



## Staffordshire Police, Fire and Crime Panel

2.00 pm Monday, 13 July 2020  
Meeting to be conducted using TEAMS

John Tradewell  
Secretary to the Panel  
Friday, 3 July 2020

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### AGENDA

1. **Appointment of Chairman**
2. **Appointment of Vice-Chairman**
3. **Apologies**
4. **Declarations of interest**
5. **Minutes of the meeting held on 10 February 2020** (Pages 1 - 8)
6. **Temporary Amendments to Panel's Procedural Rules due to COVID 19 Epidemic** (Pages 9 - 24)
7. **Independent Co-Opted Member - Extension of Term of Office** (Pages 25 - 26)
8. **Questions to the PFCC from Members of the Public**
9. **Decisions published by the Police, Fire and Crime Commissioner (PFCC)**  
  
Decision No. SCP(Fire) 202021/001 - Movement of Staffordshire Police Northern Response Hub to Hanley Fire Station:  
<https://staffordshire-pfcc.gov.uk/cms/wp-content/uploads/SCPF-D-202021-001.pdf>  
  
Decision No. SCP(Police) 202021/001 - Vehicle allowance for Staffordshire Police Executive Team:  
<https://staffordshire-pfcc.gov.uk/cms/wp-content/uploads/SCP-D-202021-001.pdf>
10. **Home Office Grant 2019/20 and Allocation for 2020/21** (Pages 27 - 30)
11. **Annual Report on the Handling of Complaints against the Commissioner 2019/20** (Pages 31 - 32)

12. **COVID 19**
  - a. Safer, Fairer, United Communities Strategy Update- Effect of COVID 19 (Pages 33 - 42)
  - b. Staffordshire Fire and Rescue Service - COVID 19 Update (Pages 43 - 50)
  - c. Staffordshire Police - COVID 19 Update (Pages 51 - 62)
13. **Staffordshire Fire and Rescue Service Corporate Safety Plan 2017 - 2020 Update on Delivery** (Pages 63 - 70)
14. **Staffordshire Fire and Rescue Service Corporate Safety Plan 2020/23 - Update on consultation/preparation** (Pages 71 - 96)
15. **Boeing Defence UK Contract Update** (Pages 97 - 102)
16. **HMICFRS Report on the PEEL Inspection of the Staffordshire Police Force 2018/19** (Pages 103 - 108)
17. **Questions to the PFCC by Panel Members**
18. **Dates of Future Meetings and Work Programme** (Pages 109 - 112)

<b>Membership</b>	
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
Helena Maxfield	Newcastle-under-Lyme Borough Council
Alan Pearson	ICannock Chase DC
Stephen Sweeney (Chairman)	Staffordshire County Council
Keith Walker	Co-Optee
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.

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**Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 10 February 2020**

Present: Stephen Sweeney (Chairman)

Shelia Cartwright (Substitute)	Brian Edwards
Randolph Conteh	Tony Holmes
Paul Darby	Keith Walker
Ann Edgeller	

**Apologies:** Carl Bennett, Susan Finney, Simon Gaskin and Ashley Yeates

**PART ONE**

**36. Declarations of interest**

There were no declarations of interest on this occasion.

**37. Minutes of the meeting held on 28 October 2020**

**RESOLVED** – That the minutes of the Panel meeting held on 28 October 2019 be confirmed and signed by the Chairman.

**38. Decisions published by the Police, Fire and Crime Commissioner (PFCC) since the last Panel meeting**

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

*Termination of Contract with Boeing Defence UK for the provision of IT services to Staffordshire Police and the Staffordshire Commissioner (Decision no. 2019/20-006) –*

Members sought more information on the decision to terminate the IT Transformation Contract entered into with Boeing in 2016 originally for a ten year period at an estimated cost of £110m. Boeing had been appointed to modernise, develop and deliver IT services to Staffordshire Police. The Commissioner reported that over time the Force requirements and aspirations had changed. This had coincided with Boeing reviewing their Business model therefore both parties had mutually agreed to terminate the contract. He gave assurances that the termination agreement was not detrimental to the Force and agreed to provide information on the spend and services received during the operation of the contract. He further reported that Boeing would be honouring their commitment to the Niche Project which is due to go live in April 2020 (bringing together 12 core IT database systems). Following cessation of the contract IT transformation would be managed in house by the Force.

**RESOLVED** – That the decision be noted and members be provided with details of spend and services delivered during the operation of the Contract.

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

There were no questions from members of the public on this occasion.

### **40. National Conference for Police, Fire and Crime Panels/National Association of Police, Fire and Crime Panels AGM- Feedback Report**

The Panel received a report from its member and officer representatives at the AGM of the National Association of Police, Fire and Crime Panels and the National Conference for Panels, both held on 19 November 2019.

The National Association had agreed amendments to its Constitution to enable it to be a subscription free organisation due to difficulties experienced by some Panels in securing funding for that fee. The Association would facilitate networking and information sharing with training opportunities offered whenever possible.

Workshops attended as part of the National Conference had included discussions on 'Effective Scrutiny' with reference to the importance of a clear understanding of the relationship between, and role of, each of the parties involved in Panels. It was also noted that the majority of Panels had Force representation at their meetings.

Other Workshop themes included 'Reducing the arrests of women' which had received information on a three year project to stem the flow of women entering the Criminal Justice System and recognising the different approach needed for the management of women in the system.

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

### **41. Proposed Police Budget and Precept 2020/21**

#### **a) Proposed Policing Precept and Budget 2020/21**

The Commissioner reported that the Home Office Grant Settlement for Staffordshire had been set at £131.479million, an increase of £10.5million on the previous year. The total policing requirement was £212.402 million with the Commissioner proposing to part fund the balance from an increase in Precept of 3.94% (£8.53 pa per Band D property). The Commissioner acknowledged that this figure was marginally below the permitted Referendum limit of £10 but felt that it struck a balance between what could reasonably be asked of Council tax payers and the investment required in local policing.

The Home Office Settlement was noted to include £2.532million ring fenced for the recruitment of 90 additional officers by 31 March 2021. This was Staffordshire's target number for the first phase of the 20,000 additional officers promised in the Governments manifesto. Receipt of the ringfenced funding was dependent on the 90 officers being recruited however the sum available would not fully fund that number of posts. More details on the funding and conditions attached were awaited therefore the Commissioner was unable to answer queries raised by panel members as to whether it might be awarded on a pro rata basis should it not prove possible to recruit 90 officers in one year. The Commissioner was confident that the target could be met with a recruitment programme being developed and made reference to his belief that future

years' increases in manpower might not automatically be entirely made up warranted officers. He predicted recognition of the need for specific expertise to address the changing nature of crime (eg Cyber crime)

The Commissioner referred to the latest published Crime figures which showed Staffordshire to be one of four Forces recording a reduction in crime levels, and reported on his continued commitment to ensuring that budgets were allocated to areas where maximum benefit would be realised. To this end, for the remainder of the increased funding his proposals included: investment in the Special Constabulary to enhance their role in the community, investment in ANPR (Automatic Number Plate Recognition) to support the further growth of the Team and its capability in terms of tracking offenders throughout the County and beyond, further expenditure on technology and digital capability in order to maximise their benefits (eg. purchasing the most up to date mobile devices), and investment in IT software to assist with demand management and prioritising the deployment of resources.

The Panel noted that the Settlement was for one year only in view of Government's Capital Spending Review and acknowledged the increased level of risk built into the 2020/21 Budgets due to uncertainty around future funding.

The Commissioner submitted an updated MTFS for the period 2020/21 – 2023/24 which showed the funding gap for 2019/20 had been resolved due to a combination of unpredicted increases in funding streams. Future predicted funding gaps were partly attributed to the fact that the capital spending review was for one year only. Further analysis would be required however the prediction was a deficit of £3.328m by 2024.

Members questioned the assumptions on which the MTFS was based, particularly on police pay, non-pay costs and the Council tax base. The Commissioner reported confidence in the latter two but acknowledged concern expressed at the 2.5% assumed increase in police pay, particularly as the full details were not yet available on the full funding of the additional officers required by central government.

Whilst welcoming the ongoing investment in technology, members sought clarification of the allocation to front line systems (eg the 101 service). Responding the Commissioner reported that investment would provide alternative on-line reporting options.

The Panel further queried the effect on the MTFS of collaborative working. The Commissioner reported that whilst the 2020/21 budget proposals did not include specifics, the shared use of facilities would reduce Police costs.

**RESOLVED** – That the proposed budget and Precept increase of 3.94% (£8.53 per annum, per household (Band D) ) be supported and the Commissioner be notified accordingly.

b) Policing Treasury Management Strategy

The Policing Precept was supported by the Treasury Management Strategy for 2020/21 which set out proposals for the management of the Commissioner's cash flows, borrowing and investments for the Police Service, and their associated risks. The

Strategy adhered to both CIPFA Guidance and the requirements of the Ministry for Housing, Communities and Local Government.

The key point of the 2020/21 Strategy was the intention to reduce the level of borrowing by funding a number of developments from cash reserves.

**RESOLVED** – That the Treasury Management Strategy for 2020/21 be noted.

c) Reserves Strategy

The Commissioner reported that in line with his statutory obligation to have regard to the level of Reserves needed to meet estimated future expenditure he had provided a gradual increase in the level of Reserves and that for 2020/21 the General Reserve would be maintained at £5.9m. Earmarked Reserves would fluctuate during the next 5 year period due to a number of large replacement programmes (eg Niche and Vehicle Replacements), and was forecast to be around £2.9m by 2024.

**RESOLVED** – That the Reserves Strategy and the levels proposed up to 2023/24 be noted.

d) Capital Strategy and Minimum Revenue Provision Policy

The Commissioner presented his Capital Strategy to 2023/24 setting out investment proposals for the period and the amount of Capital funding required. The Programme showed a reducing borrowing requirement of the period with the total funding requirement falling from £16.367million in 2020/21 to £5.250million in 2023/24.

**RESOLVED** – That the Capital Strategy and Programme up to 2023/24 be noted.

#### **42. Draft Annual Report of the Police, Fire and Crime Commissioner 2019/20**

As this was the Commissioner's last meeting with the Panel/last Annual Report before retiring from Office, the draft report, on which the Panel is required to formally comment, provided a summary of the progress made throughout his period in office on initiatives under each of the 5 themes of his Strategy.

The Commissioner highlighted a number of projects which he considered to have made a major impact on policing, the public's confidence in policing, and support to the community. These included the implementation of mobile technology across the Force, raising awareness of domestic abuse and improved support for its victims, changes to the way in which individuals with mental health issues were dealt with/assisted by the Police, the Cadets Scheme, including the Junior Cadets initiative, and the revival of the SPACE scheme and its proven effect on reducing Anti-Social Behaviour during the periods when it is in operation. He referred to the significant role played by his Deputy in the instigation and delivery of some of the schemes and voiced particular satisfaction at the changes he'd overseen in the way in which the Force dealt with persons with mental health issues.

The report referred to the intervention and prevention work undertaken to tackle serious violence, highlighting national recognition that health and social issues were contributory



factors. Panel members called for a clearer indication of how the Commissioner's work fulfilled the Home Office strategy for Combatting Serious Violence, the delivery of which was the responsibility of Commissioners.

The Commissioner concluded by suggesting that focus in the future needed to turn to reform of the Prison Service and development of schemes for the reintegration of prisoners into the community.

**RESOLVED** – That the draft report be noted and the Chairman be authorised to approve its final version, the Commissioner to be requested to include reference in that version to the delivery of the Home Office strategy on Combatting Serious Violence.

#### **43. Staffordshire Commissioner Fire and Rescue Authority - Proposed Budget and Precept 2020/21**

##### a) Proposed Fire Revenue Budget 2020/21 (incl MTFs and Precept)

The Service was reported to need a total net revenue budget of £42.404m for 2020/2021, of which £14.618m was Settlement funding made up of Revenue Support Grant, 1% allocation of local business rates and a top up of Business rates by Government. Of note was the resulting £314,000 increase in central Government funding, the first increase since 2012/13. The balance (£27.785m) was to be met from the Precept hence the Commissioner intended to apply the full 1.99% permitted increase (ie £1.51pa for a Band D property).

The Commissioner explained his wish to provide an element of flexibility into the Fire and Rescue Budget to help accommodate a number of uncertainties such as the final pay award to firefighters compared to the 2.5% assumption built into the budget, and the outcome of ongoing legal challenges around Firefighters' pensions. Responding to questions on the progress of pay award negotiations, the Commissioner referred to the uncertain budget position that their lengthy nature had created. The General Reserves were being maintained at a relatively high level in view of that uncertainty.

The budget included a £0.3m deficit in the current financial year. The Commissioner gave assurances that a number of effectiveness and efficiency workstreams were in place to achieve the necessary savings.

The MTFs for the period to 2024/25 predicted a widening budget gap to £1.5m by 2024/25 reflecting the anticipated outcome of the next Comprehensive Spending Review and the effect which the Fair Funding Review might have on Staffordshire's funding position. The Panel acknowledged the uncertainty created by Central Government only committing to one years' funding pending those Reviews but noted the continuation of Pension Grants into 2020/21 which provided 90% of the additional costs of Firefighter Pension Costs resulting from the 2016 Valuation of their Scheme.

The assumptions on which the MTFs was based were queried particularly the non-pay costs increases of up to 5%. It was explained that for the Fire and Rescue Service cost estimates could be more specific than was possible for other areas of the Commissioners responsibilities.

Responding to questions on the financial effect of collaborative working, the Commissioner reported that, whilst any potential savings had not been built into the 2020/21 budget, savings realised from the Shared Services initiatives had funded 3 additional 'preventative' posts in the Fire and Rescue Service. In addition, the shared use of facilities would generate income for the Fire and Rescue Service.

**RESOLVED** – That the proposed 2020/21 budget and Precept for the Fire and Rescue Service be supported and the Commissioner be notified accordingly.

b) Capital Strategy and Capital Programme 2020/21 -2022/23 (incl Minimum Revenue Provision Policy)

The proposed Precept for the Fire and Rescue Service was supported by the Capital Strategy and Capital Programme for the period to 2022/23. The Strategy formed part of the overall planning framework for the Service ensuring that the necessary physical resources were available to achieve service aspirations.

The funding streams for the Capital Programme were outlined together with details of proposed areas of expenditure.

**RESOLVED** – That the Capital Strategy and Capital Programme to 2022/23 be noted.

c) Fire Treasury Management Strategy 2020/21

Details were submitted of the Fire and Rescue Authority's Treasury Management Strategy for 2020/21 which set out the way in which the Authority intended to manage its cash flows, borrowing and investments and their associated risks.

The strategy was unchanged from the current financial year. It aimed to ensure the use of cash rather than borrowing as far as possible whilst retaining the option to borrow up to £3million if necessary. It was confirmed that the Strategy complied with CIPFA and Central Government guidance.

**RESOLVED** – That the Treasury Management Strategy, including the intended borrowing limit, for the period to 2022/23 be noted.

#### **44. HMICFRS Review of Staffordshire Fire and Rescue Service 2018/19**

Following a new Inspection Regime, Her Majesty's Inspectorate had carried out its first inspection of the SFRS with the brief - 'to assess how effectively and efficiently the Service prevents, protects the public against and responds to fires and other emergencies, and assesses how well it looks after the people who work for the Service'.

The Commissioner reported that the Inspection had judged the SFRS to be 'Good' in all 3 core questions (Effectiveness, Efficiency and People), 'Good' in 10 of the 11 elements of those 3 core questions, and 'Outstanding' at the 11<sup>th</sup> element – promoting the right values and culture.

The Commissioner's report included an analysis of each of the elements rated giving a summary of the measures and processes in place or being developed which had

achieved the ratings. Whilst welcoming the favourable outcomes of the inspection the Commissioner stressed that he and the Chief Fire Officer would work to maintain those standards, seek improvements where needed and explore options for developing the service, maximising any benefits which collaborative working with the Police and other agencies might provide.

Members congratulated the Service on its achievements and commented on the strong foundations and leadership which had led to that success.

**RESOLVED** – That the outcome of the HMICFRS Inspection be noted.

#### **45. SFRS Corporate Safety Plan 2017-20 -Update Report**

The Commissioner submitted a progress report on the delivery of the Corporate Safety Plan, illustrating how projects and initiatives being pursued by the Service were fulfilling the principles on which the Plan was based and the three priorities for the Service namely, Education and Engagement, Community Safety and Wellbeing and Planning, Resilience and Response.

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

#### **46. 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:

<b>Question/Issue</b>	<b>Response</b>
Are Community Groups using Fire Station Community Facilities required to have Indemnity Insurance?	A response will be provided
Can the Commissioner evidence the spend/effectiveness of the 25% of the Locality Fund being reserved for allocation by his central office rather than issued to Local Authorities?	Information will be provided for circulation to Panel members.

