders.
- Through its own audit processes, the force is aware of issues in its response to domestic abuse incidents including the timeliness of attending incidents, risk assessment and use of body-worn video at the scene.
- The force has considerably improved its management of registered sex offenders and offenders who have accessed indecent images of children, including its oversight of risk assessments and sharing safeguarding information with children's social care. It needs to ensure it is monitoring whether offenders are complying with orders and that those on bail for offences of accessing indecent images of children are complying with bail conditions.
- Officers and staff expressed confidence in the senior leadership team and understand the move to a more performance-focused culture and why this approach has been taken.
- 5.3. 13 Areas for Improvement were identified together with 3 further AFI's specific to the Crime Data Integrity audit. These are detailed below.

PEEL 2024/25 AFI Detail

Type	Area for Improvement
AFI CDI 1	"The force needs to improve the time it takes to record crimes
AFI CDI 2	"The force is poor at recording crime when antisocial behaviour is reported.
AFI CDI 3	The force needs to improve the recording of equality data.
AFI 1	The force should improve its understanding of the use of force The force must make sure that its use of force data is accurate, and that it is confident that the use of force is supported by robust internal scrutiny.
AFI 2	The force needs to reduce the number of non-emergency 101 calls that are abandoned
AFI 3	The force needs to attend calls for service in line with its published attendance times and make sure the caller is updated if there are delays The force should make sure it understands the full range of factors contributing to high attendance times for grade 2 incidents. The force should also improve the effectiveness of its supervision of deployments
AFI 4	The force needs to make sure that risk is reassessed for incidents that are awaiting attendance The force should continue to make sure incidents are effectively reviewed and assessed while they are awaiting attendance.
AFI 5	The force isn't always achieving the right outcomes for victims of crime The force must continue to improve its outcomes in order to support and protect victims, and bring offenders to justice.
AFI 6	The force needs to make sure it is using outcomes appropriately The force should make sure it continues to reduce the backlog so it has a more complete understanding of the outcomes of crime, and to remove finalised crimes from investigators' workloads. The crime bureau also makes sure that all crime reports are assigned the correct outcome, not just those in the backlog
AFI 7	The force should make sure timely investigation plans are created, with supervisory oversight, so that all investigative opportunities are taken
AFI 8	The force should effectively co-ordinate victim feedback in to improve its services The force has recently reintroduced surveys of domestic abuse victims. But it should make sure it collates feedback from a range of sources, analyses it, and uses it to guide the direction of service improvements
AFI 9	The force should make better use of ancillary orders to support and protect vulnerable people The force should increase its consideration and use of preventative orders, such as Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs). And it should create systems to monitor and prioritise breaches of these orders to better safeguard vulnerable people. The force could also do more to monitor whether offenders are complying with orders The force should make sure it uses the full range of powers available to it to protect victims. And it needs to have oversight of whether offenders comply with the conditions placed upon them.
AFI 10	The force should do more to make sure suspects managed by the Police Online Investigation Team are complying with their bail conditions The force should make sure it has oversight of non-compliance with the conditions of bail and protective orders.
AFI 11	The force should make sure that sufficient support is provided to student officers and their tutors The force should reassure itself that students and tutors are sufficiently supported to deal with any incidents of inappropriate behaviour or staff grievance
AFI 12	The force's operating model should allow it to effectively respond to priorities and assess current and future demand The force should ensure it is effective at managing demand and can show it has the right resources, processes, and plans in place to meet that demand The force should review its current operating model and the skills of its staff to make sure the right number of people with the right skills are dealing with the right work.
AFI 13	The force should maximise the productivity of its resources and assets The force has made efforts to understand the cause of this overtime spending, but it needs to do more to improve its understanding

5.4. Force Sustained Improvement Approach



5.5. Supporting Evidence of Progress and Approach

Overview and context

The PFCC holds the Chief Constable to account for ensuring that the force addresses as appropriate areas for improvement and recommendations made from HMICFRS.

The force has been in routine monitoring from HMICFRS since May 2024 following a PEEL inspection process which reported in September 2024; this showed a significantly improved position in terms of gradings and areas for improvement compared to the previous inspection undertaken in 2022 resulting in the force being one of the most improved nationally.

