



## Staffordshire Police, Fire and Crime Panel

2.00 pm Monday, 29 October 2018  
Oak Room, County Buildings, Stafford

John Tradewell  
Secretary to the Panel  
Friday, 19 October 2018

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### AGENDA

1. **Appointment of Chairman**
2. **Apologies**
3. **Declarations of interest**
4. **Minutes of the meeting of the Police and Crime Panel (Pages 1 - 6) held on 3 July 2018**
5. **Decisions published by the Police, Fire and Crime Commissioner (PFCC)**

#### **Police and Crime**

<https://staffordshire-pfcc.gov.uk/information-rights/publishing-decisions/>

Staffordshire Commissioner (Police) Decision nos.2018/19 01-08 published since the last Panel meeting

#### **Fire and Rescue**

<https://staffordshire-pfcc.gov.uk/fire-rescue/#fire-decision-forms>

Staffordshire Commissioner (Fire) Decision nos 2018/19 01 - 03 published since the governance responsibility transferred to the Commissioner

6. **Questions to the PFCC from Members of the Public**
7. **Staffordshire Fire and Rescue Service**
  - a. Update on Governance and Commissioner Development in Staffordshire and Stoke-on-Trent (Pages 7 - 10)
  - b. Collaboration between Staffordshire Police and Staffordshire Fire and Rescue Service - Update (Pages 11 - 20)

c. Fire and Rescue Service Corporate Safety Plan (Pages 21 - 32)  
2017 -20 (Incorporating Integrated Risk  
Management Plan)- Update

d. Medium Term Financial Strategy - Fire & Rescue

TO FOLLOW

#### 8. **Staffordshire Police Service**

e. Safer, Fairer, United Communities for Staffordshire (Pages 33 - 54)  
2017-2020 - Overall update

f. Progress on implementation of 'Early Intervention'  
theme (Pages 55 - 64)

g. Medium Term Financial Strategy - Police Service

TO FOLLOW

#### 9. **Questions to the PFCC by Panel Members**

10. **Dates of Future Meetings and Work Programme** (Pages 65 - 68)

<b>Membership</b>	
Carl Bennett	Cannock Chase District Council
Randolph Conteh	Stoke-on-Trent City Council
Paul Darby (Co-Optee)	
Stephen Doyle	Tamworth Borough Council
Ann Edgeller	Stafford Borough Council
Brian Edwards MBE	South Staffordshire District Council
Simon Gaskin	East Staffs Borough Council
Peter Jackson	Staffordshire Moorlands District Council
Stephen Sweeney (Chairman)	Staffordshire County Council
Keith Walker (Co- Optee)	Co-optee
Jill Waring	Newcastle - under-Lyme Borough Council
Ashley Yeates	Lichfield District Council

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**Minutes of the Staffordshire Police and Crime Panel Meeting held on 3 July 2018**

Present: David Williams (Chairman)

Ann Edgeller  
Peter Jackson  
Carl Bennett  
Randolph Conteh

Paul Darby (Co-Optee)  
Roger Lees (Substitute)  
Mr K. Walker (Co-Optee)

**Also in attendance:** Susan Finney (ETAP)

**Apologies:** Stephen Doyle, Brian Edwards, Jill Waring and Simon Gaskin

**PART ONE**

**1. Appointment of Chairman**

**RESOLVED:** That David Williams be appointed Chairman of the Panel for the ensuing year.

**2. Appointment of Vice-Chairman**

**RESOLVED:** That Paul Darby be appointed Vice-Chairman for the ensuing year.

**3. Declarations of Interest**

There were no declarations of interest on this occasion.

**4. Minutes of the 'Ordinary' and Confirmation Hearing meetings held on 23 April 2018**

**RESOLVED:** That the minutes of the Ordinary meeting of the Panel and of the Confirmation Hearing both held on 23 April 2018 be confirmed and signed by the Chairman.

**5. Decisions published by the Police and Crime Commissioner**

Details of decisions taken and published by the Police and Crime Commissioner since the last Panel meeting had been circulated to members..

Referring to decision ref: 2017/18 – 20, members sought clarification of the reasons for additional expenditure on the recently completed Lichfield Police Station, enquiring about the possible provision of a Custody Suite at that site. The Commissioner explained that the facility had been developed to provide a hub, particularly for Forensic Services and explained that the Business Case for the building of a further Custody Suite in the County was not economically viable.

On the issue of the Police Estate the Commissioner was asked to report on any future proposals for Police Station closures. Without specifying sites the Commissioner referred to the need to rationalise the Estate and to maximise the opportunities for shared facilities with other public sector agencies.

## **6. Questions to the PCC from Members of the Public**

There were no questions from the public on this occasion.

## **7. Staffordshire Police and Crime Panel - Implications for Panel of transfer of Fire Governance to PCC**

The Secretary reported that transfer of Fire Governance responsibility to the Police and Crime Commissioner was due to take place with effect from 1 August 2018. As a consequence this Panel would become the Police, Fire and Crime Panel for Staffordshire and would have additional roles and responsibilities in relation to the scrutiny of the Commissioner's Plans and Decisions in the capacity of Fire and Rescue Authority.

The Secretary outlined the requirement for the Panel to include amongst its membership a degree of knowledge and expertise on Fire and Rescue Services and reported on the intention to commission further training to complement that recently provided by the Local Government Association. In due course the Panel would also need to review the number and frequency of meetings to provide for the additional workload resulting from the extended remit once that workload had been assessed.

Referring to immediate actions required of members, the Secretary submitted, for approval, draft revised Terms of Reference and Procedural Rules for the Panel aimed at reflecting the new remit. Taking account of issues raised during the recent LGA training event the Secretary sought approval to an update to the draft Terms of Reference to include the requirement to scrutinise the Fire and Rescue Integrated Risk Management Plan or equivalent document.

**RESOLVED:** That the report be noted and proposed Terms of Reference and Procedure Rules for the Police, Fire and Crime Panel, including the addition to the Terms to include scrutiny of the Integrated Risk Management Plan be approved.

## **8. Annual Report on the Management of Complaints by/on behalf of the Panel**

The Secretary to the Panel presented the 2017/18 Annual Report on the Management of Complaints, Purported Complaints or Conduct Matters against the Police and Crime Commissioner and Deputy Police and Crime Commissioner. In the main, the management of such complaints was delegated to the Secretary. He reported that whilst 2 complaints had been received neither had been entered into the formal process as they didn't meet the necessary criteria.

**RESOLVED:-** that the report be noted.

## **9. Staffordshire Police and Crime Panel - Home Office Grant 2017/18**

The Secretary to the Panel presented his report on the allocation of the Home Office grant for the running costs of the Panel during 2017/18. The grant comprised £53,300 for administration and £11,040 for member expenses. A total of £60,622.04 had been claimed leaving £3,717.96 unclaimed.

Discussing the underspend Panel members noted the intention to increase the allocation to training to enable the Panel to fulfil its new Fire Governance scrutiny role.

The Secretary reported that the Home Office had yet to give notice of grant levels for 2018/19.

**RESOLVED:** - that the allocation of the Home Office grant 2017/18 be noted and published in accordance with conditions of that grant.

## **10. OPCC Update on transfer of Governance of the Staffordshire Fire and Rescue Service**

The Commissioner gave an update on the progress of preparations for the anticipated transfer to him of Fire Governance responsibility from 1 August 2018.

For the immediate future the Commissioner was focussing on holding briefing meetings with all service employees. Post 1 August he would be prioritising moves to rationalise support services with the aim of developing one support function for the Police and Fire. He stressed that each service would remain operationally independent. In the longer term the Commissioner was seeking to widen the role of Fire Service personnel however there were national influences which affected local arrangements. He added that the Chief Constable's focus remained on delivering the new operational model aimed at increasing policing visibility.

Commenting on the progress of the transfer of the Staffordshire Fire and Rescue Service the Commissioner commended the positive approach being adopted by all levels of personnel within the service.

**RESOLVED:** That the Commissioner's update report be noted.

## **11. Annual Report of the Police and Crime Commissioner 2017/18**

The Commissioner submitted his draft Annual Report 2017/18 for comment by the Panel.

In reporting on its content the Commissioner emphasised the ways in which the demands on policing had changed during his period of office due to the changes in the scale and complexity of the types of crime committed. By way of example the Commissioner reported that people are 20 times more likely to be a victim of crime online than in person. Additionally, public confidence in reporting crime such as serious sexual offences and domestic abuse had significantly increased, again placing greater demands on police resources.

The Annual Report detailed projects being delivered under each of the five themes adopted by the Commissioner in his Policing Strategy namely: Modern Policing, Early Intervention, Supporting Victims and Witnesses, Managing Offenders and Promoting Public Confidence.

**RESOLVED:** That the Annual Report be noted and the Panels key comments during discussion on its contents comprise the formal response the Commissioner.

## **12. Safer, Fairer United Communities for Staffordshire**

### a) General Update and Public Confidence Theme

Having discussed the Commissioner's Annual Report in detail (see minute 11 above) the Panel focussed their comments on the format of the Strategy updates with the OPCC requested to provide more specific information on progress made against set aims rather than overall summaries/position statements.

**RESOLVED:** That on behalf of the Panel, Mr Walker hold discussions with the Chief of Staff in the OPCC on the format for future monitoring/progress reports.

## **13. Staffordshire OPCC and Police Force Group Financial Position 2017/18**

The Commissioner submitted an update on the provisional financial outturn for both the OPCC and the Force for 2017/18, as reported in the Group accounts, which showed a final (Group) outturn of £181,271m giving an overspend of £2,679m (1.5%).

Members queried a number of apparently wide variations in estimated and actual outturn amounts under major spend headings including those for IT and Transformation Projects. It was reported that some changes were due to a revision of accounting techniques in accordance with Codes of Practice. Other variations were attributable to the timing of financial transactions and receipt of Capital generated from land/property disposal.

Further budget lines were queried including the cost of the Commissioner's Office. Replying the Commissioner referred to the need to view his office as a Commissioning Organisation responsible for the provision of major service areas. He highlighted a transfer of funding from his Office to the Force primarily to support three specific areas of expenditure.

The Panel referred to their last meeting during which a Confirmation Hearing had been held for the post of Interim Chief Finance Officer and queries had been raised with the Commissioner on the reasons for the seemingly regular change of personnel in this post. Responding the Commissioner acknowledged the Panel's concerns and reported that there had been historical issues to address in terms of the financial management arrangements adopted by the Force who provided the majority of support to the Chief Finance Officer. He added that action to address those issues was nearing completion resulting in a more robust service. Most recently he had sought Interim appointments in view of his bid to secure joint governance of Police and Fire and the uncertainty about future requirements as shared support services were developed.



**RESOLVED:** That the financial position 2017/18 and the Commissioner's response to concerns around the post of Chief Financial Officer be noted

#### **14. Questions to the PCC by Panel members**

##### ***Removal of Travellers***

A member questioned the Commissioner on the perceived delays in police action to remove Travellers from land in their area. The Commissioner referred to the misconception that the removal of Travellers was a Police responsibility. Following his own enquiries into responsibility for dealing with recent issues at various locations in the County, a new advice note was being issued to the Police and to Local Authorities detailing the responsibilities of each. Members acknowledged the Travellers' own familiarity with their legal rights and responsibilities and those of the Agencies. The fast – track system operated by Stoke-on-Trent City Council was cited as a successful approach.

##### ***Safer Neighbourhood Panels***

The Commissioner was questioned on the 'rumour' that OPCC funding for Safer Neighbourhood Panels was to be withdrawn. The Commissioner reported his disappointment at the differing levels of commitment amongst local authorities to the organisation of the Panels as was expected of them. He was reviewing the degree to which the Panels were providing Value for Money and quoted those Panels operating within Stoke-on-Trent as examples which met his expectations.

##### ***Other Issues***

Members of the Panel also questioned/sought the views of the Commissioner on the following issues and received the responses indicated:

Question	Response
Can the PCC explain why grant aid to Women's Aid appear to have been reallocated to Victims Support	The matter is the subject of legal proceedings
Is the PCC addressing the alleged practice of senior officers retiring from the Force and immediately returning to posts in a civilian capacity	This is not practice and the appointment referred to by the member has been fully reviewed and was found to have been made via an open, transparent and accountable selection process.
What performance levels are being achieved by the 101 service	Performance varies depending on the demand for the 999 service which has to take priority. Caller to 101 are advised to take advantage of the call-back facility.
What progress has been made on the sale of the former Police HQ site	The sale is agreed and due diligence processes are now under way. The Capital Receipt will be forthcoming in due course.

#### **15. Dates of Future Meetings and Work Programme**

The Secretary submitted details of dates and the work programme for future Panel meetings commenting on the possible need to hold additional meetings together with training events in connection with the Panel's extended remit.

**RESOLVED:** That the current Work Programme be noted.

**Chairman**



## **Report to the Police, Fire and Crime Panel**

### **Update on Fire & Rescue Service Governance and Commissioner Development in Staffordshire and Stoke-on-Trent**

Report of the Staffordshire Commissioner

#### **1. Introduction**

- 1.1 The report updates the panel on the current position regarding the Staffordshire Commissioner, Police, Fire and Rescue, Crime (SC) role in taking on the governance arrangements for the Fire and Rescue Service in Staffordshire and Stoke-on-Trent.

#### **2. Recommendation**

- 2.1 That the Panel note and comment on the contents of the report, considering implications for their own role in the future.

#### **3. Background**

##### Business case and decision

- 3.1 The SC submitted the independently written business case to change the governance arrangements of the Staffordshire and Stoke-on-Trent Fire and Rescue Service to the Home Office on 3<sup>rd</sup> October 2017. The documents submitted were: -
- The independent business case written by Prederi, the independent consultancy commissioned by the Commissioner to complete this work.
  - An independent consultation report written by MEL Research, reporting on the outcome of the consultation that took place between 10<sup>th</sup> July 2017 and 4<sup>th</sup> September 2017.
  - A response by the Commissioner to key issues arising from written submissions provided during the consultation period, including the submissions by Staffordshire County Council and Stoke-on-Trent City Council to the Minister.
- 3.2 Given the objection to the SC's proposal by the two top tier local authorities (the 'relevant local authority's' in statute) in Staffordshire and Stoke-on-Trent, the business case required an independent assessment prior to a Home Secretary decision to support or not support it.
- 3.3 The Home Office initiated an independent assessment of the SC's business case by the Chartered Institute of Public Finance and Accountancy (CIPFA),

appropriate to the concerns that had been raised by the two top tier local authorities. They carried out their assessment and reported their conclusions to the Home Office in December 2017, for ministerial decision.