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

The Secretary submitted proposed Panel meeting dates for the period to February 2021 explaining that the Work Programme for those meetings would need to be developed following the election of a new Commissioner in May 2020.

On behalf of the Panel, the Chairman thanked the Commissioner for his regular attendance and contributions at Panel meetings and wished him well in future ventures.

**RESOLVED** – That the dates future meetings be noted; the Work Programme to be developed in due course.

**Chairman**

**Staffordshire Police, Fire and Crime Panel**

**13 July 2020**

**Temporary Amendments to Panel's Procedural Rules due to COVID 19**

**Report of the Secretary**

**Purpose of the Report**

1. To report on temporary changes to the Panels' Procedural Rules in order to reflect the provisions for meetings and access to information during the COVID 19 emergency – as provided for in The Local Authorities and Police and Crime Panels (Coronavirus)(Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. (The 'Coronavirus Regulations').

**Recommendations**

2. Members approve the temporary amendments to the Panels Procedural Rules as set out in Appendix 1 to this report.

**Background**

3. The Coronavirus Regulations are effective from 4 April 2020 to 7 May 2021 and provide for virtual meetings to be held by local authorities and by Police, (Fire) and Crime Panels. Various clauses in the Regulations amend the definition of:

- Meetings
- Members' attendance
- Voting
- Public and Press Access to meetings and documentation.

Appendix 1 to this report details the temporary changes required to the Panel's Procedural Rules. The original Procedural Rules are shown at Appendix 2.

Elected members serving on this Panel will be familiar with the provisions from their application to their own Authority's meetings.

**Contact Officer**

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**The 'Coronavirus' Regulations – Temporary changes to Procedural Rules for  
the Staffordshire Police, Fire and Crime Panel**

**(effective 4 April 2020 to 7 May 2021)**

**1. Definition of 'Meeting' and 'Place of Meeting'**

Reference to meetings of the Panel shall not be limited to a meeting of persons in the same place;

Any reference to a place where a meeting is held, or to be held, includes reference to more than one place including electronic, digital or virtual locations such as internet locations, web addresses or conference call telephone numbers

**2. Definition of Member attendance at a meeting**

A member shall be deemed to be in attendance at a remote meeting, and forming part of the Quorum, of the Panel at any time when the following conditions are satisfied:

- the member is able to hear, and where practicable see, and be so heard and, where practicable, be seen by, the other members in attendance,
- the member is able to hear, and where practicable see, and be so heard and, where practicable, be seen by, any members of the public entitled to attend the meeting in order to exercise a right to speak at the meeting, and
- the member is able to be so heard and, where practicable, be seen by any other members of the public attending the meeting.

A Member in remote attendance will be deemed to have left the meeting where, at any point in time during the meeting, any of the above three conditions for remote attendance are not met. In such circumstance the Chair may, as they deem appropriate;

(i) adjourn the meeting for a short period to permit the three conditions for remote attendance of a Member to be re-established; or, if that is not practically possible,

(ii) count the number of members in attendance to confirm the presence of a Quorum and, if so, continue to transact the remaining business of the meeting in the absence of the Member in remote attendance.

NB:

- (i) The references to a member, or a member of the public, attending a meeting includes that person attending by remote access.
- (ii) The description 'member of the public' shall apply to invited participants in the meeting, including the Police, Fire and Crime Commissioner and/or members of his staff

### **3. Member/Co-opted member declaring an interest- required to leave the meeting**

Where a Member or co-opted member is required to leave the meeting, the means of remote attendance and access is to be severed whilst any discussion or vote takes place in respect of the item or items of business in which the member or co-opted member may not participate.

### **4. Definition of Access to Meetings and Documents**

Panel meetings which are 'open to the public' includes access through remote means including (but not limited to) video conferencing, live webcast, and live interactive streaming and where a meeting is accessible to the public through such remote means the meeting is open to the public whether or not members of the public are able to attend the meeting in person;

The publication, posting or making available of details of meetings and/or a document at the Host Authority's offices includes publication on the Host Authority's website.

If the Chair is made aware that the meeting is not accessible to the public through remote means, due to any technological or other failure of provision, then the Chair shall adjourn the meeting immediately. If the provision of access through remote means cannot be restored within a reasonable period, then the remaining business will be considered at a time and date fixed by the Chair. If he or she does not fix a date, the remaining business will be considered at the Panel's next meeting.

### **5. Provisions in relation to Voting**

The Coronavirus Regulations do not prescribe arrangements for voting, it merely provides for Panels to determine any temporary changes which they consider appropriate.

In view of the relatively small number of members on the Panel (12) and the limited circumstances under which a formal vote is taken/required (ie when considering the Precept and at Confirmation Hearings) it is recommended that the current provisions:

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

be amended to read that 'a show of hands' be replaced with 'a named vote'

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## STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

### PROCEDURE RULES

#### 1 CHAIRMAN OF THE POLICE, FIRE AND CRIME PANEL

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

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

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

1.4 The panel will elect a person to preside at a meeting if the Chairman and Vice Chairman are not present.

#### 2 MEETINGS OF THE POLICE, FIRE AND CRIME PANEL

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

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

2.3 An Extraordinary meeting may be called by:

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

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

2.5 Ordinary meetings of the Panel will:

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

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

### **3 QUORUM**

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

### **4 WORK PROGRAMME**

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

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

### **5 AGENDA ITEMS**

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

### **6 REPORTS FROM POLICE, FIRE AND CRIME PANEL**

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

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

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

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

6.4 If the Police, Fire and Crime Panel cannot unanimously agree on one single final report to the Police, Fire and Crime Commissioner then one separate report, supported by a minimum of 2 members of the Panel, may be prepared and submitted for consideration along with the majority report.

## **7 POLICE, FIRE AND CRIME COMMISSIONER AND OFFICERS GIVING ACCOUNT**

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

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

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

7.4 If the Police, Fire and Crime Panel require the Police, Fire and Crime Commissioner to attend before the panel, the panel may (at reasonable notice) request the Chief Constable, the Chief Fire Officer or other members of the Commissioner's staff to attend before the Panel on the same occasion to answer any questions which appears to the Panel to be necessary in order for it to carry out its functions.

## **8 ATTENDANCE BY OTHERS**

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

## **9 SUB-COMMITTEES AND TASK GROUPS**

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

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

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

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

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

## **10 CARRYING OUT 'SPECIAL FUNCTIONS'**

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

### **10.1 Senior appointments**

10.1.1 The panel has powers to review the Police, Fire and Crime Commissioner's proposed appointments of Chief Constable, Chief Executive, Chief Finance Officer (Police and Crime function), Deputy Police, Fire and Crime Commissioner, Chief Finance Officer (Fire and Rescue function) and Chief Fire Officer. The panel is required to hold public confirmation hearings for these posts.

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

## **10.2 Appointment of an Acting Police, Fire and Crime Commissioner**

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

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

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

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

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

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

## **10.3 Suspension of Chief Constable or Chief Fire Officer**

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

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

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

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

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

#### **10.6 Proposed Precept**

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

#### **10.7 Complaints**

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

#### **10.8 Suspension of the Police, Fire and Crime Commissioner**

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

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

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

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

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

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

## **11.Procedure at Meetings**

### **11.1 Quorum not present**

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

Where the meeting has started, and the number of Members present reduces to less than the one third required for a quorum the Chairman will adjourn the meeting indicating the date and/or time on which the Panel will resume. Where the Chairman does not give a date and/or time for a resumption, all business not completed will be considered at the next Ordinary meeting.

### **11.2 Minutes of the previous meeting**

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

### **11.3 Rules of Debate**

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

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

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

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

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

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

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

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

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

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

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

#### **11. 4 Voting**

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

A named vote will be taken (ie the names for and against the motion or amendment will be recorded in the Minutes) if requested by 5 members present at a meeting. The Secretary will call the name of each Member



present who will then vote 'yes' or 'no'. There is no requirement for Members to participate in named votes and they can abstain.

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

#### **11.5 Chairman's second/casting vote**

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

#### **11.6 Reconsideration of previous decisions**

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

#### **11.7 Cancellation of meetings**

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

#### **11.8 Rules to apply to Sub-Committees/Task Groups**

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

### **12. Public participation**

#### **12.1 Scope**

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

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

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

#### **12.2 Summary of Public's Rights**

A written summary of the public's rights to attend meetings and to inspect and copy documents will be kept at, and available to the public, at the County

Buildings, Stafford (the designated office) and posted on the Host Authority's website

### **12.3 Right to attend**

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

### **12.4 Questions from the Public**

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

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

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

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

12.4.5 Questions may not:

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

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

### **12.5 Availability of Information**

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

### **12.6 Supply of copies**

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

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

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

## **12.7 Access to Agendas and Minutes**

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

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

## **12.8 Background papers**

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

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

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

## **12.9 Exclusion of Access by the Public to Meetings**

### **12.9.1 Confidential information – requirement to exclude public**

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

Meaning of confidential information

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

#### **12.9.2 Exempt information – discretion to exclude public**

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

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

#### **12.10 Exclusion of Access by the Public to Reports**

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

#### **12.11 Record of Decisions**

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

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

(Revised Draft as at 03 07 18)

**Staffordshire Police, Fire and Crime Panel**

**13 July 2020**

**Appointment/Re-appointment of Co-opted Independent Member**

**Report of the Secretary**

**1. Purpose of the report**

1.1 To inform members of the extension of the term of office of a Co-opted member with effect from September 2020.

**2. Recommendation**

2.1 That members formally approve a temporary relaxation of the Procedural Rule restricting Co-optees' Terms of Office to two Terms to enable the re-appointment of Mr Paul Darby for a further nine months from 16 September 2020.

**3. Background**

3.1 The Police Reform and Social Responsibility Act 2011 requires that the Panel appoint two independent co-opted members. In doing so the Panel must take account of the need for its membership to meet the balanced objective in skills, knowledge and experience necessary to discharge its functions effectively.

3.2. Under the Panels' Procedure Rules co-optees serve a four year period of office, renewable for a further four years. This provides the opportunity to benefit from the co-optee's experience and knowledge by enabling them to serve an additional term, whilst, in the longer term, enabling the recruitment of new lay representation potentially bringing a different perspective to the Panel's work. Mr Darby was reappointed for a second term in 2016.

3.3 In September 2020, Mr Darby will have completed his second period of office. Under normal circumstances, a recruitment exercise would have started in April. However, due to the COVID 19 emergency the Chairman agreed to the suggestion that Mr Darby's Term of Office be extended for a nine month period expiring in June 2021. This should allow time to recruit a new Co-optee whose formal appointment would co-incide with the 2021 Annual Meeting of the Panel and with the election of a new Commissioner.

3.4 Any changes in the Procedural Rules, including relating to appointment of co-optees, have to be approved by Members of the Panel.

3.4 Due to outbreak of the coronavirus, and the subsequent lockdown, all members of the Panel were emailed and asked if they were in agreement with the extension. All members agreed and Mr Darby indicated a willingness to serve for a further nine months.

**Contact Officer**

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**Staffordshire Police, Fire and Crime Panel**

**13 July 2020**

**Home Office Grant 2019/20 Final Claim and 2020/21 Allocation**

**Report of the Secretary**

**Purpose of the Report**

1. To report on the allocation of grant received from the Home Office to meet the costs of the Police, Fire and Crime Panel during 2019/20 and on the grant allocated for 2020/21.

**Recommendations**

2. The Panel is asked to note the report and make comment on the expenditure for 2019/20.

**Background**

3. Each year the Home Office allocates a grant to the Local Authority which acts as Host Authority for its area Police, Fire and Crime Panel to meet the costs of administrative support and management services to the Panel. Included in that Grant is an amount of up to £920 per annum for each Panel member to meet expenses and costs incurred in carrying out their role. Notification of Grant entitlement is issued by the Home Office and a claim for up to that amount has to be submitted at the end of the financial year.

4. Following the transfer of governance responsibility for the Fire and Rescue Service to the Staffordshire Commissioner in August 2018, the Home Office approved a short term 20% uplift to the Grant to recognise the additional costs associated with the Panel's wider role and responsibilities. For 2019/20 the residue of that uplift is £2,254 which added to the core grant for administrative costs (£53,300) and the allocation for member expenses (£11,040) give a total available grant of £66,594.

5. As the Host Authority for the Staffordshire Panel, Staffordshire County Council is required to formally accept the grant offer for 2019/20 and is responsible for its use. In addition to supporting Panel meetings and members, the County Council provides all other support services (legal, financial, complaints handling, Information governance and administration). A breakdown of costs reclaimed from the Home Office for 2019/20 is shown at Appendix 1

**Transparency**

6. The terms of the Home Office Grant Agreement, state that the Police, Fire and Crime Panel will "publish" as a minimum on their website details of all expenditure

including Panel administration costs and individual members' expenses and allowances. Consequently Appendix 1 will be published on this Panel's dedicated pages on Staffordshire County Councils' website.

### **Future Home Office Funding**

8. In early June notice was received from the Home Office that Grant of up to £64,340 (comprising £53,300 for Administration and £11,040 for Members' Expenses) would be available for 2020/21. This figure is a return to the original allocation prior to the temporary increase referred to at paragraph 4 above.

### **Contact Officer**

Julie Plant – Support Officer to the Panel

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01785 276135



## APPENDIX 1

**Staffordshire Police, Fire and Crime Panel Home Office Grant Allocation  
2019/20**

EXPENDITURE HEADING	AMOUNT £
Officer Support	49,653.73
Administration	5,302.08
Training/Travel	623.25
Members' Expenses/Allowances	
Bennett, C	920.04
Conteh, R.	920.04
Darby, P.	920.04
Doyle, S.	920.04
Edgeller, A (incl NI)	943.97
Edwards, B.R.	920.04
Gaskin, S	920.04
Holmes, T (Part year)	776.59
Jackson, P (Part year)	93.98
Maxfield, H (Part year)	153.34
Sweeney, S	920.04
Walker, K.	920.04
Waring, J (Part year)	766.70
Yeates, A	920.04
	11,014.94
<b>TOTAL</b>	<b>66594.00</b>
<b>Total Grant available</b>	<b>66594.00</b>
Underspend/Overspend	0.00



**Report of the Secretary to the  
Staffordshire Police, Fire and Crime Panel  
Monday 13 July 2020**

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

**1. Recommendation:**

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

**2. Background**

2.1 Under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012 this Panel has statutory responsibility for handling and recording complaints, purported complaints and conduct matters about the Police, Fire and Crime Commissioner for Staffordshire and his Deputy. NB complaints alleging criminal misconduct are dealt with by the Independent Office for Police Conduct (IOPC).

2.2 To remind members, the April 2019 meeting of this Panel approved an updated procedure for the handling of complaints aimed at better defining the type of complaint which the Panel can consider (ie those about the personal conduct of the Commissioner and/or his Deputy).

2.3 The Panel's responsibility for the handling of complaints is, in the main, delegated to me with the proviso that I report annually on cases dealt with. Accordingly, I can report that in the last 12 months reporting period a total of 4 complaints have been received (from 3 individual complainants).

An analysis of those complaints is below:

Complaint No.	Action
27	Not deemed to relate to Conduct matter.
28	Complaints deemed to relate to Operational matters.
29	Not deemed to relate to Conduct matter.
30	Referred to IOPC in view of allegations of criminal actions. Complaint not accepted by IOPC due to the absence of evidence to support allegations.

Report Author: Julie Plant  
 Telephone No: (01785) 276135  
 E-mail: Julie.plant@staffordshire.gov.uk

## **Appendix 1**

### **1.0. Equalities Implications**

1.1 None

### **2.0. Legal Implications**

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

### **3.0 Resource and Value for Money Implications**

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

### **4.0 Risk Implications**

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



## Police, Fire and Crime Panel – 13 July 2020

### 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 impact of COVID19 on the delivery of the Safer, Fairer, United Communities Strategy for Staffordshire.

#### 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. The impact of COVID-19 on the United Kingdom has been profound, with significant loss of life and devastating impact on the economic infrastructure with every person affected in some way. As a result of statutory public health restrictions, intended to slow the spread of COVID-19 and protect the NHS, some democratic processes have been delayed. These include the elections for Police, Fire and Crime Commissioners, which were postponed until 7 May 2021. When the election is held, it will be for a reduced, three year term with the following election scheduled for May 2024, as originally planned.

