



Staffordshire Police, Fire and Crime Panel

2.00 pm Monday, 28 January 2019
Oak Room, County Buildings, Stafford

John Tradewell
Secretary to the Panel
Friday, 18 January 2019

AGENDA

1. **Apologies**
2. **Declarations of interest**
3. **Minutes of the meeting held on 29 October 2018** (Pages 1 - 10)
4. **Decisions published by the Police, Fire and Crime Commissioner (PFCC)**

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

Staffordshire Commissioner (Police) Decision no. 2018/19 09 - 12 published since the last Panel meeting.
5. **Questions to the PFCC from Members of the Public**
6. **Police, Fire and Crime Panels National Conference, 12 November 2018 - Feedback** (Pages 11 - 14)
7. **Proposed Police Budget and Precept 2019/20**

Report and Supporting Strategies – TO FOLLOW
8. **Safer, Fairer, United Communities for Staffordshire - Update** (Pages 15 - 54)
9. **Police and Fire and Rescue Services in Staffordshire/Stoke-on-Trent - Joint Governance and Collaboration - Update Report** (Pages 55 - 56)
10. **Questions to the PFCC by Panel Members**
11. **Dates of Future Meetings and Work Programme** (Pages 57 - 60)

Membership	
Carl Bennett	Cannock Chase District Council
Randolph Conteh	Stoke-on-Trent City Council
Paul Darby (Vice-Chairman)	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 DC
Stephen Sweeney (Chairman)	Staffordshire County Council
Keith Walker	Co-optee
Jill Waring	Newcastle - under-Lyme Borough Council
Ashley Yeates	Lichfield District Council

Note for Members of the Press and Public

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Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 29 October 2018

Present: Stephen Sweeney (Chairman)

Carl Bennett	Brian Edwards
Randolph Conteh	Peter Jackson
Paul Darby (Co-Optee)	Mr K. Walker (Co-Optee)
Stephen Doyle	Jill Waring
Ann Edgeller	Ashley Yeates

Apologies: Simon Gaskin

PART ONE

16. Appointment of Chairman

RESOLVED – That Mr Stephen Sweeney be appointed Chairman of this Panel.

17. Declarations of interest

There were no declarations of interest on this occasion.

18. Minutes of the meeting held on 3 July 2018

RESOLVED – That the minutes of the Police and Crime Panel meeting held on 3 July 2018 be confirmed and signed by the Chairman.

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

Details of decisions taken and published by the Police, Fire and Crime Commissioner ('The Commissioner') had been circulated to members.

In order to provide for more meaningful scrutiny, Panel members requested a review of the extent to which text in published decisions was redacted.

The published decision on the award of a contract for the provision of Domestic Abuse Support Services was discussed (see minute 20 below)

20. Questions to the PFCC from Members of the Public

Members of the public submitted questions and received the replies detailed (see Appendix to minutes).

The Panel subsequently questioned the Commissioner on the award of the contract particularly on whether the current level of involvement by volunteers in the provision of support services would be maintained and, if not, what action the Commissioner would take in the longer term should any formal contractual arrangements cease.

Responding, the Commissioner was confident that volunteer commitment would continue, commenting that he was holding discussions with local Groups on their involvement in the delivery of new contract.

Addressing questions on the tender and evaluation processes for the contract, the Commissioner considered the process to have been fair, transparent and robust. He submitted that the exercise had secured a single cross county service of a constant standard for all.

The Commissioner clarified the position on provision of Refuges for victims of abuse, explaining that funding was allocated to local councils and that he was working with them to provide co-ordinated support for victims.

21. Staffordshire Fire and Rescue Service

a) Update on Governance and Commissioner Development in Staffordshire and Stoke-on-Trent

The Commissioner reported that following the transfer to him of Governance responsibility for the Staffordshire Fire and Rescue Service from 1 August 2018, key actions to fulfil the statutory requirements in relation to the transfer of staff, assets, and resources had been completed and the Strategic Governance Board for that Service had met and decisions published..

RESOLVED – That the update be noted.

b) Collaboration between Staffordshire Police and Staffordshire Fire and Rescue Service - Update

The Commissioner reported on a number of functions for which joint working arrangements between the Police and Fire and Rescue Services had been in operation for some time including Supplies and logistics, and emergency transport and engineering. Referring to his own priorities he acknowledged the need to address the shortage of retained Firefighters in Staffordshire. He also reported that discussions were underway with the Chairman of the West Midlands Fire Control Governance Board on future arrangements.. Looking to future proposals the Commissioner reported the establishment of a Joint Governance Board to identify and make recommendations to him on opportunities for collaboration/service improvement.

RESOLVED – That the current level of collaboration be noted.

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

The Panel considered a report on the implementation of the Staffordshire Fire and Rescue Service Corporate Safety Plan 2017 – 20 which incorporated the Integrated Risk Management Plan (IRMP).

The report detailed the required contents of both the IRMP and the Corporate Safety Plan. The documentation had been endorsed and adopted by the Commissioner when taking responsibility for governance of the Fire and Rescue Service and the three priorities of Education and Engagement, Community Safety and Wellbeing and Planning, Resilience and Response had been re-affirmed.

The Commissioner reported on the performance of the Service against a series of key indicators and detailed various projects being undertaken in partnership with other agencies. A summary was given of the involvement of the Staffordshire service in a number of regional and national initiatives including the National Operational Guidance Programme and the Joint Emergency Services Interoperability Programme (JESIP) aimed at improving liaison between the three main blue light services attending major incidents.

The Commissioner reported that he continued to familiarise himself with the work of the Fire and Rescue Service and anticipated drawing up proposals from Spring 2019 to build on the success of the service.

RESOLVED – That the report be noted.

d) Medium Term Financial Strategy - Fire & Rescue

The financial position at the time of transfer of governance of the Service to the Commissioner was a total budget for 2018/19 of £40.216million, 37% of which was central government funded, the remainder raised by the Precept. The Service was committed to a four year efficiency plan to achieve £4million of savings up to 2019/20. (in return commitment to that 4 year plan had given the service security regarding its central government funding levels over the four years) Up to March 2018 £2.2m had been achieved. the remaining £1.8m of savings had reduced to £1.3million following a higher than assumed Council Tax Precept rate for the current year. Measures were in place to achieve the £1.3million.

The Commissioner reported on Central Government's recent announcement on the need to increase employer contributions to the Firefighters Pension Scheme with effect from 2019/20 following review by the Actuary. National level discussions were currently taking place on the funding of any increase in contributions. Other risks to the budget position were reported, including potential reductions on Government funding and the effect of any change in the way in which the Capital Programme was funded. Savings anticipated as a result of changes to the Service governance arrangements were detailed however none had been incorporated into the current years budget.

A number of assumptions on central and local funding levels and pension costs to the service up to 2021/22 were detailed which gave a predicted budget deficit in 2021/22 of £2.469million.

RESOLVED – That the budget position be noted

22. Staffordshire Police Service

a) Safer, Fairer, United Communities for Staffordshire 2017-2020

The Commissioner reported on the progress of projects and initiatives under his Safer, Fairer, United Communities for Staffordshire, focussing on those pursued under the 'Early Intervention' theme.

Members' discussion centred on the SPACE scheme to which the Commissioner had allocated funding during the 2018 summer period. In practice the Commissioner allocates funding to organisations, including local councils, to set up and run youth engagement schemes during the summer school holiday periods, in order to reduce anti-social behaviour.

The Commissioner was questioned on the extent to which the funding provides for new diversionary activities over and above those already provided by organisations such as Youth Clubs. The Commissioner acknowledged that in some instances established activities were being incorporate into the SPACE scheme, suggesting that this reflected a wish to be associated with the strong reputation of SPACE and its achievements. His funding did provide for new, additional projects which otherwise would not exist. The overall reduction on anti-social behaviour was his priority and he expressed appreciation of the work of many partner organisations and volunteers in delivering the SPACE scheme. The Commissioner was asked to consider in relation to SPACE were the complexity of the funding application process and the wish to see the scheme extended to provide all year round activities.

Members remained concerned about the future of Safer Neighbourhood Panels and sought assurances from the Commissioner on their future funding. The Commissioner reiterated his wish to review the Panels due to a wide variation in their effectiveness and degree of public engagement. He continued to look to SNPs as a means of providing local accountability for the Police Service.

RESOLVED – That the report be noted.

b) Medium Term Financial Strategy - Police Service

The updated Medium Term Financial Strategy for the period to 2021/22 showed an estimated funding gap of c£15million. This was a revision on the £13million reported to Panel in February 2018 and was mainly due to recent government announcements on an increase in employer contributions to the Police Pension Scheme with effect from 2019/20. The forthcoming Comprehensive Spending Review was adding to uncertainty about future Policing budgets.

The Commissioner reported on national discussions on the funding of the additional contributions to the Police Pension Scheme and gave assurances that at the present time he was pursuing the recruitment and appointment of additional warranted officers in line with his proposals when the 2018/19 'enhanced' Precept was approved.

Referring to the national and local picture on Police funding and activity, the Commissioner reported that whilst Government funding remained stable, the percentage allocated to national priorities was increasing, reflecting the changing nature of crime. He briefly summarised national and local police performance levels commenting on the risks to local performance posed by budget reductions. The recently produced Force

Management Statement served to co-ordinate the challenges and expectations on the Force with its financial expectations.

The Commissioner's assumptions on costs and inflation up to 2021/22 were detailed together with the gap analysis for the MTFs for the same period. That gap analysis showed a shortfall of £4.494million in 2019/20 which was dependent on achieving reductions in the Capital Programme and securing other savings. Any savings resulting from collaboration with the Fire and Rescue Service had not yet been incorporated into forecasts.

Referring to the Capital Programme and level of Reserves, the Commissioner proposed a gradual reduction in the Programme to limit the long term borrowing requirement, and to replenish Reserves, explaining his intention to use the latter as a revolving investment fund in line with his belief that maximum funding should be available for frontline services.

The Commissioner requested the opportunity to discuss budget options for 2019/20 with the Panel prior to submitting a proposed Precept to their January 2019 meeting.

RESOLVED – That the Medium Term Financial Strategy update be noted and a consultation event be held on 26 November 2018

23. Questions to the PFCC by Panel Members

Responding to a request for an update on action to address unauthorised travellers' encampments in the County, The Commissioner reported that a Guidance Paper had been issued across policing areas and commented on the general over-expectation of the role and powers of the Police Service to address this issue.

