



## Staffordshire Police, Fire and Crime Panel

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

John Tradewell  
Secretary to the Panel  
Friday, 18 October 2019

---

### AGENDA

1. **Apologies**
2. **Declarations of interest**
3. **Minutes of the meeting held on 15 July 2019** (Pages 1 - 6)
4. **Decisions published by the Police, Fire and Crime Commissioner (PFCC)**

*Staffordshire Commissioner (Police and Crime) –  
Decisions 2019/20 published since the last meeting:*

Decision 2019/20 - 002 – Forensic Drug Analysis

<https://staffordshire-pfcc.gov.uk/cms/wp-content/uploads/SCP-D-201920-002.pdf>

Decision 2019/20 – 004 - Princes Trust

<https://staffordshire-pfcc.gov.uk/cms/wp-content/uploads/SCP-D-201920-004.pdf>

5. **Questions to the PFCC from Members of the Public**

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

### FIRE AND RESCUE SERVICE

6. **Corporate Safety Plan** (Pages 7 - 18)
7. **Budget /MTFS update - F&R Service** (Pages 19 - 30)

## **POLICING AND CRIME**

8. **Budget/MTFS Update - Police TO FOLLOW**
9. **Safer, Fairer, United Communities for Staffordshire - Update** (Pages 31 - 44)
10. **Collaborative Working Update** (Pages 45 - 50)
11. **Update on Implementation of Appeals/Reviews** (Pages 51 - 54)
12. **Questions to the PFCC by Panel Members**
13. **Dates of Future Meetings and Work Programme** (Pages 55 - 58)
14. **Exclusion of the Public**

The Chairman to move:

‘That the public be excluded from the meeting for the following item of business which involves the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Local Government Act 1972 indicated below’

## **PART TWO**

15. **Staffordshire Commissioner (Police and Crime) - Decision 2019/20 - 003 (exemption paragraph 3)**

<b>Membership</b>	
Carl Bennett	Cannock Chase District Council
Randolph Conteh	Stoke-on-Trent City Council
Paul Darby	Co-Optee
Stephen Doyle	Tamworth Borough Council
Ann Edgeller	Stafford Borough Council
Brian Edwards MBE	South Staffordshire District Council
Simon Gaskin	East Staffs Borough Council
Tony Holmes	Staffs Moorlands District Council
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**

### **Filming of Meetings**

The Open (public) section of this meeting may be filmed for live or later broadcasting or other use, and, if you are at the meeting, you may be filmed, and are deemed to have agreed to being filmed and to the use of the recording for broadcast and/or other purposes.

### **Recording by Press and Public**

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

**Contact Officer:** Helen Phillips, (01785 276135),  
**Email:** helen.phillips@staffordshire.gov.uk



**Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 15 July 2019**

Present: Stephen Sweeney (Chairman)

Carl Bennett  
Randolph Conteh  
Paul Darby  
Stephen Doyle  
Ann Edgeller

Brian Edwards  
Simon Gaskin  
Tony Holmes  
Keith Walker  
Jill Waring

**Apologies:** Ashley Yeates

**PART ONE**

**1. Appointment of Chairman**

**RESOLVED** – That Mr Stephen Sweeney be appointed Chairman of the Panel for the ensuing year.

**2. Appointment of Vice-Chairman**

**RESOLVED** – That Mr Paul Darby be appointed Vice-Chairman of this Panel for the ensuing year.

**3. Declarations of interest**

There were no declarations of interest on this occasion.

**4. Minutes of the meeting held on 29 April 2019**

**RESOLVED** – That the minutes of the meeting held on 29 April 2019 be confirmed and signed by the Chairman.

**5. Appointment/Re-appointment of Co-opted Member of Panel**

The Secretary reported that Mr Walker's term of office as a co-opted member of the Panel would expire on 4 November 2019. He reported that the Panel's Procedure Rules provided for the re-appointment of co-optees for a second term of office. Mr Walker had confirmed his willingness to continue to serve as a Panel member.

**RESOLVED** – That Mr Walker be invited to serve as a co-opted member of the Panel for a further four year term commencing 5 November 2019.

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

Details were submitted of a decision made by the Commissioner relating to the Provision of Fuel Cards for Emergency Vehicles, which had been published since the Panel's last meeting.

## **7. Questions to the PFCC from Members of the Public**

County Councillor Kyle Robinson attended the Panel and asked the Commissioner to meet with community representatives of Kidsgrove, Talke and Butt Lane to discuss their concerns at the increasing levels of crime and anti-social behaviour in their areas and the reduction in visible policing. Mr Robinson also handed to the Commissioner a 2000 signature petition opposing the closure of Kidsgrove Police Station.

The Commissioner confirmed his willingness to meet with community representatives.

## **8. Police Establishment - Update**

The Panel had sought to monitor Police Establishment numbers and recruitment following their decisions to support the Commissioner's wish to increase the Precepts for 2018/19 and 2019/20 partly to fund the appointment of a total of 69 additional Police Officers.

An Informal Workshop had been held in April 2019 to discuss Establishment numbers and recruitment, following which the Panel had requested further clarification of the numbers reported.

A Briefing note issued to members had shown an increase in the Target Operating Model of 67.5 Officers for the 2018-2020 period however members queried the discrepancy between the Target Operating Model base figures quoted by the Commissioner and the statistics recorded by the Home Office. Panel members' concerns were partly based on the national comparisons of policing numbers which showed Staffordshire to have had a year on year reduction in numbers over the last 10 years and to be second lowest in terms of police officers per 100,000 population.

The Commissioner reported on the constantly changing nature of Establishment figures due to reorganisation of the Force, retirements etc and the lengthy recruitment/training process. He also stressed that the Force's response to the changing demands on the service had resulted in an increased need for skills and expertise available from non-warranted personnel.

Whilst the Commissioner gave assurances that the additional Police Officers were being recruited he argued that due to changes in the Model for policing, focus should be on the overall capability and capacity of the Force rather than numbers of warranted Officers. The Chairman stressed the importance of the public having evidence of the increase in numbers in accordance with undertakings given at the time of setting the Precepts.

**RESOLVED** – That the Commissioner be requested to provide further information on the overall staffing profile of the Force, including a base establishment number on which the commitment to recruit an additional 69 officers had been based and could be assessed.

## **9. Annual Report on the handling of complaints against the Police, Fire and Crime Commissioner**

The Secretary referred the Panel's responsibility to consider complaints about the personal conduct of the Police, Fire and Crime Commissioner and/or his Deputy, the day to day management of those complaints having been delegated to him. He reported that three complaints received during 2018/19 had related to administrative or operational matters rather than personal conduct and therefore had not been entered into the Panels complaints procedure.

**RESOLVED** – That the Annual Report be noted.

## **10. Home Office Grant 2018/19 - Report on Final Claim**

The Secretary to the Panel presented his report on the allocation of the Home Office grant for the running costs of the Panel during 2018/19 explaining that an increase in Grant had been awarded mid year to reflect the addition of the Fire and Rescue Service to the Panel's remit. Of the £72,746 grant available a reclaim for £72,541.07 had been submitted.

The Secretary reported that, whilst the Home Office had issued an assurance that Grant levels would be maintained for 2019/20 no official notification of that Grant had been received to date.

**RESOLVED:** - that the allocation of the Home Office grant 2018/19 be noted and published in accordance with conditions of that grant.

## **11. IT Transformation Contract with Boeing - Progress**

As requested, the Commissioner reported on the progress of the contract which he and the Force had with Boeing UK for the delivery of IT Transformation projects over a 10 year period at a contract price of around £100m.

Panel had asked for an update on the contract as it has been in operation for 3 years.

The Commissioner reported that to date Boeing's main focus had been on the delivery of the Niche integrated records management system which would replace 12 core systems which had been in use over the past 8-20 years. Originally savings of £0.5m - £1m had been predicted from updating IT capability however the Commissioner explained that any savings were affected by the level of demand for IT support therefore the wider roll out of the technology, the more cost. The roll out and costs were considered as part of the normal budget allocation processes.

The Commissioner reported that it was essential that systems operated by the Force were compatible with those of other Forces in order to be able to respond to national policing needs and the increasing trend in cross Force boundary crime. Members

sought information on the extent to which IT contributed to policing and the operating Model adopted in Staffordshire both at present and in the future.

**RESOLVED** – That the update be noted and the Commissioner be requested to present an overview of the use, and impact, of IT onr policing in Staffordshire both currently and anticipated in the future.

## **12. Collaboration Update (Including Police Estate)**

The Commissioner gave an update on collaboration opportunities between the Police and Fire and Rescue Services, particularly referring to the rationalisation of the Police Estate. He reported that 8 Police service buildings were being marketed for sale and commented on the pleasing level of bids received.

Members queried the arrangements for alternative public direct access to personal police support following the closure of a number of Stations, with reference made to the absence of any access points in the Rugeley area. The Commissioner acknowledged the need to better publicise arrangements for alternative access to police support.

Responding to a query on the intended use of Capital Receipts from the sale of buildings, the Commissioner reported that he would determine allocation in the future.

**RESOLVED** – That the report be noted.

## **13. Staffordshire Commissioner's Annual Report 2018/19**

As statutorily required, the Panel considered and commented on the Commissioner's Annual Report on the progress of delivery of his Police and Crime Plan (The Safer, Fairer, United Communities for Staffordshire Strategy).

The main point discussed by the Panel for inclusion in their formal, published feedback to the Commissioner were:

- Acknowledgement of the success of the SPACE scheme, with 2018 attendances reported to be 30,000 with a 41% reduction in Anti Social Behaviour during the period when the scheme is in operation. Panel members commented on the dependence of the scheme on a Partnership approach.
- The development of a scheme to improve offenders' access to the Labour Market. The Commissioner reported the intended commissioning of a new service in 2019 aimed at offering employment opportunities for offenders in the construction sector. He also reported his views on the need for Prison Service reform to give emphasis to rehabilitation and prevention of re-offending
- The Panels' interest in the work of 'Catch 22' a social, not for profit business, delivering support for victims of CSE and children who go missing. In 2018/19 3,126 reports were received of children missing from home/care, involving 1,421 children. The Commissioner reported on multi agency work to address this issue both within the UK and beyond. In addition, Catch 22 had received 365 referrals for children requiring support around CSE.



**RESOLVED** – That the Panel’s views be formally reported to the Commissioner and published on the Panel’s and Commissioner’s websites.

**14. Safer, Fairer, United Communities for Staffordshire -Update**

The Commissioner presented his quarterly update on the delivery of the Safer, Fairer, United Communities for Staffordshire Strategy, identifying for each priority area the activity over the quarter, planned activity and milestones ahead.

**RESOLVED** – That the update be noted.

**15. Fire and Rescue Corporate Safety Plan 2020/2023 - Progress**

The Commissioner presented an update on the delivery of the Fire and Rescue Service Corporate Safety Plan which incorporated the Integrated Risk Management Plan. He detailed the progress of Work Programmes and projects under each of the 3 priorities in the Plan namely: Education and Engagement, Community Safety and Wellbeing, and Planning, Resilience and Response.

The Commissioner particularly referred to his wish to build on the success and effectiveness of Safe and Well visits through collaboration with the Police Service. He also reported on the challenge of recruiting Retained Firefighters but stressed his determination to ensure that sufficient cover existed County -wide.

Referring to potential opportunities for wider collaboration, the Commissioner confirmed that he would continue to seek discussions with the West Midlands Ambulance Service on First Response arrangements.

The intention to hold a Workshop/Briefing for Panel members on the requirements of the Corporate Safety Plan prior to formal consultation on its contents was noted

**RESOLVED** – That the report be noted.

**16. Fire and Rescue Plan 2019/20 -Draft Interim Version**

The Commissioner reported that whilst he was required to produce and issue a Fire and Rescue Plan shortly following the transfer to him of governance responsibility for the Service, he proposed to provide an Interim Plan only. This would enable his successor, to be elected in May 2020, to align all Plans required for the 2020-2024 period. He submitted his Interim Plan for comment.