#### 4. Covid19 Response 2020/21

- 4.1. In the interim period, the Commissioner has determined that his priorities, as set out in the Strategy and the Fire and Rescue Plan will remain broadly the same for his extended term of office.
- 4.2. The emergency situation created by the pandemic means that not all business can be conducted as usual. In order to fulfil his statutory responsibilities in this extraordinary situation, the Commissioner and his office will refocus efforts and resources. A plan, *COVID19 Response 2020/21* (Appendix 1) has been issued

to set out how this will happen, specifically:

- 4.2.1. Ensuring Staffordshire Police and Staffordshire Fire & Rescue Service have sufficient people to respond to the crisis and that their safety and wellbeing needs are met.
  - 4.2.2. On behalf of the public, holding both services to account for service delivery in a changing environment, including ensuring their response is sufficient, proportionate and ethical.
  - 4.2.3. Facilitating effective partnership working between local partner agencies, other emergency services in the region and commissioned services to ensure a joined-up approach in ensuring community safety, protecting vulnerable people and delivering criminal justice.
  - 4.2.4. Ensuring the services we commission continue to deliver support for people throughout the crisis and, where necessary, commissioning services to address new needs identified.
  - 4.2.5. Playing an active role in ensuring the local, regional and national response to the crisis meets the needs of the people of Staffordshire and Stoke-on-Trent.
- 4.3. Practically, by adopting the approach detailed above, it is hoped that the priorities set out in the Strategy and the Fire and Rescue Plan can continue to be delivered against. However, the nature and scale of the COVID-19 crisis has continued to change and the Commissioner's Office, Staffordshire Police and Staffordshire Fire & Rescue Service have had to adapt quickly to changing circumstances. That does mean that delivery arrangements for 2020/21 may be very different to those that were evident in previous years. Organisational risks and issues are monitored and reassessed continually and plans will be reviewed and adapted as needed.
- 4.4. In responding to the crisis, our partnerships have adapted quickly and effectively and in many cases this has led to services becoming more responsive and joined up than before. As services enter the recovery phase a systematic approach is being adapted to ensure that learning is captured and embedded in future ways of working.

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

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# COVID-19 Response 2020/21

An update to the Police & Crime Plan  
and Fire & Rescue Plan



**STAFFORDSHIRE COMMISSIONER**  
Police | Fire and Rescue | Crime



# Introduction

The impact of COVID-19 on the United Kingdom has already been profound, with significant loss of life and devastating impact on the economic infrastructure with every person affected in some way. As a result of statutory public health restrictions, intended to slow the spread of COVID-19 and protect the NHS, some democratic processes have been delayed including the scheduled election for the Police, Fire and Crime Commissioner, which has now been postponed until 7 May 2021.

The Commissioner has determined that his priorities, which are set out in the Police and Crime Plan *Safer, Fairer, United Communities for Staffordshire* and the Fire and Rescue Plan, will remain the same:



1	Prevention and early intervention
2	Protecting Staffordshire and its people
3	Public confidence
4	Service reform

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	<b>Modern Policing</b> A police force that is fit for a changing future
	<b>Early Intervention</b> Tackling root causes before they become a problem
	<b>Victims</b> Enabling victims of crime to get the support they need to move on
	<b>Offenders</b> Preventing offending in the first place and reducing the likelihood of re-offending
	<b>Public Confidence</b> Making sure everything that happens contributes to individuals & communities feeling safer & reassured

However, in the interim, the emergency situation created by COVID-19 means that not all business can be conducted as usual. In order to fulfil his statutory responsibilities in the current situation, the Commissioner and his office will refocus efforts and resources. This plan sets out how we are adapting, specifically:

- Ensuring Staffordshire Police and Staffordshire Fire and Rescue Service have sufficient people to respond to the crisis and that their safety and wellbeing needs are met.
- On behalf of the public, holding both services to account for service delivery in a changing environment, including ensuring their response is sufficient, proportionate and ethical.
- Facilitating effective partnership working between local partner agencies, other emergency services in the region and commissioned services to ensure a joined-up approach in ensuring community safety, protecting vulnerable people and delivering criminal justice.
- Ensuring the services we commission continue to deliver support for people throughout the crisis and, where necessary, commissioning services to address new needs identified.
- Playing an active role in ensuring the local, regional and national response to the crisis meets the needs of the people of Staffordshire and Stoke-on-Trent.



# Background

The World Health Organisation declared the coronavirus outbreak a 'Public Health Emergency of International Concern' on 31 January 2020. On 11 March, COVID-19 was characterised as a pandemic.

On 3 March 2020, the Prime Minister introduced the Government's coronavirus action plan of measures for the UK, following a declaration of 'threat to public health' under regulation 3 of the Health Protection (Coronavirus) Regulations 2020. The PM has since held a series of Cabinet Office Briefing Room A (COBRA) meetings to develop the Government's strategy for the coronavirus. These meetings are attended by a cross-departmental range of senior ministers, the chief medical officer, security officials, military chiefs, emergency services leaders and civil servants. The strategy is driven by the Scientific Advisory Group for Emergencies and provides the framework for the UK's response, with Local Resilience Forums (LRFs) co-ordinating the local response.

On 23 March 2020, the Government announced restrictions aimed at reducing the spread of coronavirus (COVID-19). These restrictions require people not to leave their homes except for:

- **shopping for basic necessities, as infrequently as possible;**
- **one form of exercise a day;**
- **any medical need, to provide care or to help a vulnerable person; and**
- **travelling to and from work, but only where absolutely necessary.**

The Coronavirus Act 2020 (the Act) received Royal assent on 25 March 2020. The Act broadly continues and supplements measures within the Health Protection (Coronavirus) Regulations 2020, and aims to support the Government's strategy by:

- **increasing the available health and social care workforce;**
- **easing the burden on frontline staff;**
- **containing and slowing the virus;**
- **managing the deceased with respect and dignity; and**
- **supporting people.**

This Act introduced powers for the police to enforce the Government's restrictions to help prevent significant further transmission of the virus.

This is a situation that can change rapidly. As the prevalence of the virus changes over time, Government guidance will alter and the local response will adapt accordingly.

# Delivering services in a changing world

Restrictions on movement have impacted on the usual profile of crime and anti-social behaviour:

- **Overall crime has reduced by around 35%. Acquisitive crimes such as burglary and car crime, violence in public spaces and drug-related crimes are significantly lower. Burglaries and damage at commercial and public buildings might increase at unattended premises.**
- **As street crimes reduce, there is a risk of an increase in online crimes such as fraud and child sexual exploitation.**
- **Organised crime gangs are quick to seize opportunities presented by the pandemic and capitalise on them by adapting their methods and diversifying into new opportunities and territories.**
- **There is a risk of increased exploitation of vulnerable groups such as the elderly through distraction burglary and fraud.**
- **There is a risk domestic abuse will increase but also a risk that cases might go unreported if people find it difficult to do so.**
- **Restrictions on movement can serve to heighten community tensions, particularly at times of warm weather, public holidays and major events such as religious festivals. Hate crime can be an element of this.**
- **Anti-social behaviour has increased by over 50% and is becoming more centred on COVID-19 related issues,**

**including reports of non-compliance with social distancing guidelines and inappropriate use of public spaces for exercise.**

- **Those with existing mental health conditions are more susceptible to increased levels of stress and anxiety presented by the restrictions.**

Officers will continue to police by consent, explaining the circumstances for the intervention and encouraging individuals to comply with the Government request. Only where necessary will they take enforcement action, if people are not listening and continuing to put others at risk. They should broadly follow four steps:

- **Engage – encourage voluntary compliance.**
- **Explain – stress the risks to public health and the NHS. Educate people about the risks.**
- **Encourage – seek compliance, emphasise the benefits to the NHS of staying at home, and how this can save lives and reduce risk for more vulnerable people in society.**
- **Enforce – instruct them to go home, leave an area or disperse, ensure parents are taking necessary steps to stop their children breaking these rules, potentially issue a fixed penalty notice or arrest where proportionate and necessary.**

# Ensuring sufficient resources

In engaging in this way, officers need to be alert to potential child safeguarding, homelessness, mental health or domestic abuse issues, which may provide a viable reason why an individual is outdoors. For instance, they may be unable to return home due to safety concerns. In these situations, the police will need to identify appropriate support and make suitable arrangements for safeguarding.

The Fire and Rescue Service is also seeing changing patterns of demand, such as increased fires from fly-tipped waste and burning waste at home. They are also engaged in providing logistical support to local authority partners and other emergency services in managing the crisis.

Police officers, police staff and firefighters are team workers who are dealing with the public all day, every day and so, unfortunately, are at greater risk of contracting the virus either accidentally or through the deliberate acts of others. This has required both services to quickly adapt to new ways of working.

The Commissioner and his team play an active role in supporting the Chief Constable and Chief Fire Officer in helping to keep the public safe during the coronavirus outbreak.

Assurances have been given that Government funding will be made available to cover the additional costs of the response to COVID-19. Spending relating to the crisis is being recorded and monitored to assist future claims processes and minimise the direct impact on Staffordshire council tax payers. We will also be alert to new external funding opportunities to maximise the money available for policing and fire and rescue services in Staffordshire. This will include supporting any bids for funding, directly linked both to the immediate response to the current crisis, and the medium and longer-term impact of the crisis on our communities.

The Staffordshire Resilience Forum (LRF) brings together frontline responders, such as Staffordshire Police and Staffordshire Fire and Rescue Service, and other agencies with a significant role to play in managing and recovering from the effect of emergencies. The LRF's COVID-19 Strategic Co-ordinating Group oversees the management of essential resources across all agencies, including practical aspects such as the provision of sufficient PPE.

The Commissioner's Office is represented in the command structure for policing at Gold, Silver and Bronze Command levels and in the Fire & Rescue Tactical Cell meetings. These groups provide strategic, operational

and tactical leadership and co-ordination of the services' response to COVID-19, including resource allocation, scenario planning and risk management and mitigation.

Plans are continuing to increase police officer numbers through Operation Uplift, with intakes planned throughout the year. Additional capabilities funded through the Commissioner's increase in the council tax precept will also be fully implemented, including enhancements to roads policing, dealing with missing persons and targeting perpetrators of serious and organised crime.

We remain committed to the transformation and modernising strategy of both the estates and technology. We will continue to co-locate police and fire services in the same buildings to reduce costs to both services. We will also continue to support the upgrade of police IT infrastructure and key systems and implement the Niche records management system, which will deliver significant operating savings for the force.

We continue our ambition for the further development of Staffordshire Fire and Rescue Service with the launch of their new Corporate Safety Plan.



# Holding services to account

There is a Government and public expectation that arrangements to hold police forces and fire and rescue services to account will continue. In addition to the office's role in the governance structure in place for the COVID-19 response, existing governance arrangements will be used for this purpose. While the frequency, scope and focus might change, we will continue to do so through robust governance arrangements. These range from detailed scrutiny sessions to public performance meetings and the direct accountability of the Chief Constable and Chief Fire Officer to the Commissioner.

We will continue to monitor performance and scrutinise services, but ensure that this does not distract them from their COVID-19 response. Indeed, a major purpose of this process is to ensure the force and fire service have sufficient resources in place to respond to the crisis and are directing them appropriately.

Accountability arrangements will also include providing checks and balances around the implementation of police powers introduced through the emergency provisions within the Act.

The Ethics, Transparency and Audit Panel will continue to meet to scrutinise financial and other activities across policing and fire and rescue, but will adapt its processes to the current restrictions.

We will continue to conduct reviews under the Police Complaints & Misconduct Regulations and meet our obligations under the Police Appeals Tribunal Regulations, working with the relevant parties to ensure we are able to support those processes appropriately.

We are adjusting the way we provide the Independent Custody Visitors programme by enabling phone-to-cell contact, providing PPE for direct contact where necessary.

Safer Neighbourhood Panel meetings have been postponed as a result of the COVID-19 crisis. This provides an opportunity for the Commissioner to review the progress and developments of this public assurance panel and the support provided by his office.

# Effective partnership working

The Commissioner will continue to exercise his statutory responsibility to chair the Staffordshire Criminal Justice Partnership Board and partake in the multi-agency Regional Criminal Justice Board. The major challenges for the criminal justice system during this period are to dispense effective justice and then to ensure backlogs being created as a result of COVID-19 are addressed effectively; a regional recovery task and finish group is being established to lead this work and the Commissioner will be represented in this.

The pandemic has created significant challenges for the management of offenders, including the Probation Service and agencies responsible for providing resettlement and rehabilitation services.

This includes the effective supervision of individuals subject to community orders and those returning to the community on licence following a period in custody. Work has been undertaken with partners on the best means of ensuring that the conditions of orders and licences are observed to prevent the risk of re-offending.

We are working with the Probation Service and the Community Rehabilitation Company (CRC) to redesign services to ensure the effective prioritisation of cases according to risk.

Services are adapting to the Prison Early Release Scheme and the Commissioner's Office is playing a major role in ensuring the right support is in place upon release to meet prisoners' needs to reduce the chance of their reoffending. We also continue to ensure that essential resettlement and rehabilitation support services, including housing, mental health and substance misuse treatment services, continue to be available.

There remains a key place for early intervention, and we are committed to continuing to work with partners to support this through our contributions to education programmes, our commissioned prevention services such as Catch 22, the Prince's Trust, the Youth Offending Prevention Services and diversionary activities. Currently, our intention is still to deliver the SPACE 2020 programme in some form, following on from years of successful activities for the young people of Staffordshire and Stoke-on-Trent.

Our partnerships have adapted quickly and effectively to the crisis and in many cases the situation has led to services becoming more responsive and joined up than before. We will ensure that a systematic approach is taken across our partnerships to capture our learning from this experience and ensure it becomes embedded in future ways of working once the crisis is over.



# Commissioning

Ensuring the delivery of services to victims and witnesses continues to be at the forefront of our work during these difficult and challenging times, where people's day-to-day lives have been drastically altered and access to support could be even more important than usual.

We have ensured funding continues to be available to all commissioned services. We are working closely with all of our commissioned services across Staffordshire and Stoke-on-Trent, including Staffordshire Victim Gateway, domestic abuse, hate crime, child sexual and criminal exploitation, sexual abuse, female genital mutilation (FGM) and business crime, to adapt their delivery models to best suit the needs of the victims they are supporting. We are ensuring victims and witnesses continue to feel reassured and safeguarded, where appropriate, and receive an effective level of service. This includes support staff working from home or other locations to be available to support victims. We are providing reassurance and maintaining contact with providers, victims and witnesses, through alternative methods including telephone helplines, video conferencing and email instead of face-to-face contact.



We understand domestic abuse victims may be less likely to make contact with services during this period, so we are working hard to ensure victims know what type of support is available and how to access it. We are also developing alternative ways to report the crime and to access and receive support, such as online and skype.

We are working with services to assess and respond to emerging trends and putting contingencies in place. We are monitoring the trends and impact on victims and will look to commission additional services to meet any gaps or increases in demand. We will work with partners, such as the police and offender management, to ensure appropriate protections to prevent repeat victimisation.

# Regional and national connectivity

The Commissioner will continue to chair the Regional Governance Group, which oversees policing services delivered collaboratively across the region and others in partnership with West Midlands Police. These include the Regional Organised Crime Unit, Counter Terrorism Unit, Central Motorway Policing Group and delivery of the Policing Education Qualifications Framework by Staffordshire University. He will ensure that all of these services remain resilient, adapt to new ways of working and continue to support Staffordshire effectively.

Representing the interests of Staffordshire and Stoke-on-Trent at a national level is a major part of the Commissioner's role, which will now also need to be carried out in the context of COVID-19. This includes playing an active role in the Association of Police and Crime Commissioners and regular contact with the Home Secretary, other Government ministers and officials, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services and others.

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The nature and scale of the COVID-19 crisis will change in the weeks and months ahead and we will remain ready to respond quickly to changing circumstances. Organisational risks and issues are monitored and reassessed continually and our plans will be reviewed and adapted as needed.

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**Staffordshire Commissioner's Office**

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## **Report to the Police Fire and Crime Panel – 13 July 2020**

### **Staffordshire Fire and Rescue Service – COVID-19 Update**

Report of the Staffordshire Commissioner

#### **1. Purpose**

To update the Panel on the response of the Staffordshire Fire & Rescue Service to the Covid-19 pandemic crisis.

#### **2. Recommendation**

That the Panel note the update on response to the Covid-19 crisis and make comment, or raise issues that should be addressed by the service, or by the Commissioner (as the Fire and Rescue Authority)

#### **3. Introduction**

This paper sets out to detail the work that Staffordshire Fire and Rescue Service have been involved in delivering during the COVID19 pandemic period to date. This pandemic has impacted upon all areas of society and has meant that SFRS had to adapt quickly to new ways of working and Service delivery. The work has been complex and cut across numerous partner organisations and government departments locally, regionally, and nationally. SFRS have committed resources from across the whole of the Service area in order to support our communities to stay safe and to protect the NHS.

At the time of writing (1<sup>st</sup> June) the activities that SFRS have been involved in range from food parcel deliveries to the most vulnerable to storage and distribution of emergency Personal Protective Equipment for frontline Health care professionals and care workers. In addition deliveries of essential items such as hand sanitiser, and general household items, to community members have been completed by a range of staff from operational crews through to our community support officers.