- 3.4 The timeline originally anticipated for a ministerial decision was delayed and ultimately a letter from the Home Secretary to the SC was received on 26<sup>th</sup> March 2018.
- 3.5 That letter approved the SC's proposal to become the Fire and Rescue Authority (FRA) for Staffordshire and Stoke-on-Trent, with a comment from the Home Secretary that said; "I consider that it (the OBC) demonstrates that a transfer of governance would be in the interests of economy, efficiency and effectiveness and does not have an adverse effect on public safety".
- 3.6 Subsequent to the ministerial decision, the existing FRA sought a legal opinion on whether there was a case for judicial review of the decision. The FRA met on 13<sup>th</sup> April 2018 and determined that they would not pursue a judicial review.
- 3.7 On the basis that Cambridgeshire and West Mercia were progressing through the same process, the date proposed by the Home Office and accepted in principle by all three areas that were given approval on 26<sup>th</sup> March 2018 was a 'Go Live' date of 1<sup>st</sup> June 2018. This was subsequently adjusted to 1<sup>st</sup> August 2018, when it became clear that Cambridgeshire and West Mercia may be subject to judicial review and that a Statutory Instrument for Staffordshire alone was required.
- 3.8 That Statutory Instrument for Staffordshire was laid and passed on 8<sup>th</sup> June 2018, meaning that the Staffordshire Commissioner Fire and Rescue Authority will commence on 1<sup>st</sup> August 2018, with the existing Fire and Rescue Authority ceasing to be at the same time.

### Implementation

- 3.9 As detailed to the Police and Crime Panel in July 2018, the Statutory Instrument and completion of the Transfer Scheme which consists of two Transfer Orders, form the legal basis of the transfer.
- 3.11 Local work streams that led up to the Go Live date of 1<sup>st</sup> August 2018 were as follows:
  - Statutory Duties and Obligations
  - Governance
  - Finance
  - Assets & Liabilities
  - Human Resources
  - Communications
- 3.12 The Panel has previously been provided with the key actions that sat behind these theme areas. All actions were completed prior to the 1<sup>st</sup> August and the new Governance Framework for Fire and Rescue was signed off by the Commissioner on 1<sup>st</sup> August 2018.

- 3.13 The Strategic Governance Board for Fire and Rescue Services had its first meeting on 29<sup>th</sup> August 2018, from which two further key decisions were published, those being on Illegal Waste Management and the Ringland Close Fire Safety Investigation. The first Performance Assurance Board that will oversee all performance matters relating to Fire and Rescue Services meets on 22<sup>nd</sup> October 2018.
- 3.14 All other aspects of establishing new governance arrangements have moved smoothly through the transition period and there are no key matters of concern. It is also worth noting that the Commissioner has attended his first Staffordshire and West Midlands Shared Fire Control Governance Board.
- 3.15 Whilst the Staffordshire Commissioner's Office with the FRS have focussed on delivering new arrangements that meet statutory obligations around governance, the Chief Fire Officer and the Chief Constable are developing plans to deliver against the business case expectations and identify additional opportunities for collaboration. The Fire & Rescue Service and Staffordshire Police will provide a report to the Police Strategic Governance Board in October on these plans.
- 3.16 The Commissioner's own development around Fire and Rescue is progressing well. He has visited most stations and met both whole time and retained firefighters and also done the same with Fire and Rescue staff. The learning from these sessions has been useful. The Fire and Rescue Service have put on a number of events that provide information and support to the Commissioner and his office; these development events have been helpful.

**Matthew Ellis**  
**Staffordshire Commissioner – Police, fire and Rescue, Crime**

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**Report to the Police, Fire and Crime Panel – 29<sup>th</sup> October 2018**

**Update on collaboration between Staffordshire Police and Staffordshire Fire and Rescue Service**

Report of the Staffordshire Commissioner

**1. Introduction**

1.1 The report updates the panel on the current position regarding the Staffordshire Commissioner's (SC) role in progressing collaborative opportunities between the Fire and Rescue Service and Staffordshire Police.

**2. Recommendation**

2.1 That the Panel note and comment on the contents of the report.

**3. Background**

**Business case and decision**

3.1 The SC submitted the independently written business case to change the governance arrangements of the Staffordshire and Stoke-on-Trent Fire and Rescue Service to the Home Office on 3<sup>rd</sup> October 2017. Within this business case a number of areas of collaboration were outlined that could potentially realise financial efficiencies.

3.2 The Statutory Instrument for Staffordshire was laid and passed on 8<sup>th</sup> June 2018, meaning that the Staffordshire Commissioner Fire and Rescue Authority commenced on 1<sup>st</sup> August 2018.

3.3 Following the change of governance both Staffordshire Police and the Fire and Rescue Service have been working to enhance the areas of collaboration already in place and are currently developing their approach to further collaborative working. This should provide assurance to the SC that all areas of collaboration that were highlighted within the business case are being progressed.

**4. Current picture**

There are a number of areas of collaboration (see below) already in place between the two services and the SC will be requiring that the two chief officers look at further collaboration opportunities in order to ensure that the most effective, and efficient approach to service delivery is achieved. The business case that was submitted to the Home Office outlined a number of

potential areas for collaboration which will form the basis for investigation in the first instance.

#### **4.1 A Shared Occupational Health**

This enables personnel from both services to have access to occupational health support on a scheduled appointment basis. The department offers medical support with a health advisor available as required; including internal and external welfare support, providing access to counsellors on a self-referral or referred basis. The department also carries out pre-employment medicals for both Services. The support service utilises a building at Stafford to provide its function. Physiotherapists also operate from Hanley Police Station and the Police Mutual Assurance Society building in Lichfield.

#### **4.2 Joint supplies and logistics**

The supplies team have been working together for some time and provide service to both Police and Fire personnel. The integration has enabled staff to be trained internally to size and commission personal protective equipment where previously external training had to be sought for the entire department. The department is now sharing IT functions and facilitating an emergency out of hour's kit issue service for the Police in line with current Fire Service procedures. The facility is based at Fire Service Headquarters (HQ) in Stone and provides supplies services to both organisations ensuring greater resilience is achieved.

#### **4.3 Joint emergency transport and engineering**

This collaboration provides combined fleet management that includes; fleet engineering, vehicle specification design and conversions for all Fire and Police Service vehicles. Economies of scale for each organisation are being achieved through a shared estate function, joint procurement, staffing, vehicle maintenance and repair along with design and development of vehicles and associated equipment.

#### **4.4 Integrated postal service**

An integrated internal postal service has been operated between the Fire service and Staffordshire Police for the last five years. An agreement was sought from Staffordshire Police to provide a postal service removing duplication, as both Services visited many of the same areas delivering mail. This freed up demand on Fire Service maintenance technicians who performed the task. This approach reduced cost, delivered a more effective internal mail service between both organisations and close working relationships have been achieved.

#### **4.5 Joint Governance**

The transfer of governance from the Fire Authority to the Staffordshire Commissioner enabled a rationalisation of policy, monitoring and committee support services. This immediately provided a £300,000 saving and will support further integration of activities in due course.



## 5. Next steps

In order to progress the collaboration opportunities highlighted within the business case a number of agreed steps will need to be put into place which will allow for a detailed appraisal of each work area to be understood. Learning from all of the current shared services as outlined above will provide a platform from which to develop further collaborative working.

- 5.1 A collaboration board has been established to provide a forum for both the Chief Fire Officer and the Chief Constable to progress areas for collaboration and to deliver against the efficiencies detailed within the business case. The board will meet monthly to ensure that a momentum related to collaboration/shared service is maintained and to develop papers for decision that will be considered at both strategic governance boards. The board will consist of officers and staff from both organisations and will be chaired by the Chief Executive of the SC office. A set of terms of reference in addition to a vision and set of guiding principles for collaboration have been developed (**See Appendix one**).
- 5.2 Human resources from both Police and Fire have been allocated to this work and will progress the collaboration opportunities. This team have been tasked with gathering information related to the business areas identified within the local business case and are developing these further in order to provide a detailed understanding of how the two organisations can bring their support services together. This work will include all of the detailed information related to employment models, efficiencies, effectiveness, and the impact upon public safety, from which informed decisions can be made.
- 5.3 The business areas identified within the local business case will be prioritised by the collaboration team and will provide the first phase of the collaboration/shared services work. The team will develop information for consideration by the collaboration board which will include benefits, risks, issues, and evaluation criteria from which decisions can be made. In addition the team will develop a high level timeline for the work and each Service will commit resources to allow the work to progress. The work areas include but are not limited to:
  - Estates
  - Communications
  - Human resources
  - Finance
  - Prevention
  - Business intelligence
  - ICT
  - Legal
- 5.4 The SC will hold both chiefs to account regarding the progress and delivery of the collaborative ventures and will look to prioritise support/ back office

functions in the first instance. Progress reports for each area of work will be monitored by the SC in order to maintain a progressive approach to the work.

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# Terms of Reference

## Collaboration Governance Board

### **Purpose**

To provide oversight to all collaborative opportunities between Staffordshire Police (SP) and Staffordshire Fire and Rescue Service (SFRS) as required under the Policing and Crime Act 2017 and ensure that these are implemented effectively and efficiently.

### **Vision**

To improve outcomes for the communities of Staffordshire by examining and progressing opportunities to improve effectiveness, efficiency, and public safety by working collaboratively.

### **Objectives**

- To identify, appraise and recommend collaboration/shared service opportunities across fire and police services, involving other partners where appropriate
- To ensure that resources are provided (both physical and financial) to progress and plan those collaboration/shared service opportunities
- To review, understand and report against the financial assumptions contained within the approved business case
- To develop and agree performance measures that are aligned to strategic objectives and to receive performance reports and information, in order to make recommendations relating to future collaborative/ shared service opportunities
- To oversee the development and management of collaboration/shared service projects that will improve the performance of both organisations
- To prepare, consider and agree papers prior to submission to the respective governance boards
- To effectively communicate with staff and partners regarding collaboration/shared service work

- To promote partnership working that will to improve interoperability and ensure that statutory obligations are discharged effectively  
To ensure that collaboration / shared service opportunities are implemented effectively and efficiently

## **Constitution**

Staffordshire Commissioner Chief Executive (Chair)

Deputy Chief Constable

Deputy Chief Fire Officer

Director of People & Resources -Police

Director of Response- Fire

Chief Finance Officer - Police

Director of Finance - Fire

Head of HR – Fire

Head of HR – Police

Head of Communications – Fire

Head of Communications – Police

Lead officers Prevention/early intervention – Police and Fire

## **Delegation**

The board has delegated powers to progress collaborative opportunities as directed by the respective governance boards within both Policing and Fire

## **Reporting**

Reports will be made to Police Strategic Governance Board and to Fire Strategic Governance Board, chaired by the Staffordshire Commissioner

## **Sub-Groups**

The Board will establish sub-groups as appropriate to develop and recommend proposals to the Collaboration Governance Board

### **Frequency of meetings**

The board will meet on a monthly basis (2 hour meeting)

### **Shared Vision and principles**

#### **Vision**

**‘A cost effective and flexible approach to areas of collaboration that allows both organisations to evolve through improving, sharing and standardising where appropriate the things that we do’**

#### **Principles**

To support this vision, the following operating principles have been developed for the collaborative work in order to clarify the expectations for the new approach to people working within both organisations. They also outline the positive approach we aim to create in developing a successful on-going joint working relationship.

#### **Key Operating Principles**

- 1. We will develop a culture of joint working between fire and police.**
- 2. We will ensure that we have similar expectations of all people working within the collaborative arena.**
- 3. We will ensure that all our people within both organisations receive consistent messages**
- 4. We will ensure that the collaborative approach is a catalyst for delivering effectiveness and efficiency**
- 5. We will make appropriate use of technology to enable effective working within all areas of collaboration.**
- 6. Best Value will be the foundation upon which we build all collaborative arrangements**
- 7. All decisions regarding collaboration will be based upon accurate, valid and up to date information**

- 1. We will develop a culture of joint working between fire and police.**
  - We will encourage all people working within areas of collaboration to work closely together and build effective working relationships.
  - We will look to bring teams together in joint tranches of fire and police functions to promote closer working at team level and enable new ways of working.
  
- 2. We will ensure that we have similar expectations of all our people within the collaborative arena.**
  - We will take account of both organisations values and will review our policies to avoid any conflict around the way we expect our people to transfer to and work.
  - We will assess and adopt appropriate policies and procedures in order to provide the most effective and efficient approach to work.
  
- 3. We will ensure that all our people within both organisations receive consistent messages**
  - We will ensure that our two communications teams work closely together as the new work develops to plan for and provide consistent and timely messages to people working in both organisations, and to the wider media.
  - This will continue throughout the lifetime of the collaborative project work and beyond.
  - We will develop a glossary or mapping of terminology/jargon to give clarity and develop understanding between the two organisations.
  
- 4. We will ensure that the collaborative approach is a catalyst for delivering cost savings**
  - We are committed to exploring all areas for collaborative working where people are carrying out similar work.
  - We will keep review all identified functions in order to maximise efficiencies across both organisations.
  - We will look for opportunities to co-locate functions where appropriate in to enable further efficiencies to be identified.