**RESOLVED** – That the Interim Plan for 2019/20 be supported.

**17. Questions to the PFCC by Panel Members**

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

Question/Issue	Response
----------------	----------

What transition arrangements is the Commissioner putting in place to assist his successor post May 2020	The normal procedures for handover will be followed
Has the closure of the Burton Custody facility had any detrimental affect on the efficiency of the service	The reduction to 2 sites has been successful. Custody Service provision has been returned in house. Recruitment of Detention Officers is proving to be challenging.
What progress has been made with discussions with Districts and Boroughs on CCTV systems	All Leaders have been contacted as agreed. Differing views. It may be feasible for them to explore joint working arrangements. Note that the budget previously provisionally earmarked by the OPCC is no longer available.
Can PCSOs be authorised to deal with parking offences	Will pursue with the Chief Constable
Parking restrictions in the vicinity of the A50/A500/Bet 365 Stadium need to be actively enforced.	Will pursue with the Chief Constable

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

**RESOLVED** – That with the addition of a Workshop/Briefing on the Fire and Rescue Service Corporate Safety Plan, the Work Programme and Schedule of Meetings be approved.

**Chairman**

**Police, Fire and Crime Panel – 28<sup>th</sup> October 2019**

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

Report of the Police & Crime Commissioner

**1. Purpose of Report**

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

**2. Recommendation**

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

**3. Background**

3.1 The IRMP is a document that each Fire and Rescue Authority in England is required to produce. Whilst there is no specific template that the Authority is required to follow, there is guidance detailed within the Fire and Rescue Service National Framework for England 2018 on the content of the plan. Each plan must: -

- reflect up to date risk analyses including an assessment of all foreseeable fire and rescue related risks that could affect the area of the authority;
- demonstrate how prevention, protection and response activities will best be used to prevent fires and other incidents and mitigate the impact of identified risks on its communities, through authorities working either individually or collectively, in a way that makes best use of available resources;
- outline required service delivery outcomes including the allocation of resources for the mitigation of risks;
- set out its management strategy and risk-based programme for enforcing the provisions of the Regulatory Reform (Fire Safety) Order 2005 in accordance with the principles of better regulation set out in the Statutory Code of Compliance for Regulators, and the Enforcement Concordat; cover at least a three-year time span and be reviewed and revised as often as it

is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;

- reflect effective consultation throughout its development and at all review stages with the community, its workforce and representative bodies and partners; and
- be easily accessible and publicly available.

3.2 Following the transfer of governance from the Stoke-on-Trent and Staffordshire Fire and Rescue Authority to the Staffordshire Commissioner, a review of the existing Corporate Safety Plan 2017 – 2020 was conducted and it was determined that the content and currency of the existing plan was valid. The Commissioner has therefore approved the pre-existing plan and will add to it over time, notably in respect of greater collaboration with Staffordshire Police and other public services.

3.3 The Corporate Safety Plan is designed using principles to underpin service delivery against the three priorities that were determined following extensive consultation in 2016 with the communities of Stoke-on-Trent and Staffordshire. The principles are: -

- Our Cultural Framework,
- Our People,
- Continually improving health, safety and wellbeing,
- Being accountable to our communities and helping them to help themselves,
- Information, security and intelligence,
- Protecting the environment,
- Embed equality, diversity and inclusion in all we do.

3.4 The three priorities that the Service is delivering against are: -

3.4a) Education and Engagement

We will prioritise our efforts to educate ourselves, our partners and our communities. We will engage to build a safe, informed and inclusive Staffordshire.

3.4b) Community Safety and Wellbeing

We will develop innovative prevention services to ensure we can deliver the right activities to the people who we prioritise within our communities. The Service will work with partners to enable us to deliver a range of services and improved outcomes, which will ensure safety and wellbeing for the communities of Staffordshire.

3.4c) Planning, resilience and response

We will use our resources efficiently, and plan for the development of the services we deliver based on information and knowledge.

3.5 In order to demonstrate the Services performance against the key measures as detailed within the Corporate Safety Plan 2017-2020.

The key measures as detailed are: -

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

## 4. Progress to Date

### 4.1 Education and Engagement

4.1a) As part of the ongoing development of Safe and Sound the immersive pods arrived during the summer and are now being used to deliver the fire safety session with groups. Staff and volunteers have undergone training in order to utilise the pods and this has been followed up with a number of awareness sessions being held for a range of partners, staff and various media outlets to clearly demonstrate the benefits of this new technology and way of working. The immersive technology and pods have gained a large amount of interest through BBC News locally and at the recent Emergency Services Show.

To date the single immersive session that has been developed delivers fire safety in the home education however the following packages are now in development: -

- Secondary/Nuisance Fires
- Road Safety – through the Staffordshire Road Safety Partnership
- Water Safety – through the RNLI and Rivers & Canals Trust

Delivery to local schools continues and over 2,200 year 6 pupils have undertaken the full Safe and Sound Programme which includes the use of the pods for the fire safety input.

The feedback from the schools is extremely positive and the results of the quizzes being undertaken by pupils before and after the fire safety session are clearly showing an increased level of understanding of various aspects of risk.

The Service continues to explore the potential for the use of the pods for fire staff development i.e. incident command training.



- 4.1b) Staffordshire Schools now have the benefit of a national company supporting their fire safety and general safety needs. The business support team have been working in partnership with AT&F Solutions for some years now and have secured specific benefits for Staffordshire schools and academies. This has resulted in every Staffordshire school being offered access to an award winning learning platform that will allow teachers and support staff to access fire safety training online via any desktop device. In addition the cost of the package has been determined against an establishment rather than a licence per individual as is the normal case, thus ensuring the offer is financially accessible by schools.

The Business Support Team has been recently selected to work with Castle Hayes Farm in Tutbury as their preferred training organisation/provider. Explosives, accelerants and fire works are stored on the site which is managed very strictly and professionally with safety embedded throughout the working environment. Work was undertaken earlier this year as part of the annual safety review in order to design and provide a specific fire safety training package in relation to the risks associated with vehicle fires in the vicinity of explosives.

During the past couple of years the Service has attended incidents that have involved the main electrical supply coming into business premises, prior to the consumer supply installation, for example under pavements, at the connect between main supplies and the consumer apparatus. In an attempt to avoid or reduce the risk this kind of incident, our business support team have engaged directly with Western Power. Working directly with the Distribution Manager for Staffordshire is determining how this type of incident can be mitigated whilst also providing training opportunities for watches who may be involved in this type of incident.

- 4.1c) As part of the PFI developments the inclusion of community facilities as well as partner facilities within the Services Community Fire Stations was seen as an important method for engaging various groups around the county.

During April through to August the community facilities on the PFI 1 stations were used 2330 times for a total of 9766 hours. The facilities at the PFI 2 sites were used on a total of 2382 occasions equating to 9853 hours.

A recent evaluation of the value of the community facilities during 2018-2019 has been undertaken. The evaluation examined internal and external use whilst also examining areas of strength and areas for improvement. The outcomes of this evaluation indicated that: -

- PFI1 usage remains stable and PFI2 usage is increasing.
- Access to the facilities means that Staffordshire Fire and Rescue Service benefit from reduced travel times and venue hire costs have somewhere professional and quiet to have team meetings. The venues give them an opportunity to promote their work and safety messages to partners and visitors.
- There is some evidence of good partnership working through shared facilities.
- Opportunities exist to exploit the bookable capacity of a number of the more rural Community Fire Station.
- The venue breakout areas are not utilised to their full potential by internal staff and partners to carry out informal engagement.
- Opportunities are being missed to share safety messages using the plasma screens, information boards and other methods such as newsletters.

Work is being undertaken by the Service to maximise the opportunities identified for improvement as part of the published evaluation report.

- 4.1d) During the period April to August eight Prince's Trust programmes were completed with 36 participants on the Team programmes, 19 on Fairbridge programmes and 28 completing Get Started programmes. For this period there were referral pathways from Fairbridge and Get Started on to the Team programme which continues to provide a strong progression opportunity that over 50% of participant's access. All three team programmes are now funded by The Newcastle and Stafford College Group. The numbers for Get Started and Fairbridge in 2019 are some of the strongest currently across the country.

## 4.2 Community Safety and Wellbeing

- 4.2a) In order to ensure improving outcomes for the communities of Stoke-on-Trent and Staffordshire key performance measures are reported on a quarterly basis and compared to the same quarter from the previous financial year. In addition an annual review of performance is conducted in order to compare and contrast the previous financial year with the two preceding years. In the following sections specific information from the annual comparison is included along with data relating to the quarterly comparator specifically.
- Overall the Service attended 9579 incidents during 18/19 compared to 8675 17/18, and 8429 during 16/17. This is which represents a 10.4% increase

against 17/18 and a 13.6% increase against 16/17. The trend is in an upward direction.

The overall increase in the number of incidents was predominantly caused by a significant increase in the number of secondary fires and false alarms attended. Over the three years the trend in respect of all incidents being attended is in an upward direction in 6 of the 8 incident category types.

All Attended Type	2016/17	2017/18	2018/19	Trend
False Alarm Good Intent	1760	1707	1827	Up
Primary Fires	1604	1492	1537	Down
Secondary Fires	1566	1767	2659	Up
Special Service Calls	1238	1407	1263	Up
False Alarm Equipment	1244	1321	1367	Up
Road Traffic Collisions	789	749	686	Down
Chimney Fires	73	73	76	Up
False Alarm Malicious	155	159	164	Up
Total	8429	8675	9579	Up

*A primary fire is defined as potentially more serious fires that harm people or cause damage to property and meet at least one of the following conditions:*

- any fire that occurred in a (non-derelict) building, vehicle or (some) outdoor structures
- any fire involving fatalities, casualties or rescues
- any fire attended by five or more pumping appliances

*A secondary fire is defined as generally small outdoor fires, not involving people or property. These include refuse fires, grassland fires and fires in derelict buildings or vehicles, unless these fires involved casualties or rescues, or five or more pumping appliances attended, in which case they become primary fires.*

- During 18/19 24635 safe and well visits were completed in comparison to 25573 in 17/18 and 27696 in 16/17. The number of visits which were delivered during the summer months of 2018/19 was significantly reduced due to operational demand during the extended period of hot weather.

Safe and Well visits are targeted and prioritised to the following groups within our communities, we continue to provide advice and guidance to all residents however the individuals identified below will receive a visit: -

- Those who have had a fire and the surrounding properties
- Couples who are 85-years-old or over
- Single occupiers ages 65 or over
- Single occupiers, aged 50-64, who are smokers or alcohol dependent
- Single parents



- Couples with young children
- Anyone with alcohol dependency
- Anyone whose property is at immediate risk of arson

The Service risk stratifies the county and then at household level determines the actual stratification level the household falls into, gold, silver or bronze. This approach ensures the most vulnerable are targeted and receive a bespoke visit from a crew, technician or volunteer. During this year 940 referrals onto partner agencies were made from these safe and well visits compared to 1065 during 17/18 and 318 during 16/17.

- The Service attended 2295 incidents during Q1 19/20 compared to 2481 in Q1 18/19. This is a decrease of 186 across the quarter which represents a 7.5% decrease against the time period of 18/19.

The overall decrease in the number of incidents was predominantly caused by a marked reduction in the number of secondary fires and a reduction in the number of fire alarms and primary fires attended.

Over the last five quarters the trend in respect of all incidents being attended is in a downward direction; however over the last 3 quarters the trend is in an upward direction.

- The Service attended 135 accidental dwelling fires in Q1 19/20 compared to 163 during Q1 18/19. Of these incidents 42 were classified as low severity and 93 as high severity, in comparison to 89 low and 74 high in Q1 18/19. The top causes of these fires remain the same as the previous quarter; cooking related and faulty equipment. Over the last 5 quarters the trend remains in a downward direction, however this is moving into a static position.
- During Q1 19/20 there were 6 injuries and no fatalities which occurred in accidental dwelling fires in comparison to 5 injuries and 2 fatalities during Q1 18/19. In all but one injury the individuals concerned fell within the SAME categories.
- During Q1 19/20 6808 safe and well visits were completed in comparison to 6330 in Q1 18/19. Over the last 3 quarters there has continued to be an increase in the number of visits completed. Safe and Well visits are targeted and prioritised to the following groups within our communities, we continue to provide advice and guidance to all residents however the individuals identified below will receive a visit: -
  - Those who have had a fire and the surrounding properties
  - Couples who are 85-years-old or over
  - Single occupiers ages 65 or over
  - Single occupiers, aged 50-64, who are smokers or alcohol dependent
  - Single parents

- Couples with young children
- Anyone with alcohol dependency
- Anyone whose property is at immediate risk of arson

The Service risk stratifies the county and then at household level determines the actual stratification level the household falls into, gold, silver or bronze. This approach ensures the most vulnerable are targeted and receive a bespoke visit from a crew, technician or volunteer.