The Fire Service have been delivering PPE out to Primary Care, Hospices and independent Hospitals since late March 2020, they have visited nearly 450 locations and delivered 142,280 masks, 114,700 aprons, 5,054 sets of eye protection, 190,730 gloves and 944 bottles of hand sanitiser helping keeping people safe and able to continue to deliver care.

Approximately 650 food parcels/deliveries have been made during this time and our teams have engaged with individuals to ensure that they remain safe during the lockdown period.

SFRS have also supported the national effort by conducting 618 vulnerable person visits at addresses where individuals who were identified as at most risk reside, we took the opportunity to provide home safety information at each of these visits.

As part Staffordshire County Councils response to COVID-19 an emergency PPE provision was established to support care providers across Staffordshire have access to PPE in emergency to ensure no care provider should go without access to PPE. The council set up 8 district hub locations in partnership with Staffordshire Fire and Rescue Service to hold provisions to support care providers to ensure ease of access 24/7 as needed. To date the council has dispatched over 1 million items of PPE to support the response and over a quarter of this has been managed from providers attending fire stations to collect emergency PPE provision. Fire officers have worked hard to support these efforts ensuring the right PPE could be accessed by a range of providers and other care settings. These hubs have also supported recent emergency PPE packs to over 2200 Education and early years settings ready for the wider opening of these settings from the 1st June.

Although the lockdown has impacted upon the Service in terms of our prevention and protection initiatives SFRS have changed some of the working arrangements to ensure that we were still able to deal with prevention/protection on an immediate risk to life basis.

These include the changes to the way in which the safe and sound schools education program is being delivered. This is now an online teaching programme delivery safety awareness delivered via webcast where children can still interact with the deliverers.

On Line Safe+Sound facts and figures from weeks one and two

### **Week 1**

Number of page visits from 6am - 3.15pm yesterday = 6,047

Number of people watching the live event = 1,272

Number of messages on the LIVE CHAT = 766

### **Top 3 viewing locations**

Birmingham, Stafford, Keele (The top locations were 94.6% of viewing population)

Total minutes viewed = 19,073

Average watch time = 15 minutes

### **Week 2: (HALF TERM WEEK)**

Number of page visits on the 13th May = 4,688

Number of people watching the live event = 1,458

### **Top 3 viewing locations**

Birmingham, Stafford, Keele (The top locations were 95.7% of viewing population)

Total minutes viewed = 22,142

Average watch time = 17.2 minutes

Staffordshire Schools that we know are engaged (from Live Chat or feedback received);

- James Bateman
- St Marys
- TGS
- Forsbrook Primary



- St Wulstan's Catholic Prmy
- Longford
- St Marys in Norton
- St Johns Primary Stafford
- Our Lady of Grace
- Ball Green Primary
- St Marys in Norton
- Dosthill
- Landywood
- Our Lady of Grace
- Thomas Barns
- Churnet View
- Flash Ley

#### **4. Background**

Following a multi-agency strategic assessment meeting (SAM) instigated by the Civil Contingencies Unit on 4 March 2020 and Chaired by Public Health England (PHE) the service instigated its Incident Preplanning and Logistics Framework setting up a tactical planning cell to support the services response to the pandemic. The National Fire Chiefs Council (NFCC), NHS England, Public Health England, The Home Office (HO), The Ministry of Housing, Communities and Local Government (MHCLG) and other Staffordshire Resilience Forum (SRF) partners through the Strategic Coordinating Group (SCG) have provided guidance throughout the period which the Service has considered in terms of its ongoing arrangements to support its statutory duties.

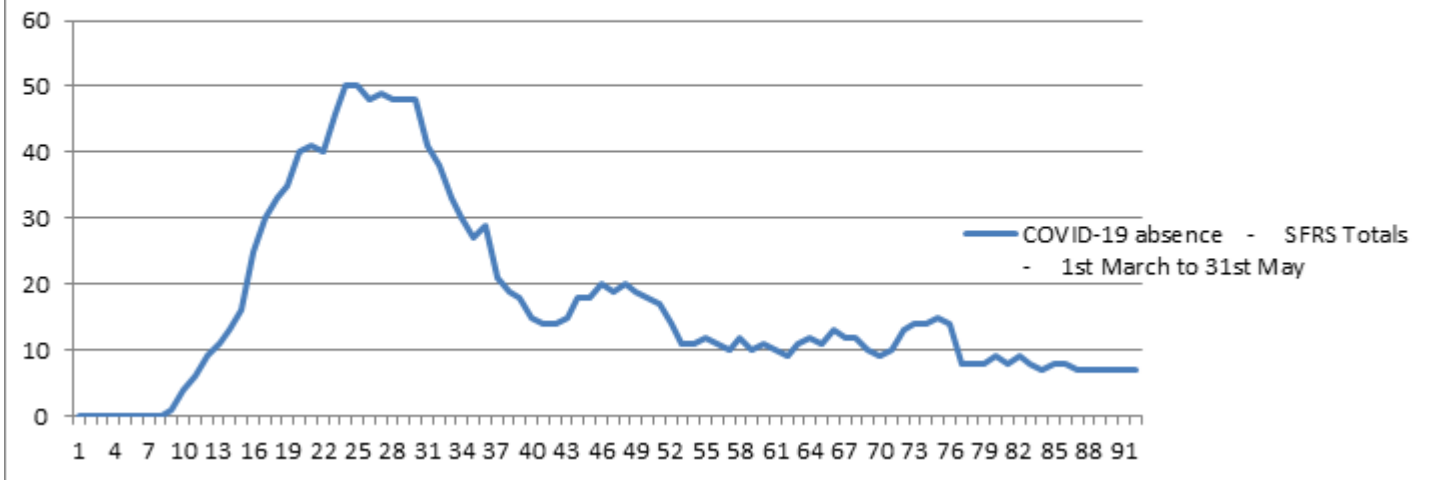
In line with Government implementation of the phases of contain, delay, mitigate and research, the Service aligned its implementation of its existing and ongoing revisions of the Business Continuity Plans to the NFCC Strategic intent to 'Delay' and 'Mitigate' the impact of COVID-19 across the UK in order to protect our communities.

It has to be recognised that there has been a significant impact upon SFRS from the work required related to the COVID19 pandemic. This additional work has been coordinated through the established pre planning and logistics framework within Service which has been chaired by the duty principle officer throughout the pandemic period. This ensures that strategic leadership is clear and that decision making is expedient.

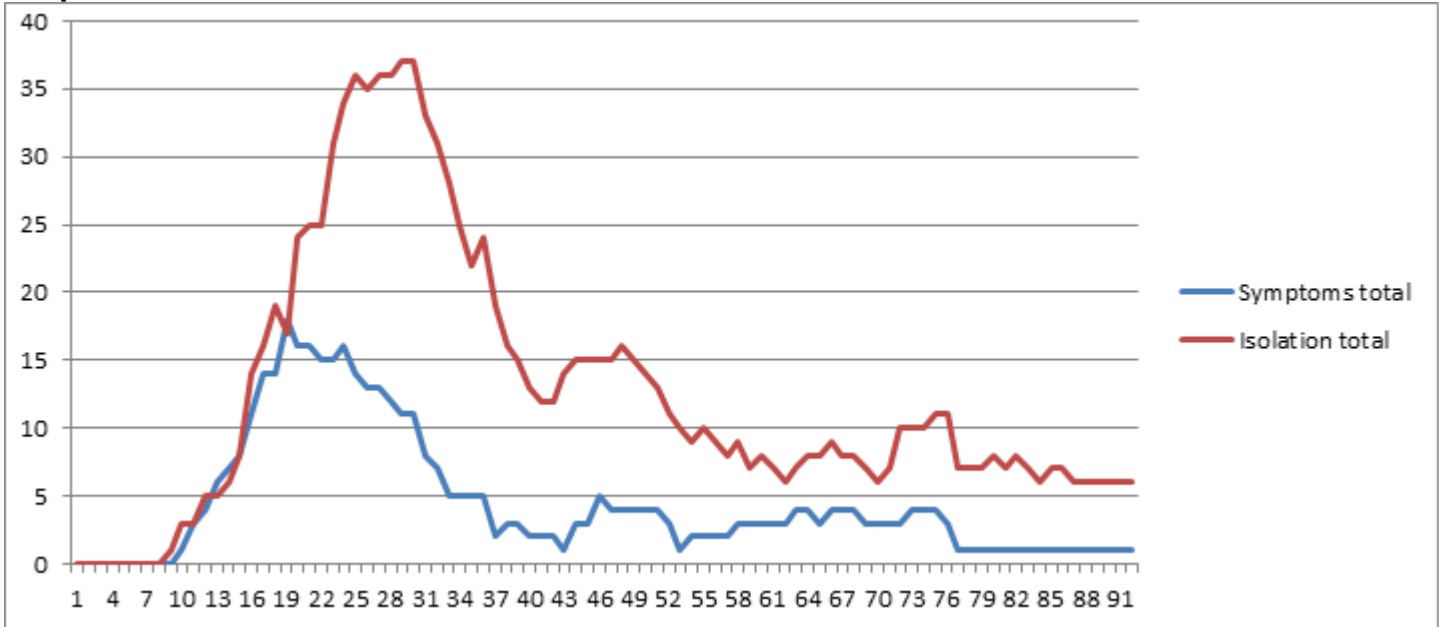
This cell covers a number of operational work-streams and the group were updated upon service availability and sickness due to COVID19 at each meeting, this information allowed the Service to understand and act upon the available resources throughout the pandemic period. The graphs below provide information regarding absence of Service personnel, which as you will see have remained fairly low throughout the duration of the pandemic to date. The actions that the service took early in the outbreak in terms of requiring people to work from home, closing down of the headquarters site, and to strictly adhering to social distancing guidance have had the positive impact upon sickness levels that the Service expected.

#### **Graph 1**

## COVID-19 absence - SFRS Totals - 1st March to 31st May



**Graph 2**



The Fire and Rescue Sector has demonstrated that it is flexible in its approach and through negotiations at a national level via the NFCC has agreed to carry out tasks that are outside of the traditional role for the Fire Service in order to support the National effort. Outside of normal business and specifically relating to the COVID response, the NFCC LGA and Representative bodies agreed a set of principles under which the Service could provide support.

These principles as highlighted in the latest version of the tripartite agreement.

- Ambulance Service assistance: Ambulance Driving and Patient/Ambulance personnel support limited to current competence (Not additional FRS First or Co-Responding)
- Vulnerable persons – delivery of essential items
- COVID-19 – Mass casualty (Movement of bodies)

- Face Fitting for masks to be used by frontline NHS and clinical care staff working with Covid-19 patients
- Delivery of PPE and other medical supplies to NHS and care facilities
- Assisting in taking samples for Covid-19 antigen testing
- Driving ambulance transport not on blue-lights (excluding known Covid-19 patients) to outpatient appointments or to receive urgent care
- Driving Instruction by FRS driver trainers to deliver training for non-Service personnel to drive ambulances (not on blue-lights)
- The assembly of single use face shields for the NHS and care work front line staff
- Packing/Repacking food supplies for Vulnerable people
- Known or suspected Covid-19 Patients: transfer to and from Nightingale hospitals under emergency response (blue light) or through non-emergency patient transfer (not on blue lights)
- Non-Covid-19 Patients: Transfer to and from Nightingale hospitals under emergency response (blue light) or through non-emergency patient transfer (not on blue lights) – this includes recovering and recuperating patients no longer infected with Covid 19.
- Delivery of pre-designed training packages on Infection Prevention and Control, including hand, hygiene, PPE 'donning' & 'doffing' guidance and procedures; and supporting the care home staff testing by training care home staff to teach others or direct to care home staff

These Nationally agreed areas for consideration have led to a number of activities within Staffordshire being requested and as such from the Local Resilience Forum (LRF) perspective SFRS have been supporting partners in a number of ways which have been based on outcomes from the Strategic Coordination Group.

The Services response was as follows

- Risk assessments and guidance developed for all partnership activities
- Delivery of extra PPE and supplies to doctors surgeries by Business Support Team
- Chairing of the mutual aid/resource group and supporting the work of this group with a manager.
- Membership of the Vulnerable and Volunteers Group and through this allocating 20 staff, to contribute to proactively calling vulnerable members of our community to identify their needs
- Provision of hubs at eight fire stations for up to 24 hr access to supply emergency PPE for SCC health and care workers and storage of food parcels
- Storage of LRF/MHCLG PPE supplies for distribution to partners on request
- Provision of staff to support mortality management planning including offer of fork lift truck driver qualifications amongst fire staff and daily management of facility
- Provision of staff to carry out welfare visits to vulnerable persons
- Provision of staff and resources to support delivery of food parcels from fire stations on referral
- Additional use of community safety officers to provide weekly food parcels to persons following NHS hospital to home discharge. Individuals CSO are allocated to specific households for continuity and welfare.

- Preplanning for possible additional incident support to WMAS over and above bariatric rescues and gaining entry such as Aerosol Generating Procedures (AGP) and cardiac/falls response
- Re focus on FREC training, additional PPE/decontamination procedures and driver licenses/qualifications for potential support to WMAS relating to patient transfer
- Involvement in Recovery Co-ordinating Group (Rec CG) linked to Government guidance of return to new normal
- Consideration given to use of some fire stations as overflow from predetermined sites for wider public testing
- Consideration to face shield assembly and packing /repacking of food supplies
- Allocation of loggists for each SCG (twice per week)
- Working with PFI Facilities management to support community needs and any requests managed through Fire Service
- Considering bulk storage options for PPE on behalf of the LRF for any future second wave outbreak or mass fatality planning at fire service locations
- Working to enable any public donations of PPE and welfare in accordance with service and LRF policy guidance to support the LRF priorities
- Provision of body movement kits in advance of anticipated excess demand
- Visiting and delivering letters to 926 households who have not been able to be contacted at all in relation to shielding or have not registered via the national shielding helpline. This will confirm contact details , verify the household is still occupied by the vulnerable person(s) support registration to give access to additional support and enable a safe and well visit to be arranged if required

## **5. Financial Implications**

The fire and rescue sector have been allocated with grant funding of just over £1 million from the Ministry for Housing, Communities and Local Government (MHCLG) in order for the Service to deal with the additional costs incurred as a result of the pandemic. This funding being part of the overall £3.2 billion allocated to support local authorities by MHCLG. During the year regular reporting against this grant will be provided to the Home Office with the first return issued in May 2020 forecasting additional costs of around £0.5 million to 30 September 2020.

Whilst funding to deal with the pandemic has been provided it is anticipated that there will significant financial implications into the medium term due to a reduction in council tax collection, a lower council tax base and also a reduction in funding from local business rates. Estimates will be incorporated into the scheduled updated of the MTFS in October which will be presented to the Panel.

**Matthew Ellis**

**Staffordshire Commissioner**

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**Report to the Police Fire and Crime Panel – 13 July 2020**

**Staffordshire Police – COVID-19 Update**

Report of the Staffordshire Commissioner

**1. Introduction**

To update the Panel on the response of Staffordshire Police to the Covid-19 pandemic crisis.

**2. Recommendation**

That the Panel note the update from Staffordshire Police on their response to the Covid-19 crisis and make comment, or raise issues that should be addressed by the service, or by the Commissioner.

**3. Background**

The attached paper sets out to detail the work that Staffordshire Police have been involved in during the Covid-19 pandemic period to date and is a response to the request made by the Panel.

**Matthew Ellis**

**Staffordshire Commissioner**

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## 1. Overview

<b>Agenda Item and Title</b>	Covid-19 Response
<b>Directorate</b>	All
<b>Exec Sponsor</b>	DCC Baker
<b>Author</b>	Paul Ross
<b>Attachments</b>	Appendix 1 – Sickness Abstraction

## 2. Request

### The request from Police, Fire and Crime Panel re. COVID 19

The effect on the allocation and use of policing resources and the type of community activity entered into by the Police as part of addressing the emergency. Note also an interested in Domestic Abuse levels throughout the County / City and the effect on people with mental health issues and calls for support in helping those individuals.

## 3. Content

Covid-19 has already had a substantial global impact, historic in both scale and scope, and consequently far reaching effects impacting on every region, business and community of the UK. It has affected every aspect of policing from community policing to investigations, force incident rooms and specialist investigations and has similarly affected our partners.

The force's policing response to the pandemic formally commenced through the establishment of Operation Jafar on the 18<sup>th</sup> March. The overall responsibility for the operation sitting with the Chief Constable, but governed through a Gold/Silver/Bronze command structure led by Gold Commander ACC Barnett. The Gold group has met three times a week, until 12<sup>th</sup> June, and is now meeting weekly and the membership includes the SCO Chief Executive. A Gold Strategy was developed and approved which set out the core components of the forces approach including strategic aims and objectives, policing style to be adopted, policing powers together with the relevant governance approach.