24. Dates of Future Meetings and Work Programme

The Secretary submitted details of proposed meeting dates and work programme for the Panel up to April 2020. Members queried the ability of the proposed arrangements to accommodate the Panel's additional responsibilities in relation to the Fire and Rescue Service.

RESOLVED – That the Chairman consider options for the future management of the Panel's workload.

Appendix to the minutes of the Staffordshire Police, Fire and Crime Panel meeting 29th October 2018, Item No. 6.

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

1.From J Bould of Hednesford (questioner not present)

I am President of Soroptimist International of Cannock and District, as a service organisation and charity we have been supporting our local Women's Aid and Pathway organisations outreach work and know the vital service they provide to victims of

domestic violence. We understand that there has recently been a new domestic violence service commissioned from one countywide organisation. Could the PCC help us understand the impact this is going to have locally, and what community impact assessment was done in regard to the effect on those local charities and communities who have been serving our communities locally?

Matthew Ellis - “Community Impact assessment was done as part of a very comprehensive commissioning exercise. The impact is broadly going to be around getting rid of the ‘postcode lottery’ that’s been there for some time. I firmly believe that you should be in a place where you don’t have to rely on living in a particular place in order to get a necessary service. We envisioned spending more of the available money on frontline services and the commissioning process showed that more value, more money would go to frontline services. With the way we commissioned it, with one provider, rather than multiple providers. Refuges are mentioned quite a lot, Refuges are not affected, the only thing that is affected is the fact that I’ve subsidised, quite rightly, by the way, the reduction in budgets that the City Council and the County Council have made over recent years, with an extra 1.8 million pounds from my budgets. So, the principle was single service across Staffordshire, as it has turned out, additional investment, and, above all, making sure that there is consistency across the city, and across all of Staffordshire, as far as the service availability is concerned.”

Stephen Sweeney – “The question is ‘could the PCC help us understand the impact this is going to have locally?’ do you think you’ve answered that?”

Matthew Ellis – “I think I’ve said I’m putting 1.8 million pounds more in. I think, no matter where you are in Staffordshire or Stoke-on-Trent, it’s not guesswork as to whether you’re going to get the service. So, things like the support services for people who’ve suffered domestic abuse and need to go to court, this sort of thing, in different parts of Staffordshire and Stoke-on-Trent, you would get a different level of service.”

2. From Dr J Lomas of Cannock (questioner not present)

The PCC has recently commissioned a new countywide service, including stoke, and the award has been made to a single, national provider. The provision of refuge support was not part of this award. Yet there is a great deal of publicity at the moment about refuges being at risk nationally. What does the PCC intend to do about refuges and supporting them in Staffordshire given they are there for the most at risk victims?

Matthew Ellis - “Refuges are really important. Local Authorities receive funding from Government for Refuges. So, whilst we have supported refuges, we have supported the organisations that provide them. I don’t get any money for refuges at all, so it’s down to the City Council and the County Council. I do think that some of the local money that I provide through the funds that go to district councils, is spent on refuges, but that is a local decision for those councils to use the money that I provide as they wish.”

Stephen Sweeney – “So the question is, what does the PCC intend to do about Refuges and supporting them in Staffordshire, given they are there for the most at risk victims – have you answered that?”

Matthew Ellis – “I think so, yes.”

3. From G Jones of Lichfield (questioner present)

In October 2017, as part of the then OPCC’s 2nd attempt to Recommission Domestic Abuse Support Services, a market engagement event was held by the OPCC. The event was attended by both local and national organisations, looking to tender for the upcoming service. Attending on behalf of several national organisations were a number of Business Development and Bid-writing personnel whose sole role is to win new business on behalf of their multi-million-pound national charities. Support Staffordshire fulfils a similar support function, by advising and supporting local charities. Why did the OPCC attempt to bar Support Staffordshire from attending this event and thereby disadvantage local bidders, as evidenced in email communications originating from Helen Jarvie, the OPCC’s Commissioning Manager?

Matthew Ellis – My understanding is that, whilst Support Staffordshire are absolutely there to support local organisations, and whether that was done successfully is open to conclusions to be drawn from the result. My understanding is that there should have been a balance between it being a level playing field across the country and for the local organisations, and I understand, and I wasn’t there, but I understand that in a report that you felt that you were unable to play a level playing field and fight the corner of local organisations, and the way that you did that resulted in a number of complaints afterwards from providers attending the meeting. I’m not going to criticise you in the slightest for fighting for local organisations, but the law is very very clear, it is an open, and a free process, it is a very regulated process, and, as it turned out, the local organisations did not put bids together which were effectively meeting the criteria which meant that Victim Support, which is a national organisation, a renowned national organisation, won the contract. Since that time, I’ve worked very closely with ARCH, and we’re in a very good place now, and I have agreed strategic alignment going forward with ARCH, and I’ve also agreed that I want to support both Pathway and Women’s Aid going forwards – but this was a very, very legal process, it was carried out I believe to the letter. You will know there has been a legal challenge that has been withdrawn because we carried it out to the letter, and, whilst I’m disappointed that local organisations did not secure the contract, we had to go with the best value, the most robust service, and the organisations that could provide the best frontline services for people in Staffordshire”

Stephen Sweeney – “A supplementary question you would like to ask?”

G Jones – “I don’t believe my original question was answered, as the Commissioner’s answer commenced at a point at which I attended the meeting in question. My question was why was there an attempt to bar me from attending the meeting in the first place.”

Matthew Ellis – “I’m not aware that there was any attempt to bar you from the meeting, but I will certainly have a look at that afterwards if that’s what you’re suggesting happened. I’ve had a pretty clear picture about the issues that were raised – I absolutely get that you quite rightly want to support local organisations, but domestic abuse is a massive, massive subject, we have to go with the organisations that can prove beyond doubt that they are the ones who can provide the best service, in the most cost effective way – I think that’s what’s being done. I am more than happy, I mean this is the first time that you’ve raised this with me, as far as being barred – I don’t think anybody’s been barred, I think the issues that were raised were that you were perhaps somewhat overzealous in wanting to promote local organisations, which I applaud on the one hand, but this is a, very highly, regulated process and we have to make sure that we stay legal, that we do it in a way which cannot be challenged, I think that we’ve proven that by the fact that an initial challenge was made that was very swiftly withdrawn afterward, and all three of the organisations involved with that, we are now working productively with to move forwards, and the same applies to Support Staffordshire, as long as you play by the rules.”

4. Second question from G Jones of Lichfield (questioner present)

Following the recent award of the Domestic Abuse Support Service to Victim Support by the Staffordshire Commissioners Office, Support Staffordshire submitted a Freedom of Information request pertaining to the assessment process. Support Staffordshire asked to see the assessment scoring and for details of the moderation process that led to the selection of Victim Support. We have not asked to see the content of any of the bids, only the scoring. Nevertheless, our request has been refused on the grounds that the scoring is commercially sensitive information. As this is clearly inaccurate, will the Commissioner instruct his office to release all the information requested with immediate effect, in order to preserve the transparency of the process and avoid any perception that his office has something to hide? If not, can he explain why not?

M Ellis – “This entire process has been complex, it has been done to the letter, the information that you are requesting, again, is partly confidential, and I think my officials have been in touch with you to explain why it can’t be provided, and it would also cost thousands of pounds to get it all together, so I would suggest that, if you disagree with the decision, and bearing in mind that the others affected are not in the same place as Support Staffordshire as far as this issue is concerned, I would suggest that you deal with the Information Commissioner directly, and we’ll take it from there.”

5. From C Holdcroft (questioner not present)

As a member of the local community, I have invested time and donations into our local domestic violence charities over the last 24 years, by helping to equip and furnish the refuges, by supply goods to people when they are re-housed and supporting the charity wherever possible. With a new national organisation now delivering this service, can you ensure that our local investment continues to be protected?

M Ellis – “For three years now we have been concerned about the difference, the ‘postcode lottery’ to be quite frank, that is available in domestic abuse services across Staffordshire. I’ve put in an additional £8.1 million over three years. I believe that the way in which Commissioners and police services have followed very closely our efforts to, across the country, get people to come forward rather than suffering in silence, which has clearly been happening for many years. I think the services have to be there to meet those people that come forwards, and so when we first started to look at joining up with the city council, and also the county council, the express reason was to make sure that first of all we could potentially reduce administration costs, and, secondly, we could ensure that there wasn’t a ‘postcode lottery’ depending on where you happened to be in Staffordshire. The principle of this is being achieved – I would argue, as you would expect me to, I am very confident that we can talk about this in another 12 months’ time and I think you will find that the service is more consistent, that its available faster, some of the services are now 24 hours, which is a first for Staffordshire, and, in short, I think the redesign of the service, that wasn’t based on imaginary red lines that go across the road depending on what local authority area you’re in was exactly the right thing to do. The extra investment to make up for disinvestment elsewhere I felt was necessary as well and it’s been very difficult to do, but we’ve done it, and I think that when we go and we look back at the services in twelve months’ time we will find it was the right thing to do. At the end of the day it is a significant, serious player in the market who is delivering the service, mainly in Staffordshire, called Victim Support, and, if you remember, Victim Support were the organisation we didn’t give the tender to as far as victim services is concerned, which, at the time, was exactly the right thing to do, and they themselves admit that they learnt a lot from losing that contract and have changed the way they do things. So I’m extremely confident the service we’ve got is one of the most joined up, the most effective, and one of the least ‘postcode lottery’-orientated ones in the entire country, and actually, at a time when most organisations are reducing funding to domestic abuse, in Staffordshire its being maintained, and slightly increased, albeit mainly from my budget.”

6. From J Prince of Cannock (questioner not present)

Following the recent changes in the provision of support for those who suffer from Domestic Abuse in Staffordshire, Could the PCC explain how he will ensure that the new domestic violence service meets the National Statement of Expectations on Violence Against Women from the home office?

M Ellis – “I can absolutely give that assurance.”

7. From D James MBE of Stafford (questioner not present)

The OPCC has recently commissioned a new countywide, single domestic abuse service in partnership with Staffordshire County Council and Stoke City Council, and the award has been made to a single, national provider. The provision of specialist support within refuge accommodation was not part of this award. Yet there is a great deal of publicity at the moment about refuges being at risk nationally, and some concern and debate at a government level. What does the OPCC and its commissioning partners

intend to do to support the continuation of refuge provision in Staffordshire given they are there for the most vulnerable and at-risk victims?