- We are committed to an efficient and effective flow of people, assets and information throughout all areas of collaboration
- 5. We will make the best use of technology to enable effective working within all areas of collaboration.**
- Wherever possible we will seek to use a common and secure IT platform and IT systems to enable the two organisations to work together. *(N.B – this will be subject to police security requirements and recognise that most operational systems will be Police or Fire Specific)*
  - We will jointly consider how using new technologies can deliver greater efficiency through new ways of working for both organisations.
  - We will look to deploy similar technology to the people in our two organisations doing similar tasks.
- 6. Best Value will be the foundation upon which we build all collaborative arrangements**
- The principles of best value will be evident within all collaborative arrangements
  - We will ensure that transparency regarding the best value approach is in place and that all personnel involved in collaborative work fully understand their responsibilities
- 7. Best All decisions regarding collaboration will be based upon accurate, valid and up to date information**
- We will design collaborative arrangements based upon accurate timely data and information
  - We will provide information for consideration through the governance structures in order for informed decisions to be made at the appropriate level
  - We will share data and information in an appropriate way to ensure that a clear understanding of each organisations requirements are understood







## **Report to the Police, Fire and Crime Panel – 29<sup>th</sup> October 2018**

### **SFRS Corporate Safety Plan 2017 – 2020 Update Report**

Report of the Staffordshire Commissioner

#### **1. Purpose of Report**

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

#### **2. Recommendation**

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

#### **3. Background**

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

- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners and;
  - be easily accessible and publicly available.
- 3.2 Following the transfer of governance from the Stoke-on-Trent and Staffordshire Fire and Rescue Authority to the Staffordshire Commissioner, a review of the existing Corporate Safety Plan 2017 – 2020 was conducted and it was determined that the content and currency of the existing plan was valid. The Commissioner has therefore approved the pre-existing plan and will add to it over time, notably in respect of greater collaboration with Staffordshire Police and other public services.
- 3.3 The Corporate Safety Plan is designed using principles to underpin service delivery against the three priorities that were determined following extensive consultation in 2016 with the communities of Stoke-on-Trent and Staffordshire. The principles are: -
- Our Cultural Framework,
  - Our People,
  - Continually improving health, safety and wellbeing,
  - Being accountable to our communities and helping them to help themselves,
  - Information, security and intelligence,
  - Protecting the environment,
  - Embed equality, diversity and inclusion in all we do.
- 3.4 The three priorities that the Service is delivering against are: -
- 3.4a) Education and Engagement  
We will prioritise our efforts to educate ourselves, our partners and our communities. We will engage to build a safe, informed and inclusive Staffordshire.
- 3.4b) Community Safety and Wellbeing  
We will develop innovative prevention services to ensure we can deliver the right activities to the people who we prioritise within our communities. The Service will work with partners to enable us to deliver a range of services and improved outcomes, which will ensure safety and wellbeing for the communities of Staffordshire.
- 3.4c) Planning, resilience and response  
We will use our resources efficiently, and plan for the development of the services we deliver based on information and knowledge.
- 3.5 In order to demonstrate the Services performance against the key measures as detailed within the Corporate Safety Plan 2017-2020.

The key measures as detailed are: -

- Total number of incidents attended

- Number of accidental dwelling fires
- Number of accidental fire deaths and injuries
- Number of Safe and Well Visits completed
- Number of accidental business property fires
- Number of road traffic collisions (RTCS) attended
- Number of people killed or seriously injuries (KSIs) at RTCs
- Number of automatic fire alarms we attend

#### 4. Progress to Date

##### 4.1 Education and Engagement

4.1a) A key element of the Service's youth education programme is the delivery of Safe and Sound, an educational approach that is used for a range of age groups in a range of settings. Safe and Sound covers a wide variety of topics including: -

- Vulnerability, this may include Child Sexual Exploitation, ASB, Substance Misuse, Gangs and Youth Violence, Healthy Relationships / Sexual Health, Emotional Well Being, Cyber-crime, Online Safety, extremism/radicalisation and any other relevant issues;
- What to do in an emergency, this may include CPR, making a call for help, and what to do in an emergency;
- Staying safe, this may include water safety, playing out (voids, building sites), road safety, strangers, and personal safety;
- Fire safety, this may include fire safety in the home, nuisance fires, and flames aren't games;
- Wellbeing, this may include Dementia Friends, mental health awareness, emotional wellbeing, and healthy relationships.

Relevant professionals and organisations such as Staffordshire Police, Staffordshire Fire and Rescue Service, DHL Truck and Child Safety team, Network Rail, the RNLI, Stoke-on-Trent City Council and Nat West, deliver all of these sessions. The table below illustrates the sessions that have been held since June 2018: -

Areas/Dates	Year Group	Number of attendees	Topics covered
South Staffs Held at Penkridge/Wombourne Community Fire Stations 4 <sup>th</sup> to 15 <sup>th</sup> June	Year 6	850	Fire Safety – SFRS Internet Safety – Police Emergency Aid – Funded SCC Road/Truck Safety – DHL TACS Mental Health – Funded SCC
Cannock & Rugeley Held at Community Fire Stations 20 <sup>th</sup> to 22 <sup>nd</sup> June 25 <sup>th</sup> June - 4 <sup>th</sup> July	Year 6	814	Fire Safety/Flames aren't Games – SFRS Rail Safety – Network Rail Emergency Aid – Funded SCC Road/Truck Safety – DHL TACS Water Safety – RNLI
Chase Terrace 16 <sup>th</sup> to 18 <sup>th</sup> July	Year 5	183	Fire Safety/Flames aren't Games – SFRS Rail Safety – Network Rail

			Online safety & healthy Relationships - Police Road/Truck Safety – DHL TACS Water Safety – RNLI/RLSS/C&RT
Stoke-on-Trent Held at Hanley Community Fire Station 10 <sup>th</sup> to 27 <sup>th</sup> September	Year 6	1078	Fire Safety – SFRS Road/Truck Safety – DHL TACS Drug & Alcohol Awareness – SOTCC Emotional Wellbeing – Changes ASB – Police
Uttoxeter Held at Uttoxeter Community Fire Station 1 <sup>st</sup> to 3 <sup>rd</sup> October	Year 5	276	Fire Safety – SFRS Internet Safety – Police Emergency Aid – St. John’s Ambulance Road/Truck Safety – DHL TACS Water Safety - RNLI
Burton-on-Trent Held at Burton Community Fire Station 8 <sup>th</sup> to 17 <sup>th</sup> October	Year 5	858	Fire Safety – SFRS Internet Safety – Police Emergency Aid – St. John’s Ambulance Road/Truck Safety – DHL TACS Friends against scams - NatWest

To ensure the outcomes of Safe and Sound are being achieved a long term evaluation is being conducted with the Centre for Health and Development. The Centre for Health and Development (CHAD) was established as an innovative partnership between Stoke-on-Trent City Council, Staffordshire County Council and Staffordshire University. Its purpose is to contribute to the reduction of health and social inequalities and improve the health and wellbeing of our local population through carrying out high quality translational and internationally recognised research.

4.1b) The Service engages with the business community in a range of ways, which include the award winning Business Support Team who work with individual business and local Chambers of Commerce. This support includes the delivery of free initial consultations, fire safety advice and business support packs. Fire safety training courses are available along with online training programmes delivered in conjunction with AT&F Solutions Ltd.

In addition to the vital prevention work designed to keep business in business the team will also support owner and occupiers in the event of a fire or flood. This support is provided during the incident in order to ensure that the business can recover as quickly as possible. Over the last 12 months the Business Support Team has provided support to a number of businesses that have experienced a fire including; the Aisle of Brides, the Jervis Arms Public House, Amazon, and Lichfield Golf Club. Feedback collected from the various businesses that have received this support has indicated how invaluable it was for the owner/occupier to obtain independent advice at a time which had left them vulnerable to the potential for exploitation.

4.1c) The Primary Authority Scheme came into effect on 1st October 2008 (with the Regulatory Enforcement and Sanctions Act 2008.) It makes provision for more consistent and coordinated regulatory enforcement. Partnerships formed under the PAS apply to a wide range of regulatory services as well as to the regulation of fire safety. The scheme is part of the government’s drive to reduce burdens on business by ensuring that necessary regulations are enforced more efficiently.

The PAS is a statutory scheme administered by the Better Regulation Delivery Office. The scheme supports better local regulation and enables businesses to form a statutory partnership with a single regulatory authority, which

subsequently provides business with robust and reliable advice for other authorities to consider when carrying out their regulatory activity.

The Service currently has 4 PAS contracts with, Bromford Housing, Busy Bees, BUPA and more recently Lifeways Group. These companies have premises which are high risk in respect of fire related issues. Being part of the PAS provides the company with training and support in respect of their fire risk assessment strategy and approach, 50 hours fire engineering support annually and an annual audit of their premises nationally. The Service develops the contracts on a cost recovery basis and has built in to the more recent contracts the need for the installation of sprinklers in their premises.

4.1d) As part of its youth engagement work the Service through the Safer Communities Community Interest Company is a delivery partner with the Princes Trust. A number of the programmes are delivered in various areas of the county; these include the Team programme, the Get Started programme, and the Fairbridge programme.

During Q1 of this current financial year the following programmes have been delivered: -

- Stafford Team 11 with 12 students
- Building Better Opportunities Cannock Team with 13 students
- Get Started with 11 students
- Fairbridge with 18 students

The outcomes achieved by students attending the various programmes are considerable with over 85% gaining employment, going back into education or training or entering into volunteering. The outcomes achieved go far beyond these areas however and include improvements in mental health, physical health, confidence, employability skills and personal resilience.

The Staffordshire Commissioner recognises the positive impact of the programmes delivered through the Community Interest Company and intends to further expand its activities with young people.

4.1e) As part of the PFI developments the inclusion of community facilities as well as partner facilities within the Services Community Fire Stations was seen as an important method for engaging various groups around the county. There are a range of community groups that utilise the facilities across the county from the University of the Third Age, Arch, Leek Connect, Social Isolation groups, and Busy Minds.

Since the beginning of this financial year the following bookings and total hours of community use have taken place across the estate classified as a PFI facility: -

Month	Number of Bookings	Total Hours
April	1040	3444
May	1188	2419
June	1111	3660.25
July	1093	3495.25
August	840	3168.25

September		
Total	5272	16186.75

## Case Study - ARCH, Hanley Community Fire Station

Arch are an expert provider of domestic abuse services, having refuge accommodation for women and children, supporting men, women and children with a range of programmes at their Sunrise Recovery Centre and within the community. They deliver an innovative perpetrators' programme to enable abusers to recognise and address their behaviour, training other professionals in identifying and dealing with domestic abuse; Arch work with a range of partners to deliver innovative solutions for positive change. Their customers often have complex needs, including mental ill-health, poor physical health, substance misuse, offending behaviour or asylum seeker/refugee status. This may be compounded by low confidence, social isolation, poverty and debt, and a lack of practical life-skills. Arch use Hanley community fire station once a week to meet with homeless customers, to interview customers for our service to assess if we can support them properly, sometimes having housed people by the very next day.

"The community fire station helps our group by providing a safe and confidential space to help our customers. Getting very busy at times due to the many homeless people within our community. The support staff have received training and information in fire safety and relay that information to their customer base", Rebecca Williams, Support Practitioner for Homeless Housing and Complex Needs.

In addition to the use of community facilities there are several partners that utilise the partnership facilities that were made available through the PFI programme and the remaining estates. These partners include Staffordshire Police, Staffordshire and Stoke-on-Trent NHS Partnership Trust, the Driver and Vehicle Standards Agency, Community Safety Partnership Tamworth, Moorlands Community Radio, and West Midlands Ambulance Service. The Service has recently undertaken a review of the legal arrangements with all partners using facilities at Community Fire Stations in order to ensure they are appropriate and fit for purpose. This has resulted in a number of new memorandums of understanding being agreed and issued to these partners.

### 4.2 Community Safety and Wellbeing

4.2a) In order to ensure improving outcomes for the communities of Stoke-on-Trent and Staffordshire key performance measures are reported on a quarterly basis and compared to the same quarter from the previous financial year.

- During Q1 2018-2019 the Service responded to a total of 2453 incidents in comparison to 2526 during the same quarter in 2017-2018. The top three incidents the Service attend during this time period were secondary fires, false alarm good intent and primary fires;
- During Q1 2018-2019 the Service responded to a total of 163 accidental dwelling fires in comparison to 140 during the same quarter in 2017-2018. The top three causes for these types of fire are cooking, faults in equipment or appliances and combustible materials too close to a heat source or fire;

- During Q1 2018-2019 the Service responded to a total of 2 accidental dwelling fire deaths and 4 accidental dwelling fire injuries in comparison to 1 accidental dwelling fire death and 5 accidental dwelling fire injuries during the same quarter in 2017-2018. All of the injuries were caused by cooking related fires;
- During Q1 2018-2019 the Service delivered a total of 6331 Safe and Well visits in comparison to 6155 during the same quarter in 2017-2018. A total of 552 referrals were made to other organisations as a result of the safe and well visits completed during this quarter;
- During Q1 2018-2019 the Service responded to a total of 44 accidental business fires in comparison to 39 during the same quarter in 2017-2018. the top cause for these accidental fires were faults in equipment or appliances;
- During Q1 2018-2019 the Service responded to a total of 162 road traffic collisions (RTC) in comparison to 159 during the same quarter in 2017-2018. It is important to note that this is not the total number of RTC's experienced across the county, this relates simply to those attended by the Service;
- There is currently a delay on the data available in relation to people killed or seriously injured in RTC's across the county. This is due to a data validation issue being resolved through Stoke-on-Trent City Council. The available data relates to 2016 only;
- During Q1 2018-2019 the Service responded to a total of 331 automatic fire alarms in comparison to 317 during the same quarter in 2017-2018. The top premises category for these false alarms is residential accommodation.

4.2b) In order to ensure effective targeting of vulnerable members of the community the Service deploys a risk stratification approach to categorise households at risk from the most serious outcomes from a fire in the home. The data used to undertake this stratification is taken from the fire service, some partners along with the Exeter data, which is secured through NHS England. The risk stratification approach uses gold, silver and bronze categories to ensure the Service tailors the safe and well visit to the needs of the individual.

Across the county there are currently 10,857 households within the gold category, 6,342 within the silver category and 14,154 within the bronze category. A further 452,200 households are present across the county. Technicians, operational crews, Community Safety Officers and volunteers use the risk stratification data to target gold, silver and bronze households.

To date the Service has delivered visits to 90% of gold households, 79% of silver households and 27% of bronze households. It is important to note that that individual households may become a gold, silver or bronze category because of changes in an individual's levels of vulnerability.