During this quarter 280 referrals onto partner agencies were made from these safe and well visits compared to 248 during Q1 18/19.

- The Service attended 27 accidental business fires in Q1 19/20 in comparison to 41 in Q1 18/19. The top cause of this type of incident is faulty equipment which accounted for 11 of these incidents. Over the last 5 quarters the trend for this type of incident is in a downward direction.
  - The Service attended 188 RTC's during Q1 19/20 in comparison to 172 during Q1 18/19. The Service does not attend all RTC's that occur across the county therefore this figure does not represent the totality of RTC's experienced across Stoke-on-Trent and Staffordshire. Of these incidents crews assisted with the removal of persons from vehicles on 27 occasions, whilst on 109 occasion's crews made either the vehicle or the area safe.
  - The Service attended 369 automatic fire alarm signals classed as unwanted fire signals during Q1 19/20 in comparison to 330 attended during Q1 18/19. The Service introduced a revised automatic fire alarm policy which defines the methodology the Service adopts when in receipt of these types of calls. Fire Control utilise a call challenge process for automatic fire alarms and during this quarter a further 578 calls were not attended as they were screened out by the process of call challenge. Over the last 5 quarters the trend for this type of incident is relatively static.
- 4.2b) Work continues to progress well against the Services' Community Sprinkler project with Lindop Court in Stoke-on-Trent having the retrofit of 43 flats complete and half of the flats in St. Luke's Court being completed. The work in St. Luke's Court is slightly ahead of schedule as a result of the learning taken from previous installations, which will most likely result in the practical completion of this block by the end of the year.

In Tamworth all major work has been completed in 4 of the 6 blocks with work well advanced in the final 2 blocks with this work expected to be complete by the end of the year. Further work has commenced in a medium rise block in Tamworth which contains a further 48 flats.

In both of the areas above there are flats that are privately owned and work is ongoing with the owners of these flats in order to install sprinklers in these premises as well.

Work with Kingston CPC to retrofit sprinklers in Lichfield Towers continues and a contractor has now been appointed to complete the show flat within the blocks which will provide the opportunity to view flats with different layout configurations in order to create the initial designs for the blocks as a whole. Once the show flat has been completed arrangements will then need to be made to present it to the residents.

The Service recently welcomed a number of guests from the Home Office who came to learn more about the Service's Community Sprinkler Project. In addition to exploring the origins of the project, our successes and where we see the project going forward, we discussed fire safety in general in order to shape future thinking in respect of building safety legislation.

#### 4.3 Planning, resilience and response

4.3a) Work continues in respect of the Services preparedness for Brexit which includes working with the Local Resilience Forum and the National Fire Chiefs Council. The Service has been involved in all of the planning requirements as expected by the Ministry of Housing, Communities and Local Government. In addition the Service has ensured its Business Continuity arrangements continue to be tested and amended as required.

4.3b) As part of the national resilience arrangements the Service recently supported efforts in dealing with the incidents of flooding in Lincolnshire and the potential dam collapse at Whaley Bridge in Derbyshire.

On Friday 14<sup>th</sup> June Lincolnshire Fire & Rescue Service made a request to National Resilience for 'National Mutual Aid' which saw 10 High Volume Pumps (HVP) from across the country mobilised to a Strategic Holding Area (SHA) established at Skegness Fire Station. In addition members of Staffordshire's Enhanced Logistics Support (ELS) Team were also requested to support members of another ELS Team in the management of assets attending the SHA. As the incident was protracted in nature a decision was made to leave the HVP equipment in situ, to be operated by other HVP operatives, whilst the Staffordshire crew returned county in order to mitigate the impact on the Service. The ELS crew and HVP equipment were repatriated back to Staffordshire by June 22<sup>nd</sup>.

During the early afternoon of Thursday 1<sup>st</sup> August, Derbyshire Fire & Rescue Service along with other partner agencies responded to reports of a partial collapse of the Toddbrook Reservoir Dam. Prior to this partial collapse the area had received approximately a month's worth of rainfall over a two day period. The reservoir was at maximum capacity; water flowing over the dam's

spillway had caused part of the structure to collapse, which had the potential to impact the town of Whaley Bridge which resulted in the immediate evacuation of 6,500 residents due to the associated flooding risk. A very rapid request to National Resilience for 'national mutual aid' resulted in Staffordshire supporting the multi-agency with HVP and ELS crews and associated equipment. In order to mitigate the impact on the Service HVP personnel returned to the county again leaving the associated equipment in situ with the ELS crew returning to Service by August 4<sup>th</sup>. All equipment was repatriated back to Staffordshire by August 9<sup>th</sup>.

Mobilising national resilience assets in response to a national mutual aid request results in costs being incurred however national guidance exists which enables Services to re-charge the affected FRS in order to recover these costs. The incidents in Lincolnshire and Derbyshire both qualify for applications against the Bellwin Scheme which is being coordinated by those Services with a claim being submitted to both in order to recoup Staffordshire costs. As an indication of the costs being recovered this amounts to circa £17k for the Lincolnshire incident and £19k for the Derbyshire incident.

- 4.3c) The Safety Plan 2020 – 2024 development continues with members of the PFCP being involved in a consultation/focus group on October 4<sup>th</sup>.

Following receipt of the Staffordshire Commissioner's interim Fire and Rescue Plan alignment of priorities will be undertaken to ensure a clear link between the two statutorily required documents. Considerable work has been undertaken internally with over 200 members of staff being involved in developing the Safety Plan to date.

Following the session with PFCP members, the plan for engaging appropriately with communities will be developed further ensuring it is dynamic and interactive in nature. This engagement will support the tailoring of the content of the document which will ultimately be presented through the internal and external governance for approval prior to publication during 2020.

Within the document it will be important to acknowledge that when we have specific proposals to consider that we will invite feedback and opinion and consult in a way that is proportionate, targeted and relevant.

## **5. Conclusion**

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

**Matthew Ellis**  
**Staffordshire Commissioner**

**Contact Officer:** Rebecca Bryant

**Telephone:** 01785 898542

**Email:** [r.bryant@staffordshirefire.gov.uk](mailto:r.bryant@staffordshirefire.gov.uk)





## **Medium Term Financial Strategy Update Report 2019/20**

**David Greensmith  
Director of Finance  
Staffordshire Commissioner's Office /  
S151 Officer**

## Contents

<b>1 Purpose of Report</b> .....	3
<b>2 Conclusion</b> .....	3
<b>3 The Budget Process</b> .....	4
<b>4 Funding Background for FRA</b> .....	4
<b>5 Assumptions and Sensitivity Analysis</b> .....	5
<b>6 Efficiency Plan Delivery into the Medium Term</b> .....	5
<b>7 Risks and Opportunities for 2019/20 and into the medium term</b> .....	7
<b>8 Gap</b> .....	8
<b>9 Risk based review of Reserves</b> .....	9
<b>10 Capital Funding</b> .....	10



## 1 PURPOSE OF REPORT

- 1.1 The purpose of this report is to provide an update on the delivery of the Medium Term Financial Strategy (MTFS).
- 1.2 A high level timetable is included in this report, to lay out the necessary steps and key meetings to communicate the 2020/21 budgeting process and updated MTFS.
- 1.3 The MTFS for the five year period 2019/20 to 2023/24 was approved by the Staffordshire Commissioner following presentation to the Police, Fire and Crime Panel on 15 February 2019. This approved MTFS included a savings target of £0.5m to be achieved during the year 2019/20 delivering the final year of the approved Efficiency Plan covering the four year period 2016/17 to 2019/20.
- 1.4 This MTFS report provides an update on the estimated savings required beyond 2019/20 and reviews a number of the upward pressures incorporated into the approved strategy.
- 1.5 The Chancellor announced the outcome of the Spending Round (SR2019) for next year on 4 September 2019. The SR2019 set out public spending totals for the financial year 2020/21 with good news that the Home Office will receive a settlement of £12.9bn for 2020/21 representing a 6.1% real terms increase on 2019/20. Decisions on funding for fire and rescue from the Home Office will be made as part of the allocations process that will now follow the Spending Round. This will include consideration of the fire pensions grant, National Resilience grants, Emergency Services Network (ESN) and other Home Office fire funding streams.
- 1.6 Fire and Rescue budgets are therefore expected to be protected in real terms for 2020/21 with Settlement Funding Assessment being increased by inflation. The council tax referendum threshold limit is likely to be reduced back down to 2% (set at 3% for last 2 years). A technical consultation has now been issued and a response will be returned by the Director of Finance.
- 1.7 As part on the budget process for 2020/21 the MTFS will be updated as further information becomes available and assumptions become more certain, up until the confirmation of the budget proposal by the Commissioner (and endorsement of the precept for Fire by the Police, Fire and Crime Panel), in February 2020.

## 2 CONCLUSION

- 2.1 The Outlook for the next financial year has improved following the announcement that overall funding will be protected for 2020/21 and this will ensure that the Staffordshire Commissioner and the Service will be in a better position to deliver a balanced budget for 2020/21.
- 2.2 However pressure on funding continues into the medium term as uncertainty remains around assumptions for pay, pensions and implications arising from the next Comprehensive Spending Review 2020 and the review of fire funding (Fair Funding Review) and the introduction of a possible 3 to 4 year funding settlement.
- 2.3 The Commissioner is committed to working with the Fire and Rescue Service to deliver the required efficiencies beyond 2021 supporting the new Corporate Safety Plan (Integrated Risk Management Plan) covering the period April 2020 to March 2024. The Service has now formally commenced a programme of efficiency reviews to support this work, discussed later in this paper.
- 2.4 The update MTFS assumes a funding gap of £3.1m by March 2024 (approved MTFS £3.2m gap).

### 3 THE BUDGET PROCESS

3.1 The 2020/21 budget process for Staffordshire Fire and Rescue Service has now commenced. As undertaken in previous years the budget will be built using a zero base approach with full consultation being undertaken with budget holders and representative bodies.

3.2 The headline timetable for the 2020/21 budget process is shown below:

<u>Budget Timetable</u>	<u>Task</u>
1 October 2019	Budget Preparation commenced
14 October for 6 weeks	Budget holder consultation
29 October 2019	Capital Review Group Meeting – Draft 3 year capital programme
30 November 2019	Draft Budget ready for review process
5 December (provisional)	Draft Settlement Funding released (expected date)
December 2019 – January 2020	Budget Consultation and budget presentation to the Strategic Governance Board
31 January 2020	Business Rates Budget Finalised (NNDR1)
10 February 2020	Police, Fire and Crime Panel Budget 2020/21 / MTFS Report
February 2020	Precept Notices issued following Commissioner approval

### 4 FUNDING BACKGROUD FOR FRA

4.1 In 2016 the Authority accepted Settlement Funding from the Department for Communities and Local Government for the four year period 2016/17 to 2019/20 in return for the publication of an Efficiency Plan covering the four year period.

4.2 The Settlement Funding included a total reduction in Revenue Support Grant of £4.8m during this period. To date this reduction has been applied in full.

4.3 The Settlement Funding for 2019/20 is made up of three separate areas:

	<b>2019/20 £m</b>
1% share of Local Business Rates	3.667
Business Rates Top-up	5.962
Revenue Support Grant (RSG)	4.675
<b>Total Settlement Funding</b>	<b>14.304</b>

- 4.3 In addition to the above the above Council Tax is collected by the nine billing authorities in Staffordshire and Stoke on Trent. The current Band D Council Tax is set at £75.73 (£1.46 per week) for the Staffordshire Commissioner Fire and Rescue Authority, resulting in collection of £26.247m for 2019/20 based upon a collection tax base of 346,580 properties and a collection surplus of £0.385m.
- 4.4 The Revenue Budget for 2019/20 was approved in February 2019 by the Staffordshire Commissioner at £40.936m, alongside the MTFs for the following four years up to 2023/24.
- 4.5 The approved budget included a final £0.5m of savings to be delivered in year. These savings are on track for completion of the £3.5m of approved Efficiency Plan Savings.