M Ellis – “I say again, I don’t receive money for Refuges, it is the city council and the county council that receive money for that. Some of the locality deal that I provide to every district and borough authority is spent on Refuges – that will continue, it is a local decision by those councils to do that. But as part of the overall picture of what support for domestic abuse looks like, whilst it’s not in my hands, it’s in the city council and the county council’s hand, I know there’s been some reductions, particularly in the county council provisions for that, I will do everything I can to make sure that those two authorities do as much as they can to support people who are in need of refuge.”

8. From D James MBE of Stafford (questioner not present)

‘The OPCC has recently commissioned a new countywide, single domestic abuse service in partnership with Staffordshire County Council and Stoke City Council, and the award has been made to a single, national provider. The provision of specialist support within refuge accommodation was not part of this award. Yet there is a great deal of publicity at the moment about refuges being at risk nationally, and some concern and debate at a government level. What does the OPCC and its commissioning partners intend to do about refuges and supporting them in Staffordshire given they are there for the most at risk victims?’

Answer given as above.

Chairman

Documents referred to in these minutes as Schedules are not appended, but will be attached to the signed copy of the Minutes of the meeting. Copies, or specific information contained in them, may be available on request.

STAFFORDSHIRE POLICE AND CRIME PANEL – 28 January 2019

**NATIONAL CONFERENCE FOR POLICE, FIRE AND CRIME PANEL
12 NOVEMBER 2018**

Report of the Secretary

Your Chairman, Mr Walker (Independent Member) and your support officer attended the National Conference for Police, Fire and Crime Panels at Warwick University on 12 November 2018. This was the 7th National Conference organised by Frontline Consulting. Representatives of most Panels in England and Wales attend this event as it is recognised as a valuable opportunity to update on the national picture for Panels.

Presentations/Discussions

Guest Speakers at the Opening session were Sara Thornton (Chair of the National Police Chiefs' Council) and Mark Burn-Williamson OBE (Chair of the Association of Police and Crime Commissioners).

Sara Thornton reported on the increase in crime levels nationally with more being hidden and complex in nature, moving between physical and on-line environments. Coupled with reduced funding and officer numbers this had led to reduced outcomes ie arrests and charges. She continued by referring to the need to 'skill up' frontline officers whose role was increasingly becoming responsive rather than preventative. She also referred to a recent Home Affairs Committee report calling on the Home Office to play a greater role in bringing Forces together whilst acknowledging the locality aspect of the service.

Concluding, Sara Thornton referred to her Council's current work with the Association of PCCs to support the Home Office in compiling submissions to the Treasury for the forthcoming Spending Review.

Mark Burn-Williamson also referred to work in preparation for the Spending Review, highlighting the additional budget pressures created by the recent requirement to increase contributions to the Police Pension Fund. He called on Panels to support their Commissioner in lobbying for an increase in budgets.

National Association of Police, Fire and Crime Panels

In April 2018 this Panel agreed to take up membership of the newly formed National Association of Police, Fire and Crime Panels. The Association has been formed to provide a means of information sharing, networking and joint working with other Panels and to give a united voice when dealing with organisations such as the National Association of Police and Crime Commissioners.

The Association held its first AGM at the Frontline Conference. Most of its agenda focussed on organisational and Constitutional matters. The main discussion centred on information received from the Home Office that the use of their grant monies to fund the subscription fee for the Association was not permitted. Panel Chairmen have been asked to lobby the Minister for Policing to change this view and accordingly your Chairman has made representations to the Minister.

Workshops

The afternoon session was devoted to workshops with each of your representatives attending different events. Their reports are below:

The role of PCP Member Champions (feedback from your Support Officer)- Some time ago this Panel approved and began implementation of a Member Champion system with 2 members assigned to one of each of the (then) four themes in the Commissioner's Strategy. Unfortunately at that time the system didn't gather momentum therefore I attending this Workshop to learn from others' experiences.

The Workshop was facilitated by the Support Officer to the North Wales PCP. Their organisation and system for Champions mirrors that adopted by Staffordshire therefore there is no easily identifiable change that can be made to the Staffordshire scheme to make it effective. Your Chairman and I have been looking at ways managing the Panels increased workload. Should it prove beneficial in the future, the Champions system may be proposed as a means of dealing with the workload.

Police Finance and Risks (feedback from your Chairman and Support Officer) – Representatives of Grant Thornton presented an analysis of funding across Forces which showed an increasing reliance on the Precept, however additional local funding did not fully compensate for the reduced Central Government Grants.

The presentation went on to detail the level of Reserves held by each Force with reference made to the Governments directive that the minimum level should be around 3% of Gross Revenue Expenditure in order give confidence that a Force could deal with spikes in demand for services. Overall the policing sector had seen a reduction in Reserves which was a favourable position if the funding was used for transformation projects but unsustainable if the funds were being used for operational policing purposes.

On Capital Grant Funding, Grant Thornton reported on a lack of investment in Capital items which resulted in Forces having to sell Capital assets to fund others. This was not sustainable in the long term.

The future of Neighbourhood Policing (Feedback from your Chairman) -The session began with a short presentation of the findings from the Police foundations recent research project.

The frustration of police officers who believe in the benefits of neighbourhood policing but who find that they are spending most of their time on response calls came through very strongly. Everybody agrees with the principle but having the manpower to do it is another matter

A couple of quotes:

“Most beat managing PCs are now spending between 60 and 90 percent of their duties doing response work”

And

“We are being used as walking response officers”

After the presentation there was a general debate and one member said that Neighbourhood policing worked very well in his neighbourhood. He didn't have a particularly strong accent but the person leading the debate asked if he was from Durham so it must be common knowledge that the system can work and indeed does in Durham

Key Findings from the National Police ICT User Survey (Feedback from Mr Walker) – This session was hosted by Bernard Rix CEO of CoPaCC and publisher of the report. The survey was conducted with the support of the Police Federation and Superintendents Association and respondents from all forces took part.

Evidence submitted showed that the Staffordshire Force were not the leaders in introducing the use of personal tablets, body cams and in making massive investment in their technology infrastructure. The 'on the ground' survey appears to show that within the Staffordshire Force:

- There is less satisfaction with their ICT provision than the national average
- There is a feeling that the Force compares poorly with others on ICT investment
- There are doubts as to whether the Force is investing wisely in high technology products

More positively, Staffordshire's respondents appear to be more satisfied than the national average with their ICT helpdesk provision, for example.

Rethinking Police Demand (Feedback from Mr Walker)- Crest Advisory, an independent consultancy specialising in criminal justice and policing presented their report on police demand which identifies that major shifts in externally driven demand have left the police facing unprecedented pressures. They also stated, however, that the police lack a good understanding of the nature and shape of that demand to help them plan and deploy to best effect.

They used evidence from a variety of sources and identified that the following key trends and changes are pushing up demand on the police – even at a time when the overall volume of crime is falling:

1. Since 2013 a significant increase in the volume of recorded crime (up by 40% from 2013 to 2017), particularly from violence and sexual offences, which together represent the largest category of reported offences.
2. Reduced budgets have resulted in overall police workforce numbers falling by 25% since 2010. The ratio of crime cases to number of officers and staff initially remained constant between 2011 – 2013 but has since grown substantially by 43%, reflecting the growth in more serious crime since 2013 and quantifying the scale of pressure felt by the police.
3. Around a fifth (18%) of the incident volume tackled through command and control centres concerns what is termed 'vulnerability demand' - cases that involve mental health, drugs, alcohol, domestic incidents or vulnerable persons. While this is lower than some estimates, the report suggests vulnerability demand uses up a disproportionately high quantity of police deployment resources.
4. The number and complexity of cases involving people who are vulnerable in some way, are growing, with a rise in Section 136 mental health detentions, missing children, domestic assaults/abuse and drugs interventions, all of which require effective cross-agency arrangements or services, these type of cases frequently have significant time demands on the officers dealing with them.
5. The volume of anti-social behaviour (which has historically made up the bulk of 'non-crime demand') has been falling over the past decade!! - down by 56% since 2011 and likely to continue. However, the benefit from this reduction is not enough to offset the pressure from rising crime.

NB: The facilitator was challenged by many people in this seminar over the validity of the data concerning anti-social behaviour. There was a widely held view that anti-social behaviour had not decreased but it was more likely that people were fed up with trying to report it via the 101 number and give up. The facilitator admitted that it was 'recorded' incidents that had decreased!

The bottom line is that shifts in demand, alongside the shrinking of budgets, risk creating a crisis of legitimacy for policing. With more 'demand' than the police are capable of responding to, it is inevitable that the police will need to make tough choices about how to allocate scarce resources. Inevitably, some of these choices will be controversial and unpopular.

S Sweeney, K Walker, J Plant.



Police, Fire and Crime Panel – 28 January 2019

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 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, Policing Plan and Strategies 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

Following discussions with Panel members on the format of this progress update report, a new approach has been taken. A more brief highlight report is attached at Appendix A (i) to (v) for each of the five priorities. These will ultimately contain relevant graphs and data to demonstrate performance, however this aspect is still under development. The more in depth report as issued previously is attached at Appendix B. Feedback from members on the preferred way forward is welcome.

Matthew Ellis
Staffordshire Commissioner Police | Fire and Rescue | Crime

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A police force that is fit for a changing future



January 2019

STRATEGIC OUTCOMES

- A great employer that delivers 'outstanding' service
- An organisation that delivers value for money
- Police are able to deal with crime and disorder effectively, including new and emerging threats

ACTIVITY SINCE LAST REPORT

- Four strategies developed by the force in support of the Commissioner's priorities were signed off.
- Project launched to implement Niche police records management system, replacing 13 separate existing systems.
- Consultancy commissioned in partnership to develop and implement a data sharing framework for Staffordshire.
- Arrangements for the Staffordshire Commissioner's governance of the Fire and Rescue Service implemented.
- Programme commenced to drive collaboration between Staffordshire Police and Fire & Rescue Services in the areas of Corporate Communication, Estates & Facilities, HR and Procurement.
- Further development of Estates Strategy to identify and progress opportunities to co-locate police and fire staff in shared buildings where possible.
- Recruitment programme launched to increase the number of retained or on-call firefighters, supported by work to address issues around recruitment and retention.

PLANNED ACTIVITY BEFORE NEXT REPORT

- Implementation expected by April 2019 for Police/Fire & Rescue collaboration on Estates & Facilities, Corporate Communications, Procurement and HR.
- The first phase of the Niche Programme will continue, including modules for Crime and Investigations, Intelligence and Safeguarding.
- Proposals for Phase II of the Niche Programme to be presented for sign off.
- The process will commence for the marketing and sale of a number of surplus properties.