4.2c) In April 2018 the Service changed its approach in respect of the delivery of Safe and Well visits. In order to ensure resources could be allocated towards

the greatest risk as identified through the risk stratification approach, the Service moved to a tailored approach in respect of the delivery of visits to individuals homes. Although anyone can call the Community Advice Team for information and safety advice only certain individuals will qualify for a Safe and Well visit, these include: -

Those who have had a fire and the surrounding properties:

Couples who are 85-years-old or over

Single occupiers aged 65 or over

Single occupiers, aged 50-64, who are smokers or alcohol dependent

Single parents

Couples with young children

Anyone with alcohol dependency

Anyone whose property is at immediate risk of arson

The Service has been visiting residents' homes throughout the county, fitting smoke alarms, offering fire safety advice and checking the properties for potential hazards for several years. The Safe and Well visit includes broader safety and wellbeing issues such as the residents' general wellbeing, concerns around crime, issues relating to slips, trips and falls and other areas such as sufficient heating, benefits, etc. In the event of any further issues being flagged during the visit a referral will be made to the appropriate agencies.

4.2d) The Service embarked on an ambitious community sprinkler project 2 years ago aimed at securing the fitting of automatic fire sprinklers in all residential buildings with five or more storeys within Stoke-on-Trent and Staffordshire. The fitting of sprinklers not only provides protection to residents but importantly to firefighters who may respond to an incident at these premises. There are 47 buildings of 5 or more floors across the county. By working with housing providers the Service has provided expertise and some funding to specific locations across the county. The Services' fire engineer has worked closely with housing providers in order to assist them in undertaking this work and the Service continues to work with those organisations yet to commit to this work.

David Garrick Gardens, in Lichfield, owned and managed by Bromford Housing, went live with a retrofit system in July 2017. This resulted in 2 blocks with a total of 64 flats being covered by sprinklers. The total cost of this retro-fit was £100,000 and match funding of 50% was provided by the Authority to support this work following a business case being provided to the Service.

Stoke-on-Trent City Council has started the retro-fitting of all of its 18 blocks that fit this criterion. They are completing one block initially and then utilising this design throughout their building stock. This work to retrofit these buildings is due to be concluded by March 2019 with the first building Seddon Court due for completion in December 2018. Stoke-on-Trent City Council are funding their retro-fit completely from within their own budget.

Tamworth Borough Council has recently received authorisation from South Staffordshire Water to proceed with the sprinklers, a requirement of BS9251. This will result in 6 blocks being retrofit with the project due to be concluded by March 2019. Tamworth Borough Council are funding their retro-fit completely from within their own budget.



Lichfield Towers Limited have commenced work on 4 blocks on Hobs Road in Lichfield with the first phase of the work resulting in the completion of a show flat being retrofit. This will allow for further engagement with residents to ensure the myths and misunderstanding as to the effectiveness, efficiency and appearance of sprinklers can be dispelled. The completion of this work is scheduled for the end of 2019.

The engagement to date by the Service with housing providers will result in 28 of the 47 blocks being retro-fit by the end of 2019. In addition to this work providing protection to residents and firefighters, the impact on the local economy is also significant as local sprinkler companies have been used for all of these installations.

The Service continues to work with a number of other housing providers who are positively exploring the options of retro-fitting their premises. Work continues with those housing providers who have yet to fully engage with this work.

#### 4.3 Planning, resilience and response

4.3a) During the summer of 2017 the Stoke-on-Trent and Staffordshire Fire and Rescue Authority approved the purchase of 11 new fire appliances, this resulted in a full tendering process being run, which ultimately resulted in Rosenbauer being the successful bidder. A crucial element of the process has been the engagement with firefighters, to ensure the design and layout of the appliance is fit for purpose. The first of the appliances arrive in the UK in August 2018 and the Rosenbauer UK took delivery in order to finish the fit out of the vehicle. This vehicle is due into the Service over the next few weeks. The next 5 which are part of this phase of the programme are due for delivery into Service by the end of the calendar year. The remaining 6 vehicles will be built and fitted out and are due into the Service during the summer of 2019.

These vehicles are 16 tonnes and narrower than the existing Scania fleet which will ensure easier access to some areas of the county, where narrow streets and double parking has previously caused access issues. State of the art equipment and technology is being utilised on the vehicles to ensure firefighter safety and enhance service delivery. This includes battery powered RTC cutting equipment, RTC stabilisation equipment, new water equipment. The vehicle has a larger water tank than the existing fleet and also utilises 22mm hose as part of the hose-reel provision.

4.3b) The latest whole-time recruit firefighter course commenced in September 2018, this course is run in-house and lasts for 15 weeks. There are currently 20 recruits on the course however there are ongoing assessments which they are required to complete successfully in order to progress. The 15 week programme covers a range of topics covering prevention, protection (fire safety) and response. In order to ensure these new firefighters understand the importance of prevention work within our community the Service has developed a Community Safety Practitioner Framework. The underpinning knowledge and skills are delivered across a 7 day programme during the course. This framework achieved accredited status from Skills for Justice in Feb/Mar 2018. This means that other Fire and Rescue Services can access a fully accredited programme should they wish to use it for their own training programmes. The

framework will be reviewed and will be used for all firefighters across the Service who are engaged in community safety work.

During the recruits course time is spent on station with watches, and supervisory management teams who will be getting a recruit on their watch are invited to spend some time towards the end of the programme at Learning and Development.

Following the conclusion of the training course the recruits will embark on their apprenticeship. This provides them with a structured development programme that includes various assessments which they are required to pass in order to successfully complete their development. The Service claims from the apprenticeship levy in order to part fund the training of these new members of staff.

4.3c) Retained Firefighters are an essential part of service delivery and the ability of the fire service to attract and retain the right people is a challenge to the service nationally. The Staffordshire Commissioner has instigated a review to fully explore the issue and identify opportunities for change at a local and national level to improve the position.

4.3d) Over the last 5 years the Service has engaged with the National Operational Guidance Programme (NOG) which has resulted in the development of standard operational procedures and approaches for the UK Fire Sector. The aim of NOG was to replace the 8,000 paper based documents with an online only framework that delivers policy and tactical guidance that is compatible with other emergency services and is tailorable to local needs.

This guidance includes incident command, breathing apparatus, dealing with water related incidents, major incidents and health and safety.

The waste fires national operational guidance is currently being updated following the scientific testing that was conducted in the Autumn of 2017. Following a number of waste related fires within the county the Service has been instrumental in developing a new tactical officer course for waste incidents and this will be included within the NOG documentation. The first of these national courses will be held in Staffordshire in December 2018.

4.3e) The Joint Emergency Services Interoperability Programme (JESIP) was initially a two year programme which ran from 2012 – 2014. The programme was aimed at improving the way in which Police, Fire and Rescue, and Ambulance Services work together when responding to major multi-agency incidents. The initial work delivered a range of practical guidance to help improve multi-agency response and the joint doctrine set out a standard approach to multi-agency working, along with the training and awareness products for organisations to train their staff.

A key objective for JESIP and the joint doctrine was the development of a joint organisational learning strategy and the embedding of this way of work into all organisations. An online platform for the collation and sharing of this learning was launched in 2017 and the Local Resilience Forum takes responsibility for ensuring lessons learnt are shared through this platform as appropriate following an incident that meets the criterion as defined within JESIP. Lessons

learnt were shared following the moorland fire that took place near Thorncliffe in the Staffordshire Moorlands.

Ongoing reviews and inspections are undertaken into organisations in respect of how embedded the JESIP principles are within organisations. The Service was involved in a desktop review during May 2018 along with other FRS's, Police Forces and Ambulance Services. The Services awaits the results of this review.

4.4f) The Shared Fire Control project was developed between Staffordshire and West Midlands Fire and Rescue Services and commenced operation in 2014. The Staffordshire Commissioner has instigated a review of the current arrangements to ensure they deliver maximum value for money for the service and the people of Staffordshire and Stoke-on-Trent.

4.4g) In order to support ongoing learning and development locally and nationally the Service has supported the development of the new independent inspectorate, the HMICFRS, by being a pilot Service during the Spring of 2018. Whilst there has been no grade or official report provided to the Service, recently a feedback session took place with the Service Liaison Lead which indicated some areas for development that the Service may wish to explore. These areas related to the fire safety risk based inspection programme, the training delivered to firefighters specifically in relation to the new Safe and Well visits, scenario planning beyond 2020, and the development of a Service strategy to improving the diversity among the operational area of the organisation.

## **5. Conclusion**

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

**Matthew Ellis**  
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**Police, Fire and Crime Panel – 29 October 2018**

**Safer, Fairer, United Communities Strategy Update Report**

Staffordshire Commissioner for Police | Fire and Rescue | Crime

**1. Purpose of Report**

This report is to update the Police, Fire and Crime Panel on the delivery of Safer, Fairer, United Communities Strategy for Staffordshire (the strategy).

**2. Recommendation**

That the Panel note the update on the delivery of the strategy and make comment as appropriate.

**3. Background**

In May 2017, the Staffordshire Commissioner for Police, Fire and Rescue, and Crime (Staffordshire Commissioner) published an updated Safer, Fairer, United Communities strategy for 2017 – 2020. The strategy is about making a sustained difference to tackling crime, harm and anti-social behaviour by improving community safety across Staffordshire and Stoke-on-Trent. The updated strategy takes account of and reflects changes that have occurred since the Commissioner came into office in November 2012.

Policing and community safety face different challenges now to those that existed only five years ago. These are more complex and require different, more sophisticated responses. The environment has also changed. Most public sector organisations have less money and have, or are, redesigning services to manage with less, whilst aiming to maintain good outcomes. There have been improvements in what gets delivered in some areas, for instance, more victims of crime are now supported and supported better. Crime is rising locally and nationally and the types of crime are evolving.

For the first time, reports of online crime was greater than other types of crime last year. Technology is providing greater opportunities for policing too as focus and priorities evolve across the wider sector e.g. terrorism, cyber, vulnerability and early intervention.

The Commissioner is concerned that the challenges in the wider public sector and the changing environment means efforts towards greater collaboration will be increasingly difficult to maintain. There is a risk that organisations under pressure retreat into delivering only what has to be delivered statutorily. The strategy reflects

that but also reinforces the greater need to work in a joined up way with earlier intervention a priority.

A necessity is more effective information sharing between agencies and this will form of investment in technology. Work to develop the Commissioner's strategy towards a multi-agency approach via the 'Connected Staffordshire' solution is gathering some pace. But the threat does exist by the capacity of some agencies to identify the necessary funding.

The Commissioner has established five key priorities in his updated strategy, one more than in the original 2013 version. Those priorities are: -

- Modern Policing: A police force that is fit for a changing future
- Early Intervention: Identifying and tackling root cause issues at the earliest opportunity
- Supporting Victims and Witnesses: Making it easier for victims and witnesses to get the support they need, when they need it
- Managing Offenders: Preventing offending in the first place and reducing reoffending
- Public Confidence: Creating opportunities for communities to shape policing, with greater transparency and openness to increase confidence in policing

Alongside local authorities and other key partners, there is significant work being undertaken to improve the delivery of public services, support continuous improvement and public safety, and ensure funding supports more efficient and effective service delivery. The 'whole system' approach to making people and places safer continues to support the on-going achievement of the Commissioner's ambition for a safer Staffordshire and Stoke-on-Trent.

The Chief Constable, employed by the Commissioner in 2017 has made progress in developing a new Blueprint for Change and Policing Plan that support the five priorities within the Safer, Fairer, United Communities Strategy. A revised performance framework is being introduced to enable the Commissioner to ensure the appropriate outcomes in delivering the Policing Plan and meeting the strategy's priorities.

#### **4. Progress to Date**

A progress update for each work programme is detailed below;

##### **4.1 Early Intervention Priority - tackling root causes before they become a problem**

Please see the detailed focus report for an update on progress against this priority.

##### **4.2 Managing Offenders Programme - preventing offending and reducing the likelihood of re-offending.**

#### **Staffordshire Strategic Framework for Reducing Offending 2015-18 - Refresh**

With delivery of the current Staffordshire Strategic Framework for Reducing Offending in its final year, the strategy has recently been comprehensively refreshed

to provide a basis for ongoing joint working in relation to the reducing offending agenda in Staffordshire and Stoke on Trent.

As a result of the refresh process a new, revised and updated strategy has been agreed by partners covering the period April 2018 to March 2021.

### **Key Changes**

As a result of the refresh process, to enable more effective joint working across agencies, it has been agreed that going forward the strategic themes of the strategy should be reduced from 4 to 2 with priorities and actions being focused / grouped together under the following key themes:

- Prevention/Early Intervention
- Offender Management, Rehabilitation and Resettlement

Under the Prevention/Early Intervention theme the content of the strategy has been strengthened to ensure closer alignment with local early help strategies and initiatives. A number of new actions have been added to explicitly link to the priorities of the strategy with early help plans and to enhance connections across the local early help system

Under the Offender Management, Rehabilitation and Resettlement theme, the strategy has been updated to include a stronger focus on initiatives to tackle youth reoffending, and on improving services for women offenders.

Proposals have also been included for a review of IOM multi-agency offender management arrangements and new actions included with the aim of improving offenders' access to housing, employment, mental health and substance misuse rehabilitation support services.

### **Action Plan**

Following approval of the refreshed strategy by the county Offender Management Commissioning and Development Board a new, fully revised and updated Action Plan has been produced incorporating changes resulting from the refresh process which is being used to track progress in respect of the Framework's key deliverables.

A copy of the updated Plan was included with the papers for the last Panel meeting.

### **Progress to Date**

Progress in delivering key actions under the refreshed plan to date has generally been positive, with the majority of actions scheduled for delivery by the mid-year point in 2018/19 (to 30<sup>th</sup> September 2018) having been successfully implemented or progressed.

Work being taken forward under the Prevention/Early Intervention theme crosses over with work being undertaken under the Commissioners Early Intervention Priority.

Updates on relevant projects and initiatives are included in the separate Early Intervention Priority focus report included with the papers for today's meeting (marked with an asterisk in the report)

In terms of the Offender Management, Rehabilitation and Resettlement theme good progress has been made in taking forward planned projects and initiatives. Key developments during the period include:

- Joint YOS Strategic Review

The respective YOS Managers in Staffordshire and Stoke on Trent have recently completed a comprehensive joint review of YOS delivery in the county and worked together with the two YOS Boards, key partners (early help leads, community safety leads and strategic leads within children's social care) to develop an optimum future model for YOS delivery across Staffordshire and Stoke – identifying areas which may require development and improvement to improve impact and value for money.

The recommendations from the review were considered at a Joint YOS Board meeting in September and are to be used to guide the future development of YOS services in each authority.