## 5 ASSUMPTIONS AND SENSITIVITY ANALYSIS

- 5.1 All assumptions contained within the MTFs are subject to change however they are useful in establishing the general size of the underlying pressures in the budget.
- 5.2 The current MTFs incorporates the following assumptions:

Description	2019/20 Actual	2019/20 Assumed	2020/21 Estimate	2021/22 Estimate
<b><u>Pay Awards</u></b>				
Grey Book	2.00%	3.00%	2.00%	2.00%
Green Book	2.00%	2.00%	2.00%	2.00%
<b><u>Non Staff Inflation</u></b>				
General	2.00%	2.00%	2.00%	2.00%
Utilities - Gas/Electric	5.00%	5.00%	5.00%	5.00%
<b><u>Funding</u></b>				
Revenue Support Grant	-11%	-11%	-7%	-7%
Council Tax Base Increase	1.50%	1.50%	1.30%	1.30%
Council Tax Precept Increase	2.99%	2.99%	1.99%	1.99%

- 5.3 The Grey Book pay award has been agreed for 2019/20 at 2% which is 1% less than the budgeted 3%. Discussions remain ongoing with the Fire Brigade Union and the National Joint Council (NJC) regarding broadening of the role of a firefighter.
- 5.4 A 1% sensitivity for pay awards across all staff is £0.22m.
- 5.5 A 3% pay award will now be assumed for 2020/21 with 2% for the following 3 years.

## 6 EFFICIENCY PLAN DELIVERY INTO THE MEDIUM TERM

- 6.1 As part of the Local Government Finance Settlement for 2016/17 single purpose fire and rescue authorities were all offered firm four-year funding allocations in return for robust and transparent efficiency plans that were published in order to enable local residents to scrutinise these plans. In October 2016 the Authority submitted the document to the Home Office to secure this funding offer.
- 6.2 The published Efficiency Plan includes detailed assumptions around the strategy that the Authority would adopt regarding future Council Tax increases, expected business rates increases and population growth during this time. In total the four year settlement included a reduction in Revenue Support Grant of £4.8m.

6.3 To date £3.0m of savings have been approved and fully implemented within the Service. The savings included:

- a reduction in wholetime crews of 40 Posts phased into the establishment from 1 January 2017 (28 posts) and 1 January 2018 (12 posts) which included the removal of two Targeted Response Vehicles (TRV's), in addition a new retained payment system was implemented from 1 January 2017 that also reduced the establishment by 43 posts
- the executive team was also restructured during 2016 removing one post from the structure
- a review of Prevention and Protection within the Service has now been complete, delivering c.£0.2m per annum
- a reduction in funding costs both in terms of MRP and interest payments saving c.£0.3m per annum
- a review of community safety budgets has been undertaken. A more effective and targeted approach leading to savings of c.£0.2m per annum
- procurement savings are currently being captured and will be incorporated into the budget setting process c.£0.1m

6.4 The following areas are currently being reviewed in order to deliver the remaining saving of £0.5m:

- **Management Reduction** -This involves a review that has been undertaken with a number of operational management posts being removed in year, saving up to £0.3m
- **Dragons' Den** - The Service undertakes a Dragons' Den budget process where all budget holders are challenged to deliver savings in the current year that will be incorporated into the updated forecast position and also to offer permanent recurring budget efficiency savings for 2019/20, c.£0.2m per annum

## 6.5 **Service 2025**

The Service has already undertaken a number of scenario planning sessions and options have being discussed with the Staffordshire Commissioner in order to provide a pathway for delivery of the expected financial challenges post 2020.

A budget gap into the medium term is estimated at around £3.1m by 2023/24 as identified within the updated MTFs (see section 8). This is driven by the assumptions around funding for additional pension contributions, reduced Revenue Support Grant beyond 2021, in addition to cost pressures particularly around pay.

This scenario planning has now evolved and developed into a number of work streams that are being progressed as part of the Service 2025 project work that will form an integral part of the development of a number of options that will be incorporated into the updated Corporate Safety Plan. This will ensure that the Service is as efficient and effective as possible and fit for the future.

The project will review the following areas of service delivery:

- **Response** - Asset and skills based mobilisation, specials review, rostering of personnel, officer's rota, and service wide response model
- **The delivery of prevention and protection throughout the service** - Development of revised prevention and protection arrangements, development of multi-agency prevention hub
- **The administration requirements throughout the service**

The review of the areas listed above will provide a clear understanding of how the Service needs to be structured post 2020. This review will provide clarity on the changes that the Service will need to undertake in order to ensure that the Service can continue to deliver the highest possible levels of service to our communities.

## 7 RISKS AND OPPORTUNITIES FOR 2019/20 AND INTO THE MEDIUM TERM

### High Level Risks:

- 7.1 **Pension Contributions** – Following the results of the 2016 Firefighters’ Pension Schemes valuation employer contribution rates have increased nationally on average by 12.6% to 30.2% from April 2019. In Staffordshire the actual percentage increase is 14.6% and has resulted in a total increase in pensions costs across all Firefighter Pension Schemes of £1.8m per annum. For 2019/20 and 2020/21 90% of this cost increase will be met by a government grant. It is not clear if the Treasury will agree to meet any of this additional costs beyond 2020/21.
- 7.2 **Revenue Support Grant** - As at 31 March 2020 the amount of Revenue Support Grant (RSG) has been reduced to £4.6m. RSG has been reduced by £4.8m since 2016/17 and cumulatively £9m since 2012. The MTFs assumes that further reductions of 7% per annum will commence in 2021/22. It is the intention of Ministry of Housing, Communities and Local Government (MHCLG) and the Home Office to remove RSG from funding across the public sector but the long term position for RSG within the fire sector remains unclear.
- 7.3 **Emergency Service Mobile Communications Programme (ESMCP)** - There remains significant uncertainty around the delivery and required funding for this programme. This uncertainty will potentially impact upon both capital and revenue spend and at the moment this impact is unknown. The MTFs assumes that costs will remain in line with current costings for the existing Airwave solution.
- 7.4 **Funding for the capital programme will require increase levels of capital financing and debt.** The capital programme has been funded mostly from savings and reserves for the previous six years. This has reduced levels of debt by £6.5m and through the use of internal cash external debt is lower also reducing interest payments. £1.5m of PWLB loans has been repaid in the last 18 months. Any future borrowing requirements will be impacted by the 1% increase announced in October 2019 for all Public Sector Loan Works (PWLB) borrowing.
- 7.5 **Business rates Pilot** – Staffordshire and Stoke on Trent successfully applied to take part in the pilot 75% business rates retention programme for 2019/20. This included an additional windfall payment of £0.2m for the Staffordshire Commissioner. It is currently unlikely that this arrangement will be carried forward into 2020/21 following the announcement that all 75% business rate pilots will cease from 31 March 2020. An application for the current arrangements to be rolled-over into 2020/21 has been submitted to MHCLG by the Staffordshire Pool.

### Opportunities:

- 7.6 To increase the level of Council Tax for 2019/20 and beyond, above the levels included within the current approved MTFs. A response to the Governments technical consultation is being prepared that will request additional flexibility regarding the precept referendum limits and also to suggest a £5 increase option across the fire sector.
- 7.7 The bringing together of Fire and Police governance through the Office of the Staffordshire Commissioner will continue to deliver collaboration opportunities and savings between Staffordshire Fire and Rescue Service and Staffordshire Police.

- 7.8 Further savings around Estates Rationalisation and Enabling Services are currently being progressed by the joint collaboration team which includes a joint Police and Fire Station at Tamworth Belgrave and also proposals for a joint response base from Hanley Fire Station. To date shared services have now been implemented across Police and Fire which include; HR, Estates, Procurement, Communications and, from 1 November, Finance.
- 7.9 Annual collaboration savings of c.£0.8m per annum have now been reported through to the Joint Collaboration Board. These savings have been delivered through the change in governance arrangements and the bringing together of the first phase of the joint shared services. This saving excludes the opportunities for rationalisation of estates across both Services as per 7.8 above.
- 7.10 Following the announcement by the Chancellor on 4 September 2019 Fire and Rescue budget are expected to be protected for 2020/21 with Settlement Funding being increased by inflation (CPI). This is positive news for setting the budget for 2020/21 can be delivered without implementing significant change. This will allow the Service 2025 work to be implemented before further reductions in funding introduced.

## **8 GAP**

- 8.1 Based upon the assumption contained within the current MTFS the total gap by 2023/24 is £3.1m.
- 8.2 The updated MTFS shows a balanced position for 2020/21 assuming that the level of funding is in line with the Chancellor's announcement on 4 September 2019.
- 8.3 The Gap includes a further reduction in Settlement Funding of 7% per year from 2021/22 and would reduce Revenue Support Grant to £1.8m by 2022/23.
- 8.4 The gap analysis includes the assumption that the Council Tax referendum limit will be reduced to 2% from 2020/21.
- 8.4.1 The gap also incorporates the full impact of an increase in employer pension contributions into the Firefighters' Pension Schemes from 2021/22. 90% of the increase in employer contribution into the fire pension schemes has been met by Government for 2019/20 and 2020/21.
- 8.5 The net funding gap of £3.1m by 2023/24 within the updated MTFS shows a marginal improvement of £0.1m from the current approved Strategy.

## Gap Analysis:

	2019/20	2020/21	2021/22	2022/23	2023/24
	Budget	Plan	Plan	Plan	Plan
Business Rates 1% local Share	3,668	3,741	3,816	3,893	3,970
Business Rates Top-up	5,962	6,155	6,352	6,556	6,765
Revenue Support Grant (RSG)	4,675	3,673	2,723	1,821	962
Council Tax (Precept) Band D	26,632	27,418	28,268	29,148	30,108
<b>MTFS 2019/20 to 2022/23 FUNDING</b>	<b>40,936</b>	<b>40,987</b>	<b>41,160</b>	<b>41,417</b>	<b>41,806</b>
<b>BASE BUDGET</b>	<b>41,418</b>	<b>43,094</b>	<b>43,750</b>	<b>44,388</b>	<b>45,036</b>
<b>BASE MTFS GAP (Savings Required)</b>	<b>(482)</b>	<b>(2,107)</b>	<b>(2,590)</b>	<b>(2,971)</b>	<b>(3,230)</b>
<b>a) HOME OFFICE FUNDING CUTS</b>					
RSG Down by 7% in 2021/22 (MTFS assumed 2020/21)		1,001	931	866	805
<b>b) FIREFIGHTER PENSION SCHEME COST</b>					
Required increase in employer contribution rate (Grant in place for 2019/20 and 2020/21)		900	(687)	(673)	(659)
<b>c) OPERATIONAL PAY AWARD (Grey Book)</b>					
3% award budget now in 2020/21	200				
<b>d) FINANCING COSTS</b>					
Lower MRP delivered through savings	208	159	159	162	166
<b>f) BUSINESS RATES PILOT</b>					
		(200)	(200)	(200)	(200)
<b>g) INVESTMENT IN FIRE ENGINEERING</b>					
	50	115	115	115	115
<b>Savings Required (Cumulative)</b>	<b>408</b>	<b>1,860</b>	<b>204</b>	<b>156</b>	<b>112</b>
<b>REVISED GAP (Savings Required)</b>	<b>(74)</b>	<b>(247)</b>	<b>(2,386)</b>	<b>(2,815)</b>	<b>(3,118)</b>

## 9 RISK BASED REVIEW OF RESERVES

- 9.1 The reserves strategy is currently under review by the Staffordshire Commissioner FRA. This refresh is due to be reviewed by the Strategic Governance Board on 28 November 2019 and will be further updated if required during the budget process.
- 9.2 The Total Reserve held by the Staffordshire Commissioner FRA as at 31 March 2019 was £16.1m. However, only £9.0m is accessible with £1.9m held as a General Reserve and £7.1m held as an earmarked reserve.
- 9.3 The updated reserves strategy will update the position for both of these reserves.