MILESTONES AHEAD

Effectiveness
How effective is the force at keeping people safe and reducing crime?
Last updated 22/03/2018



Efficiency
How efficient is the force at keeping people safe and reducing crime?
Last updated 09/11/2017



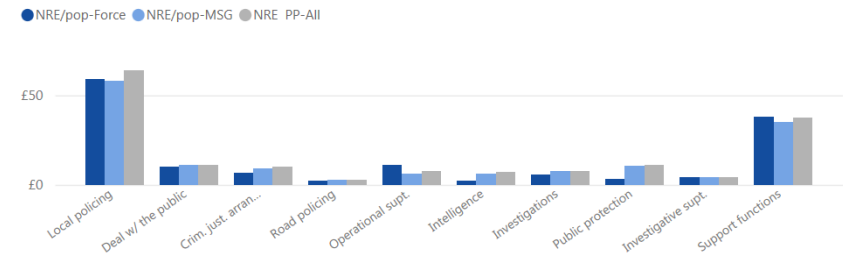
Legitimacy
How legitimate is the force at keeping people safe and reducing crime?
Last updated 12/12/2017



WORKFORCE 	78% frontline
	2.69 per 1000 population
	20% change in local workforce since 2010

VICTIM-BASED CRIMES 	0.07 per person	national level
	Local 5 year trend	National 5 year trend
COST 	44p per person per day local	51p per person per day national

How does spend compare - by POA Objective (net revenue expenditure per population)





January 2019

STRATEGIC OUTCOMES

- Root causes are identified and addressed to prevent problems from occurring or escalating
- Problems are prevented through police, partners and the public taking a problem solving approach
- People are effectively diverted away from and within the criminal justice system
- The public are protected from people and places that cause harm

ACTIVITY SINCE LAST REPORT

- Catch 22 completed 604 'return home' interviews with children missing from home, and supported 80 children at risk of CSE or victims of CSE.
- 2nd version of video commissioned for use in schools to highlight the risk of CSE cascaded to test group schools.
- 2,200 children in 24 schools provided with booklets under the 'Values vs Violence' programme.
- Services commissioned from the Prince's Trust have supported 195 young people, with 64% achieving a positive outcome.
- Findings and recommendations produced by Cordis Bright, following their review of Youth Offending Services presented to Joint YOS Board in September 2018.
- Education and support services for victims and potential victims of Female Genital Mutilation commissioned from Barnado's have so far supported 53 family members in 15 families.
- Audit conducted into Harmful Sexual Behaviour using NSPCC framework. Partnership event held in October 2018 to disseminate the findings and produce an action plan.

PLANNED ACTIVITY BEFORE NEXT REPORT

- CSE video to be made available to all schools and academies by February.
- Values vs Violence programme to be targeted at Burton, South Staffs and Cannock schools.
- YOS Statutory Review report to be presented to joint board in January. Decisions to be agreed on future YOS Prevention Service.
- Working Group on Harmful Sexual Behaviour to develop and progress its strategy.

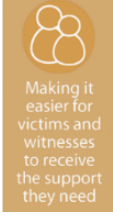
MILESTONES AHEAD

- Decisions to be agreed on future YOS Prevention Service at January board.
- Outcomes from Stoke City FC Community Trust project to be reported. The project is funded by the Premier League/Professional Footballers' Association Community Fund with match funding from the Staffordshire Commissioner, Staffordshire County and Stoke-on-Trent City Councils.

PERFORMANCE METRICS UNDER DEVELOPMENT

PERFORMANCE METRICS UNDER DEVELOPMENT

PERFORMANCE METRICS UNDER DEVELOPMENT



January 2019

STRATEGIC OUTCOMES

- Victims and witnesses are satisfied with the services provided
- Victims and witnesses able to cope and recover effectively – appropriate services at appropriate time and level
- Victims and witnesses are protected from further harm
- Victims and witnesses are better able to help themselves

ACTIVITY SINCE LAST REPORT

- Newly commissioned Domestic Abuse services between Staffordshire County Council, Stoke-on-Trent City Council and SCO went live on 1 October 2018 under the banner 'New Era'
- Decision Analysis Services (DAS) commissioned to scope current landscape of domestic abuse support services with a focus on refining and simplifying the system. An initial workshop was held in November 2018.
- 29,846 referrals into the Gateway between 1.4.18 and 30.9.18. 56% required an enhanced service and 44% a standard service. 9,891 of those requiring an enhanced service accepted the offer of support.
- Triangle consulting appointed to implement 'Victim Star' assessment tool to measure and support change in victim support via the Gateway.
- 3,626 business crime incidents resourced by the Business Crime Advisor from 1.4.18 – 30.9.18. Of those, nearly half accepted further support.
- 171 referrals to the Restorative Justice Hub from 1.4.18 – 30.9.18, mostly from the Gateway.
- Strategy and Action Plan for 2018-2020 developed by Restorative Justice Partnership Group.

PLANNED ACTIVITY BEFORE NEXT REPORT

- Further work by DAS to scope the current provision of domestic abuse support services.
- 'Victim Star' Pilot scheme to commence in January.
- Victim and Witness Commissioning & Development Board to prepare local Strategy and Action Plan.
- Modern Slavery awareness raising events to be held.
- Modern Slavery 'train the trainer' sessions to take place in February and March 2019.

MILESTONES AHEAD

- Victim and Witness Needs Assessment to be signed off in January 2019.

PERFORMANCE METRICS UNDER DEVELOPMENT

PERFORMANCE METRICS UNDER DEVELOPMENT

PERFORMANCE METRICS UNDER DEVELOPMENT



January 2019

STRATEGIC OUTCOMES

- People are prevented from first time offending
- People are prevented from reoffending

ACTIVITY SINCE LAST REPORT

- Staffordshire Strategic Framework for Reduced Offending refreshed for April 2018 to March 2021.
- Strategy has greater emphasis on youth reoffending and better services for women offenders.
- Majority of actions from the strategy scheduled for delivery by December 2018 successfully implemented.
- Review of Youth Offending Services completed in conjunction with Staffordshire and Stoke-on-Trent YOS Managers.
- Engagement with national consultation on Probation reform.
- Actions agreed with partners to address homelessness and housing need amongst offenders.
- Exercise completed by Stoke-on-Trent City Council to map employment advice and brokerage services for offenders, identify gaps in provision and recommend solutions.
- NACRO report commissioned to research mental health related incident demand completed.
- Work completed to examine use of drug and alcohol funding for criminal justice substance misuse interventions.

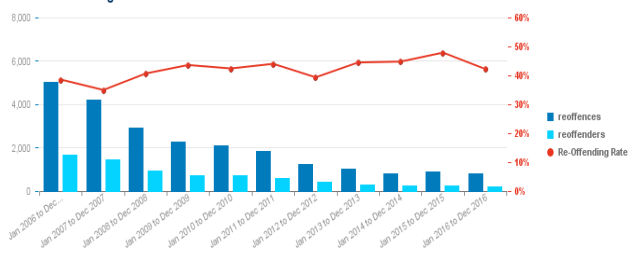
PLANNED ACTIVITY BEFORE NEXT REPORT

- Integrated Offender Management Review to report on recommendations to improve IOM delivery.
- Findings of YOS review to be considered by joint YOS Board meeting.
- Engagement with Community Rehabilitation Company in response to HMIP Inspection Report which rated the CRC as 'Requires Improvement'.
- Staffordshire Community Safety and Mental Health Board to consider findings of NACRO report on mental health related incident demand.
- Partners to consider proposals for future investment in drug and alcohol assessment and treatment services.

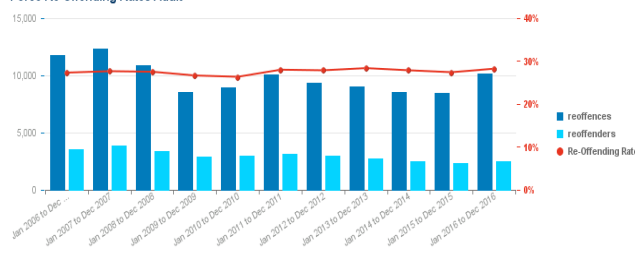
MILESTONES AHEAD

- January 2019: First meeting of working group of NPS, CRC, Police and other partners to progress local implementation of national Women Offenders Strategy.
- January 2019: First meeting of Offender Accommodation Forum.
- January 2019: Stakeholder event to consider the recommendations of SOT City Council report on employment advice and brokerage services for offenders.
- March 2019: Report on offending and reoffending outcomes to be presented to the Panel.

Force Re-Offending Rates Juvenile

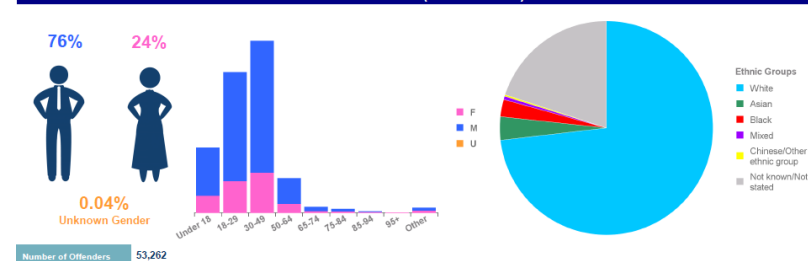


Force Re-Offending Rates Adult



Data Source - MOJ Proven Reoffending Statistics October 2018

Offender Profile (last 12 months)



Data Source – Staffordshire Police (to November 2018)



Making sure everything that happens contributes to individuals and communities feeling safer and reassured



January 2019

STRATEGIC OUTCOMES

- People are confident that the service is there when they need it
- People feel safe within their communities
- People feel they are treated with dignity and respect