- Probation Reforms

The government has recently announced the early termination of CRC contracts and, ahead of re-tendering contracts, launched a national consultation on the future of the Probation Service ('Strengthening Probation, Building Confidence').

The Association of Police and Crime Commissioners (APCC) has submitted a detailed response to the consultation and is to hold discussions with the MOJ regarding the design of the future CRC contracts before the procurement process on the new contracts begins in Spring 2019.

A national Working Group has been established to take this forward.

The Commissioners Office is contributing to this process as appropriate to ensure that as far as possible planning for the new contracts takes into account concerns raised locally about the delivery of CRC services.

At a local level the Commissioners' Office is continuing to work with the NPS and CRC to improve joint working in the delivery of services.

The SC has also recently contributed to the recent HMIP Inspection of the CRC, the outcome of which is awaited.

- Integrated Offender Management (IOM) Review

Following agreement between the Police, YOS and Probation partners a Task and Finish Group has been established to review the current operation of the IOM model in Staffordshire and to make recommendations on future IOM delivery to ensure that the model remains fit for purpose and appropriately configured to meet local needs going forward.

The Group is due to report in January.

- Offender Rehabilitation Pathways



In line with proposals contained in the refreshed strategy and Action Plan the Commissioner's Office is supporting a range of initiatives to improve the availability of key rehabilitation support services for offenders

### **Accommodation**

Addressing the accommodation needs of offenders is a key priority within the refreshed strategy.

Partners have recently agreed a range of actions and measures designed to address homelessness and housing need amongst offenders and to improve offender's access suitable housing provision. This includes:

- establishment of a new multi-agency Offender Accommodation Forum to map current accommodation needs of offenders in the county, the effectiveness of existing services in meeting needs and to coordinate improvements in provision (first meeting scheduled for October 2018);
- work with the CRC to improve resettlement housing provision for prisoners returning to the county on release from custody;
- commissioning of a county-wide floating housing support service for offenders
- work with Stoke on Trent City Council (a Rough Sleeping Priority Authority) to support delivery of the government's Rough Sleeping Initiative;
- work with Local authorities to ensure that the needs of offenders are taken into account in planning for the introduction of the Homelessness Reduction Act.

### **Employment and Training**

The Commissioners Office has recently commissioned Stoke on Trent City Council to undertake a comprehensive mapping of employment advice / brokerage services for offenders in the county.

As a result of the mapping a number of gaps in provision have been identified – including weaknesses in the provision of Through the Gate employment advice services within local resettlement prisons to help prisoners prepare for the world of work prior to release from custody.

The output from the mapping exercise is to be considered at a specially convened stakeholder event in November.

As part of the mapping exercise a range of local employers have been contacted – including around 100 construction firms – and asked to complete a short survey designed to gauge employers' appetite for hiring offenders, the results of which have been very positive.

### **Mental Health**

Since the last report to the Panel, further work has been undertaken with partners to improve services for individuals coming into contact with the criminal justice system with mental health and other complex needs.

A new senior-level Board – the Staffordshire Community Safety and Mental Health Strategic Board – has been established to assess local needs and service provision

and oversee service improvement. The Board has met on two occasions to agree Terms of reference and key work streams and is to meet again in November.

On behalf of the Board the Commissioner's Office has recently commissioned NACRO to undertake research to establish a better understanding of local needs and to make recommendations to improve joint working in the future delivery of services.

The report is to be considered by the Board at its next meeting in November.

The Commissioners Office has also continued to work with NHS England, Staffordshire Police, health and criminal justice partners in planning for the next phase of roll out of mental health Liaison and Diversion services in the county which will see new assessment and diversionary services in place at Police custody suites and other service locations in the south of the county for individuals with mental health and other complex needs coming into contact with the criminal justice system.

### **Substance Misuse**

Addressing the link between substance misuse and offending is a further key component of the refreshed strategy and critical to the achievement of partner's ambitions to reduce offending and reoffending.

The Commissioner has recently commissioned a review of the way in which OPCS funding for criminal justice substance misuse interventions in Staffordshire and Stoke on Trent is distributed and utilised to ensure that best use is being made of available funding to engage offenders in appropriate drug treatment and pledged an additional £250k to help support improvements in local service provision

A multi-agency Task and Finish Group has been established to take forward the review and is due to report in November after which partners will agree a new commissioning model to guide investment in services going forward with the aim of delivering improved outcomes and value for money from services commissioned

The work of the Task and Finish Group will consider the impact of changes in patterns of substance misuse in the county including the recent rise in the use of synthetic cannabinoids (Spice, Mamba etc) and other new psychoactive substances (Monkey Dust etc).

### **Measuring the Impact of the Framework**

The specific, high-level outcomes that the strategy is seeking to achieve are:

- A reduction in first time entrants to the youth justice system (FTEs)
- A sustained reduction in youth and adult reoffending

Performance management / reporting arrangements have been put in place (based on data available from the Ministry of Justice and, where appropriate, local YOS and CRC sources) to enable the tracking of local performance in relation to each outcome.

At the mid-year point results indicate that steady progress is continuing to be made in respect of each outcome.

A full report on offending and reoffending outcomes will be made to the Panel at the end of the year.

## **Summary**

Progress has been made in taking forward delivery of the refreshed strategy to date. Positive progress has been made in implementing key actions and deliverables scheduled for early implementation in 2018/19.

In cases where progress has been slow it is expected that remedial work in the next quarter period will result in outstanding actions being brought back on course.

In terms of priority work areas progress on planned developments to date has again been positive with no significant implementation issues to report.

Overall performance against outcomes remains encouraging with evidence of continuing positive results against key outcomes in both Staffordshire and Stoke on Trent.

## **Next Steps**

Going forward the focus will be on progressing actions identified for implementation in 2018/19 under the refreshed strategy.

Particular attention will be taken to progressing priority work areas within the strategy and related projects and initiatives.

Further work will be undertaken to embed the strategy Performance Management Framework and to improve the range and quality of information available to support the delivery of the strategy's key priorities to improve the quality of reporting to the Panel.

### **4.3 Public Confidence Priority - making sure individuals and communities feel safe and reassured**

#### **Youth Commission**

The Staffordshire Youth Commission is nearing the end of this year's programme, which it will mark with a 'Big Conversation' event in Stoke-on-Trent on October 23.

Youth Commissioners will present on their five priority areas, the key findings and recommendations from their 'Big Conversation' with over 2000 young people from across Staffordshire and Stoke-on-Trent over the last year. They have focused on the following priority areas:-

**Abuse and Child Sexual Exploitation** – they have collated more than 300 responses from the abuse and CSE workshops at Moorside High School, with other views from NACRO and young people commissioners having spoken to during stall days. To date, they have delivered 15 workshops on this priority.

**Hate Crime and Exclusion** – 20 workshops have been held on on hate crime and exclusion. A hate crime video was developed in August 2018. It was the main focal

point of the Youth Commission's September "Hate Crime Roadshow" campaign, which looked at raising awareness.

**Knife and Gang Crime** – To date 29 interactive peer to peer workshops have been run on the topic of knife and gang crime with young people from Stoke-on-Trent Sixth Form College, Burton and South Derbyshire College and NACRO, specifically targeting young people who are at risk or have been directly affected.

**Mental Health** - undertaken 22 interactive peer to peer workshops on mental health.

The Youth Commission continues to hold advisory meetings with Staffordshire Police with the last meeting focusing on mental health. It was agreed Youth Commission members would have a greater influence in force training, with the opportunity to participate as they did in the student officers Stop and Search role-play in July.

All the youth advisory meetings for the year have taken place, with one being held for each priority, and attendees including specialist members of Staffordshire Police and external guests from local panels.

### **Domestic Abuse communications**

The new joint approach to victim and perpetrator support was launched under the new-era brand on October 1 with delivery from Victim Support and Reducing Reoffending Partnership (RRP).

The Commissioner's communications and engagement team continues to lead the communications plan for the new county-wide domestic abuse service, liaising regularly with communication people for Victim Support and RRP, as well as the city and county councils.

We're developing a timetable of milestones to share progress externally as the service develops over the coming months.

### **Space**

Space continued to prosper throughout Staffordshire, with record turn-outs throughout the county.

The summer-long scheme attracted more than 18,000 attendees during 2017, with up to 25,000 expected to be recorded during the same six-week period of this year.

Space 2018 was promoted across the Staffordshire Commissioner's media channels, including the website, social media platforms and delivered in the form of videos and press releases to traditional media, radio and TV stations.

The Commissioner made visits to Space activities throughout the summer break, calling in on Lichfield, Tamworth, Biddulph, Stoke-on-Trent, Newcastle, Leek, Burslem and Cannock.

Joining the scheme as ambassadors were newly-recruited Space Champions Lacey Dutton and Olivia Hopwood – both young athletes, with ambitions to represent GB at Birmingham 2022.

Most significantly, youth anti-social behaviour incidents dropped by nearly 41 per cent throughout the county.

There were 659 youth-related ASB incidents this summer, compared to 1110 in 2017.

The largest drop came in Newcastle, where there was a 53.1 per cent drop. Stoke-on-Trent (north and south) recorded reductions of 48 per cent and 33.9 per cent respectively.

Other areas included East Staffordshire (a 40.8 per cent decline), Stafford (37.6 per cent), Cannock Chase (52 per cent), Tamworth (40 per cent), Lichfield (37.3 per cent), Moorlands (9.3 per cent) and South Staffs (44.3 per cent).

### **Staffordshire Police Cadets**

A group of 51 cadets – from six different units - were given a tour of parliament and Westminster following invites by local MPs Ruth Smeeth and Jeremy Lefroy.

Cadets attended Cars in the Park event in Lichfield and two cadets helped locate a missing child during the event – which attracted positive coverage in local media.

Establishing communication cadet champions – a representative from each unit, charged with social media delivery and raising the profile of the cadets.

October will see the latest intake of cadet graduates, with the Lichfield unit holding its attestation.

The cadet leaders will officially receive the Queen's Award for Voluntary Service too in October – an honour that is the equivalent of an MBE for voluntary groups and which was announced in June. The Lord Lieutenant will deliver this award during an event at Staffordshire County Buildings.

Plans are already underway for the cadets to make festive visits to local hospital children's wards again this year.

### **Safer Neighbourhood Panels**

Safer Neighbourhood Panels, often referred to as SNPs, are panels set up to support the role of the Staffordshire Commissioner in holding Staffordshire Police to account for their performance. The Staffordshire Commissioner sets the police and crime objectives for Staffordshire and holds the Chief Constable and the Force to account in delivering those objectives and on their performance.

The purpose of Safer Neighbourhood Panels is to provide local scrutiny and review of the performance of their Local Policing Team and hold to account (for performance) the LPT Commanders in support of the role of the Staffordshire Commissioner. This involves fulfilling various functions such as; challenging local performance, examining local performance issues and providing a local prospective of key topics for review at the request of the Staffordshire Commissioners Office through core scrutiny reviews.

In Staffordshire there are ten Safer Neighbourhood Panels, one for each of the Local Policing Teams, the panels are made up of local residents, local business representatives, Neighbourhood Watch and local Councillors.

SNP meetings will take place on a quarterly basis with panel members expected to attend at least three panel meetings a year. The formal business of the SNPs will be delivered within these meetings, but other areas of the required workload will be delivered out of these meetings through scrutiny review, information session and training session attendance and through data review. The panel coordinator will produce an annual schedule of meetings for each SNP that will take into account the availability of the LPT Commander in order to ensure full LPT involvement in the SNP process.

## Panel Membership Numbers

Current Membership numbers for each panel LPT within Staffordshire;

Panel	Total	Councillors	Resident	Business Reps	Youth Commission	Neighbourhood Watch (NHW)	Data Champion
<a href="#">Cannock</a>	7	1	6	0	0	0	0
<a href="#">East Staffordshire</a>	6	2	4	0	0	0	0
<a href="#">Lichfield</a>	10	1	8	1	0	0	1
<a href="#">Newcastle</a>	6	2	3	0	1	0	1
<a href="#">Stafford</a>	10	1	8	0	0	1	2
<a href="#">Staffordshire Moorlands</a>	7	2	5	0	0	0	2
<a href="#">Stoke - North</a>	10	1	7	1	1	0	2
<a href="#">Stoke - South</a>	7	0	7	0	0	0	1
<a href="#">South Staffordshire</a>	8	4	4	0	0	0	1
<a href="#">Tamworth</a>	10	0	9	0	0	1	1
<b>Total</b>	<b>80</b>	<b>14</b>	<b>60</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>11</b>

- Recruitment is ongoing for a number of panels, East Staffordshire being a priority area with a targeted recruitment campaign in this area. Library's and community centres have been approached for agreement to man a stand in order to draw in potential candidates.
- Both Cannock and Staffordshire Moorlands have welcomed new starters and /or going through the vetting process to bolster numbers within their panels. Job fairs and libraries have also been attended in these areas as well as attending the local Staffordshire Moorlands NFU members meeting to encourage rural residents to the panel.
- Numbers are beginning to increase across the panels but further work needs to take place in regards to awareness and recruitment advertisement in order to bring all panels to a comfortable level of attendance.
- Data Champion sessions are continuing and yielding good results and further understanding of the data available to the panels in order to compose questions to the local commanders as well as complete scrutiny reports.



## Mandated & Additional themes for Scrutiny 2018/2019

Panel	Topic	Returned to SNP for update	Approved	Sent to Comm's	Published
Cannock	Use of Force	30/08/2018			
Lichfield	Stop & Search	08/03/2018	08/03/2018	17/04/2018	Apr-18
South Staffs	Use of Force	not required	03/09/2018	03/09/2018	Sep-18
Stafford	Stop & Search	19/05/2018	11/06/2018	11/06/2018	12/06/2018
	Complaint Handling Nov 17	19/05/2018	11/06/2018	11/06/2018	12/06/2018
	Use of Force Jun 2017	19/05/2018			
	101 Calls Oct 17	19/05/2018			
	Mental Health Jul 17	19/05/2018	11/06/2018	11/06/2018	12/06/2018
	SNP Recruitment	none required	none required	none required	none required
	Public Assurance	04/09/2018			
Staffordshire Moorlands	Stop & Search	22/08/2018	22/08/2018	27/09/2018	
Stoke - North	Police Visibility	none required	29/05/2018	29/05/2018	May-18
Stoke South	Voluntary Interviews	none required	04/09/2018	05/09/2018	Sep-18
	Stop & Search	04/09/2018	11/09/2018	11/09/2018	
Tamworth	101 Call Handling	21/05/2018	21/05/2018	21/05/2018	May-18
	Stop & Search	04/09/2018			

Recommendations from reports can be seen on the Staffordshire Commissioners website:

<https://staffordshire-pfcc.gov.uk/volunteer/neighbourhood-panel/#snp-reports>

### Mandatory Scrutiny Subject Training

- Stop and Search Training                      October 2018
- Use of Force Training                              November 2018

The training sessions which took place earlier in the year were a great success and generated an increase in production of scrutiny reports from the panels, there are a number of panels who have scrutiny sessions already scheduled in the near future to complete the mandatory scrutiny element required by the Staffordshire Commissioners Office.