## 10 CAPITAL FUNDING

10.1 The approved capital programme for the three years to 2020/21 is as follows:

	2019/20 Budget	2020/21 Estimate	2021/22 Estimate
	£	£	£
<b>Building &amp; Infrastructure Works</b>			
Refurbishment Programme	2,018,695	518,000	
Improvement Works	415,000	214,228	150,000
<b>Total</b>	<b>2,433,695</b>	<b>732,228</b>	<b>150,000</b>
<b>Operational Equipment</b>	<b>407,750</b>	<b>287,000</b>	<b>125,000</b>
<b>Appliances &amp; Vehicles</b>			
Appliances & Specialist Vehicles	1,064,384	250,000	1,000,000
Vans & Cars	165,000	150,000	150,000
<b>Total</b>	<b>1,229,384</b>	<b>400,000</b>	<b>1,150,000</b>
<b>Information Technology</b>			
ICT Hardware, Software Systems & Installations	650,000	300,000	550,000
<b>Total</b>	<b>650,000</b>	<b>300,000</b>	<b>550,000</b>
<b>Total Capital Programme</b>	<b>4,720,829</b>	<b>1,719,228</b>	<b>1,975,000</b>
<b>Funding</b>			
Supported Borrowing			
Unsupported Borrowing	2,157,442	1,519,228	1,804,658
Capital Grant	1,531,695		
Use of Specific Reserves (Abbots Bromley)	417,000		
Use of Specific Reserves	614,692	200,000	170,343
<b>Total Funding</b>	<b>4,720,829</b>	<b>1,719,228</b>	<b>1,975,000</b>

10.2 The latest forecast for 2019/20 amounts to £4.2m and includes reduced spend on building enhancements and ICT.

10.3 The Capital Programme for the three years 2020/21 to 2022/23 is currently in development and the draft programme will be presented at the Capital Review Group meeting on 28 October 2019.

10.4 Capital Financing Requirement for the above approved capital programme is as follows:

	2018/19 Actual	2019/20 Budget	2020/21 Plan	2021/22 Plan
Debt Outstanding - 1 April	24,531,492	24,457,483	25,335,914	25,330,445
+ New Borrowing	2,449,000	4,720,829	1,719,228	1,975,000
<b>TOTAL MRP CHARGEABLE</b>	<b>1,258,009</b>	<b>1,279,010</b>	<b>1,524,697</b>	<b>1,649,391</b>
<b>TOTAL DEBT POSITION (Post MRP)</b>	<b>25,722,483</b>	<b>27,899,301</b>	<b>25,530,445</b>	<b>25,656,054</b>
less				
Capital Financing from Grants and reserves	1,265,000	2,563,387	200,000	170,343
<b>Total Capital Financing Requirement</b>	<b>24,457,483</b>	<b>25,335,914</b>	<b>25,330,445</b>	<b>25,485,712</b>
In year repayments	1,500,000	500,000		
<b>LONG TERM FUNDED DEBT</b>	<b>18,050,000</b>	<b>17,550,000</b>	<b>17,550,000</b>	<b>17,550,000</b>
<b>INTERNAL FUNDING</b>	<b>6,407,483</b>	<b>7,785,914</b>	<b>7,780,445</b>	<b>7,935,712</b>

10.3 As at the 31 March 2019 the total capital financing required was £24.5m (excluding PFI) of which £18.05m was financed through long term loans and £6.4 through the



use of internal cash. The capital programme had been fully funded by savings and reserves for the five years prior to 2018/19 reducing the capital financing requirement by £6.5m and reducing future borrowing cost requirements

- 10.4 The appliances and vehicles programme for 2019/20 includes the final delivery of new appliances as part of the procurement of 11 new appliances. The total cost of this investment is £2.7m and spans a three year period. The first 6 appliances are now operational.
- 10.5 In addition to the approved capital programme for 2018/19 there was a total carry-over of £2.2m from the previous year. This included the carry-over of the transformational funding grant for the Safe and Sound Programme and refurbishment options for Stafford Fire Station (total carry over £2m). The Safe and Sound Programme has now been delivered and is operational. Options for Stafford are being reviewed as part of the Service 2025 project.





## **Police, Fire and Crime Panel – 28 October 2019**

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

Report of the Staffordshire Commissioner

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

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

#### **2. Recommendation**

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

#### **3. Background**

- 3.1. 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.
- 3.2. Policing and community safety face different challenges now to those that existed only five years ago. Crime levels locally are steady but the nature of crime has shifted towards more complex cases which 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 better supported.
- 3.3. The operating environment for the Fire and Rescue service is no less challenging. Societal, environmental and policy changes are impacting on service demand in terms of prevention work and responding to more incidents. The service is continually reviewing and testing plans for dealing with a new range of major threats, from severe weather events to waste crime and terrorism. At the same time, the service will face a financial challenge in the next few years. Dealing with these combined pressures will require some difficult choices to be made.
- 3.4. 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.

- 3.5. A necessity is more effective information sharing between agencies and this will require investment in technology. Work to develop the Commissioner's strategy towards a multi-agency approach via the 'Connected Staffordshire' solution progresses, but the capacity of some agencies to identify the necessary funding is a challenge.
- 3.6. The Commissioner has established five key priorities in his updated strategy:
  - 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
- 3.7. 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.
- 3.8. Opportunities for the Police and Fire and Rescue services to collaborate more and to share some support functions, as well as some buildings, are progressing. This will mean that, in time, more of the money available can be used operationally, in the heart of our communities.

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

- 4.1. Highlight reports are attached at Appendix A (i) to (v) for each of the five priorities.

**Matthew Ellis**  
**Staffordshire Commissioner Police | Fire and Rescue | Crime**

**Contact Officer:** Ralph Butler  
**Telephone:** 01785 232437  
**Email:** [ralph.butler@staffordshire-pfcc.pnn.gov.uk](mailto:ralph.butler@staffordshire-pfcc.pnn.gov.uk)





A police force that is fit for a changing future

October 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

- Interim Fire & Rescue Plan published, setting out the strategic priorities for Staffordshire Fire and Rescue Service.
- Police/Fire & Rescue collaboration programme progressing. Joint Estates & Facilities, Finance, Procurement, HR and Corporate Communications now in place. Assessment work carried out for Legal Services, Organisational Development, Learning & Development and IT did not identify sufficient benefits from collaboration.
- Joint Police/Fire & Rescue protocols on searching for missing persons and methods of entry in place.
- Sale process for eight surplus police properties complete. Two properties to be remarketed.
- Work progressing to enable co-location of police and fire stations in Hanley and Tamworth (Belgrave) Fire Stations.
- New capabilities funded from increase in Council Tax precept in place and having a positive impact on performance: Missing Persons Investigations Team, Roads Policing, Disruptions Team, Digital Investigations and Cyber Capability, Communications volume data analytics.

### PLANNED ACTIVITY BEFORE NEXT REPORT

- Implementation of first phase of Niche police records management system to go live in mid-November. Niche will replace 12 separate existing systems.
- The first phase of the Niche Programme will continue, including modules for Crime and Investigations, Intelligence and Safeguarding.
- Further work planned on opportunities to integrate Police and Fire Business Intelligence functions and co-locate Police and Fire teams in single locations.
- Completion of sales of surplus police properties. Two to be remarketed.
- Fire and Rescue Service to develop Integrated Risk Management Plan.

### MILESTONES AHEAD

- Phase 1 of Niche go-live November 2019
- Co-location of Tamworth Neighbourhood Policing Team with Fire & Rescue Team at Belgrave Fire Station planned for October 2019.
- Co-location of Northern Response Team with Fire & Rescue Team at Hanley Fire Station TBC.

**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

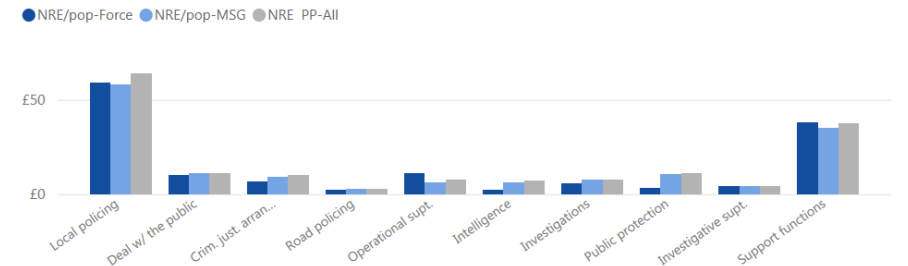


**Legitimacy**  
How legitimate is the force at keeping people safe and reducing crime?  
Last updated 12/12/2017



<b>WORKFORCE</b>	89% frontline	VICTIM-BASED CRIMES	0.06 per person
	2.58 per 1000 population		Local 5 year trend
	23% change in local workforce since 2010	<b>COST</b>	42p per person per day local

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









October 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

- The Prince's Trust supported 55 young people this quarter. 64% of young people engaging in the programme as a whole have achieved a positive outcome (education, training or employment).
- The Commissioner has agreed to fund the Princes Trust developed a proposal for the next three years (until 30 September 2022).
- Catch 22 completed 535 Return Home Interviews (RHI) with children missing from home. 81% of young people who go missing receive a RHI (in line with local targets). Catch 22 supported 94 children at risk of CSE or victims of CSE.
- Barnardo's supported 213 service users in this quarter on FGM-related issues (children and adults, males and females). 164 professionals have been trained on FGM.
- The Commissioner has supported Cannock schools to implement a nationally recognised online safety resources.
- Implementation Plan agreed for the Home Office Early Intervention Youth Fund (EIYF) projects.
- SPACE 2019 was successfully delivered over the school summer holidays.
- Support, through additional Commissioner funding, a Trading Standards knife test purchasing operation.
- Amendment of the CSE education resource following feedback from the pilot school. Final resource now agreed.

## PLANNED ACTIVITY BEFORE NEXT REPORT

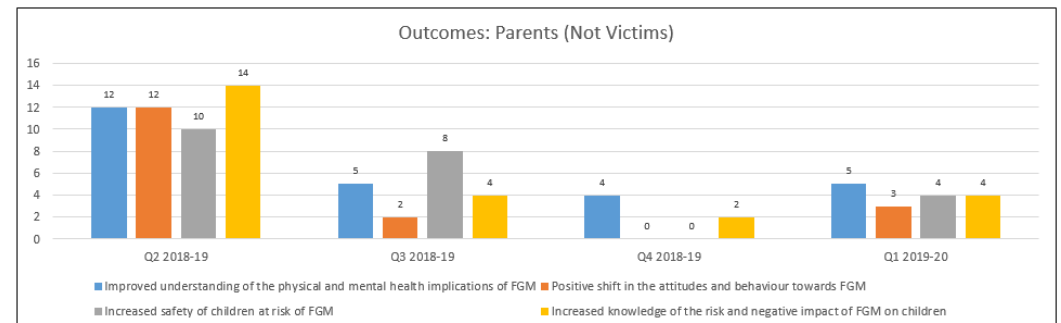
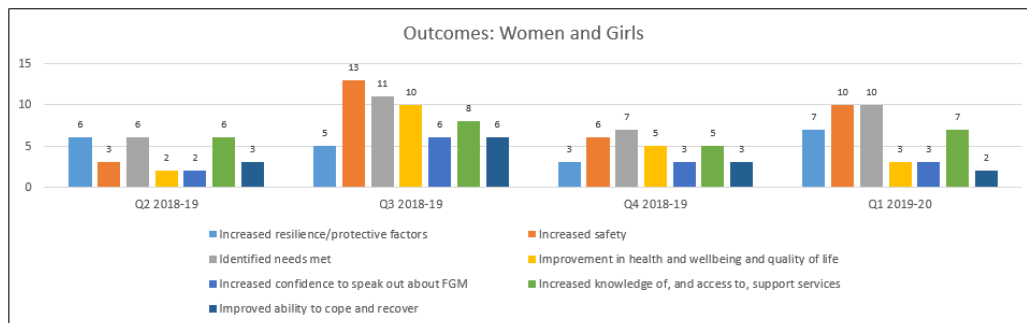
- Develop Grant Agreement for the Princes Trust service.
- Support Barnardo's to deliver an FGM Conference.
- Advertise and recruit to a Personal Social Health and Economic Education (PHSE)/Vulnerability Education. Co-ordinator for Stoke-on-Trent (this action has been delayed since the last report due to a change in hosting arrangements).
- Recruit to staff/develop projects in line with the EIYF proposal/funding.
- Support the facilitation of Adverse Childhood Experience (ACE)'s conference to showcase the ACE evaluation (funded by the Commissioner).
- SPACE 2019 evaluation to be completed for January 2020.
- Continued rollout of CSE education resource across all Stoke-on-Trent and Staffordshire schools ensuring links with the wider Child Exploitation agenda.