Mechanisms for national, regional and local connectivity and co-ordination have also been established. Locally multi-agency coordination is through a Strategic Co-ordination Group, established by the Local Resilience Forum and chaired by the County's Director of Public Health, and with representation from Staffs Police (ACC Emma Barnett). There are 6 well established and effective sub-groups working with a police representative on each. Notably the pan-Staffordshire Safeguarding, Vulnerability and Partnerships Group is chaired by C/Supt Jennie Mattinson and supported by the SCO. There is also weekly regional Police Service connectivity through Chief Constables and Gold(ACC) leads.

### Strategic Aim

The force's primary aim, set out in the strategy, continues to be to maintain a policing service in Staffordshire that:

- Preserves life and protects property
- Prevents crime and disorder

- Keeps the Queen's Peace

The force setting out to preserve life and protect the public by working in partnership with Public Health, other agencies and communities to provide a co-ordinated response to contain cases of infection; delay the onset of cases in Staffordshire; mitigate the impact of cases on the communities; and plan for recovery. Consequently nine strategic objectives were established in order to meet this aim;

### Strategic Objectives

1. Minimise the risk to the public;
  - By ensuring delivery of a policing service that meets our primary aim.
  - By assisting PHE and LRF parties to counter, delay and mitigate spread of the virus and manage the impact.
2. Maximise health and safety of officers and staff including by provision of information and guidance plus PPE and by taking steps to delay onset of infection within Staffordshire Police.
3. Minimise disruption to policing services by enacting of business continuity plans and necessary prioritising of critical functions to be delivered to meet our primary aim.
4. Maximise reassurance and information to the public by supporting public health guidance and sharing partnership action and changes to the policing model.
5. Minimise risk to community cohesion by identifying, managing and acting on intelligence, information and community tension.
6. Maximise trust and confidence in Staffordshire Police through policing delivery, communication and engagement.
7. Ensure resilient leadership and command of this operation with decisions underpinned by the NDM and code of ethics.
8. Continue to support national policing operations and sustain the forces commitment to the Strategic Policing Requirement wherever possible.
9. Minimise risk of prolonged disruption through planning for recovery and returning the force and communities to normality as soon as practicable.

There has therefore been a natural focus, in the main on the here-and-now response to the pandemic. The impact on the communities we serve, our staff and policing overall has been significant and has transformed the way we operate in some areas. In essence this has meant a focus on;

- Understanding and projecting available staffing levels/abstractions
- and monitoring and managing this position against a Graduated Withdrawal of Service Plan which set out to identify and maintain critical functions; Response & Neighbourhood, Force Contact, Firearms, Level 2 Support and Custody. Drawing on the Special Constabulary, volunteers and staff in non-critical functions when required
- Understanding and projecting demand/ calls for service
- Developing a dynamic policing response to and enforcing the prevailing 'lockdown' restrictions and the subsequent 'unlocking' of these in accordance with the defined policing style and 4 E's approach through a Compliance Plan (revised to reflect each change in regulations)
- Protecting police officers and staff
  - o Ensuring the availability and stability of supply of suitable PPE and cleaning materials
  - o adapting workplace and working practices to ensure social distancing and
  - o implementing testing arrangements and updating HR guidance, within national guidance frameworks
- latterly on unlocking implications and recovery, including wider organisational learning

As a consequence the Operation has been intelligence led supported by daily 'situation-reports' supplemented by (now weekly) strategic forcewide situation-reports, covering and informing the Gold meeting and decision making/commissioning process.

**Forcewide Situation-Report Content**

<p><b>1. Current Overview</b></p> <ul style="list-style-type: none"> <li>- Positional Summary</li> <li>- Community Impact Assessments</li> <li>- HR Overview</li> <li>- Force Priorities</li> <li>- Patterns/Trends</li> <li>- Events</li> <li>- Heightened Community Tensions and Protests</li> </ul>	<p><b>2. Performance and Focus Areas</b></p> <ul style="list-style-type: none"> <li>- Compliance</li> <li>- ASB</li> <li>- Arrests</li> </ul> <p><b>3. Partnership Summary</b></p> <p><b>4. Predictive Analysis</b></p> <ul style="list-style-type: none"> <li>- Unlocking Horizon Scan</li> <li>- Resourcing and Demand</li> </ul> <p><b>5. Performance Summary</b></p>
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**Resourcing & Demand**

Police Officers and staff resource monitoring has been provided daily through People Services and the Knowledge Hub to inform prioritisation of resources aligned to activity set out in the Gradual Withdrawal of Service Plan [Summary and Status in Table 3 below]. Appendix 1 sets out the position by Directorate over the 3-month period regarding abstraction related to sickness and that which is Covid related. Total sickness abstraction peaked at 20% on 31st March, of which 14% (493) was Covid related and as a consequence a small number of force teams [including custody, Forensic Services, MASH and Occupational Health] reached the amber-category status; non-critical activity was suspended (training etc) and resources were deployed from non-critical areas to support/meet key on-going demands and calls for policing services. However by 15<sup>th</sup> April the total sickness-abstraction rate had reduced by half to 10% and has continued to fall both due to a fall in the infection rate, but also due to active management by force HR and Occupational Health, understanding and responding to individual circumstances to enable staff to ‘return to work’, supported by a systematic approach to staff testing, initially through arrangements with Health colleagues, as soon as it became available.

*Table 1: Op Jafar Gradual Withdrawal of Service*

<b>Op Jafar</b>		
<b>Gradual Withdrawal of Service Four step process</b>		
<b>Status Blue</b>	Business As Usual	No functions disrupted other than normal deviations and levels of sickness.
<b>Status Green</b>	Moderate Temporary Impact	There are some occasions where demand is exceeding capacity, or there are abnormal levels of sickness and absenteeism. Whilst there may be some fluctuation creating minor impacts these are understood and can be absorbed through usual policy and procedure.
<b>Status Amber</b>	Moderate Sustained Impact	Crucial activities cannot be sustained. Levels of sickness require re-deployment of non-critical activities for sustained period of time. There is a requirement to increase capacity in order to meet on going demands and calls for Policing services.
<b>Status Red</b>	Severe Impact	Inability to meet demand. Significant levels of sickness/absenteeism. Officers and staff being deployed from ‘desirable’ critical services. The number of unattended calls for services is extremely high.
<b>Status Critical</b>	Critical Impact	Demands on Policing are beyond the capacity to deliver ‘essential’ critical activities (either for a temporary or sustained period). In order for the Force to meet local and national requirements, local services must be restricted to events relating to ECHR article 2 rights.

## **Policing Approach - Covid Regulations**

### **Policing Style**

The force set out its policing style initially through the Gold Strategy and the tone and style has remained consistent throughout the operation viz.

*Staffordshire Police will work closely with partner agencies to prepare and react to the challenges brought by Covid-19. We will engage in proportionate preparations to seek to reduce the impact of the virus on the communities of Staffordshire, our staff and our ability to provide a policing service. We will act promptly and proportionately to any reports of crime or disorder associated with the virus and monitor community tension, acting in partnership with any affected communities where necessary. We will ensure that we keep our staff aware of the risks of infection and how they can protect themselves and, should it become necessary to change our policing model, inform the public on any changes to the service they can expect to receive.*

Staffordshire police has adopted an approach to compliance that has sought to obtain the cooperation of local communities to self-regulate and nurture the relationship between the police and the public recognising the importance of striking the right balance, tone and style. This is one of proportionality and legitimacy actions with an emphasis on the first 3 E's of the national '4-E' approach – Engage – Explain and Encourage, with Enforcement as final resort [the Force has issued and had accepted 54 Fixed Penalty Notices for Covid breaches to 24/6, which is amongst the fewest nationally]. The force has also sought independent advice from an IAG as well as academia regarding the policing of the regulations as well as being scrutinised by the SCO.

The Chief Constable has continued to emphasise and reinforce this position through weekly staff tele-conference engagement sessions and regular blogs and messaging, more recently against the complex background of Black Lives Matter protests; recognising the need to balance the conflict between appropriate policing of lawful protests (and assembly; larger scale outdoor gatherings etc.) and the Covid restrictions with the consequential impact on policing legitimacy and ultimately community tension/cohesion etc.

*'I am confident that our policing style and engagement with the community and their confidence in us will see us through what I think are going to be some testing times. The best approach to rely on now is what we are good at – a service that listens to and talks with the community it serves and which looks to protect the vulnerable and uphold the law for the vast majority. As ever, prevention is the key and we need to be on the front foot with intelligence, proactive and targeted patrols, and with visible and confident engagement in communities.'*

**[CC Morgan's Blog (extract) – 3<sup>rd</sup> June 2020]**

Generally the complexity and lack of clarity/notice of national 'unlocking' changes has led to difficulties and has allowed little time to ensure consistency and clarity in national (& local) restoration approaches regarding compliance policing and consequently ensuring equity and the legitimacy of approach.

### **Independent Advisory Group**

Staffordshire Police approached the recently formed (IAG) at the beginning of April 2020, with a request that the IAG assist Staffordshire Police (SP) to build insight into the needs, wants and assets of the communities served by SP, specific to the virus and to law and order, including sections of Staffordshire communities who may be (or hitherto may have been) underrepresented in the normal decision making processes. The purpose is to enable review and challenge, in order to gain insight that will be used to help shape the services that SP deliver to others, in order to build and maintain trust and confidence.

[IAG Interim Report 1 extract - 8<sup>th</sup> June 2020]

[GENERAL FEEDBACK] - There is general consensus from the IAG that the Staffordshire Police Compliance Plan and approach is appropriately proactive and proportionate. The strategy maintains visibility help deter crime and can serve as a reassurance to the public that the police are continuing to deliver a contextually responsive service and are providing this to the best of their ability in unprecedented and challenging circumstances











The “Explain, Engage, Encourage and Enforce” approach is proportionate in encouraging public compliance to deliver the Government-mandated response, working towards achieving (as far as possible) the control of the virus-spread, and in addressing some of the individual and group behavioural responses. If Staffordshire Police can be seen using a proportionate response in exercising their authority rather than moving to enforcement actions early, (an approach reportedly taken in some other Forces and manifested in the higher number of fines elsewhere which have drawn some criticism), this can surely only be beneficial for the police and public. It is reassuring to see that the focus has been around education rather than prosecution, which would be onerous, not cost-effective and of little benefit to achieving multiple positive outcomes.

**Service Delivery**

Community Impact Assessments are completed weekly across the force by each NPT’s including tension assessments and overall reviews of prevailing and emerging crime and incident patterns and trends within constituent communities. This includes assessments of Covid breach and ASB incidents, and more recently protest and mass gatherings.

Service has therefore been maintained both due to active resource management/prioritisation and as a consequence of a reduction in demand/calls for service and a fall in typical pre-Covid crime. The table below sets out a comparison in a number of key demand/crime areas comparing the Covid-period to date in 2020 (March 16<sup>th</sup> to June 14<sup>th</sup>) to the same period in 2019.

Table 3: Jafar Positional Summary – Demand/crime comparison 2020 to 2019 (16<sup>th</sup> March to June 14<sup>th</sup>)

<b>2019 Compared to 2020</b> <b>Total Crime (Storm)</b> 37% 		<b>Key Points</b>	
Domestic Incidents 3% 	ASB (incl CV19) 77% 	<ul style="list-style-type: none"> <li>- The force has got on top of demand</li> <li>- This has provided the opportunity to clear the decks, and therefore more rapidly adapt to meet the changing Covid regulations and patrol/police lockdown regulations as required (4E’s)</li> </ul>	
Rape 42% (Increase in the most recent week relates to a rise in delayed reports. 11 out of the 17 reports were committed pre Covid) 	Mental Health 24% 		
Domestic Burglary 37% 	Grade 3 incidents 32% (Increase related to Covid Tags and new Covid codes) 		
Vehicle Crime (all) 25% 	Custody 43% 		
	Missing Persons 40% 		

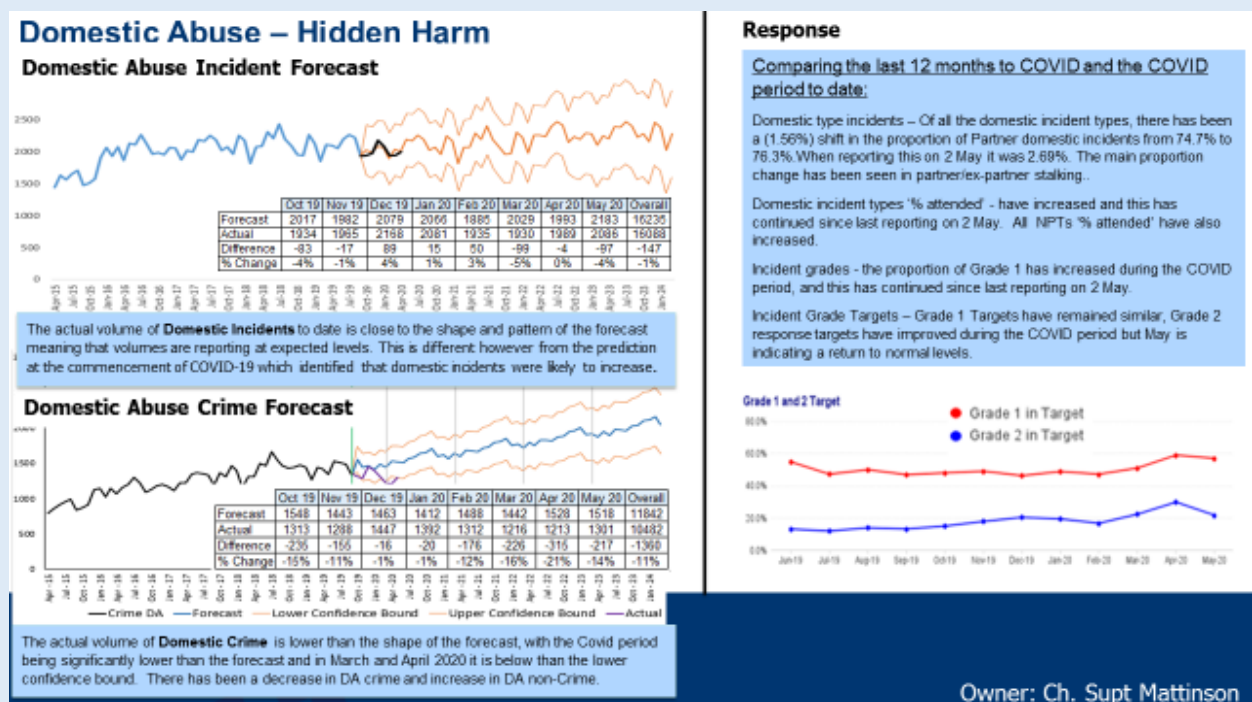
**Domestic Abuse**

The SCG structure saw the development of a safeguarding, vulnerability and partnership sub-group. This addressed concerns over a number of strands of vulnerability – one being Domestic Abuse. The aim of the group was to coordinate activity to mitigate victims being isolated and/or harmed as a consequence of them being in lock-down with the perpetrator – also recognising that the lockdown would lessen/prevent ‘traditional’ contact/referral opportunities with specialist support services.

Together with partners, including New Era, Glow, Pathway and Staffordshire Women’s Aid the force and SCO have ensured that contact and ‘escape’ facilities remained available, promoting this through the #YouAreNotAlone campaign and leading on work (now progressed nationally) to develop Safe-Places through pharmacies.

Despite a prediction that we might see an increase in DA overall the number of incidents has remained static over the Covid period, however this does mask a more complex picture within the data which shows DA crime falling and non-crime increasing as illustrated in the chart below. To understand this in more detail and offer reassurance that the reduction in crime is not driven by victim isolation NPT teams and partners have contacted all ‘silent’ repeat domestic abuse victims.

In addition lockdown has in itself been a protective factor where the victim and perpetrator do not live together.



[Helen, as chair of SGB DA sub-group may want to refine/edit and add further insight here]

## Mental Health

During the early Covid period demand for mental health support reduced. Subsequently in both Staffordshire and Stoke-on-Trent there has been a slow increase in demand in some areas for mental health support services but not at the level that would be expected or comparative to norms as of yet.

Whilst demand is reduced services are reporting that patients appear to be presenting as more acutely unwell than would have been expected in a pre-Covid environment. There is also a rise in admissions attributed to a reduction in the availability of ‘least restrictive options’ within the community and also families reporting that they are not receiving the same support offer from mental health teams.

Both Local Authorities report a higher referral rate than last year during the night-time service with weekends being particularly busy. This appears to be driven by an increase in assessments required for 16 & 17 yr olds. Both Local Authorities also report a shortage of Section 12 Doctor provision post-midnight.

Within children’s mental health services there is a substantial waiting list and referrals continue to come through with an expectation that this will continue to increase. In order to help with this recruitment is being

bought forward and offers of support are being investigated.