Each mandatory scrutiny subject is refreshed twice a year, each session is divided into two individual days which are held in close succession, the first session provides a specialised guest speaker from the Force who delivers real world, on the job, life experience of the subject matter. The second day provides training to the panel members of how to scrutinise the information gathered in order to provide a consistent, uniform approach to all panels across Staffordshire.



## Independent Custody Visitors

Independent Custody Visitors (ICVs) are volunteers appointed from the local community. Their role is to observe, comment and report on the conditions under which persons are detained in Police custody. Their visits provide an independent check on the way Police Officers carry out their duties in relation to the statutory and other rules governing the welfare of Detained Persons (DPs).

In Staffordshire there are three ICV Panels. The Northern Area Panel is the largest with 17 members and is responsible for visits to the Northern Area Custody Facility (NACF) at Etruria. The Southern Area Panel comprises 11 members and visits the Watling House Custody Facility at Gailey and Stafford Police Station. The Trent Valley Panel has 10 members and visits Burton Police Station.

ICVs are required to conduct their visits in pairs and following each visit they complete an ICV1 Form. The ICV1 form records the arrival, start and end time for each visit, the category of DPs present and whether they are male, female or juvenile. It records the number of DPs present, the number accepting a visit and the reasons why a visit was not accepted or able to be conducted. The form also has space for the ICVs and Custody Sergeants to make and respond to comments and also for the ICVs to record matters raised by the DPs they visit.

These arrangements allow the Staffordshire Commissioner to secure greater understanding and confidence in the operation, in practice, of the custody environment and the treatment of detained persons.

The Staffordshire Commissioners Office produce quarterly statistical data and annual statistical data from the information provided by Independent Custody Visitors on their ICV1 report forms. The production of statistical data in a report format will ensure a formal independent oversight of custody proceedings.

### **Detainee Statistics**

Between 1<sup>st</sup> April 2018 and 30<sup>th</sup> June 2018 4147 people were detained by Staffordshire Police. Of those detainees 169 (4%) were present when Independent Custody Visitors conducted their visits.

Visiting Panel		Northern Area	Southern Area	Trent Valley	Total Across all Panels
Breakdown of Detained Persons	Adult	85	40	29	154
	Juveniles	4	6	5	15
Total Number of Detained Persons Present		89	46	34	169

- Adults 91.1% make up the majority of detainees across all panels and 8.9% were juveniles. Proportionally, of all detainees for Staffordshire Police for the 12 month period 2017/2018, adults represented 95% and juveniles 5%.
- During the visits a total of 96 detainees were visited.
- During these visits 73 detainees were not visited for the reasons as detailed below:

<b>Reasons why visits were not made to Detained Persons</b>	<b>Northern Area</b>	<b>Southern Area</b>	<b>Trent Valley</b>	<b>Total For Reason Specified</b>
Visit refused by Detainee	2	1	2	5
Being interviewed	14	3	8	25
Asleep	7	1	4	12
Advised not to visit	10	4	1	15
Not selected/observed	0	2	0	2
Other reason	5	5	4	14
<b>Total of Detainees not visited, as % against Detainees present during visit</b>	38 43%	16 35%	19 56%	73 43%

Staffordshire scheme is currently working towards the ICVA Quality Assurance Framework, QAF, which sets out certain criteria required by schemes to be in place in order to obtain one of 4 levels of standard;

- Code Compliant
- Silver Award
- Gold Award
- Platinum Award

Staffordshire are working towards Gold with the final assessment taking place in March 2019.

As well as completing the QAF Staffordshire have also agreed to be QAF assessors and will be assessing Warwickshire who are looking to obtain a Silver award.

Additional to the framework we have also worked assisted with the regional conference held on the 15<sup>th</sup> September 2018 and worked with the communications team to increase publicity and visibility for the panels. An idea we are working towards is a short video detailing the role of an ICV, there is one already available for Staffordshire on You Tube but this could do with updating now.

Further promotion of this and other volunteers roles is taking place through drop in sessions at library's, leaflets being distributed through SNP panel members and Support Staffordshire and Talent Match have been approached.

ICV Panel Coordinator meetings are in place to bring the coordinators together, giving them an opportunity to discuss items between themselves as well as having an input on how the panels are to move forward.

Interviews have also taken place in August 2018 but further applicants are needed for each of the three panels. All applicants who attended interview were successful and are currently going through the vetting process with a hopeful start date of late October 18.

A Newsletter has been produced and distributed throughout the panels as well as a translation booklet containing a list of questions in 17 different languages to improve the number of non-nationals being interviewed and getting a better representation of all demographics within the custody setting.

Scheme manager's conference booked for the 17<sup>th</sup> November 2018 which will give the scheme an overview of other areas performance and share best practice.

### **Commissioner's Community Fund**

The Commissioner continues to provide a range of funding opportunities available to community safety partnerships (CSPs), strategic partners and community groups to support broad community safety activities in local areas;

- The Commissioner has this year again committed to make annual Locality Deal awards totalling £1,042m to local Community Safety Partnerships and the Stoke-on-Trent Safer City Partnership (CSPs), with an advance of 80% of local funds made in the summer, with half yearly evaluations being currently considered prior to award of the remaining 20% balance. This provides each area the opportunity to use these funds to ensure delivery of their statutory Community Safety Plan, derived from their annual statutory Strategic Assessment Review undertaken by the County Insight Team. Following negotiation by the Commissioner's Office, such review was completed without direct charge to CSPs.
- A contribution from Locality Deal is made by CSPs (District / Borough's) to Countywide Drug and Alcohol Services following the reduction in Staffordshire County Council funding to this key service. Additionally for 2018, all CSPs will be meeting the administrative cost of local Safer Neighbourhood Panels from their Locality Deal Award.
- SNPs will then provide additional scrutiny around the delivery of the priorities identified in individual local Community Safety Plans.
- The Proceeds of Crime Fund provides £200,000 per annum through 2 funding rounds to support strategic partnership activity aligned to the Commissioner's and local community safety priorities. Grants are made up to the value of £15,000 and annually evaluated.
- Similarly, the People Power fund provides £200,000 per annum through 2 funding rounds to local community groups in support of projects which support delivery of the Commissioner's and local community safety priorities. Grants are awarded in values between £100 and £3,000 and evaluated on an annual basis.

### **Domestic Abuse communications**

The Commissioner's communications and engagement team is leading on and has developed a strategy to effectively promote and communicate the new county-wide domestic abuse service.

This has been shared with all strategic partners and is providing the basis of communication to support the project's core objectives in conjunction with new service providers.

Working with our partners and utilising the skills of dedicated and specialist staff, the Commissioner's office is committed to making people safe, providing the right support whilst robustly dealing with offenders through quick and effective further preventative action.

#### **4.4 Supporting Victims and Witnesses Priority - making it easier for victims and witnesses to get the support they need**

##### **Domestic Abuse**

###### **Commissioning of Services**

Following extensive work through a tri-partite commissioning arrangement comprising Staffordshire County Council and Stoke-on-Trent City Council and led by the Staffordshire Commissioner's office, contracts for new domestic abuse victim and perpetrator services were awarded mid-August 2018.

Providing a consistent baseline service which is able to flex to meet local needs, the tiered approach encompasses Prevention through to Early Intervention, Targeted and Acute support, for adults, children and young people, families and communities.

From 1 October 2018, victim services will be provided by Victim Support and perpetrator services by the Reducing Re-offending Partnership under the banner of 'New Era'. Both organisations are based and operate in Staffordshire and Stoke-on-Trent.

The award of contracts was initially affected by a legal challenge made by Arch (North Staffordshire), previous domestic abuse provider within the area, in October Arch ceased the legal process.

As new services begin to embed, a critical and significant piece of work has also begun, to understand and address the complex service user pathway routes into specialist support. This is and will continue to be influenced by developmental activity including but not limited to the police-led review of the Multi-Agency Risk Assessment Conference (MARAC) arrangements, the County Council led localised partnership working arrangements under 'Place Based Approach' and the police transformation of partnership working.

###### **Strategic Direction**

The Domestic Abuse Commissioning and Development Board (DACDB) provides ownership for the Staffordshire and Stoke-on-Trent 2017-2020 Domestic Abuse Strategy and is well attended from strategic partners across the area. Delivery of the Action Plan will be undertaken by through the Domestic Abuse Action Plan and working groups are now being established to effect this.

The Board is co-chaired by Staffordshire County Council and Stoke-on-Trent City Council.

###### **Staffordshire Victim Gateway**

Approval is being sought from the Commissioner for a time limited exemption against the requirement to re-tender, which will allow the Gateway service to continue for up to a further 12 month period, from the 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020. Due to the Gateway being an established part of a complex support system for victims, the amount of transformation currently taking place/changing operating landscape (making it difficult to fully understand what a new triage service would need to look like/operate from etc.), the impending change in crime recording and the associated

potential impact in the number of victims requiring support and the uncertainty of the continuation of the Ministry of Justice's Victim's Grant (notified annually) a time limited exemption is therefore required.

Between the 1<sup>st</sup> April 2018 and 30<sup>th</sup> June 2018 there were 14,862 referrals into Staffordshire Victim Gateway. Of those initial referrals, 58% required an enhanced service and 42% a standard service, as defined in the Victims Code. Of those initial referrals 12,565 received advice, guidance and information on the Victims Code of Practice.

More information on the Gateway is available at:  
[www.staffsvictimsgateway.org.uk/](http://www.staffsvictimsgateway.org.uk/)

### **Business Crime Advisors**

1049 business crimes were resourced between April and June 2018. Of those 52% accepted advice from the service. Of the 213 where follow-up contact was made 62% had provided a witness statement to the Police and 61% had provided a victim impact statement. 56 businesses accepted the one hour of free support, with security being the most popular. The Business Crime project is a system of referral and support to victims of business crime.

### **Video Links**

Nothing to update since the previous report.

### **Domestic Abuse in the Workplace**

There has been 33 champions trained across Staffordshire and Stoke-on-Trent on how to respond appropriately to victims of abuse within their organisation since May this year. The champion's role is to listen, be confidential, non-judgmental and to signpost the victim to a specialist provider for appropriate domestic abuse related support. From the 1<sup>st</sup> October 2018 the training will be delivered by the new domestic abuse provider, Victim Support. Staffordshire Chambers will continue to source the businesses and promote the project accordingly using the most appropriate media forms; a wellbeing event at the Moathouse Hotel, Hanley is planned for the end of October this year. Feedback from those trained remains positive. Comments include:

"Some of the best training I have attended"

"Fantastic session on a sensitive subject"

"Sandy is well informed and shares her knowledge fully"

### **Restorative Justice**

Nothing to update since the previous report.

### **Ministry of Justice Funded Projects**

The Government is committed to maintaining support for victims of crime. Annual funding received from the Ministry Of Justice (MoJ) enables the Commissioner to allocate resources accordingly in order to enable victims to receive the support they

need to help them cope with and recover from the impact crime has had on their lives.

In addition the MoJ are working closely with PCCs to assess the potential for devolution of the support currently delivered through services commissioned by the MoJ, for example, sexual abuse services and the Witness Service.

The MoJ have also recently developed a Framework of Outcome Indicators for victims' services in consultation with the APCC and PCCs. The purpose of the framework is to introduce a consistent framework of output and outcome indicators across all PCCs for those services funded from the Victim Grant. This enables the MoJ to better understand levels of service provision and provide improved evidence on the outcomes of support services. The framework will be tested during 2018/19.

### **Victim Code of Practice**

Included within the Governments Victim Strategy section.

### **Victim and Witness Commissioning and Development Board**

Nothing to update since the previous report.

### **Victim and Witness Needs Assessment**

Stage one of the needs assessment is now complete. This stage focused on desk based research identifying the nature, extent, determinants and impact of being a victim or witness of crime through an investigation of the characteristics of crime and those affected by it during the period 2016/17. High level findings include:

- Violent and Sexual offence rates are higher than both the national and similar force averages;
- Antisocial behaviour remains a concern and currently accounts for 14% of all incidents attended by the Police;
- Victims are far more likely to be younger (aged 20-39 years);
- Around 15% of victims were considered to be repeat victims;
- For both victims and witnesses overall the impact of their experiences of crime is significant;
- There has been an upward trend in recorded business crime;
- Older people are most commonly victims of burglary and theft offences;
- Sexual offences are mainly against young females;
- Males are more likely to be the victim of robberies and vehicle offences.

Following stage one it was identified by the Victim and Witness Commissioning and Development Board that there was a need to conduct a deeper analysis of victims and witnesses needs, expectations and experiences of crime and justice to inform future commissioning of services, other initiatives and the re-design of satisfaction surveys.

The Centre for Public Innovation were commissioned to deliver a number of 'interviews' focusing on victims of violent crime (non-domestic), theft, criminal damage and ASB, business crime, under 18s, sexual abuse, cybercrime, burglary, hate crime and witnesses. The results of the interviews are striking insofar as that

only a minority of victims of crime had recovered from the incident(s) that they had experienced. Whilst a number of interviewees had fully come to terms with what had happened to them, many were still affected in some way and were dealing with the effects of what had happened to them.

The final needs assessment document will be completed by the end of October this year.

### **Visit by Baroness Newlove to Staffordshire**

Baroness Newlove is the Government's Victims Commissioner, whose role is to promote the interests of victims and witnesses, encourage good practice in their treatment and regularly review the Victims Code of Practice. She is committed to visiting every Police and Crime Commissioner by 2019 to see how each area is delivering victim services, how they are addressing the needs and requirements of the victims in their region and how the services will develop and evolve to continue to meet the needs of these victims.