## MILESTONES AHEAD

- Cannock schools to provide an evaluation of their use of the online safety resource to assess value in rolling out to other localities.
- Develop service specification(s) for the EIYF projects.
- Facilitate a Home Office visit to the Staffordshire EIYF projects.
- Support the Princes Trust to organise a celebration event showcasing the work in Staffordshire over the last four years.

The figures noted above are for 2019/20 Quarter 1 however the additional narrative may span Quarter 1 and Quarter 2.

Barnardo's FGM Service Performance Analysis Snapshot







Making it easier for victims and witnesses to receive the support they need



October 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

- The tender submission closing date for the Gateway, Restorative Justice and Business Crime Service is 4 October 2019. Submissions will be moderated over a two week period.
- The Sexual Assault and Abuse Support Service pilot for family members and significant others has received 25 referrals (21 Stoke-on-Trent, 2 Stafford and 2 Cannock) in May/June 2019.
- 13,441 referrals into Victim Gateway between 1 April and 30 June 2019. 11,412 received information and advice. 4,693 accepted an offer of support and triage. 1,554 were eligible for onward referral to a specialist service.
- 957 businesses were contacted by the Business Crime Advisor between 1 April and 30 June 2019. Half accepted support.
- 61 referrals to the Restorative Justice Hub between 1 April and 30 June 2019 from the Gateway, Police, self-referrals and Probation Service.
- Tender scoring and provider interviews for the Modern Slavery Support Service has taken place.
- Force victim satisfaction survey has been approved.
- \*\*\* referrals into New Era between 1 Oct 18 and 31 Feb 2019. Peer support programmes are now being rolled out.
- During the quarter to 30 June 2019, 1,413 referrals were received by New Era's domestic abuse victim service and 76 by the perpetrator service. 1,369 face-to-face appointments with adults and 484 with children and young people were undertaken.

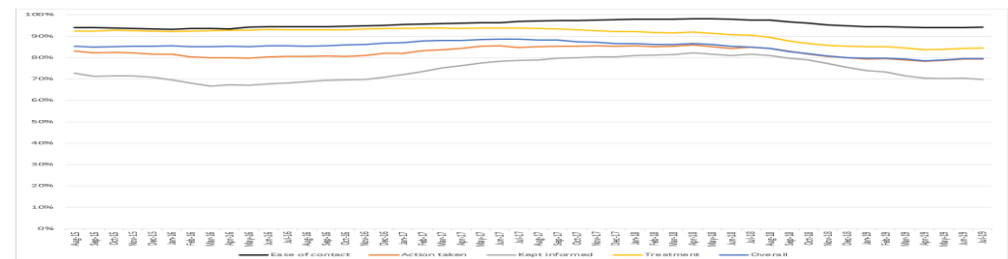
## PLANNED ACTIVITY BEFORE NEXT REPORT

- Gateway, Restorative Justice and Business Crime service providers to be announced.
- To commission a county wide Sexual Abuse Service.
- Interviews for the Sexual Assault & Abuse Strategy Co-ordinator will take place on 11 October.
- Victim and Witness key performance measures to be agreed and approved by the Victim & Witness Board and the Local Criminal Justice Partnership Board (LCJPB).
- To seek approval for the development of a joint Modern Slavery Statement and action plan between the Force and Staffordshire Commissioner.
- Gateway to implement the 'Victim Star' outcome tool which tracks the victim journey and their recovery to be finalised.
- The Modern Slavery Support Service will commence on 11 November 2019 for a period of 12 months.
- New Era are looking to secure a 'legal partner' to support service users requiring legal advice which they would not ordinarily be able to afford.
- Continued development of Domestic Abuse (DA) in the Workplace programme.

## MILESTONES AHEAD

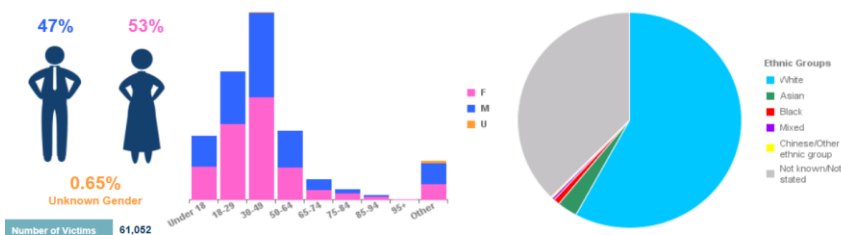
- Victim and Witness Strategy and Action to be drafted and signed off by the Board.
- Support NHS England with the re-commissioning of the Sexual Assault Referral Centre (SARC) paediatric service.
- Provide bespoke training to nominated Restorative Justice (RJ) leads.
- Sexual Assault & Abuse Strategy delivery plan to be developed.
- Major Incidents Framework to be finalised.
- 6 monthly review of the Sexual Assault and Abuse Family Support Service pilot.
- Full implementation of the 'Victim Star' outcome tool.
- Contribution to the revised draft Victim Code of Practice consultation planned for January 2020.
- Continual quarterly performance reviews of the commissioned service will be undertaken by the Staffordshire Commissioner's Office in conjunction with Staffordshire County and Stoke-on-Trent City Councils.
- Consideration will be given to the requirement for specific support for stalking and harassment victims.
- The existing contract for the provision of Personal Safety Devices for vulnerable people due for review in January 2020 will be extended in line with the original contract.
- Refresh of the Domestic Abuse Needs Assessment, Strategy and Action Plan.

## Victim Satisfaction, All Crime, Rolling 12 Months, Aug 2015 – Jul 2019



Data Source – Staffordshire Police

Victim Profile (last 12 months)



Data Source – Staffordshire Police (to Sept 2019)





Preventing offending in the first place and reducing the likelihood of re-offending

## STRATEGIC OUTCOMES

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



October 2019

## ACTIVITY SINCE LAST REPORT

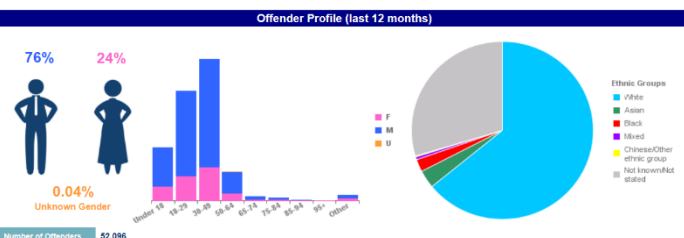
- Majority of actions included in Reducing Reoffending strategy scheduled for delivery by end of Q2 2019/20 implemented.
- Recommendations from recent Youth Offender Service (YOS) reviews built into YOS Youth Justice Plans for delivery in 2019/20.
- Discussions with Police and LCJB partners re plans for introduction of Out of Court Disposal option for perpetrators of Domestic Abuse.
- Meetings held with Ministry Of Justice and regional PCCs to discuss PCC role in national Probation re-design programme
- National Probation Service and partners engaged re local implementation of national Women Offenders Strategy.
- Funding approved to support recruitment of additional posts in Integrated Offender Management (IOM) team.
- Multi-agency event to launch new IOM operational model
- Discussions with Stoke-on-Trent City Council re implementation of offender employment brokerage service.
- Tender process launched to re-commission existing Floating Housing Support Service for Offenders.
- Further meeting of Staffordshire Mental Health and Community Safety Strategic Board held. Board Action Plan reviewed.
- Additional SCO investment in drug and alcohol services approved to support increase in use of Community Orders with Drug Rehabilitation Requirements (DRR) and Alcohol Treatment Requirements (ATR) built into local commissioning arrangements. New substance misuse support workers recruited / additional prescribing clinics in place.
- Joint SCO and NHS England funding contributions approved to support 2 year county-wide pilot initiative to increase use of Community Sentence Treatment Requirements (CSTRs). Multi-agency conference to launch pilot 11 November.

## PLANNED ACTIVITY BEFORE NEXT REPORT

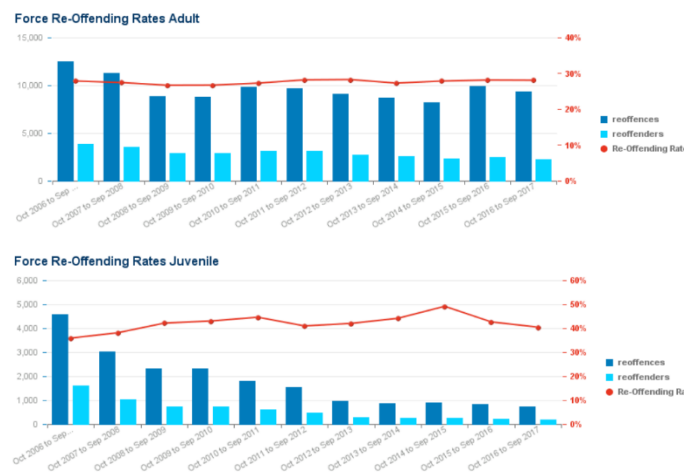
- Job descriptions for additional IOM posts agreed, providers identified, staff recruited.
- Arrangements for Community Sentence Treatment Requirements (CSTRs) pilot finalised - funding agreements in place/staff recruited.
- Plans for introduction of Out of Court Disposal option for perpetrators of Domestic Abuse taken forward (pending appropriate local and national approvals).
- Countywide Floating Housing Support Services for Offenders – tender process completed/new contract awarded.
- Meeting of OMCDDB held/quarterly action plan progress report reviewed
- Meeting of Mental Health and Community Safety Strategic Board held/quarterly action plan progress report reviewed.
- Quarterly performance reviews of SCO commissioned services completed (undertaken in conjunction with local authorities/co-commissioning partners where appropriate)
- Discussions commenced with partners re refresh of current Rehabilitation and Resettlement Strategy.

## MILESTONES AHEAD

- 7 October – Meeting of Mental Health and Community Safety Strategic Board.
- 11 November – launch event for CSTR Pilot.
- 27 November: Meeting of OMCDDB.
- 27 November - quarterly performance report presented to OMCDDB on key outcomes.
- Countywide Floating Housing Support Services for Offenders –new contract awarded.
- Plans for refresh of current Rehabilitation and Resettlement Strategy agreed.

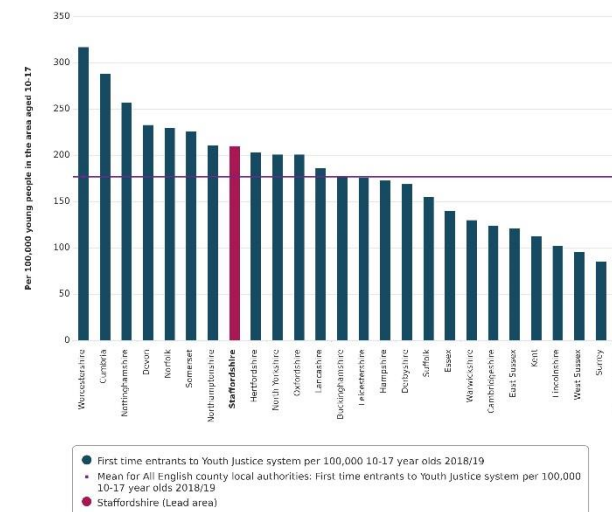


Data Source – Staffordshire Police (to Sept 2019)



Data Source - MOJ Proven Reoffending Statistics January 2019 and Quarterly Statistics April 2019

First time entrants to the Youth Justice System aged 10 - 17 (2018/19) for All English county local authorities