Following the learning gained in responding to the challenges of the Covid-period partners working in the mental health arena have created a new steering group to help them deliver changes at the required pace to more effectively cope with the changing demands.

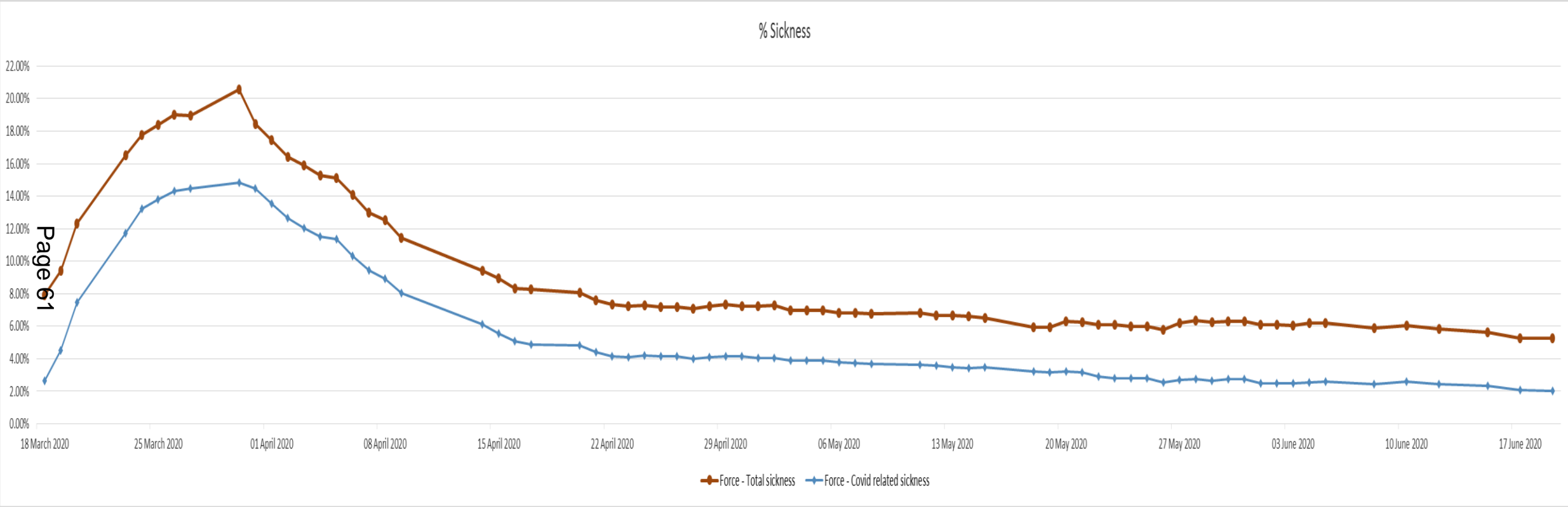
### **Unlocking & Recovery**

From an 'Unlocking' perspective, as the regulations are relaxed, the force will continue to understand and plan for the impact of unlocking in terms of anticipated rises in crime and demand combined with the traditional rise in ASB, violence and calls for service during the summer months.

Recovery, recognising that this will be 'recovery' to new ways of working, will gather pace and be embedded into the force's planning cycle. The LRF has established a Recovery Coordinating Group (RCG) chaired by the Chief Executives of both Stoke and Staffordshire Councils and DCC Baker will be the force representative as lead for the force recovery planning; the force has already agreed to take the lead on both developing (realising) learning around the new partnership-working approaches and to better understand community tension and cohesion issues as transition to the 'new-world' progresses.







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**Police, Fire and Crime Panel – 13<sup>th</sup> July 2020**

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

Report of the Staffordshire Commissioner

**1. Purpose of Report**

1.1 This report is to update the Police 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 2017 – 2020 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 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.

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

3.3a) 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.

3.3b) 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.

3.3c) 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.

3.4 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) Safe and Sound continues to deliver safety education programmes across the county and between January and March the team delivered to over 3,265 years 5 and 6 pupils which covered an average of 83% of the schools invited to participate. These sessions included fire safety in the home, money-wise, anti-social behaviour, water safety and seatbelt safety. The content of each of the session is determined with local partners to ensure the educational input meets the needs of the local areas.

Unfortunately the Coronavirus pandemic and subsequent lockdown meant that the physical activities planned for April, May and June has not taken place. However to ensure a continued delivery of community safety education of this nature the Safe and Sound team in conjunction with a number of partners has developed an online package which sees the delivery of a live lesson once a week for 12 weeks. This has been delivered through LearnLive who have provided their platform free of charge and the session follows a similar format with the delivery of specific workshops. As part of the lesson a live chat was also hosted giving viewers the opportunity to interact and ask questions during the lesson. The lesson can also be viewed after the event giving viewers the opportunity to complete the session at a time to suit them if they were unable to joint the live slot. Schools were also able to access the session and through the live chat facility and feedback being provided it is clear that 17 schools joined the live sessions.

The first live lesson took place on the 6<sup>th</sup> May and they have been running on a weekly basis since that date. In week 1 there were 1,272 registered log-ins and 766 messages posted on the live chat facility and during week 2 there were 1,458 registered log-ins and with over 4,000 hits on the website. The number of log-ins does not equate to the number of viewers as this may be a school class with 10 pupils that have logged in as a single user.

Work is now taking place exploring how this approach is added to the way in which Safe and Sound is delivered in the future as the engagement statistics indicate the value in further enhancing the delivery model.

- 4.1b) 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.

Between January and March the community facilities on the PFI 1 stations were used on 962 occasions for a total of 3723 hours. The facilities at the PFI 2 sites were used on a total of 1270 occasions equating to a total of 4863 hours.

Prior to the announcement of the lockdown as a result of the Coronavirus pandemic the Service had taken the decision to suspend all community use of these facilities in order to mitigate the potential for contamination at a station. The suspension continues and is likely to be in place for the foreseeable future.

The Shoebox Theatre Lunch & Play Reading Club have been using the facilities at Tamworth Mercia Community Fire Station for the last 2 years. The group provides a session once a month and welcomes all ages and circumstances to come together to read a play and chat over a buffet lunch.

The group was initially home based, that expanded over time and popularity, with the purpose to help reduce social isolation whilst improving local residents wellbeing. On average they have between 8–14 individuals attending on a regular basis. As a non-profit making organisation the lunches are funded or provided from local charities or churches. The group is advertised by a few posters within the local area, a Facebook page and website. The use of Tamworth Mercia fire station was vital to the continuation of the group as more members joined the need for a community facility was necessary.

The members stated that they thoroughly enjoy attending this group, with new friendships having been gained and activities outside the group now taking place. One member in particular said that if he did not have this activity, he could potentially be stuck inside his home for months at a time feeling sure this would have a negative impact on his wellbeing. A new member shared some of his personal experiences and how he had been diagnosed with bipolar he stated “the afternoon had been a refuge for him, he'd turned his phone off and really appreciated that quiet time.” The group has reduced the social isolation of its members, helping them to gain confidence and the members now have a network of friends that they did not have before.

- 4.1c) Over the last three months three Prince's Trust Team programmes were completed in Cannock, Tamworth and Stafford. A total of 27 participants graduated from the programmes with a high percentage going back into education on completion of their programme. Several community projects were undertaken which included work with the Friends of Hednesford Park which saw a mental health awareness trail being created and a clear-up of the heritage trail and war memorial. The project at Colnade Gardens in Highfields, Stafford came shortly after the site had been a victim of crime with equipment being stolen and vandalism affected the area. Planters were

rebuilt, new planting was provided along with some new equipment. Finally work was undertaken at Whittington Barracks to create an area of poppies in memory of those who lost their lives in military service.

The C19 lockdown had an impact on the face-to-face delivery of these programmes along with the Fairbridge and Get Started programmes however the team have used technology to maintain the links with participants. This has helped these young people keep a sense of advancement and connection with their fellow programme participants.

## 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.

- The Service attended 1844 incidents during Q4 19/20 compared to 1876 in Q4 18/19. This is a decrease of 32 across the quarter which represents a 1.7% decrease against the time period of 18/19. Over the quarter there have been fewer calls to false alarms and secondary fires however there has been an increase in special service calls. Over the last five quarters the trend in respect of all incidents being attended is in a downward direction.
- The Service attended 137 accidental dwelling fires in Q4 19/20 compared to 141 during Q4 18/19. Of these incidents 84 were classified as low severity and 53 as high severity, in comparison to 103 low and 38 high in Q4 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.
- During Q4 19/20 there were 6 injuries and 0 fatalities which occurred in accidental dwelling fires in comparison to 2 injuries and 2 fatalities during Q4 18/19. In all of these cases the individuals concerned fell within one or more of the SAME categories.
- During Q4 19/20 5318 safe and well visits were completed in comparison to 6942 in Q4 18/19. Due to the C19 pandemic revised prevention arrangements were established resulting in safe and well visits been stopped with the exception of where an immediate risk to life was identified. 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 582 referrals onto partner agencies were made from these safe and well visits compared to 693 during Q4 18/19.

- The Service attended 32 accidental business fires in Q4 19/20 in comparison to 31 in Q4 18/19. The top cause of this type of incident is faulty equipment which accounted for 10 of these incidents. Over the last 5 quarters the trend for this type of incident is in an upwards direction.
- The Service attended 150 RTC's during Q4 19/20 in comparison to 156 during Q4 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 21 occasions, whilst on 88 occasion's crews made either the vehicle or the area safe.
- The Service attended 4321 automatic fire alarm signals classed as unwanted fire signals during Q4 19/20 in comparison to 296 attended during Q4 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 514 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 in an upward direction.

4.2b) Work continues to progress well against the Services' Community Sprinkler project with Stoke-on-Trent City Council appointing the principal contractors for the third phase of their work. This work is scheduled to start this summer and will see a further 4 high rise blocks retro-fitted with sprinklers. These works are expected to be completed next year.

It is worth noting that on May 22<sup>nd</sup> there was a fire in a flat contained within Lindop Court in Hanley. The sprinkler system in this high rise block was only completed earlier this year and the chip pan fire was extinguished successfully on activation of the sprinkler system. This event marks the first sprinkler save of a building and clearly demonstrates the importance of this work. By extinguishing the fire during its early stages the sprinkler system



reduced the impact on the occupant of the flat and their neighbours. In addition based on the average cost (2008 Economic Cost of Fire Report) of an accidental dwelling fire £44.5k this financial cost will have also been considerably reduced.

Work at Lichfield Towers has recently seen a change in managing agents following an unexpected closure of the original company. Disappointingly this occurred the week before the show flat was scheduled for works to be completed. The new management agent however is committed to delivering the aspiration of the Directors to see this work through and this will be taken forward when the management company is in a position to revisit the work.

The C19 lockdown has impacted on our ability to formally meet and present our offer to Midland Heart for a further block in Lichfield. Once the restrictions are lifted this engagement will be progressed.

#### 4.3 Planning, resilience and response

##### 4.3a) Protection funding

As part of the work following phase 1 of the Grenfell Inquiry a further £20m of grant funding has been allocated to the sector in support of protection (fire safety) work. A total of £16m has been allocated directly to FRS's to drive improvement in this area of work, with the remaining £4m being allocated to the National Fire Chiefs Council.

The Service has received circa £115k of this grant funding which was allocated using a formula that took into account the number of high rise residential buildings (11m-18m) within the Service area and other high risk residential buildings such as registered care homes, student accommodation, hospitals and hotels. Data from the MHCLG building register was used in determining the number of these types of buildings within each Service area. The Service is reviewing this data against that held locally to ensure a match between the two data sets. A focus on the delivery of inspections and audits in these buildings will form a significant part of the Service's protection work over the next 18 months.

The funding is to be used to support the improvement in protection work and the Service's delivery in line with locally agreed integrated risk management plans and risk-based inspection programmes.

##### 4.3b) Whole-time recruitment

The Service commenced its whole-time firefighter recruitment campaign during the spring which saw over 2000 applicants with 15% being female and 5% being of a BME heritage. The applicants were invited to undertake the online tests which resulted in circa 420 being invited to the job related test

days. Of the applicants invited to the next stage 15% are female and 4.7% are from a BME heritage which reflects the percentages within the original number of applicants.

The C19 lockdown however resulted in a decision being taken to delay the job related tests events which require face-to-face sessions. The job related test events have been rescheduled for August followed by the assessment centres during September.

This has also meant a delay in running the first of 2 whole-time firefighter courses which will now start in Jan 2021 followed by the second course in September 2021. These two courses will see circa 30 new whole-time firefighters joining the Service in 2021 and commencing their apprenticeship.

#### 4.3c) COVID 19 Planning & Response

Separate report on the agenda

### **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**

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**Police, Fire and Crime Panel – 13<sup>th</sup> July 2020**

**SFRS Corporate Safety Plan 2020/23 – Update on  
consultation/preparation**

Report of the Staffordshire Commissioner

**1. Purpose of Report**

- 1.1 This report is for information. The purpose of this report is to provide detail about the consultation undertaken in developing the scope and context of the Safety Plan 2020-2024.

**2. Recommendation**

- 2.1 The Panel note the contents of the report and the preparation of the Safety Plan 2020-2024

**3. Background**

- 3.1 As a public sector organisation we have duties derived from legislation and a number of frameworks in order to ensure that we engage with our stakeholders on key decisions and developments or changes to the Service.
- 3.2 Alongside our statutory requirements is our own priority to understand our communities, businesses and partners in order to improve quality of life by delivering the highest quality, most fit-for-purpose public service possible. Doing so will enable us to adapt to the needs of our communities in order to provide the most effective and efficient services for those communities.
- 3.3 We recognise that it makes good business sense to involve our stakeholders, people and our communities in shaping the future direction of the Service. Therefore, we have invested in, and enhanced, our consultation, engagement and involvement with local communities, partners and businesses with the aim of clearly establishing 'customer' expectations.
- 3.4 The objectives of the Safety Plan 2020-2024 consultation were:
- to engage with our people, our communities and other stakeholders and give them the opportunity to have a say in the future of the Service,
  - to raise awareness of our priorities and proposed changes to service delivery

- to gather feedback that can be used to support the direction and drafting of the Safety Plan 2020-2024
- to ensure that the consultation is as inclusive as possible
- to communicate our intention of consulting with our communities on more specific proposals moving forward.

3.5 This approach was adopted as to consolidate best practice and previous learning to design and deliver a stakeholder and staff consultation programme that would involve a broad and diverse cross section of the demographics of the community of Staffordshire and Stoke-on-Trent.

#### **4. Progress/action to Date**

4.1 Consultation involved multiple internal and external stakeholders and was supported by Shared Service's Safety Plan Communication Strategy:

- our staff, including Shared Service staff and Fire Control
- rep. bodies
- volunteers
- Staffordshire Commissioner's Office
- Councillors, MPs
- other Fire and Rescue Services
- Local Authorities (City, County, Borough/District, Town/Parish)
- partner organisations
- businesses and business groups
- community groups

4.2 Establishing contact with these groups enabled a well-rounded approach to consultation, covering a comprehensive range of individuals and groups that are key in delivering the Service, be it through service users, partnership and collaboration, or otherwise.

4.3 In order to effectively recruit participants, targeted promotion and publicity channels were used, tailoring our approaches dependent on the stakeholder group being targeted for participation

4.4 This process included:

##### **External**

- Draft Safety Plan documents were prepared, incorporating the consultation questions to assist participants in focussing on the main proposals for consultation. Copies were provided to all fire stations
- An on-line survey was developed (SurveyMonkey). Printed copies were available from the Shared Services Communications team on request. Copies were provided to all fire stations
- Dedicated web pages on the Service's website were published, containing links to the online survey and the draft Safety Plan
- Twitter Updates and reminders were tweeted to followers, Facebook updates and reminders were posted to followers and both formats were used to post questions/themes online to encourage discussion/feedback.

- Letters and emails were written and sent to key stakeholders as contact initiation and engagement
- Media releases/activity about the consultation and events to raise awareness and encourage participation were published and provided to partner organisations

#### Internal

- Intranet updates, iNews and reminders were published on a regular basis to encourage participation in the consultation with the use of internal Screensavers.
- Focus groups and meetings were undertaken involving the various delivery groups, operational crews/watches and support and shared services.

4.5 With regards to the online survey, a 22 question survey was developed and communicated using the online survey software SurveyMonkey. 10 questions were mandatory focussing on our priorities and the proposals set out in the draft Safety Plan. The remaining 12 questions were voluntary and focussed on Participant Demographics – Characteristics, Location, Communication and Contact.