On the 20<sup>th</sup> September the Staffordshire Commissioner's Office was visited by Baroness Newlove, where she met with the DPCC, ACC Barnett and the Victims Gateway. As well as meeting key people and partners the Baroness was able to chat with both service providers and victims of sexual abuse. Baroness Newlove intends to introduce a debate in the House of Lords this coming autumn on support for non-recent victims/survivors of child sexual abuse.

### **Cross Government Victim Strategy 2018**

The victims strategy, which is the Ministry of Justice's first ever cross-government strategy sets out a criminal justice system wide response to improving the support offered to victims of crime and incorporates actions from all criminal justice agencies, including the Police, CPS and Courts. The strategy builds on the good progress made over the past few years to ensure victims have the right help at the right time and are properly supported in the process of seeing justice delivered.

Chapter one sets out their key overarching commitments including strengthening the Victims' Code, holding agencies to account for compliance with the Code and delivering a Victim's Law. Other chapters set out how they will improve support for all victims of crime, improve victim support after a crime has been reported, better support victims during the court process and make sure victims understand a court's decision, the implications for them and for the offender.

The Strategy also highlights extra funding for specialist support to meet the needs of victims of violent assaults and sexual and domestic abuse.

#### **4.5 Modern Policing**

This priority focuses on building a modern police service, fit for a changing future, able to address existing challenges and new threats and harm that can potentially impact from local, regional, national and international activity.

These challenges cannot be addressed by policing alone. Both the Staffordshire Commissioner's Office and Staffordshire Police have to work effectively with partners in Staffordshire and those at a regional and national level. They have to be easy to

do business with, sharing information, skills and resources with partners to prevent and intervene early to deal with the root causes of problems before they become more complex and costly to address.

Following the Chief Constable's development of his Blueprint for Change and Policing Plan, strategies are now being developed for each of the five Safer, Fairer, United Communities priorities. Each will be supported by action plans, delivery against which will be managed through in-force governance arrangements with oversight and accountability through the Staffordshire Commissioner's Office.

The Commissioner's strategy is reflected nationally in the National Policing Vision 2025 which the Commissioner has contributed to and supports.

Key elements of the vision include:

- The bedrock of policing being at a local level, increasingly focused on proactive and preventative activity;
- The need to develop more effective and efficient specialist capabilities so that new and more complex threats can be addressed, some of which, will be nationally and regionally delivered;
- Policing as a profession, with a workforce that is representative, with the right skills, powers and experience;
- The opportunities around digital technology, both in using it as a tool to provide better intelligence and join up systems between different partners and making it easier for the public to contact the police;
- Opportunities for business support functions to be delivered more efficiently and consistently and in partnership e.g. with the Fire and Rescue Service;
- The need to strengthen accountability arrangements, particularly at cross-force and national levels.

In delivering this priority, the Commissioner has set out a number of strands of activity:

- Enabling Staffordshire Police to introduce a new operating model through a local change programme linked to regional and national developments;
- Providing the right resources to ensure an effective police service;
- Exploiting the power of new technology and leading on the connecting of data / information across the statutory sector;
- Assurance through governance and accountability.

By 2021, the new model will deliver significant financial savings whilst enabling the force to deliver better outcomes for communities. The programme is overseen by a specialist programme team who are responsible for ensuring the programme delivers to schedule, delivering the service and financial benefits specified.

Changes to the force operating model include:

- Introduction of more efficient and effective force governance arrangements;
- The formation of a new directorate structure;
- New structures that provide for more effective local and neighbourhood policing, partnership working, customer contact and response policing, investigations; operational support and business support functions;
- Increased investment to provide more officers in place-based neighbourhood policing and partnership teams to increase visibility and improve prevention and early intervention;



- The development of resolution centres to deliver a more informed and streamlined response to non-emergency service requests, thereby reducing the demand on front line resources, so that they can be used more effectively;
- The introduction of centres of excellence to enhance capabilities in key areas of policing activity such as early intervention, crime prevention, offender/sex offender management, adult abuse, child abuse, economic, serious and organised and cyber-crime;
- The implementation of a new target information model, with technology that is fit for purpose;
- A rationalisation of the Commissioner-owned estate achieved through integration of services with partner agencies and new ways of working;
- Workforce planning to ensure the right people with the right skills are in the right place with the necessary development and wellbeing support;
- Leadership and cultural development programmes.

The programme has completed its first phase. Key achievements include:

- The three Resolution Centres at Hanley, Cannock and Burton are in place, delivering a more informed and streamlined response to non-emergency service requests. They have now dealt with over 12,000 incidents with only 289 being passed to Response or Neighbourhood Teams to finalise. This greatly reduces demand on front line resources so that they can be used more effectively.
- Response officer teams are now consolidated into bases at Hanley, Cannock and Burton. Demand on these teams is now settling, following an extraordinarily busy summer, when hot weather, the World Cup and the Presidential visit combined to place additional strain on all parts of the force.
- The shift in resources from response policing to place-based neighbourhood policing teams has taken place, with an additional 110 officers during this financial year and a further 34 in the following year.
- Data shows that the time spent by response and neighbourhood teams out of police stations and in the community has increased since the new model was introduced.
- Continued evaluation and development of place-based working pilots at Newcastle-under-Lyme and Tamworth aimed at providing better support to vulnerable people. This will now progress to finalisation of a model which can be rolled out across the force.
- A Target Operating Model has now been designed for the Knowledge Hub, which will bring data and digital asset management, analytical and reporting activities together in a way that supports integration with other public services.

Phase 2 has now commenced and will concentrate on the implementation of Niche Records Management System and a number of other projects identified in the Outline Business Case for the programme in 2017. Niche will be the biggest IT programme undertaken by the force. It will replace 13 existing systems in one integrated solution, improve data quality, better support data sharing with partners, provide real time information to officers in the field and deliver efficiencies in business processes. The programme is being delivered in conjunction with our Strategic IT Partner, Boeing Defence UK and will take place alongside a range of national and local IT projects. The entire Niche programme will be delivered over 21 months, with the first set of modules being in place mid-2019.

Following the change of governance, the Commissioner has sought assurance from Staffordshire Police and Staffordshire Fire and Rescue Service that all areas of potential collaboration that were highlighted within the business case are being

progressed at pace. This work will also consider whether there are any additional opportunities for collaboration and therefore further efficiencies.

At a regional level, the SC has chaired the Regional Governance Group since 2017. This group brings together the PCCs and Chief Constables from Staffordshire, Warwickshire, West Mercia and West Midlands, with their Chief Executive officers to oversee and guide work on collaborative policing and community safety arrangements. This is inclusive of regional organised crime, motorway patrol, the police air service, counter terrorism and national programmes e.g. Emergency Services Network. Work commissioned 6 months ago to examine the issue of criminality in prisons is due to report imminently.

## **5. Conclusion**

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

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## **Report to the Police, Fire and Crime Panel**

### **Update on the Safer, Fairer, United Communities for Staffordshire 2013-18**

#### **Focus Priority: Prevention and Early Intervention**

Report of the Staffordshire Commissioner

#### **1. Purpose of Report**

This report updates the Police, Crime and Fire Panel on the delivery of the Prevention and Early Intervention priority of the Safer, Fairer, and United Communities Strategy for Staffordshire (the Strategy).

#### **2. Recommendation**

That the Panel note the update.

#### **3. Context**

There is a wealth of national evidence base to suggest that prevention and early intervention can reduce the likelihood of poor long-term outcomes for children, individuals and families. Intervening early not only benefits individuals now and in the future but also wider society and the economy.

The costs associated with late intervention are well publicised. Nearly £17 billion per year – equivalent to £287 per person- is spent in England and Wales by the state on the cost of late intervention. These costs are spread across a number of domains including crime and anti-social behaviour with this accounting for £6.2 billion of the overall estimate (£5.2 billion on domestic violence and abuse cases and over £1 billion on anti-social behaviour incidents and young people in the Youth Justice System).

Locally this equates to £319 million across Staffordshire. This can be broken down into £237 million/£274 per person in Staffordshire and £82 million/£328 per person in Stoke-on-Trent being spent on the cost of late intervention.

<http://www.eif.org.uk/publication/the-cost-of-late-intervention-eif-analysis-2016>

#### **4. Progress to Date**

A detailed update on the progress of this work area is described below. In addition to these specific work areas, many of the projects awarded funding from the Proceeds of Crime Act and People Power Fund have a Prevention and Early Intervention focus.

#### **4.1 Early Intervention Priority - tackling root causes before they become a problem**

##### **> Adverse Childhood Experiences (ACEs) \***

Lancashire Foundation Healthcare Trust (national leaders in the field of ACE's development) have been working with three local organisations to adopt the practice of asking about ACEs during internal assessments of victims and perpetrators. All staff employed by these organisations will receive comprehensive ACEs training.

One organisation has now incorporated ACEs questions into their assessment procedures and have started to ask their service users specific questions about their background and whether they had any ACEs.

Over 200 professionals from a wide range of organisations across Stoke-on-Trent and Staffordshire have attended multi-agency training on ACEs, Attachment and Emotion Coaching.

The evaluation by the Centre for Health and Development (CHAD), funded by the Staffordshire Commissioner, has commenced. Due to the delay in the commencement and introduction of ACEs questions in service delivery the evaluation has inevitably been delayed.

Stoke-on-Trent Youth Offending Service and Staffordshire Youth Offending Service have employed a worker who is required to look locally at the ACEs work.

Staff from the Commissioner's Office have recently visited and conducted roundtable discussions with both the Stoke-on-Trent and Staffordshire Youth Offending Services.

##### **> Child Sexual Exploitation (CSE) Co-ordinator \***

The Staffordshire Commissioners Office (SCO) has agreed to fund this role until March 2019 due to its continued success and delivery of outcomes. This role will ensure that the CSE Strategic Action Plan will continue to gather momentum and will enable successful implementation of the Staffordshire CSE Strategy. The CSE Strategy aims to prevent, identify and tackle CSE and progress is overseen by the two Local Safeguarding Children's Boards. Joint arrangements are in place to ensure that all beneficiaries (Stoke-on-Trent City Council, Staffordshire Police, Staffordshire County Council and the SCO) are reaping the benefits of this dedicated role.

##### **> CSE Support and Missing Children Services**

Catch 22 (a specialist charity who work across a national footprint) have now been delivering the CSE service for victims and potential victims of CSE and children who

go missing for 12 months across Staffordshire and Stoke-on-Trent (Since September 2017).

The Staffordshire Commissioner (SC) and the other two commissioning stakeholders (Stoke-on-Trent City Council and Staffordshire County Council) are working with Catch 22 and all partners to ensure the service is being implemented effectively. Catch 22 are now fully embedded into local partnerships and have established a base at one of the Children's Centres in the North of the County.

Due to the timing of this report only Quarter one data is available (Quarter two data does not become available until mid-end of October). During Quarter one, Catch 22 have completed over 642 Return Home Interviews with children who have gone missing from home. 105 children who are at risk of CSE or victims of CSE have been supported directly by Catch 22 or by other professionals who have been equipped with the skills to deliver this work to these young people.

There have been substantially less referrals than expected in parts of the South of the County (East Staffordshire). This is not due to demand for the service in this area but due to there already being a service in existence in that area which was not known about prior to this service commencing. Commissioners and providers are working together to try and resolve this issue, ensuring that appropriate pathways are in place for all service providers and service users.

> **CSE Communications Campaign \***

The SCO has funded the development of a new video resource for schools to highlighting the risk of Child Sexual Exploitation. By using new 360 degree technology, schools will be provided with a new innovative approach to promoting conversation and the development of 'safety tactics' within the school setting.

The video has now been completed, but an extensive and bespoke resource pack is also being developed to support schools to use the new resource to its potential.

This tool has been tested in one Stoke-on-Trent school and both the video and the initial draft of the resource pack was extremely well received by the school who do feel that it has considerable potential.

The second version of the resource pack is nearing completion and will be tested with pupils at the original Stoke-on-Trent school by the end of November, with the materials being cascaded to the wider test group (one school per Staffordshire district and three schools across Stoke-on-Trent) before Christmas. It is expected that the materials will be made available to all schools and academies across Staffordshire and Stoke-on-Trent by February.

> **Dedicated, local CSE website ([knowaboutcse.co.uk](http://knowaboutcse.co.uk)) \***

For some time it has been recognised that the local dedicated website needs reviewing and updating. As such, a preliminary survey was circulated asking for opinions and views about what needs to change.

Although only 10 people responded to the survey when combined with the comments already received from the CSE Communications group, it is clear that

whilst it's not generally used by professionals for their own purposes (hence why the Safeguarding Children's Board websites are still important), stakeholders believe that there's still a need for the website to support schools, young people and businesses. A number of pros and cons of the website's current content/style etc. have been identified.

The Staffordshire Commissioner's Office will work with Staffordshire County Council to implement these changes and will consult with potential website users with a new format. It is anticipated that the new website will be in place by April 2019.

> **Personal, Social, Health and Economic (PSHE) Education \***

The SCO has provided funding to support the completion of a time-limited piece of work with Staffordshire schools to scope what is currently being delivered around the PSHE curriculum, ascertain what the gaps are and develop a set of recommendations for future delivery. A draft report has been presented to the Families Strategic Partnership Executive Group (FPEG) and the Child Sexual Abuse Forum (CSAF) in July 2018 as part of the agreed governance arrangements. FPEG members felt that the project should be started in one of the Staffordshire districts. As such, an initial meeting has been set up with some Cannock schools and a plan has been agreed about how other schools can be involved.

The SCO has been having similar discussions with Stoke-on-Trent City Council and are a member of a working group made up of Stoke-on-Trent City Council Education Leads, Stoke-on-Trent Public Health and Primary and Secondary Head Teachers. A questionnaire has been developed asking schools/teachers for their views on the future of PSHE delivery, this will be circulated and the results analysed before the end of the summer term. The results of the survey suggested that schools did want support with consistent PSHE resources and training for teachers. The SCO is now a member of the Gang and Youth Violence Sub Group of SASCAL (Stoke-on-Trent Secondary Head Teachers Forum). A presentation was delivered to this group by the Early Intervention Lead for the SCO suggesting that this work be owned and take forward by this group of professionals. The response was resoundingly positive and have agreed that a detailed action plan is taken to the next meeting in November about next steps.