ACTIVITY SINCE LAST REPORT

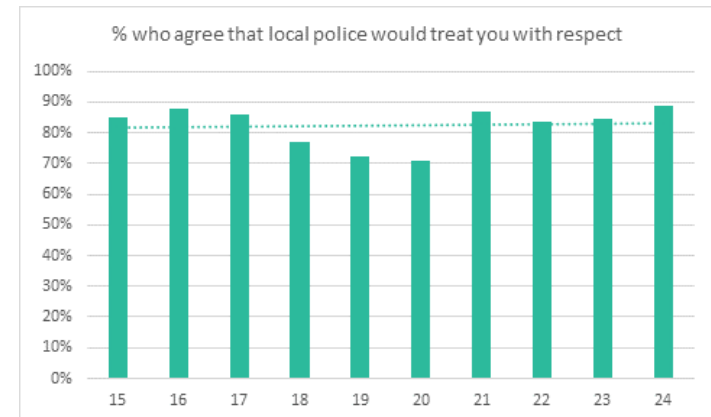
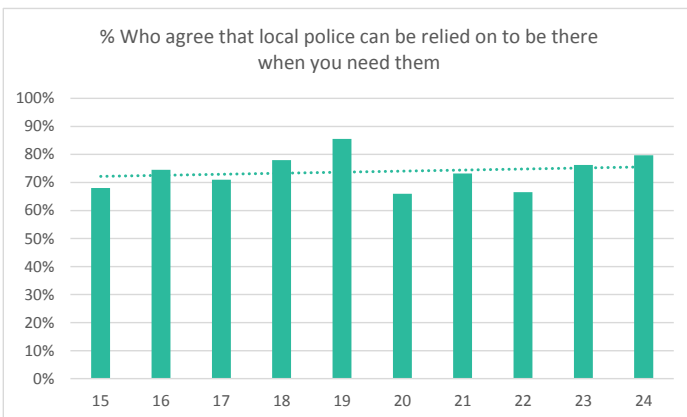
- 29,315 young people attended the SPACE Scheme during the summer holiday compared with 18,101 in 2017.
- Using the 'Youth Qualifier' marker, Staffordshire Police reported a 41% reduction in youth related anti-social behaviour incidents compared with 2017.
- Staffordshire County Council has been commissioned to continue to undertake the work to refresh the Strategic Assessments which inform statutory local Community Safety Plans.
- £37,563 has been awarded to 16 projects under round 2 of the People Power Fund.
- To date, £71,058 has been awarded to support 9 projects under the Proceeds of Crime Act Fund.
- Youth Commission's end of year Big Conversation event held at Stoke City FC in October.
- Rebranding work for 'New Era' - Victim Support and Reducing Reoffending partnership (RRP) commissioned to deliver domestic abuse services.
- Deputy Staffordshire Commissioner keynote speaker at international Domestic Violence Study Day in November.

PLANNED ACTIVITY BEFORE NEXT REPORT

- Youth Commission to work more closely with Safer Communities CIC (Community Interest Company).
- Ongoing communications to promote the work and progress of New Era domestic abuse services.
- Further activities to promote the work of the Safer Neighbourhood Panels, bolster membership and increase the diversity of membership.
- Recruitment process for additional Independent Custody Visitors.

MILESTONES AHEAD

- Plans underway for cadet service fundraising event May at Chillington Hall, Brewood.



Source: Feeling the Difference Survey waves 15 - 24

1. **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.

Force Change Programme

The force has now produced strategies for four of the five Safer, Fairer, United Communities priorities. The strategy for Modern Policing is in development and will build on the People First strategy, which is already in place. Each strategy 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.

With the first phase of the SP25 change programme now complete, the Chief Constable has taken the decision to devolve the delivery of future business change to directorate level. To support this, a small central team will be established to co-ordinate the programme, manage business change requests, programme risks and issues and the identification and realisation of benefits. New governance arrangements have been established to drive and oversee the work packages that make up the programme.

Technology and Information Sharing

In addition to the work packages led by the directorates, the implementation of the Niche Records Management System will be managed corporately. Niche is a major undertaking, replacing 13 existing systems in one integrated solution to 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.

An ambitious approach to information sharing is an essential requirement to support this technological advancement. To this end, the Commissioner, in partnership with other public agencies and with the support of Keele and Staffordshire Universities, has commissioned support from KPMG in the development of a model for effective data sharing in Staffordshire. This will address the strategic, legal, governance and

cultural frameworks that need to be in place to derive maximum benefits for all partners from a range of data sharing initiatives.

Fire and Rescue

The Commissioner took responsibility for the governance of Staffordshire Fire and Rescue Service on 1 August 2018. Governance arrangements are now firmly in place and the Commissioner's office has begun to progress a number of initiatives in conjunction with the service. The Commissioner has continued to hold 'Straight Talk' sessions with firefighters around the county. One of the issues highlighted at these sessions was the difficulty in the recruitment of retained or on-call firefighters, which mirrors the national position. A national recruitment exercise is now taking place for on-call firefighters and plans are being implemented to address recruitment and retention issues locally and to influence the issue nationally.

The programme to drive collaboration between Staffordshire Police and Staffordshire Fire and Rescue Service is in its first phase and is focused on four functional areas with an expected implementation date of 1 April 2019; Estates & Facilities, Corporate Communications, Procurement and HR. Phase 2 will examine Learning & Development, Finance, Legal Services, ICT and Business Intelligence/Information Management. A project manager has now been appointed to assist both services in driving this work forward at pace.

Work continues to develop an Estates Strategy which makes the best use of the combined police and fire estate through the co-location of staff in single buildings wherever possible. In due course, this is expected to deliver significant revenue cost savings and capital receipts from the disposal of surplus property.

2. Early Intervention Priority - tackling root causes before they become a problem

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 (SCB's).

Due to the changing nature of the two local SCB's and, potentially new emerging priorities, a business case is currently being developed by the Local Authorities outlining what this post might look like in the future. Once developed, the SCO will decide whether this role will continue to be financially supported.

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 two data is available (Quarter three data does not become available until mid-end of January). During Quarter two, Catch 22 have completed over 604 Return Home Interviews with children who have gone missing from home. 80 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)

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 we'd already got 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 Association of School, College and Academy Leaders). 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 it has been agreed that a detailed action plan is taken to the next meeting in November about next steps. The SCO have provided some financial support to enable this group to implement the agreed action plan. This amount is 'match funded' by the schools represented on the Group.

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 Commissioner has agreed to further support this programme by providing additional funding in 2018/19.

During 2019 the availability of this resource/programme will be targeted at schools in Burton, South Staffs and Cannock.

Prince's Trust

Since March 2015 the SCO, Stoke-on-Trent City Council and a private sector donor funded have commissioned the Prince's Trust to support some of the most vulnerable young people across Staffordshire. The Commissioner has agreed to fund the Prince's 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.

From October 2017 to September 2018, the Prince's Trust has supported 195 young people. 64% of these young people individuals achieved a positive outcome with education and training being the most common outcome. Although this is slightly below target, the Trust and the SCO are confident that this will be achieved by the end of the financial year.

The Prince's 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 Staffordshire programme and his desire to continue with this work for the significant future. He also mentioned that 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 invests a substantial amount of 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. Although no clear decisions were made about preferred options, all Board members were fully briefed on the report findings. A further joint Board meeting was arranged for November 2018 but was unfortunately cancelled by the Local Authority. A further meeting has been arranged for January where decisions on future YOS Prevention Service will be agreed and the full YOS Statutory Review report will be presented.

Female Genital Mutilation (FGM)

The SCO submitted a bid to the Home Office Violence against the 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.

In July 2017 the SCO were notified that they had been successful in this bid and were awarded £250,000 over three years (April 2017-March 2020). The SC also pledged to provide additional investment for the Project over the three year period.

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.

The project has supported 15 families (53 individual family members – adults and children). Outcomes included increased resilience/protective factors and increased knowledge of/access to support services.

82 professionals have been trained on FGM. The training varies from awareness training to a CPD accredited FGM Risk Assessment Training programme. 25 of these have become FGM Champions for Children's Social Care services. Barnardo's have also agreed a training package which will be delivered as part of the Safeguarding Children's Board Training programme.

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. A Partnership event took place in October 2018 and was attended by over 50 delegates. Findings of the completed Audits were disseminated and a draft action plan was drafted. The HSB Steering Group met in December 2018 to further refine the Plan and it was decided that an overarching HSB Strategy is required. A working group has been set up in January to develop this.

Premier League (Stoke City Community Trust) funding opportunity *

The SCO has 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 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.

The project is currently working with 40 young people in eight schools across North Staffordshire. Individual and Project outcomes will be reported in the next quarter.

Youth Offer

As part of the SC Early Intervention Plan, the SCO are scoping current youth delivery across the SCO, Police and Fire. A presentation has been developed and some initial recommendations suggested which could help identify potential opportunities to join up projects to avoid duplication and improve consistency.

Space

Led by the Staffordshire Commissioner's office (SCO) and supported by Local Authorities (LAs), Police, Fire and Rescue Service, statutory and non-statutory

partners and local businesses, the 2018 Space programme for young people has again been highly successful.

Providing positive activities, promoting personal health and social development across the whole area and supplementing positive activities commissioned by LAs, the programme aimed to increase the number of young people involved in diversionary activities and reduce low level crime and anti-social behaviour (ASB).

2018 saw additional funds committed by the Staffordshire Commissioner (SC), a widening of the eligibility so those as young as 8 years old were able to take advantage of all that Space had to offer, and activities were also extended into the autumn and other holiday times in key areas, based on need.

Encompassing yet again both a targeted and universal offer and engaging key agencies such as the Youth Offending Service (YOS), Local Support Teams (LSTs) and youngsters at risk of committing ASB or social exclusion, Space 2018 saw attendances reach 29,315 for the summer holiday (compared to 18,101 for 2017) and just over 30,000 for the 2018 programme.

The SC this year committed almost £160,000 to the programme which was supplemented by £6,700 from Staffordshire Fire and Rescue Service and £10,000 from the Department for Education.

Amongst developments for 2018 were a pilot approach to the National Citizen Service, extremely well received and clearer defined pathways for targeted youngsters to access Space activities.

Using the 'Youth Qualifier' marker, Staffordshire Police report a reduction in recorded youth related ASB incidents to 659, a reduction of 451 incidents (41%) to 2017 (1,110 incidents) during the summer holiday programme period.

3. Supporting Victims and Witnesses Priority - making it easier for victims and witnesses to get the support they need

Progress to Date

> Victim Gateway

Staffordshire Victim Gateway has been operating for three years following a victim and witness needs assessment completed in 2014. The Gateway is the front door for victims of crime in Staffordshire and Stoke-on-Trent, regardless of whether the crime has been reported to the Police or not.

The gateway model was developed from the needs assessment findings to provide a gold standard service, providing information, advice, guidance and one to one support to victims of crime. The service also makes onward referrals to specialist support agencies.