4.6 Links to the draft plan and survey were communicated to interested parties using the methods set out above. In order to ensure key stakeholders and hard to reach groups were included a number direct communications were sent to:

Parish Councils:	174	
Other fire and rescue services:	48	
Main Councils:	10	
'Other' Partners:	32	(e.g. NHS, Chambers, Police etc.)
Member Support depts.	9	(who acted as conduit to their members)

4.7 There were also 22 direct communications sent to religious and cultural contacts – the details of which were provided by the Equality and Diversity Manager. The majority were places of worship. The survey ran from February 17 to March 22, 2020. Using a mixed method design of both quantitative and qualitative methods allowed for the capture of great detail that may have been otherwise missed, whilst also providing quantifiable numbers on opinions and thoughts. 239 responses were received via the online survey.

4.8 Once obtained, the qualitative data was prepared for thematic analysis. This involved digitizing the data, securely storing it in an active spreadsheet, which was then sorted into emerging themes. Each theme being counted for frequency to give initial impressions of opinion prevalence. Key quotes were then highlighted within the spreadsheet, and utilised in this summary report describing general and poignant opinions and suggestions.

4.9 Focus groups and staff meetings were organised to encourage engagement during the development of the new Safety Plan and findings from these sessions were taken into account when preparing the draft plan. At least 29 focus groups took place comprising members of operational crews, Prevent

& Protect, and other support and Shared Services teams. The numbers of participants was not recorded in every instance, but confirmed figures indicate a minimum of 203 people took part in these sessions.

4.10 The dedicated Safety Plan web-page received 941 page views – of which:

280 from Facebook  
113 from Twitter  
15 from Instagram  
84 from intranet  
175 from search engine  
57 from email.

4.11 In total, a minimum of 1,678 instances of individual contact initiation were made across the various approaches. This figure includes focus groups, direct communications being sent to relevant and identified organisations/individuals, survey responses, social media, emails/correspondence received.

4.12 The above figures, however, do not include the individuals made aware of the plan by the word of mouth through the Service Delivery Groups, team meetings, Social Media engagement and the people who came into contact with the idea of the Safety Plan through other, more passive, means of advertisement such as local press, links on partner websites, etc.

4.13 Appendix A, Contains the full report on the consultation process. Appendix B Contains the Draft Safety Plan 2020-2024

## **5. Conclusion**

5.1 A large amount of both qualitative and quantitative data was recorded over the course of the Service's consultation period. These have been interpreted through thematic analysis and descriptive statistics respectively.

5.2 The findings of the consultation were taken into account when further developing the Safety Plan for final sign-off. Many of the comments received will help to inform us of those areas where we may need to provide more information or adapt the way we communicate to provide greater understanding. They also give us an indication of those areas where support is perhaps not as strong and in those instances we need to ensure that we are open and transparent and engage in further detail when we have specific proposals to discuss with local communities and groups who may be directly affected by any changes we make

5.3 Our communities have responded that:

- they would like more information and detail about our review of the way we use and crew our vehicles
- they are supportive of us collaborating with partners with particular support for working with the ambulance service
- whilst they strongly support our desire to increase the diversity across the Service, over a third of respondents stated that merit should not be overlooked

- there is concern that any changes to our on-call crewing system may lead to greater response times suggesting we will need to clearly communicate the benefit of any changes we make to improve understanding
- they are apprehensive about the impact of reduced funding and that this may lead to job losses and closure of fire stations
- any changes we make should be to improve the efficiency and effectiveness of our Services rather than simply to cut costs.

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

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# Safety Plan 2020-2024 Consultation report

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# 1. Overview

*The purpose of this report is to provide detail about the consultation undertaken in developing the scope and context of the Safety Plan 2020-2024.*

Whether it be preventing and protecting people from fire and other risks, or responding effectively to the incidents and emergencies that occur the government's [Fire and Rescue National Framework for England](#) recognises that local fire and rescue services are best placed to identify, plan, prepare, and deliver a suitable service to make communities safer. The National Framework requires us to provide an assessment of all foreseeable fire and rescue related risks across Staffordshire, make provision for our prevention and protection activities and respond to incidents appropriately. This assessment takes the form of an Integrated Risk Management Plan (IRMP), which we call our *Safety Plan*.

The framework states that an IRMP should cover at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that we are able to deliver an effective service. Whilst our previous IRMP covered a three-year period (Corporate Safety Plan 2017-2020), we have agreed that the current Safety Plan would cover a four period (2020-2024) to tie in with the Staffordshire Commissioner's term of office.

The Commissioner's plan and Staffordshire Fire and Rescue Service's Safety Plan are subject to scrutiny by the Police, Fire and Crime Panel. Whilst these plans can be combined, we have agreed to develop separate plans. However, in developing our Safety Plan we have taken into account the four strategic priorities set out in the Commissioner's Fire and Rescue Plan and the detailed requirements of the National Framework:

- Prevention and early intervention
- Protecting Staffordshire and its people
- Public Confidence
- Service Reform.

The Safety Plan sets out our intentions and a broad outline of our activities which will support these priorities and are driven by our assessment of the risks across the county.

The development of the new Safety Plan 2020-2024 began in the summer of 2019, with the formal public consultation period running from February 17 until March 22, 2020. The consultation period enabled the fulfilment of both our statutory and moral duties to consult, ensuring that suitable and appropriate information was provided to a wide ranging and representative sample of the populations within Staffordshire and Stoke-on-Trent.

We want our communities to help us to shape, improve and transform our prevention, protection and response activities to make Staffordshire safer, meet the challenges of reduced public sector funding and reflect the changing demands and risks placed on the Service. Feedback and opinion about our priorities has been sought through a process of ongoing consultation and engagement detailed later within this report.

As we are operating in a period of unprecedented challenge we acknowledge that, more than ever, our plans need to be flexible and the way we operate may need to change. We have been open and honest with our communities about this and, as our plans develop over the next four years we propose that we will consult with them about specific proposals in more detail, so that we can continue to ensure that our activities continue to reflect what they expect from their local fire and rescue service.

## Impact of COVID19

The consultation period for the Safety Plan 2020-2024 ran from February 17 until March 22, 2020, during which time national and local government have had to adapt and react to the emerging global COVID19 flu pandemic. Part of these measures at a local level has seen the elections for the new Staffordshire Commissioner, which were scheduled for May 2020, postponed until May 2021. Matthew Ellis, the current Commissioner, will remain in office until the new Commissioner is elected in 2021.

The Commissioner is required to approve the Safety Plan and it was agreed at Service Governance Board on January 30, 2020 that the current Corporate Safety Plan 2017-2020 would remain in place until August 2020 to allow time for the new Commissioner to take office and fully understand the plan and amend as they see necessary. The new Safety Plan was set to be approved by the new Commissioner in the summer of 2020, however in light of the current restrictions and interim measures that have been put in place the Safety Plan will now be formally signed-off by Matthew Ellis instead.

It is difficult to tell what (if any) impact the COVID-19 pandemic has had on the level of response to the Safety Plan Consultation. As the formal consultation period overlapped with the emerging crisis it is highly likely that focus of our people, partners and communities was diverted and engagement dropped off.

## 2. Our Consultation Duties

*As a public sector organisation we have duties derived from legislation and a number of frameworks in order to ensure that we engage with our stakeholders on key decisions and developments or changes to the Service.*

The current Government provides the Revised Best Value Statutory Guidance, a framework that guides the Service in making “arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. This Guidance re-enforces the duty to consult set out in Section 3 of the Local Government Act 1999. The Guidance states that consultation with “representatives of a wide range of local persons” is “not optional”.

First published in July 2012, and revised in 2018, the National Framework for Fire and Rescue Services sets out clear expectations that “Fire and Rescue Authorities are accountable to their communities for their actions and decision making. They need to have transparent processes in place to deliver this and engage with their communities to provide them with the opportunity to influence their local Service. Local accountability is a vital check on the services provided by Fire and Rescue Authorities”.

Alongside our statutory requirements is our own priority to understand our communities, businesses and partners in order to improve quality of life by delivering the highest quality, most fit-for-purpose public service possible. Doing so will enable us to adapt to the needs of our communities in order to provide the most effective and efficient services for those communities.

We recognise that it makes good business sense to involve our stakeholders, people and our communities in shaping the future direction of the Service. Therefore, we have invested in, and enhanced, our consultation, engagement and involvement with local communities, partners and businesses with the aim of clearly establishing ‘customer’ expectations.

## 3. Consultation Objectives

The objectives of the Safety Plan 2020-2024 consultation were:

- to engage with our people, our communities and other stakeholders and give them the opportunity to have a say in the future of the Service;
- to raise awareness of our priorities and proposed changes to service delivery;
- to gather feedback that can be used to support the direction and drafting of the Safety Plan 2020-2024;
- to ensure that the consultation is as inclusive as possible; and
- to communicate our intention of consulting with our communities on more specific proposals moving forward.

This approach was adopted as to consolidate best practice and previous learning to design and deliver a stakeholder and staff consultation programme that would involve a broad and diverse cross section of the demographics of the community of Staffordshire and Stoke-on-Trent.

## 4. Equality, Diversity and Inclusion Considerations

People Impact Assessments are also being developed as part of the development of the Safety Plan priority areas to ensure that all our services are delivered in a manner that meets the needs of our diverse communities. The People Impact Assessments will remain 'live' documents, amended and expanded in line with the Safety Plan as it also develops as a 'live' document. This will allow us to continue to adapt our services to meet the needs of Staffordshire and Stoke-on-Trent's broad and diverse communities, and allow us to apply due regard to the groups within those communities.

The Equality and Diversity Manager has been an integral part of the consultation process. Insight and direction has been offered ensuring that due consideration was paid to equal, diverse, fair, and inclusive consultation, as is set out by national guidelines. Staffordshire Fire and Rescue Service are committed to maintaining the Excellent Level of the Fire and Rescue Equality Framework.

## 5. Consultation and Communication Strategy

Consultation involved multiple internal and external stakeholders and was supported by Shared Service's Safety Plan Communication Strategy:

- our staff, including Shared Service staff and Fire Control
- rep. bodies
- volunteers
- Staffordshire Commissioner's Office
- Police Fire and Crime Panel
- Councillors, MPs
- other Fire and Rescue Services
- Local Authorities (City, County, Borough/District, Town/Parish)
- partner organisations
- businesses and business groups
- community groups

Establishing contact with these groups enabled a well-rounded approach to consultation, covering a comprehensive range of individuals and groups that are key in delivering the Service, be it through service users, partnership and collaboration, or otherwise.

*In order to effectively recruit participants, targeted promotion and publicity channels were used, tailoring our approaches dependent on the stakeholder group being targeted for participation.*

*External*

- Draft Safety Plan documents were prepared, incorporating the consultation questions to assist participants in focussing on the main proposals for consultation. Copies were provided to all fire stations
- An on-line survey was developed (SurveyMonkey). Printed copies were available from the Shared Services Communications team on request. Copies were provided to all fire stations
- Dedicated web pages on the Service’s website were published, containing links to the online survey and the draft Safety Plan
- Twitter Updates and reminders were tweeted to followers, Facebook updates and reminders were posted to followers and both formats were used to post questions/themes online to encourage discussion/feedback.
- Letters and emails were written and sent to key stakeholders as contact initiation and engagement
- Media releases/activity about the consultation and events to raise awareness and encourage participation were published and provided to partner organisations

*Internal*

- Intranet updates, iNews and reminders were published on a regular basis to encourage participation in the consultation with the use of internal Screensavers.
- Focus groups and meetings were undertaken involving the various delivery groups, operational crews/watches and support and shared services.

With regards to the online survey, a 22 question survey was developed and communicated using the online survey software SurveyMonkey. 10 questions were mandatory focussing on our priorities and the proposals set out in the draft Safety Plan. The remaining 12 questions were voluntary and focussed on Participant Demographics – Characteristics, Location, Communication and Contact.

Links to the draft plan and survey were communicated to interested parties using the methods set out above. In order to ensure key stakeholders and hard to reach groups were included a number direct communications were sent to:

Parish Councils:	174	
Other fire and rescue services:	48	
Main Councils:	10	
‘Other’ Partners:	32	(e.g. NHS, Chambers, Police etc.)
Member Support depts.	9	(who acted as conduit to their members)

There were also 22 direct communications sent to religious and cultural contacts – the details of which were provided by the Equality and Diversity Manager. The majority were places of worship.

The survey ran from February 17 to March 22, 2020. Using a mixed method design of both quantitative and qualitative methods allowed for the capture of great detail that may have been otherwise missed, whilst also providing quantifiable numbers on opinions and thoughts.

- 239 responses were received via the online survey.

Once obtained, the qualitative data was prepared for thematic analysis. This involved digitizing the data, securely storing it in an active spreadsheet, which was then sorted into emerging themes:

- *Development of diversity across the Service*
- *Use, development and location of vehicles and achievement of response times*
- *Delivering improvements in efficiency, use of targeting and delivering prevention work*
- *Staffing issues, including recruitment, retention and availability levels*
- *Collaboration and partnership working*
- *Concern over cuts and reductions in service provision*
- *Issues relating to access to the Safety Plan*
- *Delivery of support to businesses and protection work*

- *Environmental issues and how the Service should deal with them*

Each theme being counted for frequency to give initial impressions of opinion prevalence. Key quotes were then highlighted within the spreadsheet, and utilised in this summary report describing general and poignant opinions and suggestions.

Focus groups and staff meetings were organised to encourage engagement during the development of the new Safety Plan and findings from these sessions were taken into account when preparing the draft plan. At least 29 focus groups took place comprising members of operational crews, Prevent & Protect, and other support and Shared Services teams. The numbers of participants was not recorded in every instance, but confirmed figures indicate a minimum of 203 people took part in these sessions.

The dedicated Safety Plan web-page received 941 page views – of which:

280 from Facebook

113 from Twitter

15 from Instagram

84 from intranet

175 from search engine

57 from email.

In total, a minimum of 1,678 instances of individual contact initiation were made across the various approaches. This figure includes focus groups, direct communications being sent to relevant and identified organisations/individuals, survey responses, social media, emails/correspondence received.

The above figures, however, do not include the individuals made aware of the plan by the word of mouth through the Service Delivery Groups, team meetings, Social Media engagement and the people who came into contact with the idea of the Safety Plan through other, more passive, means of advertisement such as local press, links on partner websites, etc.

## 8. Results of the Consultation

A large amount of both qualitative and quantitative data was recorded over the course of the Service's consultation period. These have been interpreted through thematic analysis and descriptive statistics respectively.

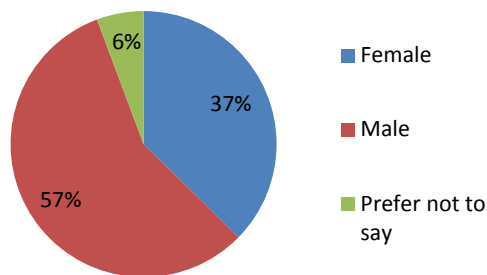
### 8.1. Participant Demographics

Participant demographics were recorded for those that engaged with the online survey, showing a snapshot of the people across the county. The figures recorded aligned similarly with the population demographics seen across Stoke-on-Trent and Staffordshire, showing a representative sample of both areas, and paying close mind to equality, diversity, and inclusion efforts in accordance with Local Government Act 1999.