Work has also commenced within the Police to address the consistency of the relationship between the Police (including PCSO's) and schools in relation to supporting the PSHE agenda.

The SCO has also supported the introduction of a nationally recognised education resource (Values versus Violence) in schools across Staffordshire and Stoke-on-Trent. This resource is delivered by teachers and raises awareness among children and young people and provides them with some of the necessary skills to keep them safe from the dangers of abuse, sexual exploitation and radicalisation, for example. Over 2,200 children in 24 primary schools across Stoke-on-Trent and Staffordshire have been provided with Values versus Violence booklets. The SC has agreed to further support this programme by providing additional funding in 2018/19.

> **Princes Trust \***

Since March 2015 the SCO, Stoke-on-Trent City Council and a private sector donor have commissioned the Princes Trust to support some of the most vulnerable young

people across Staffordshire. Since its introduction the Princes Trust has supported 428 young people and over half (227) young people have achieved a positive outcome in either education, training or employment.

The SC has agreed to fund the Princes Trust programme to vulnerable young people across Stoke-on-Trent and Staffordshire for a further two years until September 2019. The project aims to engage young people at risk of offending, those involved in risky behaviour and victims of crime in order to improve their health and wellbeing, lifestyles, confidence and employment prospects.

The Princes Trust have recently gained additional funding from a further private sector donor and a national funding stream, *Be Together*, to help support these programmes further. The Staffordshire Commissioner has also attended a recent event with a Director of the Trust who expressed enthusiasm in the current Stoke-on-Trent programme and a desire to continue with this work in future. The Trust could potentially apply for many additional funding streams which would ultimately help to strengthen the current work in Staffordshire.

> **Youth Offending Service (YOS) Prevention and Early Intervention services \***

The SCO currently provides substantial funding to deliver Prevention and Early Intervention services in Staffordshire and Stoke-on-Trent Youth Offending Services. These services also receive police 'in kind' support through the secondment of Police Officers/Victim Liaison Officers.

The SCO, working with both Youth Offending Teams, have undertaken a review of the current service to make recommendations for potential future delivery models.

Following a procurement process, *Cordis Bright Ltd* were appointed to undertake this review. Desktop research and consultation with the Youth Offending Service teams and wider stakeholders has been completed and *Cordis Bright* have produced the final report setting out their findings and recommendations for future models.

The final scoping report, including some options appraisals, were presented to a Joint YOS (Stoke-on-Trent and Staffordshire) Board in September 2018. It is intended that a further Joint Board meeting be convened in November 2018 where decisions on future YOS Prevention Service will be agreed and the full YOS Statutory Review report will be presented.

> **Female Genital Mutilation (FGM)**

£250K has been provided via the Violence against Women and Girls Service Transformation Fund in March 2017 to develop and implement a Female Genital Mutilation (FGM) service in Staffordshire and Stoke-on-Trent. The focus of the service will be the prevention of FGM including the provision of education and support for children who may be potential victims or victims of FGM and their families. Awareness raising and training for professionals as well as for community members will also be central to this project.

Following a successful commissioning exercise, Barnardo's have been appointed as the service provider for this project. The project commenced on 1 May 2018 and work has focused on the recruitment and selection of two project workers, informing

stakeholders about the project, reviewing local FGM training and developing relationships with relevant community groups. The workers commenced employment in July and following a comprehensive induction programme the service was fully operational by the end of July.

Eight cases have been supported (directly or indirectly) by the Project Workers, six involved providing advice and guidance to professionals and two included assessments and direct work with parents and children. Some of these cases have involved the obtaining of an FGM Protection Order through the Courts.

In August 2018, Barnardo's and Staffordshire Police joined forces with a number of organisations; Border Force, the National Crime Agency and other Police Forces across the West Midlands, to implement Operation Limelight at Birmingham Airport in August.

The joint operation is a proactive airside operation targeting inbound and outbound flights to 'countries of prevalence for FGM'.

Outcomes include improved knowledge and intelligence about FGM practices in other countries, creating opportunities to speak directly to families flying to, and returning from, FGM practising countries, children at risk of FGM being identified and assessed/protected as necessary and raised awareness with airport staff about FGM. As we haven't yet received Quarter two report due to timing of this report, this information will be provided in the next report.

Community engagement work as well as training for professionals (including bespoke training for the newly formed Police Child Protection Team) have also been delivered in Quarter two.

A multi-agency steering group has been set up and an action plan to oversee the strategic development of this work has been written. Monthly performance monitoring meetings are being held with Barnardo's, the Staffordshire Commissioner's Office, Stoke-on-Trent City Council, Staffordshire County Council and Staffordshire Police.

> **Harmful Sexual Behaviour (HSB)**

The SCO is working with Stoke-on-Trent City Council, Staffordshire County Council and the NSPCC to undertake a local audit of Harmful Sexual Behaviour using the NSPCC's nationally recognised HSB Framework. A launch event took place in April 2018 and a wide variety of stakeholders have attended and agreed to participate in the audit. Whilst the number of respondents to the Audit was disappointing, several themes and trends have been identified. These findings will be disseminated at an event in October 2018. It is intended that the event will also be used to formulate a Partnership Strategy/Action Plan around this work area.

> **Premier League (Stoke City Community Trust) funding opportunity \***

The SCO have been involved in early discussions with Stoke City Community Trust and other partners about a forthcoming local bid to the Premier League/ Professional Footballers Association (PL/PFA) Community Fund. This provides Stoke City Football Club Community Trust with the unique opportunity to secure a grant of



£250,000 following the investment of a minimum of a one off £50,000 partnership match funding (17% of total project costs).

The SCO, Staffordshire County Council and Stoke-on-Trent City Council have identified match funding (£17,000 each) for this proposal. On this basis, an expression of interest was submitted to the PL/PFA in February 2018. All organisations were able to ensure that the project proposal is based on local need and meets the strategic priorities of all contributing organisations.

SCFC Community Trust received positive feedback on the expressions of interest and submitted a full application in April 2018. SCFC have been notified that their bid has been successful and will be expected to commence in September 2018. A working group has been set up with key partners and work is underway to ascertain local figures to help ensure the project is targeted in areas of the County with most need.

Three schools have been secured in North Staffordshire. Each school will refer six young people. For Stoke-on-Trent, places have been offered to several schools, Alternative Pathways and Social Care (CIC). All referrals will be in place by October half term and active work with young people will begin from November 2018.

#### > **Skilled Helper Transformation Project**

As part of the Staffordshire Police Transformation programme and Staffordshire Police Early Intervention Plan, a review of the PCSO role is currently being undertaken. A number of PCSO's are being trained to work with people with vulnerabilities (the skilled helper model) and are targeting support towards those individuals who call the police on numerous occasions. The SCO has provided the Police funding to help support these individuals to address some of their support needs. Although limited individuals have been supported (five) to date with minimal spend needed the individual outcomes as well as more general outcomes for Staffordshire Police (including reduced demand) have been noticeable. The SCO will be doing further work with Staffordshire Police to ensure that outputs and outcomes for this Project and specifically this expenditure can be measured.

#### > **Youth Offer**

As part of the SC Early Intervention Plan the SCO's are scoping current youth delivery across a variety of sectors including the SCO, Police, Fire and other organisations offering to young people. It is intended that a "Staffordshire Young People Offer" is developed and potential opportunities to join up activities are identified.

#### > **Space\***

2018 has seen the third year of the Commissioner's Space programme, focussing on reducing police reported incidents of youth related anti-social behaviour (ASB) and providing positive outcomes for local young people.

Based on the successes of the previous year which saw a 37% reduction in police reported incidents of youth related ASB across the whole area, the Commissioner committed a further £40,000 of funding which has this year enabled expansion of the programme. Utilising the allocation of £180,000, the programme has been extended

to incorporate a wider age cohort (8yrs – 17 years compared to the previous years of 11-17 years) based on recognition of opportunities for earliest intervention, identified need and feedback from commissioned providers.

Additionally the programme this year for the first time sees the availability of Space activities in other school holiday periods such as the Autumn half-term which incorporates Bonfire Night and Halloween, when ASB has been identified as more prevalent in certain geographical locations.

Once again the programme supports predetermined funding for a targeted cohort of individuals alongside the universal provision.

Whilst reports from the summer period are still being received, information to date (4 October 2018) already show attendance up (20,650 in 2018 compared to 18,101 in 2017) with further data still to be received from a total spend for 2018/19 of £171,000.

Police recorded youth related ASB for the summer holiday period has shown a reduction of 40% compared to the same period last year with 659 incidents recorded compared to 1,110 last year.

A formal evaluation of the 2018/19 programme will be undertaken once all activities throughout the year are concluded.

Clearly Space forms one element of the positive work being led by the Commissioner's Office for young people (which extends to Cadets, Princes Trust and other activities). The ambition of the Commissioner is to consider as next steps a strategic partnership approach to the provision of support for young people.

#### > **New Neighbourhood Policing Model**

From 2018, a new force operating model introduced changes in the way that calls for service were handled by the police, reducing the requirement for officers to physically attend straightforward incidents and requests for advice that can be managed either over the phone or, increasingly, through online transactions. This improved efficiency together with increased funding through the 2018/19 precept increase has enabled the force to grow their Neighbourhood Policing Teams. The increase in officers will support more effective prevention and early intervention activities through place-based teams and the force has developed an Early Intervention Strategy and action plans to coordinate and drive operational policing in this area.

#### > **Criminality in Prisons**

The Commissioner has instigated a review of criminality in prisons in conjunction with PCC colleagues across the region. This is a particular issue for Staffordshire and Stoke-on-Trent which has a disproportionately high prison population. All relevant agencies are being engaged in the review process to help form a full understanding of this growing problem, what is already being done to tackle it and what needs to happen in addition. The work is very much focused on the principles

of prevention and early intervention. The findings, including recommendations for improvement are due to be reported by the end of the year.

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**STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL – 29 October 2018**

**WORK PROGRAMME PLANNING 2018-2020**

**Report of the Secretary**

Recommendation

That the Panel note the dates of future meetings and considers the contents of its Work Programme for 2018 -20.

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.

Prior to the transfer of responsibility for governance of the Fire and Rescue Service to the Commissioner, members received thematic updates on the Commissioners Police and Crime Plan. A revised format for those reports will soon be introduced. In addition the Panel is required to consider the draft of any revised Police and Crime Plan, the Commissioner’s Annual Report on the progress of that Plan and the proposed Police Precept.

In relation to the Fire and Rescue Service, statutorily, members will be asked to review any draft Fire and Rescue Plan/Corporate Safety Plan (incorporating the Integrated Risk Management Plan), consider the Annual Statement of Assurance and consider the proposed Fire and Rescue Precept.

The current Corporate Safety Plan (as adopted by the Commissioner) runs to April 2020. There is a lengthy lead in period for the renewal/review of that Plan therefore it is suggested that members might wish to receive progress reports from April 2019 onwards.

The Statement of Assurance is a retrospective look back over the previous year’s performance therefore the Statement for 2017/18 is expected to be available in the new year.

A skeleton Work Programme incorporating the statutory requirements on the Panel is detailed below

It is suggested that members submit proposed items for inclusion in the Work Programme, for consideration at their next meeting.

<b>Date of Meeting</b>	<b>Agenda Items</b>
Monday 29 October 2018 (pm) (Re-arranged from Wednesday 31 October 2018)	<ul style="list-style-type: none"> <li>• PFCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire</li> <li>• PFCC Update on progress of</li> </ul>

	<ul style="list-style-type: none"> <li>collaboration initiatives</li> <li>• Fire and Rescue Service Corporate Safety Plan 2017-20</li> <li>• Revenue and Medium Term Financial Plan – Fire and Rescue</li> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Early Intervention)</li> <li>• Revenue and Medium Term Financial Plan – Police</li> </ul>
Monday 21 January 2019 (am)	<ul style="list-style-type: none"> <li>• Consideration of the PFCC's proposed Police Budget and Precept 2019/20</li> <li>• Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2019/20</li> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Victims and Witnesses)</li> <li>• PFCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire</li> <li>• PFCC Update on progress of collaboration initiatives</li> <li>• Fire and Rescue Statement of Assurance 2017/18</li> </ul>
Monday 28 January 2019 (pm) <i>Provisional</i>	<i>Provisional Meeting</i> – If necessary to further consider the PFCC's Proposed Police Budget and Precept 2019/20 and/or the PFCC's Proposed Fire and Rescue Budget and Precept 2019/20
Monday 29 April 2019 (pm)	<ul style="list-style-type: none"> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Modern Policing)</li> <li>• PFCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire</li> <li>• PFCC Update on progress of collaboration initiatives</li> <li>• Fire and Rescue Corporate Safety Plan 2020/2023 – Progress</li> <li>•</li> </ul>
Monday 22 July 2019 (pm)	<ul style="list-style-type: none"> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Managing Offenders)</li> <li>• Consideration of the PFCCs Annual Report 2018/19</li> <li>• Annual report on the handling of complaints against the</li> </ul>

	<p>PFCC/Deputy PFCC</p> <ul style="list-style-type: none"> <li>• Home Office grant to the Police, Fire and Crime Panel and Panel's Budget Report</li> <li>• Fire and Rescue Corporate Safety Plan 2020/2023 - Progress</li> </ul>
Monday 28 October 2019 (pm)	<ul style="list-style-type: none"> <li>• MTFS/Budget Updates for Police and Fire and Rescue Services</li> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Public Confidence)</li> <li>• Fire and Rescue Corporate Safety Plan 2020/2023 - Progress</li> </ul>
Monday 27 January 2020 (pm) (Budget Meeting)	<ul style="list-style-type: none"> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Early Intervention)</li> <li>• Consideration of the PFCC's proposed Police Budget and Precept 2020/21</li> <li>• Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2020/21</li> <li>• Fire and Rescue Corporate Safety Plan 2020/2023 - Progress</li> </ul>
Monday 3 February 2020 (pm) (Provisional)	<i>Provisional Meeting</i> – If necessary to further consider the PFCC's Proposed Police Budget and Precept 2020/21 and/or the PCC's Proposed Fire and Rescue Budget and Precept 2020/21
Monday 27 April 2020 (pm)	<ul style="list-style-type: none"> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Victims and Witnesses)</li> </ul>

J Tradewell  
Secretary to the Panel

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