Source: Ministry of Justice





October 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

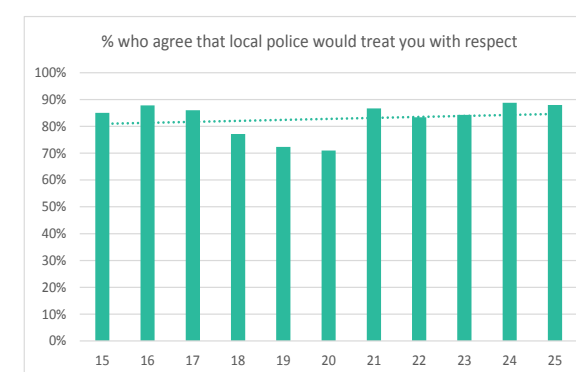
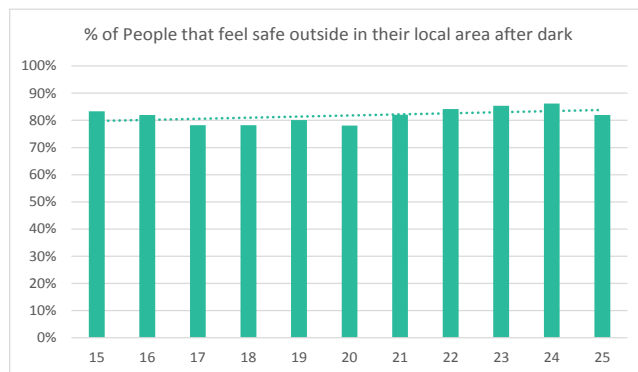
- Work with New Era to broaden communications channels in order to reach widest possible audience, target specific groups and mark the first year anniversary.
- The Commissioner visited one of Staffordshire Fire and Rescue's new 'Safe and Well' pods at a SPACE event, which was covered by BBC Midlands Today.
- SPACE scheme successful with more than 1,000 activities. Evaluation, including information on number of attendances and the impact on youth ASB will be available shortly.
- The Commissioner met with members of the Youth Commission on their recent work with the Safer Communities Community Interest Company (CIC). Work will continue with them in the coming months to help promote their activities.
- The Commissioner's Fire and Rescue Plan 2019-20 has been published and publicised. See <https://staffordshire-pfcc.gov.uk/about/reports/>.
- Induction and Bite-Size Training for Safer Neighbourhood Panels & Independent Custody Visitors (ICV) delivered.
- Information gathered from PCC offices relating to provision of Appropriate Adult services. Options appraisal planned.
- Police Dog welfare scheme in development with Staffordshire Police and the Dogs Trust.
- Governance Framework review completed.
- ICV Regional Conference held on 5 October 2019. Very well attended and good feedback from delegates received.
- ETAP Self-Assessment completed by RSM. Minor recommendations made for process improvement.

### PLANNED ACTIVITY BEFORE NEXT REPORT

- Work with Barnardo's to publicise the forthcoming conference on FGM being held in Stafford at the end of November.
- The team will be promoting ongoing progress on police/fire collaboration, including co-location in Tamworth and Hanley fire stations.
- Proactive communications around an event in November to address addiction and mental health issues in sentencing.
- ETAP Self-Assessment recommendations to be acted upon and implemented. Skills matrix and training needs assessment to be completed.
- COPACC Statutory Transparency award submission to be completed.
- Safer Neighbourhood Panel consultation for involvement in Fire and Rescue Service local accountability arrangements.
- Recruitment of volunteers to the Dog Welfare Scheme.

### MILESTONES AHEAD

- Preparation for this year's precept decision for both fire and police.
- Approval of Governance Frameworks at SGB.
- COPACC Statutory Transparency award (March 2020).









**Report to the Police, Fire and Crime Panel – 28 October 2019**

**Staffordshire Police and Staffordshire Fire and Rescue Service – Service Collaboration Update**

Report of the Staffordshire Commissioner

**1. Introduction**

1.1 The report updates the panel on the current position regarding: -

- The Staffordshire Commissioner's (SC) role in progressing collaborative opportunities between the Fire and Rescue Service and Staffordshire Police;
- The first six months of the s151 Officer arrangement, whereby the SC and the Fire and Rescue Service share the full time role and the person undertaking the role.

**2. Recommendation**

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

**3. Background**

**Business case and decision**

3.1 The Panel has received regular updates on collaboration prior to and after the establishment of the Staffordshire Commissioner led Fire and Rescue Authority on 1<sup>st</sup> August 2018.

3.2 At the Police, Fire and Crime Panel meeting of 15<sup>th</sup> July 2019, members received more detail on the opportunities being progressed to share enabling services and the police and fire estate owned by the Commissioner. This report further updates on that position and provides detail on estimated savings to be delivered this financial year and potentially next year.

**4. Current picture**

**Collaboration**

4.1 There are a number of areas of collaborative working in place between the two services. The Commissioner through his business case outlined the potential for new areas of collaborative working and these have been the focus in the first instance.

- 4.2 The business areas identified within the local business case, which have attracted the most focus are the delivery of a joint enabling service and the delivery of joint estate, where it is appropriate to do so.

An update on both of these areas of work is provided.

#### Joint Enabling Service

- 4.3 The enabling services plans involve the creation of single support services for policing and the fire and rescue service. Plans have been implemented and on 1<sup>st</sup> July 2019 (1<sup>st</sup> August 2019 for Communications), Procurement, Estates and Facilities, Human Resources and Communications became joined-up, integrated services through Fire and Rescue staff transferring under TUPE to become Police Service employees in new team structures designed to meet the needs of both organisations. Finance staff, subject to consultation, will follow suit on 1<sup>st</sup> November 2019.
- 4.4 This has been a substantial project to take forward and deliver to an implementation date of less than 12 months after the change of Fire and Rescue governance. It has been completed successfully to the satisfaction of both services from a delivery perspective, the staffing issues were managed appropriately and sensitively and the proposals have made financial savings, which will increase further in future years. In addition the project required the development of arrangements for a legal collaboration, governance, ICT, charging and financial agreements, insurances, data and information management and cultural development. Information about the project has been shared with other areas that are aiming to adopt a similar approach, so that learning across the sector is enhanced.
- 4.5 Following the implementation of the first phase of the enabling services plans, a second batch of services has now been assessed for collaboration. The next enabling service that is likely to be considered for implementation is that of business intelligence / knowledge management. Staffordshire Police have recently implemented a new Knowledge Hub and it is envisaged that there will be opportunities for some of the services within the function to be integrated with similar capabilities in fire and rescue. If this progresses, it is anticipated that service benefits rather than financial benefits would be the likely outcome. There are also some services that having been assessed, will not be progressed at this time; these are Legal Services, ICT and Learning and Development.

#### Joint Emergency Transport Service (JETS)

- 4.6 JETS was an early collaboration promoted by the Commissioner during his first term of office. Whilst the collaboration achieved substantial financial savings at the time, it is believed that further opportunities do exist and can be progressed.
- 4.7 To progress, it is now intended to undertake a full review of JETS and

consider what further collaborative opportunities and potential benefits there are. The review will not be bound by the current operational set-up and will consider all aspects of the current arrangements in looking to optimise the service made available to the fire and rescue, and police service. This review is anticipated to be completed during this year.

### Estates

- 4.8 As reported at the July 2019 Panel meeting, estates plans had become the prime focus given the implementation of the enabling services programme. They are the area of work where the next phase of substantial savings will be generated. The Commissioner is absolutely clear that given the financial pressures that exist he must ensure that protecting services to the public is the priority and that this will mean the cost of providing an estate will have to fall.
- 4.9 The Property Team from the Fire services transferred to Staffordshire Police employment from 1<sup>st</sup> July 2019. The new Estates Department are resourced and are providing estates services to all three organisations now.
- 4.10 A review has taken place of all sites used by the Police and is being aligned with the Fire service to ensure that both services make the most efficient use of the available space across the two estates. This will ensure that available space that can be shared is shared and does so to the benefit of both organisations and the public, in accordance with the business case for single governance. Decisions to co-locate will be approved at the Strategic Governance Board for Collaboration, chaired by the Commissioner.
- 4.11 Detailed work has completed in Tamworth to review neighbourhood policing estates requirements. The co-location of the neighbourhood team at the PFI FARS station in Tamworth will be completed shortly, pending the progression of a data line into the premises that has sufficient bandwidth for police requirements. Discussions have taken place with the PFI provider and these have been constructive and supportive in helping to progress matters. In line with the Commissioner's original business case for the change in governance, the move to the FARS station will generate significant ongoing financial savings for both fire and police services and a capital receipt, which will allow for investment in those teams that deliver services to the public.
- 4.12 Planning work has also continued to move the northern policing response team into Hanley Fire Station. This is far more complex than Tamworth, given the nature of the service and the volume of officers, equipment and vehicles involved. It is also a higher value change, involving capital works and other changes to the operation of the building. As such, the timeframe for delivering the change is longer and expected to be completed around the start of the 2020/21 financial year. Once again, the ongoing financial savings are expected to be significant and a capital receipt will more than offset capital works on the fire station.
- 4.13 Other co-location opportunities are also being taken forward in the county and will be progressed as business cases are presented to the Commissioner and

approved. The detail of these proposals is not in the public domain as yet, so therefore sensitive.

4.14 As part of the rationalisation of estate, a number of existing police service buildings (ex-stations and police posts) have been marketed for sale. These are at the following sites: -

- Stoke
- Newcastle
- Tunstall
- Blythe Bridge
- Eccleshall
- Stone
- Kinver
- Wombourne

To date, Stoke, Newcastle and Kinver have been sold and Wombourne will complete in November 2019. Of the remaining four properties, two are subject to an asset of community value process and the remaining two will be re-marketed to maximise value. Receipts on the three properties sold exceeded valuation. A decision form on the detail of property sales will be published as soon as the sale process is completed and when commercial issues are no longer relevant.

#### Other

4.15 Other collaborative working opportunities are also being progressed. The Chief Constable and the Chief Fire Officer's teams are developing joint approaches to preventative working and other operational areas, where there is a rationale to do so. This work is made more straightforward by the collaborative governance arrangements that the Commissioner has established. As an example, joint operational protocols have recently been agreed and implemented between the two services as to how they will work together on forced entry and missing persons work.

#### **S151 Officer Role**

4.16 The Panel considered a proposal to appoint David Greensmith as Director of Finance at their meeting of 29<sup>th</sup> April 2019 and at the same time to support a proposal to reduce the overall number of s151 posts from 3 FTE to 2 FTE. The role that David plays as a result is as Director of Finance for the Commissioner's Office / Fire and Rescue Authority and the Fire and Rescue Service.

4.17 The Panel requested that a 6 month update be provided as to how these revised arrangements were working and if the proposed revisions to role and therefore, capacity, were delivering in practice.

4.18 There are a number of factors that impact on the capacity to undertake the role, as summarised below, with a current position statement: -

- **That the post holder has the experience, knowledge and skills to undertake the roles.**

As recognised by the Panel in April 2019, David has that capability and has shown that in the six months since starting the role.

- **That adjustments can be made to the previous role being undertaken, so that capacity can be freed up**

This has taken place as planned, with the support of the Chief Fire Officer. David has however, been able to use his previous experience and expertise in managing the estates team and the ICT function in the fire and rescue service, to assist in the development of collaborative opportunities around estate.

- **That adjustments can be made to the other s151 role (Staffordshire Police) to allow for workload to be balanced between the two roles.**

This is a work in progress, but will be aided by the integration of the police and fire and rescue finance teams, due to take place on 1<sup>st</sup> November 2019. This single team will be based at Police HQ and under the line management of Staffordshire Police; as part of the team a business partner will support the work of the Commissioner's office and the Director of Finance, providing valuable capacity.

- **That both the Service and the Commissioner are content with the level of service that they are receiving.**

In respect of the s151 role, the Chief Fire Officer and the Chief Executive (SCO) meet regularly and have discussed this item alongside others. Whilst both the service and the Commissioner's office have had to manage with less resource that they had previously, this has been managed well with no major impact on either. The next few months, leading through to the 2020/21 budget reports and revised MTFSSs is a critical period and will test the arrangement further. At this time however, it is not anticipated that there will be problems.

From an external scrutiny perspective, the statutory Audit Panel (Ethics, Transparency and Audit Panel) have considered the new arrangement and have are confident in how the new arrangements are working.

- 4.19 In summary, six months into the new arrangements there is a confidence that the decision to reduce the number of s151 posts and to split the two roles in the way that has taken place, is proving to be a good decision. However, it is important that this continues to be monitored, with any issues arising being managed appropriately.