The table above shows that the force currently holds 13 areas for improvement (AFIs) from the 2023-25 PEEL inspection programme along with 3 crime data integrity (CDI) related AFIs from a previous PEEL inspection (CDI was not inspected in 2024). The areas identified by HMICFRS are largely linked to enduring and complex challenges that are also aligned to challenges being felt across the service nationally.

All of the AFIs have significant activity set against them which is closely monitored by HMICFRS in order to verify sustained progress and where appropriate sign off as complete. The force's internal performance monitoring and auditing processes continue to demonstrate sustained improvements and positive direction of travel whilst recognising that there is still work to do to build on this to support the forces journey back to being outstanding.

The force is currently working through a programme of evidence gathering and reality testing with the inspectorate to formally discharge a number of the AFIs ahead of the next PEEL inspection, whilst work continues to be on track against other areas in line with the force's detailed improvement plan and timeline.

Key activity to address AFIs and drive service improvements across the force

- Focus on problem solving as a whole force approach
- Review and revision of key processes (e.g. call taking and right care right person approach, suspect management and investigation allocation)
- Increased capability and capacity through enhanced training and recruitment
- Utilisation of technology to manage digital and online demand
- Enhanced focus around assessing vulnerability and risk
- Continued development of robust performance frameworks supported by data enabled policing and Power Bi visualisation
- Strengthened oversight and grip via enhanced governance arrangements and clear ownership and accountability
- Development of a crime bureau facility to deliver data quality and integrity
- Enhanced insights capability through audit and assurance approach to understand and drive quality investigations, including the creation of Investigation Quality Sergeants to support and drive quality at each local policing area
- Enhanced victim feedback to inform process improvements and victim satisfaction
- Significant programme of change and investment in the force's public protection capability
- Development of internal and external communication channels to ensure two-way feedback
- Continued development of all leaders including front line through an enhanced training delivery offer
- Launch of new performance development review system and process to support staff and leaders around accountability and development
- Further review of the forces local policing operating model to ensure resources and demand are aligned
- Exploitation of technology to drive efficiencies and productivity
- Focus on understanding demand and driving transformational change

Impact of activity

- Enhanced problem solving impacting on demand
- Improved and sustained performance around the handling of emergency calls
- Improved performance around non-emergency calls including abandonment rates
- Improved average times to attend calls for service
- Reduced anti-social behaviour incidents
- Improved quality and compliance around the Victims Code of Practice
- Stabilised crime volumes
- Increased arrests
- Improved victim satisfaction

Ben Adams Staffordshire Commissioner Police | Fire and Rescue | Crime

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Report of the Secretary to the Staffordshire Police, Fire and Crime Panel Monday 28 July 2025

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

1. Recommendation:

1.1 That the Panel note the information contained in this report.

2. Background

- 2.1 Under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 this Panel has statutory responsibility for handling and recording complaints, purported complaints and conduct matters about the Police, Fire and Crime Commissioner for Staffordshire and his Deputy. NB complaints alleging criminal misconduct are dealt with by the Independent Office for Police Conduct (IOPC).
- 2.2 To remind members, the April 2019 meeting of this Panel approved an updated procedure for the handling of complaints aimed at better defining the type of complaint which the Panel can consider (i.e. those about the personal conduct of the Commissioner and/or his Deputy).
- 2.3 The Panel's responsibility for the handling of complaints is, in the main, delegated to the Panel Secretary with the proviso that I report annually on cases dealt with. Accordingly, I can report that in the last 12 months (May 2024 to April 2025) reporting period, two complaints have been received.

An analysis of those complaints is below:

Complaint Number	Action
13	Not deemed to relate to a personal conduct matter.
14	Not deemed to relate to a personal conduct matter.

Report Author: Kate Loader, Secretary to the Panel

E-mail: mandy.pattinson@staffordshire.gov.uk, Support Officer

1.0. Equalities Implications

1.1 None

2.0. Legal Implications

2.1 The Panel is required to have a formal complaints procedure for the handling of complaints, purported complaints and conduct matters about the PFCC and/or his Deputy.

3.0 Resource and Value for Money Implications

3.1. There are no significant resource or value for money implications from this report.

4.0 Risk Implications

4.1. Compliance with Regulations on the handling of complaints, purported complaints or conduct matters about the PFCC/Deputy PFCC addresses the risk of challenge to the governance arrangements of the Panel.