Between the 1st April 2018 and 30th September 2018 there were 29,846 referrals into the Gateway. Of those, 56% required an enhanced service and 44% a standard service, as defined under the Victims Code.

Of those initial referrals 24,829 received advice, guidance and information. 9,891 enhanced victims accepted an offer of support, which included being 'triaged' to understand what their package of support needed to look like. 4,255 victims were eligible to be referred to specialist agencies for support e.g. domestic abuse.

The Gateway has successfully supported a number of victims from high profile cases including the Manchester Arena bombing and the west midlands breast surgeon case. Positive feedback from service users include:

"If it wasn't for people like Lucy over the last few months giving me the help she has id have topped myself, I've been at rock bottom and Lucy has brought me back I feel like I can truly move on now. Thanks to all of you and your service".

"We got here fine, it's beautiful here. I just want to say a big thank you again, I really don't know what I would have done or even coped without you. You are amazing and thankyou again".

More information on the Victim Gateway is available at: www.staffsvictimsgateway.org.uk/ or victims can call the Victim Gateway on [0330 0881 339](tel:03300881339).

> Outcome Star

The Commissioner's office is currently working with Triangle Consulting, who design, develop and implement Outcome Stars. Outcome Stars are an evidence based tool which measure and support change when working with people who require one to one support. Stars are tailored to specific sectors, with over 25 different versions.

Examples include empowerment star, family star, drug and alcohol star and well-being star. All stars are developed in collaboration with service users, service providers and commissioners.

Triangle has recently designed a new 'Victim' Star, which will be piloted by Thames Valley Police and Staffordshire in the new year. The Star will support change with regard to emotional wellbeing, money and practicalities, close relationships, safety at home and navigating the legal process etc.

The Victim Gateway support staff will pilot the Star for a period of 6 months on behalf of the Commissioner at the end of January 2019, following comprehensive training on how to use the assessment tool. The Victim Star will then be evaluated at the end of the 6 month period.

> **Business Crime Advisor Project**

In order to provide greater support to the business sector the Deputy Commissioner set up a new initiative to ensure victims of business crime received a first-class service tailored to their needs. Successful businesses are the essence of thriving communities and crime plays a significant role in their development; it can cause high costs and damage to companies.

The Business Crime Advisor project is tailored to meet the needs of business crime victims, with the Advisor located within the control room of Staffordshire Police. This enables the Advisor to make contact with victims of business crime within one day of the report being made, allowing them to provide advice and guidance on how to deal with the crime they have been a victim of in a timely manner. All victims of business crime are entitled to receive one hour of free confidential specialist support should they wish to take up the offer. This can include ICT, security, insurance etc.

Since 1st April 2018 and the 30th September 2018 there has been 3,626 business crime incidents resourced by the Advisor. Of those, nearly half accepted support.

For more information go to <https://staffordshirechambers.co.uk/business-support/businesscrimehelpline/>

> **Ministry of Justice**

The Government has recently announced their intention to continue to financially support victims of crime so that they can cope and recover from the impact of crime. The Ministry of Justice (MoJ) will allocate £67.85m during 2019/20 to PCCs. Staffordshire will receive slightly less than previous years, with the fund being managed by the commissioning and partnerships team. This annual funding from the Ministry Of Justice (MoJ) enables the Commissioner to allocate resources accordingly in order to enable victims to receive the support they need from victim support services.

Discussions are ongoing between PCCs and the MoJ with regard to the devolution of sexual abuse funding and the national Witness Service.

A small number of PCC areas have been selected to pilot the devolution of sexual abuse services. The pilot will run for two years and if successful will be rolled out nationally.

The Framework of Outcome Indicators for victims' services continues to be tested by all PCCs during 2018/19. The framework includes a number of output and outcome indicators, which are evidenced by service providers funded from the victim grant. This additional information will provide improved evidence on the outcomes of support services.

> **Restorative Justice (RJ)**

As part of the Governments commitment to improve services to victims and witnesses every PCC is required to commission a RJ service in their area as per the victim grant conditions. Staffordshire's Restorative Justice Hub is staffed by a core team of skilled practitioners.

The Hub continues to provide timely and appropriate restorative interventions before court proceedings, following a court appearance and at the post-sentence stage to ensure the delivery of a consistent and reliable range of RJ services to victims and offenders across all stages of the criminal justice process.

Between 1st April and 30th September 2018 the RJ Hub received 171 referrals, mostly from Staffordshire Victim Gateway. 95 cases remain open. For those cases which have been closed the most common reasons are because the victim can no longer be contacted or they do not want to participate in RJ.

The multi-agency restorative justice partnership group continues to meet on a quarterly basis to drive forward restorative justice across Staffordshire and Stoke-on-Trent; working with key partners to improve referral rates, continually promote the service and to share data to understand the true numbers of restorative justice being delivered. The group recently developed a strategy and action plan, which highlights the strategic priorities to be developed and delivered in collaboration with key partners between 2018 and 2020.

> **Domestic Abuse in the Workplace**

The Domestic Abuse in the Workplace project was developed in 2015 following victims and service providers informing the Deputy Commissioner that many victims find work a haven and have supportive people around them who could help.

Workplace Champions respond appropriately to victims within their workplace, supporting victims by way of listening, being confidential, non-judgmental and to signpost the victim to a specialist provider for appropriate domestic abuse related support.

Staffordshire Chambers of Commerce promote the project and source the businesses, enabling them to sign up to the scheme. From January 2019 New Era will administer the training.

Since April last year 86 champions have been trained across Staffordshire and Stoke-on-Trent.

○ **Victim and Witness Commissioning and Development Board**

The Board is now well established and is represented by a wide range of key partners. It is chaired by the Deputy Commissioner and supports the development of an effective, integrated structure for all victim and witness services, tackling the delays and inefficiencies in the system that can have a negative impact on victims and witnesses.

Following the recently published Government Victim Strategy and the near complete Victim and Witness Needs Assessment, the Board will now prepare its local Victim and Witness Strategy and Action Plan supported by strong governance and partnership arrangements, together with joint commissioning, aligned budgets and delivery plans that make a positive difference to victims and witnesses.

○ **Victim and Witness Needs Assessment**

Both the qualitative and quantitative stages of the needs assessment are now complete. The first stage explored the current position in terms of crime, levels of victimisation, the criminal justice process and the broad impact of crime on victims and witnesses. The second stage focussed on the detailed experiences of victims and witnesses, identified through interviews and focus groups. The January meeting of the Board will sign off the assessment. Overall considerations include:

- Keeping victims informed must be more than token updates;
- Victim and witness needs are similar so they should have access to the same levels of support;
- Victim and witness needs, expectations and experiences need to be improved;
- Measurement of how far investment in criminal justice support helps victims and witnesses to access the support they need and then to recovery needs to be improved;
- Taking reports seriously, keeping victims well informed and supported, explaining what will happen from the point of reporting are vital to helping victims and witnesses genuinely cope and fully recover.

The findings from the assessment will be used to inform the development of a local Strategy, associated action plans and future commissioning priorities/intentions.

○ **Modern Slavery**

Modern Slavery presents a great number of overlapping issues and crimes which require a strong coherent partnership approach. It is essential that all of us recognise that protecting people from slavery is everyone's business.

A local modern slavery training framework has been developed by a multi-agency, pan Staffordshire task group, to enable organisations to prioritise their staff for training and to identify what type of training is required e.g. basic awareness of modern slavery, detailed knowledge and understanding of modern slavery, practical knowledge of how to refer through the NRM process etc. The Commissioner has recently been awarded some money to be able to deliver the 'train the trainer' provision, which will take place in February and March of this year.

An additional sum of money has also been awarded to support work with businesses. The Deputy, Voice of Hope (a local charity who raise awareness and work to end slavery) and Police will therefore be holding two breakfast events, one in the north and one in the south of the County to further raise awareness of the Modern Slavery Pledge and why it is important for those businesses who ordinarily aren't required to publish a slavery statement to show their commitment and support. We will also inform SME's of the impact slavery can have on their business, the impact on the victim themselves and a local picture of slavery in Staffordshire.

Financial support is also being pursued to enable Staffordshire to provide accommodation, food, clothing and support to those who have agreed to be referred to the National Referral Mechanism (NRM). Currently victims of slavery, when referred to the NRM, have to wait 5 days for a reasonable grounds decision. It is during these 5 days that no support is provided to victims through the national contract. Discussions are ongoing with key partners to progress this.

> **Domestic Abuse**

Commissioning of Services

Led by the Staffordshire Commissioner's Office (SCO), a tri parte arrangement for the funding of new commissioned domestic abuse services between Staffordshire County Council, Stoke-on-Trent City Council and the SCO went live on 1 October 2018 under the brand of 'New Era' (Ending Relationship Abuse).

The new three year contract which supports all those affected by domestic abuse is provided by Victim Support (support for victims) and the Reducing Re-Offending Partnership (RRP) (services for perpetrators) and is available throughout Staffordshire and Stoke-on-Trent through local bases and agile working arrangements.

Providing a consistent baseline service across the whole area, flexed to meet local need, the tiered provision of victim support and perpetrator services encompasses prevention and early intervention activity, targeted and acute support and is available for adults, children, young people, families and communities. This approach supports pan Staffordshire DA needs identified within the Domestic Abuse Needs Assessment.

Following a tight timeframe for service mobilisation, weekly forums with providers were implemented to support the introduction of new services, which is becoming

well embedded and recognised across agencies and in the community. The two new providers are working extremely well together to establish an effective 'single' service and the first three months have been positively received.

As we move towards the New Year, New Era's communication activity is widening with continued work with partners, communities and businesses to raise awareness of the service offer.

Current service user pathways into support have for some time been recognised as complex and alongside service mobilisation and with a focus on refining and simplifying pathways for those in need, work has begun to

- Scope the current landscape of DA services available across Staffordshire and Stoke-on-Trent; and
- Refine service user pathways.

The SCO have commissioned Decision Analysis Services (DAS) to facilitate this work with a wide range of partners and an initial workshop was convened in November 2018 with a further one following before the end of the financial year.

This pathway mapping activity is operating alongside and aligned to the review being undertaken by Staffordshire Police of the operating model for the DA Multi-Agency Risk Assessment Conference (MARAC) and more broadly Partnership Hub working (Place Based Approach) which links into Staffordshire County led partnership arrangements also under development.

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, with the next quarterly board scheduled to meet in January 2019.