## 5. Summary

- 5.1 The Commissioner will hold both chiefs to account regarding the progress and delivery of the collaborative ventures and has established governance arrangements that support them to do this work and prioritise in the first instance.
- 5.2 A governance framework for the FRA and the Fire and Rescue Service is in place and working well. Relationships between the Commissioner's Office and the service are strong and are assisted by the governance framework.

**Matthew Ellis**  
**Staffordshire Commissioner – Police, Fire & Rescue, Crime**

**Contact Officer:** Glynn Dixon, Chief Executive  
**Telephone:** 01785 232242  
**Email:** [glynn.dixon@staffordshire-pfcc.pnn.gov.uk](mailto:glynn.dixon@staffordshire-pfcc.pnn.gov.uk)



## Report to the Police, Fire and Crime Panel – 28 October 2019

### Update on Implementation of Appeals/Reviews

Report of the Staffordshire Commissioner

#### 1. Introduction

- 1.1 The Policing and Crime Act 2017 introduced major changes to the police complaints system, placing explicit responsibilities on Police and Crime Commissioners. These changes are detailed in new complaints regulations which are due to come into effect from February 2020. In addition to mandatory responsibilities, there are alternative options that can be adopted with additional responsibilities. This report updates the panel on the decision made by the Staffordshire Commissioner to adopt Model 1 of the new complaints regulations. Model 1 is the minimum requirement for all PCCs. It will require PCCs to receive appeals (to be known as reviews) from the public, consider whether Staffordshire Police took reasonable and proportionate action and then contact the complainant with the outcomes.

#### 2. Recommendation

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

#### 3. Background

- 3.1 All complaint appeals/reviews are currently managed as part of the whole complaints function by Staffordshire Police's Performance and Standards Unit (PSU). The appeal/review is reviewed by the Head/Deputy Head of PSU, with current volumes being on average of 110 appeals/reviews per year, with average timings of 3 hours per case to review the appeal/review.
- 3.2 Due to a change in the Police integrity reforms, including the introduction of new complaints and conduct legislation 2019, the appeals/reviews function will mandatorily fall under the remit of the Staffordshire Commissioner. The statutory instrument will be laid in Parliament on the 10 December, with the Staffordshire Commissioner taking over this function as of 1 February 2020.
- 3.3 Model 1 is the minimum requirement for all PCC's. It will require PCC's to receive appeals (to be known as reviews) from the public, consider whether Staffordshire Police took reasonable and proportionate action and then contact the complainant with the outcomes.

- 3.4 Model 2 will incorporate the elements of Model 1 but with the additional responsibilities of receiving complaints, contacting complainants and then either recording the matter formally under the Police Reform Act (PRA) 2002, or attempting to informally resolve the issue for the complainant.
- 3.5 Model 3 incorporates Models 1 and 2 and gives the PCC the additional responsibility for keeping the complainant updated throughout and providing the outcome letter.
- 3.6 The Staffordshire Commissioner is satisfied that the Force's intention to reform its approach to the Performance and Standards Unit (PSU) and complaints under the new legislation will move to a more trust driven policing model where there is more of a focus on organisational and individual learning and development. The force's retention of the discretionary elements of models 2 & 3 will facilitate this approach.
- 3.7 The Staffordshire Commissioner does have the opportunity in the future to take on models 2 and 3. This would need to be agreed with the Chief Constable and 28 days notification given of the change.
- 3.8 Under the new regulations all levels of dissatisfaction will be recorded unless it can be resolved immediately and the complainant does not want the complaint recording. This allows the level of dissatisfaction to be dealt with outside of schedule 3 (1) and is not recorded under the Police Reform Act 2002. The Force will implement a triage function that focuses on customer service with a view to resolving levels of dissatisfaction in a more timely manner, providing the Commissioner with the appropriate level of assurance.
- 3.6 The Staffordshire Commissioner's office will utilise the Centurion recording system. This allows the IOPC to gather statistics for reporting, provides an audit function, promotes a paper free system and allows a seamless transition of information from the Force to the Commissioner's office when an appeal/review is required. The system will also house all of the Staffordshire Commissioners office correspondence, Freedom of information (FOI) requests, Right to Access Requests plus all other complaints that fall under the Commissioners remit. This allows a saving to be made by housing all the above functions under one secure system.
- 3.7 To identify the best avenue to deal with appeals/reviews three options were considered.
- |          |  |
|----------|--|
| Option 1 | To outsource the function to a company who specialise in this area   |
| Option 2 | To look at a collaborative approach regionally with West Midlands, Warwickshire and West Mercia OPCC's with a single review manager appointed. |
| Option 3 | To do this in-house, with a single appeal/review manager that would also undertake correspondence, FOI, Right to Access,                       |



## Chief Constable Complaints that come under a compliance/statutory function.

(1)Where a complaint is made about the conduct of a chief officer, it shall be the duty of the [F1local policing body] maintaining his force to secure that all such steps as are appropriate for the purposes of Part 2 of this Act are taken, both initially and from time to time after that, for obtaining and preserving evidence relating to the conduct complained of

- 3.8 It was identified that with both options 1 & 2 the review manager would be too far removed from Commissioner and there was the potential for local issues not to be recognised or understood. The intent of the legislation in transferring the responsibility of appeals/reviews to PCCs is to give greater confidence to the public and to ensure that a truly independent, proportionate, reasonable and transparent decision is made. Undertaking this function locally is in keeping with the spirit of the legislation.
- 3.9 The Staffordshire Commissioner has agreed to adopt Model One, which is the minimum requirement for all PCCs. As the new regulations come into effect, the Commissioner's office will receive complaint appeals (to be known as complaint reviews) from the public, and consider whether Staffordshire Police took reasonable and proportionate action and then contact the complainant with the outcomes.

**Matthew Ellis**

**Staffordshire Commissioner – Police, Fire & Rescue, Crime**

**Contact Officer:** Glynn Dixon – Chief Executive

**Telephone:** 01785 232242

**Email:** [glynn.dixon@staffordshire-pfcc.pnn.gov.uk](mailto:glynn.dixon@staffordshire-pfcc.pnn.gov.uk)



**STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL – 28 October 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 2019 -2021.

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.

With regard to the Commissioner’s Policing and Crime responsibilities, the Panel receives quarterly updates from the Commissioner on the progress of his Police and Crime Plan. 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. This Work Programme provides for the Panel’s involvement in the compilation of that Plan and formal consultation on its contents. A Workshop on the Plan held on Friday 4 October 2019 is recorded in this Work Programme.

*Members’ attention is particularly drawn to the revised scheduling of meetings in early 2020 to consider the proposed Precepts for both the Police and Fire and Rescue Services.*

Police, Fire and Crime Commissioner elections will be held on Thursday 7 May 2020. Members may wish to consider after that date whether their current pattern of meetings is appropriate. In the interim the below Schedule of meetings has been extended to include proposed dates into 2021. If approved today, those dates will be forwarded to members’ calendars.

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

	<p>Safety Plan 2017-20</p> <ul style="list-style-type: none"> <li>• Revenue and Medium Term Financial Plan – Fire and Rescue</li> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Early Intervention)</li> <li>• Revenue and Medium Term Financial Plan – Police</li> </ul>
<p>Monday 21 January 2019 (am) <b>SUBSEQUENTLY RE-ARRANGED TO 28 JANUARY 2019</b></p>	<ul style="list-style-type: none"> <li>• Consideration of the PFCC's proposed Police Budget and Precept 2019/20</li> <li>• Consideration of the PFCC's proposed Fire and Rescue Budget and Precept 2019/20 <b>Subsequently referred to special meeting on 15 February 2019</b></li> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Victims and Witnesses)</li> <li>• PFCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire</li> <li>• PFCC Update on progress of collaboration initiatives</li> </ul>
<p>Monday 28 January 2019 (pm) <b>SUBSEQUENTLY CHANGED TO FRIDAY 15 FEBRUARY 2019</b></p>	<ul style="list-style-type: none"> <li>• If necessary to further consider the PFCC's Proposed Police Budget and Precept 2019/20</li> <li>• Consideration of the PFCC's Proposed Fire and Rescue Budget and Precept 2019/20</li> <li>• Fire and Rescue Statement of Assurance 2017/18 (Moved from January meeting)</li> </ul>
<p>Friday 29 March 2019</p>	<ul style="list-style-type: none"> <li>• Informal Workshop re Fire and Rescue Service Prevention and Protection Programmes</li> </ul>
<p>Monday 29 April 2019</p>	<ul style="list-style-type: none"> <li>• Informal Workshop re Policing Numbers</li> </ul>
<p>Monday 29 April 2019</p>	<ul style="list-style-type: none"> <li>• Confirmation Hearing – Appointment of Section 151 Officer (Chief Finance Officer) in the OPFCC</li> </ul>
<p>Monday 29 April 2019 (pm)</p>	<ul style="list-style-type: none"> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Modern Policing)</li> <li>• PFCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire</li> <li>• PFCC Update on progress of collaboration initiatives</li> <li>• Fire and Rescue Corporate Safety</li> </ul>

	Plan 2020/2023 – Progress
Monday 15 July 2019 (pm)	<ul style="list-style-type: none"> <li>• Update on Police Establishment/Recruitment – follow up from 29 April 2019 Panel Workshop</li> <li>• Progress of the IT Transformation Contract with Boeing</li> <li>• Update on Review/Rationalisation of the Police Estate and possible use of shared facilities</li> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Managing Offenders)</li> <li>• Consideration of the PFCCs Annual Report 2018/19</li> <li>• Annual report on the handling of complaints against the PFCC/Deputy PFCC</li> <li>• Home Office grant to the Police, Fire and Crime Panel and Panel's Budget Report</li> <li>• Fire and Rescue Corporate Safety Plan 2020/2023 – Progress</li> <li>• Consultation on the Fire and Rescue Plan/IRMP</li> </ul>
Friday 4 October 2019(am)	Workshop re Corporate Safety Plan
Monday 28 October 2019 (pm)	<ul style="list-style-type: none"> <li>• MTFs/Budget Updates for Police and Fire and Rescue Services</li> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Public Confidence)</li> <li>• Update on Section 151 Officer (OPFCC and Fire and Rescue Service/Authority) workload</li> <li>• Fire and Rescue Corporate Safety Plan 2020/2023 - Progress</li> </ul>
<del>Monday 27 January 2020 (pm)</del> <b>SUBSEQUENTLY CHANGED TO MONDAY 3 FEBRUARY 2020 (pm)(POLICE Precept/Budget Meeting)</b>	<ul style="list-style-type: none"> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Early Intervention)</li> <li>• Consideration of the PFCC's proposed <b>Police</b> Budget and Precept 2020/21</li> <li>• Fire and Rescue Corporate Safety Plan 2020/2023 - Progress</li> </ul>
Monday 10 February 2020 (pm) NEW MEETING <b>(FIRE AND RESCUE Precept/Budget Meeting)</b>	<ul style="list-style-type: none"> <li>• Consideration of the PFCCs proposed <b>Fire and Rescue</b> Budget and Precept 2020/21</li> <li>• If necessary, to further consider the</li> </ul>

	PFCC's Proposed Police Budget and Precept 2020/21
Monday 24 February 2020 (pm) NEW MEETING ( <b>Provisional</b> )	<ul style="list-style-type: none"> <li>• If necessary, to further consider the PFCC's Proposed Fire and Rescue Service Budget and Precept 2020/21</li> </ul>
Monday 27 April 2020 (pm)	<ul style="list-style-type: none"> <li>• Update from the PFCC on the SFU Communities for Staffordshire (Focus priority: Victims and Witnesses)</li> </ul>
Monday 13 July 2010 (pm)	
Monday 26 October 2020 (pm)	
Monday 1 February 2021 (pm)	<ul style="list-style-type: none"> <li>• Consideration of the PFCC's proposed <b>Police</b> Budget and Precept 2021/22</li> </ul>
Monday 15 February 2021	<ul style="list-style-type: none"> <li>• Consideration of the PFCCs proposed <b>Fire and Rescue</b> Budget and Precept 2021/22</li> </ul>

J Tradewell (Secretary to the Panel)

Contact Officers: Julie Plant and Helen Phillips

01785 276135/01785 276143 [Julie.plant@staffordshire.gov.uk](mailto:Julie.plant@staffordshire.gov.uk) or

[helen.phillips@staffordshire.gov.uk](mailto:helen.phillips@staffordshire.gov.uk)