Staffordshire Police, Fire and Crime Panel 28 July 2025

Home Office Grant 2024/25 Final Claim

Report of the Secretary

Purpose of the Report

1. To report on the allocation of grant received from the Home Office to meet the costs of the Police, Fire and Crime Panel during 2024/25.

Recommendations

2. The Panel is asked to note the report and make comment on the expenditure for 2024/25.

Background

- 3. Each year the Home Office allocates a grant to the Local Authority which acts as Host Authority for it's area Police, Fire and Crime Panel to meet the costs of administrative support and management services to the Panel. Included in that Grant is an amount of up to £920 per annum for each Panel member to meet expenses and costs incurred in carrying out their role. Notification of Grant entitlement is issued by the Home Office and a claim for up to that amount has to be submitted at the end of the financial year.
- 4. Expenditure for 2024/25 was made up of administrative costs and the allocation for member expenses give a total of \pounds 61,615.45.
- 5. As the Host Authority for the Staffordshire Panel, Staffordshire County Council is required to formally accept the grant offer for 2024/25 and is responsible for it's use. In addition to supporting Panel meetings and members, the County Council provides all other support services (legal, financial, complaints handling, Information governance and administration). A breakdown of costs reclaimed from the Home Office for 2024/25 is shown at Appendix 1.

Transparency

6. The terms of the Home Office Grant Agreement, state that the Police, Fire and Crime Panel will "publish" as a minimum on their website details of all expenditure including Panel administration costs and individual members' expenses and allowances. Consequently Appendix 1 will be published on this Panel's dedicated pages on Staffordshire County Councils' website.

Future Home Office Funding

8. Allocation from the Home Office for 2025/26 has not yet been received.

Contact Officer

Report Author:Kate Loader, Secretary to the Panel

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Staffordshire Police, Fire and Crime Panel Home Office Grant Allocation 2024/25

EXPENDITURE HEADING	AMOUNT £
Officer Support	51,031.24
Administration (inc rental fees)	40
Webcasting	960.00
Members Expenses/Allowances:	
Bernard Peters	920.04
Bernard Peters (NI Contribution)	49.61
Adrian Bowen	920.04
Chris Elliott	+
Gillian Heesom	920.04
Majid Khan	723.25
Charlotte Atkins	920.04
Charlotte Atkins (NI Contribution)	91.65
Carol Dean	NIL
David Robertson	774.12
Vince Merrick	920.04
David Williams (Cannock)	738.59
Angela Loughran	920.04
Zdzislaw Krupski	920.04
Jo Elson (part year)	178.90
Richard Cox (part year)	178.90
Dan Maycock (part year)	178.90
B Rendina (part year)	NIL
David Williams (part year) (Stoke)	230.01
TOTAL	61,615.45.
Total Grant available	63,420.00
Underspend/Overspend	1,804.55

NB: There are 12 members on the Panel. Members are appointed by individual authority in May or June each year. There are also member changes throughout the year. This results in part year payments. Payments are listed for the financial year April 2024 to March 2025.

+ Mr Elliott was appointed in in February. Payments started in the 2025/26 financial year.

STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

28 July 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	Panel training- private meeting
23 June 2025 10am	 Panel members - meet the Commissioner and tour Pirehill Fire service facilities
28 July 2025 10am	 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 Consideration of the Commissioners Annual Report 2024/25 Decisions made by the Commissioner. HMICFRS inspections of Police Force and Fire
22 September 2025 10am	 Police and Crime Plan / Fire and Rescue Plan Update Fire Safety Plan update

	Decisions made by the Commissioner.
17 November 2025	 MTFS/Budget Update – Policing Service
10am	MTFS/Budget Update - Fire and Rescue Service
	Fire and Rescue Annual Assurance Statement
	 Decisions made by the Commissioner.
2 February 2026 10am	 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	Consideration of the PFCCs proposed Fire and
10am	Rescue Budget and Precept 2026/27
	Fire and Rescue Service Safety Plan - Update Report
	 Decisions made by the Commissioner
16 February 2026 10	If required, further consideration of proposed Police and/or
am	Fire and Rescue Budget and Precept 2026/27
13 April 2026 10am	Business TBC

K Loader (Secretary to the Panel) Contact Officers: Mandy Pattinson mandy.pattinson@staffordshire.gov.uk