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

4. Offenders Programme - preventing offending and reducing the likelihood of re-offending.

Staffordshire Strategic Framework for Reducing Offending 2015-18 - Refresh

In October 2015, local agencies agreed a comprehensive new strategy - the Staffordshire Strategic Framework for Reducing Offending 2015-18 - to guide local action across agencies to prevent and reduce youth and adult offending in Staffordshire.

With delivery of the strategy 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 the county.

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 (OMCDB) 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 has previously been circulated to the Panel.

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 end of Q3 2018/19 (to 31st December 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 being used to guide the future development of YOS services in each authority.

A further joint YOS Board meeting is to be held in January to consider progress.

- **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 holding discussions with the MoJ regarding the design of the future CRC contracts before the procurement process on the new contracts begins in Spring 2019.

The APCC is also keen to explore how PCCs can be provided with a strengthened role in overseeing the future delivery of CRC services going forward.

A joint APCC / MoJ / HMPPS Working Group has been established to take this forward.

The Commissioners Office is contributing to the Working Group to ensure that as far as possible discussions take into account concerns raised locally about the delivery of CRC services and to highlight areas in which the PCC role in the commissioning of offender management services could be further developed.

Possible developments include:

- Creation of regional joint HMPPS / PCC 'Relationship Structure' to identify shared priorities
- PCCs to have role in leading work at sub-regional level in engaging criminal justice partners in identifying local needs/requirements (e.g. in relation to gaps in provision of rehabilitation services) and feeding in information to regional structures to inform commissioning

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 Commissioner has recently contributed to the recent HMIP Inspection of the CRC, the outcome of which has recently been published with the CRC being rated as 'Requires Improvement'.

Inspectors found some good elements of delivery across the organisation, with strong leadership provided by a dedicated and motivated management team. The individual workloads of probation professionals were, however, found to be amongst the highest the Inspectorate has seen so far in the current inspection programme and this was found to be affecting the quality of work undertaken.

A meeting is to be arranged with the CRC to discuss the CRCs response to the Inspection.

- Integrated Offender Management (IOM) Review

In line with proposals outlined in the refreshed strategy a Task and Finish Group (involving Police, YOS and Probation partners) 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.

- Women Offenders

Links have been made with the NPS Midlands divisional lead and the National Women's team to look at ways to support local implementation of the national Women Offenders Strategy.

Discussions have recently been held with the NPS regarding the development of a more structured, whole system, "what works" approach to work with women offenders, in line with the recommendations of the national Strategy. This will include:

- Ensuring that service provision is in place to support early intervention and diversion of first time women offenders, including the development of a 'problem solving' police-led response to women offenders coming into contact with the criminal justice system for the first time
- Improving the availability of gender-specific sentencing options in the community allowing women to receive a community rather than a custodial sentence where appropriate
- Developing/strengthening resettlement provision for women offenders serving custodial sentences (held in local women's resettlement prisons) who are to return Staffordshire on release
- Supporting the delivery of the NPS and CRC Women Offenders Action Plans

A working group is to be established to take forward agreed actions, with representation from the NPS, CRC, Police and other relevant partner organisations, with a first meeting planned for early in the New Year.

- Offender Rehabilitation / Resettlement

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, bringing together learning from best practice from other areas.

Accommodation

Partners have 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, review the effectiveness of existing services in meeting needs and to coordinate improvements in provision
- 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

Since the last report to the Panel further meetings have been held with partners to progress joint working in relation to each action.

Arrangements have been made for a first meeting of the Offender Accommodation Forum in January 2019.

Agreement has been reached to extend the current county-wide floating housing support service for offenders – due to terminate at the end of March 2019 - for a further 12 months to the end of March 2020.

Employment and Training

As reported in the last report to the Panel, as part of a broader programme of work aimed at improving offenders access to training and employment, 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 services for specific cohorts of offenders – including offenders managed under multi-agency Integrated Offender Management (IOM) arrangements - and services within local resettlement prisons to help prisoners prepare for the world of work prior to release from custody.

There has been a slight delay in completion of the final report from the City Council (in order to allow for additional stakeholder feedback to be included in the report), but the report and recommendations are now available and are to be considered at a specially convened stakeholder event in January.

The report and recommendations will also be considered by the OMCDDB at its next meeting in February.

Mental Health

The Staffordshire Community Safety and Mental Health Strategic Board – established by the Commissioner to drive local improvements in service provision for individuals coming into contact with the criminal justice system with mental health and other complex needs - is to meet again early in January.

On behalf of the Board the Commissioner's Office has recently commissioned NACRO to undertake research to establish a better understanding of the current demand on services – in particular the Police - in responding to the needs individuals with mental health needs and other vulnerabilities coming into contact with criminal justice agencies, and the effectiveness of existing service arrangements in meeting needs.

At the meeting the Board will consider the findings and recommendations arising from NACRO's research and agree next steps, with a view to improving the operation of current joint working arrangements between partners – including information sharing arrangements - to ensure that where appropriate, all individuals coming into contact with the criminal justice system requiring support are able to be quickly identified and assessed and, where appropriate, diverted into appropriate treatment and care.

The Board will also review progress made by NHS England, Staffordshire Police and health and criminal justice partners in taking forward the next phase of roll out of mental health Liaison and Diversion services in the county which will see new mental health assessment and diversionary services established at Police custody suites and other service locations on a consistent, county-wide basis for the first time.

Substance Misuse

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

Since the last report to the Panel work has continued with local authority / public health commissioners to further develop and improve delivery of commissioned substance misuse services for offenders.

The Task and Finish Group established to review current use of drug and alcohol funding for criminal justice substance misuse interventions has now completed its work and partners are currently considering proposals for future investment in services put forward by the Group aimed at delivering improved outcomes and value for money from services commissioned.

The new investment model is designed to strengthen assessment and treatment capacity to support the introduction of drug testing, assessment and referral services in Police custody suites on a county-wide basis and to enable (in appropriate cases) an increase in the use of community orders with an Alcohol or Drug Treatment requirement (ATR or DRR), where gaps in service provision have been identified.

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.

Recent 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

In general good 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.

5. Public Confidence Priority - making sure individuals and communities feel safe and reassured

Youth Commission

The Youth Commission's end of year Big Conversation event was a big success with a good turnout at the football stadium in Stoke-on-Trent at the end of October.

The youth commissioners presented updates on the work they had done throughout the year on their key priorities, including workshops held across the county, to a mixed audience drawn from local authorities, public sector partners, safer neighbourhood panels, teachers and senior police and fire officers.

The next step is for the commission to start working with Safer Communities CIC (Community Interest Company), a local leading social enterprise, as part of a new chapter for 2019.

The CIC, which was established by Staffordshire Fire and Rescue Service, specialises in delivering workshops and assistance to young people's groups across the county, offering support and promoting the work of others.

Safer Communities will begin work with the Youth Commission from February.

Domestic Abuse communications

Victim Support and Reducing Reoffending partnership (RRP) continue to deliver DA services across Staffordshire and Stoke-on-Trent under the new-era brand.

Victim Support have appointed a public relations officer to promote the new-era brand. The Commissioner's communications and engagement team continues to lead the communications plan for the new county-wide domestic abuse service, supporting the PR officer and liaising regularly with Communications staff from the city and county councils.

A timetable of milestones and future key messages is being developed during the first quarter of 2019 to share progress externally as well as the sharing of information and literature.

On behalf of the Staffordshire Commissioner's office, Deputy Staffordshire Commissioner Sue Arnold played a pivotal role as a keynote speaker at an international Domestic Violence Study Day in the county in November.

International delegates from Germany joined members of the public and private sector at the conference organised by Lichfield and District Soroptimists International.

Staffordshire Police Cadets

The cadets carried out festive visits to children's wards in city and county hospitals just before Christmas, which were very well-received.

Plans are also underway for a big-fundraising event for the cadets in May with a concert at Chillington Hall in Brewood.

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 is elected by the public, 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 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	Data Champion	Pending
Cannock	8	1	6	0	0	0	1
East Staffordshire	6	2	4	0	0	0	0
Lichfield	11	1	8	1	0	1	1
Newcastle	7	2	4	0	1	1	0
Stafford	8	1	7	0	0	1	0
Staffordshire Moorlands	8	2	6	0	0	2	0
Stoke North	9	1	7	1	0	2	0
Stoke South	7	0	7	0	0	1	0
South Staffordshire	9	5	4	0	0	1	0

Tamworth	10	0	9	0	0	2	1
Total	83	15	62	2	1	11	3

Recruitment into the panels has continued through November attending Staffordshire University event and Cannock Chase Technology College event. Interest was forthcoming at both events and we plan to continue to attend further events of this nature in the future not only to recruit but to also highlight and publicise the work of the SNP.

Costs are currently being sourced for advertising materials in order to further recruit and promote the panels, as well as to improve the materials on offer and upgrade to present a professional appearance.

Panels have also attended events in order to promote their work and encourage recruitment, this has been particularly beneficial for both Tamworth and Staffordshire Moorlands panels.

We recognise further work is required for a number of panels in order to keep numbers at a suitable level, links into local businesses and differing faith organisations are being utilised in order to improve diversity within the panels whilst recruitment is ongoing.

We have decided to formally advertise the panels through recruitment pages and or local papers, we have not as yet decided which ones we will be using and await costs back in regards to the advertising materials prior to approaching these companies.

Mandated & Additional themes for Scrutiny 2018/2019

Panel	Topic	Proposed Scrutiny Date	Draft Received	Published
Cannock	Stop & Search			
	Use of Force	DONE	14/08/2018	
East Staffs				
Lichfield	Stop & Search	DONE	Nov 2017	Apr-18
	Use of Force	Sep-18		
	Stop & Search	Oct-18		
Newcastle				
South Staffs	Use of Force	DONE	30/08/2018	Sep-18
	Stop & Search	23/11/2018	30/11/2018	
Stafford	Stop & Search Scrutiny	DONE	26/04/2018	12/06/2018
	Complaint Handling Nov 17	DONE	02/05/2018	12/06/2018
	Use of Force Jun 2017	DONE	02/05/2018	
	M.O.D Sep 17	DONE	02/05/2018	Not Published

	101 Calls Oct 17	DONE	02/05/2018	Oct-18
	Mental Health Jul 17	DONE	02/05/2018	12/06/2018
	SNP Recruitment	DONE	02/05/2018	None Required
	Public Assurance	DONE	03/09/2018	
Staffs Moorlands	Use of Force	DONE	12/10/2018	Oct-18
	Stop & Search	DONE	15/08/2018	Sep-18
Stoke North	Police Visibility	DONE	26/04/2018	May-18
	Use of Force			
	Stop & Search	15/11/2018		
Stoke South	Voluntary Interviews	DONE	23/04/2018	Sep-18
	Stop & Search	DONE	04/09/2018	Oct-18
	Use of Force	DONE	13/11/2018	Nov-18
Tamworth	101 Call Handling	DONE	11/09/2017	May-18
	Stop & Search	DONE	04/09/2018	Oct-18
	Use of Force	DONE	23/10/2018	Oct-18

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 Completed
- Use of Force Training Completed

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.

The training sessions have been recently refreshed in October and November 2018 in order to give panel members another opportunity to attend the training. The sessions were again well received and bolstered the number of panel members trained in the scrutiny subjects and able to carry out the upcoming scrutiny sessions.

During November and December we will be looking at which core scrutiny subjects shall be applied for 2019. Working closely with force leads to organise and support training in these subjects and scrutiny sessions thereafter.

It has shown that with the correct support from force leads that the training has improved the volume of scrutiny's taking place by the panels as well as the content produced. Just as importantly the LPT commanders have supported the panels in order to facilitate the actual scrutiny sessions which is very much appreciated by all involved.

Further work needs to take place in order to streamline these processes and this will hopefully speed up the scrutiny session and provide the force with helpful, reasoned advice and recommendations. These scrutiny sessions are a work in progress and happily both the panels and force are happy for change to the process to happen in order to improve the outcomes for all.

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 July 2018 and 30 September 2018, 4183 people were detained by Staffordshire Police. Of those detainees 228 (5%) 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	117	58	40	215
	Juveniles	6	0	7	13
Total Number of Detained Persons Present		123	58	47	228

- Adults 94% make up the majority of detainees across all panels and 6% 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 124 detainees were visited.
- During these visits 104 detainees were not visited for the reasons as detailed below:

Reasons why visits were not made to Detained Persons	Northern Area	Southern Area	Trent Valley	Total For Reason Specified
Visit refused by Detainee	9	5	2	16
Being interviewed	8	0	5	13
Asleep	22	12	6	40
Advised not to visit	10	3	1	14
Not selected/observed	4	0	0	4
Other reason	7	4	6	17
Total of Detainees not visited, as % against Detainees present during visit	60 49%	24 41%	20 42%	104 46%

On 24 November the ICV induction took place at Stafford Police station. Colleagues within the force fully supported the induction program providing a meeting room for the induction as well as facilitating a visit to the custody cells in order to carry out a role play exercise with the new recruits. Current ICVs also attended the day to give on the job experience and proved crucial in the outcome of day. Positive feedback was received from the attendees who enjoyed the day with some completing their first visit by the end of November 2018.

Further recruitment for ICVs is being undertaken and we have a couple of candidates who are currently going through the vetting process. Funding for advertising has been authorised with work taking place for the most appropriate form of advertising to secure the best response and cover the widest area of Staffordshire.

Staffordshire Scheme managers have been involved in the ICVA scheme managers' survey which amongst other matters asked for feedback on what themes should be concentrated on next year and what if any supporting materials should be used and the preferred format of these.

Commissioner's Community Fund

Over the past 12 months, the Commissioner has continued 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 again this year provided annual Locality Deal awards totalling £1,042m to local Community Safety Partnerships (CSPs) and the Stoke-on-Trent

Safer City Partnership (CSPs). These funds provide each area the opportunity to locally commission and secure services which ensure delivery of their respective statutory Community Safety Plans, derived from their annual statutory Strategic Assessment provided by the County Insight Team.

- A contribution from Locality Deal is made by CSPs (Districts/Boroughs) to Countywide Drug and Alcohol Services following the reduction in Staffordshire County Council funding to this key service. Additionally for 2018, all CSPs have met the administrative cost of local Safer Neighbourhood Panels from their Locality Deal Award.
- The Proceeds of Crime Fund has made available £200,000 per annum through 2 funding rounds to support strategic activity aligned to the Commissioner's and local community safety priorities. Grants up to the value of £15,000 have been made and continue to be annually evaluated.
- During Round 1 of 2018/19 a total of £56,823 was awarded to support 5 projects which ranged from positive diversionary activities for young people experiencing mental health issues to the development of a partnership to protect women (and their children) who are at risk of becoming victims of serious crimes and Round 2 of 2018/19 has seen £71,058 awarded to support 9 projects to date.
- Similarly, the People Power fund has provided £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 between £100 and £3,000 have been made and are evaluated on an annual basis.
- During Round 1 of 2018/19 a total of £93,262 was awarded to support 34 projects which ranged from a 'Values versus Violence' education programme to be delivered in schools to a presence of volunteers focussed on increasing safety, preventing crime, disorder and anti-social behaviour for the night time economy, and Round 2 of 2018/19 has seen £39,563 awarded to support 16 projects.

Strategic Assessments

CSPs are required to produce a three year Strategic Assessment, which is annually refreshed. These provide opportunity for partners to consider current and future demands within the CSP area, alongside regional and national trends, pending legislative changes and other community impacts. This document is used locally to produce a statutorily required annual Community Safety Plan.

The SCO commissioned Staffordshire County Council's Insight Team to undertake the Strategic Assessment annual refresh for 2018-19 for each CSP, and for the production of the pan Staffordshire Strategic Assessment annual refresh.



Report to the Police, Fire and Crime Panel – 28th January 2019

Update on governance arrangements for the Staffordshire and Stoke-on-Trent Fire and Rescue Authority and collaboration between Staffordshire Police and the Staffordshire and Stoke-on-Trent 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 developing governance arrangements for fire and rescue in Staffordshire and Stoke-on-Trent and 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

Governance

3.1 Following the change of governance on 1st August 2018, both Staffordshire Police and the Staffordshire and Stoke-on-Trent Fire and Rescue Service have been developing work on collaborative opportunities.

3.2 Governance arrangements have been developed and the transition arrangements reviewed through the Commissioner’s independent internal audit function. The internal audit report on the transition of governance arrangements provides a substantial level of assurance.

4. Collaboration progress to date

4.1 The business case that was submitted to the Home Office outlined a number of potential areas for collaboration. These were highlighted together with existing collaborative working arrangements in the last report to the Panel in October 2018.

4.2 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.

- 4.3 The priorities for collaboration are the bringing together of 'enabling services' and the development of greater joint use of the police and fire estate.
- 4.4 On 'enabling services' a project manager has been recruited and commenced work on 14 January 2019. He will lead the project team and work closely with department heads and representatives from all of the functions involved to ensure the robust project plan that is required, is in place and that implementation of change occurs. He is independent of both services and reports to the Collaboration Board, which consists of senior representatives of each organisation.
- 4.4 At the last board meeting on 20 December 2018, the ambition to combine the services outlined in Phase 1 – Communications; Human Resources; Estates; and Procurement – was reviewed, alongside the latest draft of the project plan and a spring 2019 implementation date agreed. This would involve all Fire and Rescue staff affected transferring under TUPE regulations to Staffordshire Police, subject to consultation and agreement being reached. This plan has been communicated with affected staff and their representatives, through communication channels that have been established. Phase 2 of the 'enabling services' work will involve a further number of 'enabling' services.
- 4.5 Workshops are now underway with the relevant Heads of Departments. These sessions will consider many aspects of the work areas in scope - including demand, structures and future possibilities / opportunities.
- 4.6 On estates, plans are being put in place to consider the immediate opportunities and priorities to be progressed. The rationalisation of estate remains a priority and progress on some high profile opportunities is expected to be confirmed shortly.

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STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL – 28 January 2019

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 has been included in this agenda. Additionally, 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 has been built into the Work Programme 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 will be available for the next meeting.

At the October 2018 meeting (the first following the addition of Fire and Rescue Service to the Panel's remit) the Work Programme below was agreed subject to consideration by the Chairman of the possible need to build in additional meeting dates to accommodate the increased workload. Your Chairman will report on his view at the meeting.

Members are invited to propose items for inclusion in the Work Programme.

Date of Meeting	Agenda Items
Monday 29 October 2018 (pm) (Re-arranged from Wednesday 31 October 2018)	<ul style="list-style-type: none"> • PFCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire • PFCC Update on progress of collaboration initiatives • Fire and Rescue Service Corporate Safety Plan 2017-20 • Revenue and Medium Term Financial Plan – Fire and Rescue • Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Early Intervention) • Revenue and Medium Term Financial Plan – Police
Monday 21 January 2019 (am) SUBSEQUENTLY RE-ARRANGED TO 28 JANUARY 2019	<ul style="list-style-type: none"> • Consideration of the PFCC's proposed Police Budget and Precept 2019/20 • Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2019/20 Subsequently referred to special meeting on 15 February 2019 • Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Victims and Witnesses) • PFCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire • PFCC Update on progress of collaboration initiatives
Monday 28 January 2019 (pm) SUBSEQUENTLY CHANGED TO FRIDAY 15 FEBRUARY 2019	<ul style="list-style-type: none"> • If necessary to further consider the PFCC's Proposed Police Budget and Precept 2019/20 • Consideration of the PFCC's Proposed Fire and Rescue Budget and Precept 2019/20 • Fire and Rescue Statement of Assurance 2017/18 (Moved from January meeting)
Monday 29 April 2019 (pm)	<ul style="list-style-type: none"> • Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Modern Policing) • PFCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire • PFCC Update on progress of collaboration initiatives • Fire and Rescue Corporate Safety Plan 2020/2023 – Progress

Monday 22 July 2019 (pm)	<ul style="list-style-type: none"> • Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Managing Offenders) • Consideration of the PFCCs Annual Report 2018/19 • Annual report on the handling of complaints against the PFCC/Deputy PFCC • Home Office grant to the Police, Fire and Crime Panel and Panel's Budget Report • Fire and Rescue Corporate Safety Plan 2020/2023 - Progress
Monday 28 October 2019 (pm)	<ul style="list-style-type: none"> • MTFS/Budget Updates for Police and Fire and Rescue Services • Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Public Confidence) • Fire and Rescue Corporate Safety Plan 2020/2023 - Progress
Monday 27 January 2020 (pm) (Budget Meeting)	<ul style="list-style-type: none"> • Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Early Intervention) • Consideration of the PFCC's proposed Police Budget and Precept 2020/21 • Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2020/21 • Fire and Rescue Corporate Safety Plan 2020/2023 - Progress
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"> • Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Victims and Witnesses)

J Tradewell
Secretary to the Panel

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