The following charts and figures describe the 158 people that responded to the voluntary respondent characteristics section of the online survey:

#### Respondent Characteristics

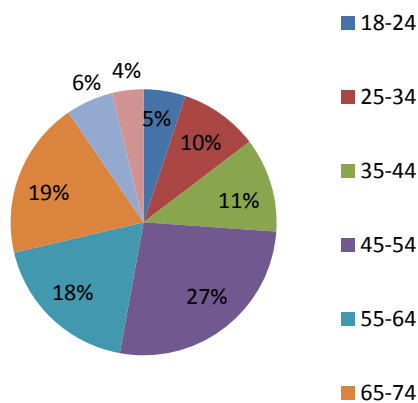
##### Gender



**Response Rate: 66%**

Response	Number
Female	59
Male	90
Prefer not to say	9
<b>Total</b>	<b>158</b>

##### Age



**Response Rate: 66%**

Response	Number
18-24	8
25-34	15
35-44	18
45-54	42
55-64	29
65-74	30
75+	9
Prefer not to say	6
<b>Total</b>	<b>157</b>

##### Ethnicity

Response	Number
Asian/Asian British	2
Black/African/Caribbean/black British	1

Asian/Asian British	2
Black/African/Caribbean/black British	1

Mixed/multiple ethnic groups	1
Other (please specify)	1
Prefer not to say	7
White British or Irish	145
<b>Total</b>	<b>157</b>

**Response Rate: 66%**

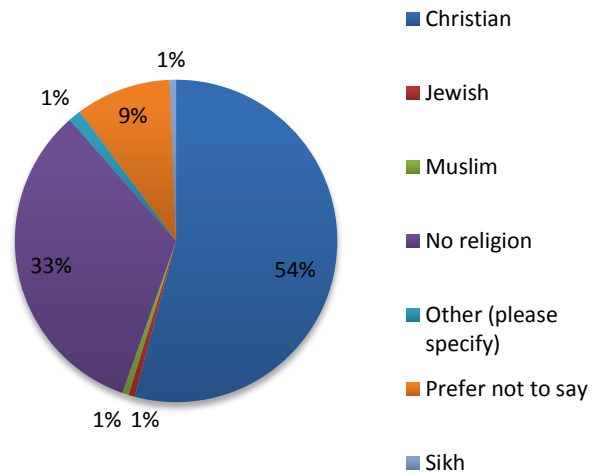
*Not graphed, due to the disparity of response levels*

*Other respondent specified English*

### Religion

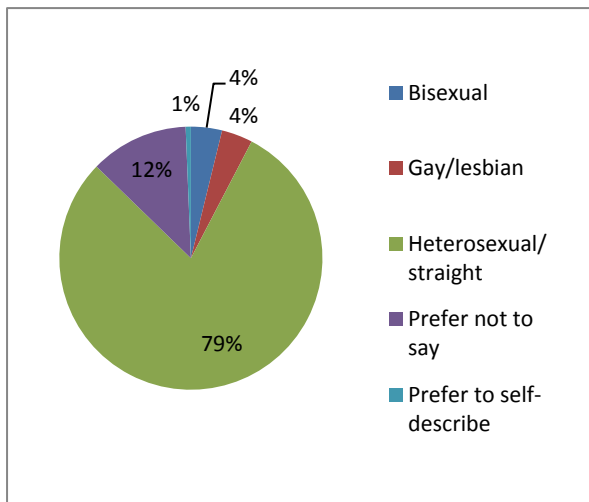
**Response Rate: 66%**

Response	Number
Christian	85
Jewish	1
Muslim	1
No religion	52
Other (please specify)	2
Prefer not to say	15
Sikh	1
<b>Total</b>	<b>157</b>



*Other Responses: Secularist, Jedi*

### Sexual Orientation



Response	Number
Bisexual	6
Gay/Lesbian	6
Heterosexual/straight	126
Prefer not to say	19
Prefer to self-describe	1
<b>Total</b>	<b>158</b>

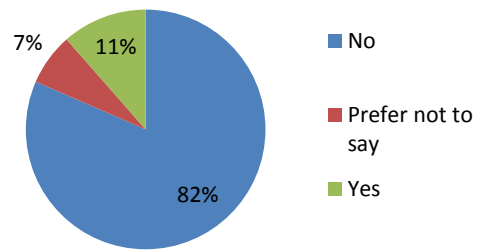
**Response Rate: 66%**

*Prefer to self-describe Cisfemale*

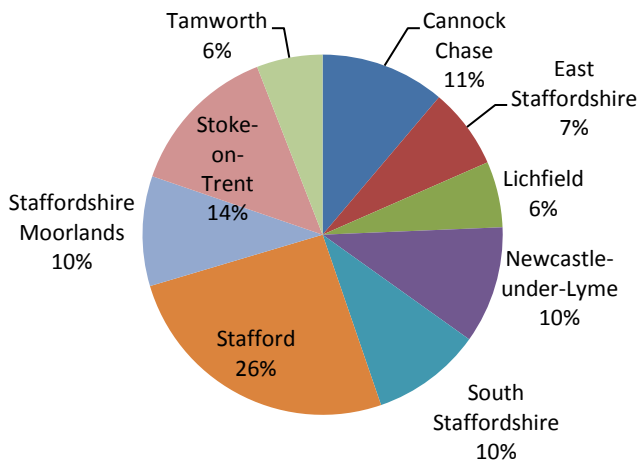
### Disability

Response	Number
No	128
Prefer not to say	11
Yes	18
<b>Total</b>	<b>157</b>

**Response Rate: 66%**



**Residence Location**



Response	Number
Cannock Chase	17
East Staffordshire	11
Lichfield	9
Newcastle-under-Lyme	16
South Staffordshire	15
Stafford	39
Staffordshire Moorlands	15
Stoke-on-Trent	21
Tamworth	9
<b>Total</b>	<b>152</b>

**Response Rate: 64%**

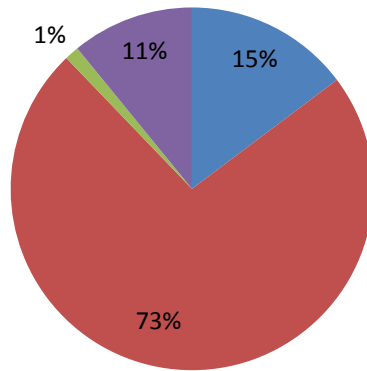
**Respondent Type**

Response	Number
Staffordshire Fire and Rescue Service employee	23
An individual	114
A relative of an employee of Staffordshire Fire and Rescue Service	2
An organisation	17
<b>Total</b>	<b>156</b>

**Response Rate: 65%**



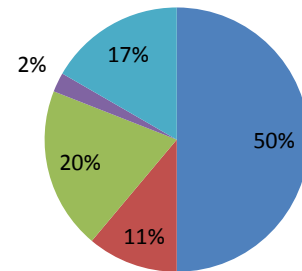
- An employee of Staffordshire Fire and Rescue Service
- An individual
- A relative of an employee of Staffordshire Fire and Rescue Service
- An organisation



**Communication and contact**

***Contact with us***

Contact Type	Number
Community event / group meeting	63
Fire incident	14
Fire station open day / event	25
Road traffic incident	21
Safe and Well visit	21
<b>Total</b>	<b>126</b>



- Community event / group meeting
- Fire incident
- Fire station open day / event
- Road traffic incident
- Safe and Well visit

**Respondents citing contact with us: 53%**

**Contact: Other Contact Types Cited**

<b>Other (Contact Type)</b>	<b>Number</b>
Audits, familiarisation visits, crews carrying out exercises.	1
Central Heating Boiler.	1
Community Room/Site User	8
Councillor and volunteer	1
Drill nights	1
Employee	12
Ex-Employee	3
Fire risk assessment assistance	1
Fire safety professional	1
Firefighter	1
General Interest	1
Huntington Parish Council	1
<i>"I am a member of bloodbikes"</i>	1
Scene of incident	1
<i>"I work in Fire control"</i>	1
Kier Workplace Services Employee	1
Engage at Community Events	1
Observed via social media	1
Prefer not to say	1
Fire Station visit	1
Prevent visit	2
Partner Engagement	2
Through Staffordshire Commissioner's Office	1
Volunteer	1

### **Closest Fire Station**

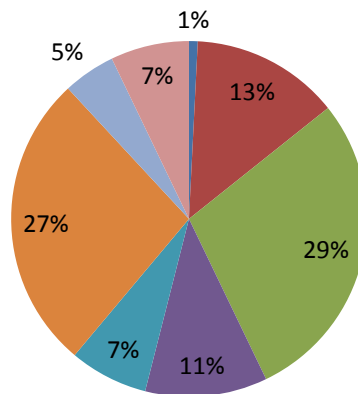
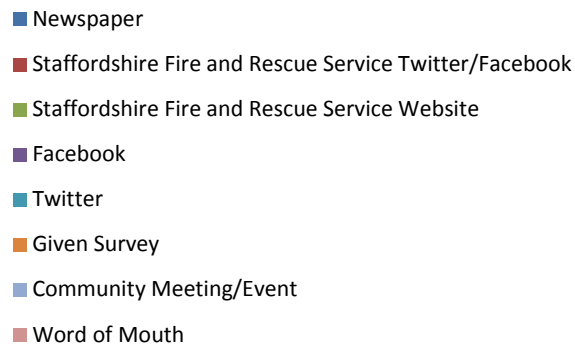
<b>Station</b>	<b>Number</b>
Abbots Bromley	2
Barton-under-Needwood	1
Biddulph	4
Billbrook and Codsall	3
Brewood	1
Burslem	1
Burton	10
Cannock	8
Chase Terrace	7
Cheadle	7
Eccleshall	5
Gnosall	6
Hanley	8
Ipstones	1
Kidsgrove	5
Kinver	4
Leek	3
Lichfield	4
Loggerheads	2
Longton	8
Newcastle	11
Penkridge	2
Rising Brook	3
Rugeley	7
Sandyford	1
Stafford	9
Stone	10
Tamworth	7
Tamworth Mercia	3
Uttoxeter	1
Wombourne	2
<b>Total</b>	<b>146</b>

**Response rate: 61%**

**How did you hear about the Consultation?**

Response	Number
Newspaper	1
Staffordshire Fire and Rescue Service Twitter/Facebook	17
Staffordshire Fire and Rescue Service Website	36
Facebook	14
Twitter	9
Given Survey	34
Community Meeting/Event	6
Word of Mouth	9
<b>Total</b>	<b>126</b>

**Response Rate: 53%**



### How did you hear about the Consultation: Other?

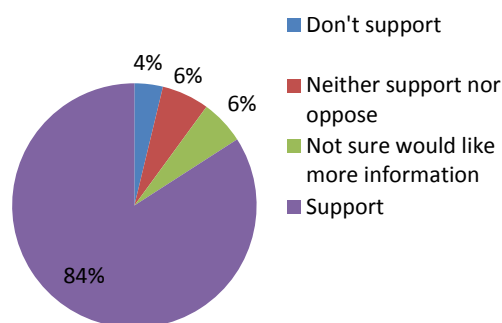
Response	Number
As part of Parish Council consultation	1
Cannock Chase District Council	1
Cannock SNP	1
Council	1
Council meeting	1
Email	24
Email from Council	1
Email from Stoke.gov	1
Email received as a councillor	1
Emailed following job application	1
Employee	1
Instagram	1
Parish council	3
Prefer not to say	1
<i>"Sent to me by Andrew Bailey SBC"</i>	1
Stoke North Safe Neighbour Panel - Police	1
Text Message	1
Through Council as a local Councillor	1
UHNM Staff Bulletin	1
<b>Total</b>	<b>44</b>

### 8.2. Quantitative Results

The following charts show the breakdown of responses received from the online survey. The charts will be followed by a brief description of their results:

Each year we visit approximately 25,000 homes to deliver Safe and Well visits. We also visit around 400 business and other non-domestic premises to enforce fire safety legislation. This helps keep people safe in their homes and in the buildings that they work and visit. We would like to target the most vulnerable people to visit and support them with our Safe and Well visits and increase the number of premises we visit to help with their fire safety procedures. How do you feel about us balancing the prevention work we do between keeping buildings and vulnerable people safe?

Response	Number
Don't support	9
Neither support nor oppose	15
Not sure would like more information	14
Support	201
<b>Total</b>	<b>239</b>



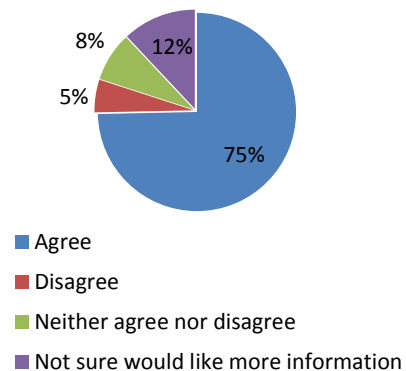
**Response Rate: 100%**

- There is strong support for this proposal with well over three-quarters of respondents in favour of the way we intend to balance our prevention and protection activities.

We currently have a range of different vehicles, equipment and crewing systems. We would like to increase the range of options available to us so that we can tailor our approach to best suit each emergency. We believe this would make us more efficient and effective. Do you agree?

Response	Number
Agree	168
Disagree	12
Neither agree nor disagree	18
Not sure would like more information	27
<b>Total</b>	<b>225</b>

**Response Rate: 94%**

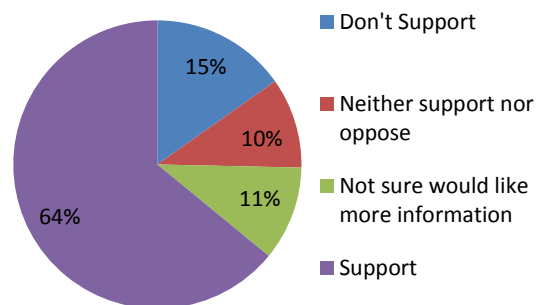


- Once again there is strong support for this proposal to review the way we use our vehicles and crew them to ensure we are more efficient and effective. Whilst there is very little objection to this suggestion, a number of respondents indicated they would like additional information to be able to make a more informed decision.

We propose to look at the way we crew our fire engines and review our on-call fire fighter duty system to see how we can maximise our availability for responding to emergency calls. Currently, we require on-call firefighters to live or remain within five minutes of a fire station whilst on-call. This restricts the pool of talented people we can recruit. We would like to expand the areas we recruit from, as this will help us to keep our fire engines available. How do you feel about this?

Response	Number
Don't support	33
Neither support nor oppose	22
Not sure would like more information	23
Support	139
<b>Total</b>	<b>217</b>

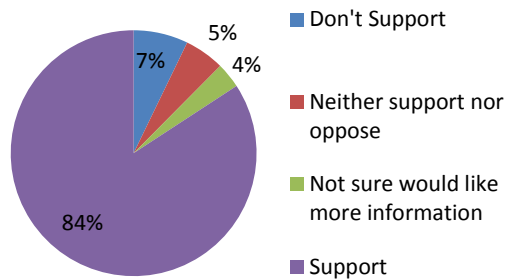
**Response Rate: 91%**



- This question whilst still supported by over half of respondents saw a more marked deviation in response with almost one-fifth of respondents not supportive of this proposal. Also, a quarter or respondents were either negative or wanting more information - this could be indicative of a lack of a wider understanding of our duty systems which suggests there is perhaps more we need to do to improve awareness around this topic to gain more support. As this is an anonymous survey, it is unclear whether those respondents who do not support this proposal are members of the public or employees of the Service.

We propose to continue exploring ways of working collaboratively with partners, such as police and health, to improve our effectiveness and efficiency. The focus of this work will be to improve the

safety, health and wellbeing of our people and our communities rather than looking primarily to save money. How do you feel about this?

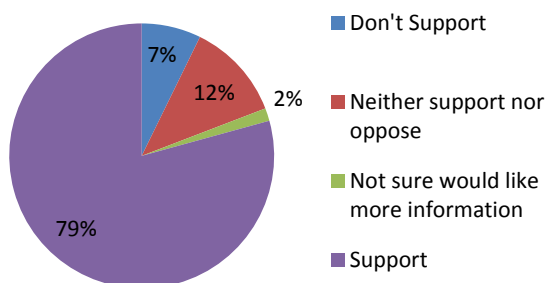


Response	Number
Don't support	15
Neither support nor oppose	11
Not sure would like more information	7
Support	176
<b>Total</b>	<b>209</b>

**Response Rate: 87%**

- There was a largely positive response with the majority of respondents supportive of this proposal.

We propose to publish our Safety Plan as a live document on our website rather than publish in printed format, as this is more efficient and better for the environment. Readers will be able to print their own hard copy for reference if they wish to do so. By doing this we will also be able to demonstrate the clear links between the priorities in our Safety Plan, the risks we face across Staffordshire and how our local station plans support our prevention, protection, and response activities. This means we can also adapt our plan in line with the changing needs of our communities and clearly show you the impact or effect of any changes we make. Do you support this idea?



Response	Number
Don't support	13
Neither support nor oppose	24
Not sure would like more information	3
Support	153
<b>Total</b>	<b>193</b>

**Response Rate: 81%**

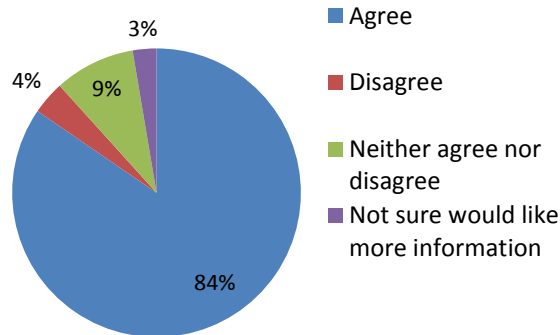
- Once again respondents were on the whole supportive of this proposal, with a slightly greater number being indifferent. The question is perhaps less open to controversial response being focussed on the way we communicate our plans and intentions, rather than the way we deliver our Services.

As our plans develop over the next four years we want you to help us shape, improve and transform our prevention, protection and response activities to make Staffordshire safer, meet the challenges of reduced public sector funding and reflect the changing demands and risks placed on the Service. When we have specific proposals to discuss, we propose that we will consult with you in more detail. We will do so in a way that helps us understand the effects of such proposals whilst making best use of our resources. Do you agree with this approach?

Response	Number
Agree	159
Disagree	7

Neither agree nor disagree	17
Not sure would like more information	5
<b>Total</b>	<b>188</b>

**Response Rate: 79%**

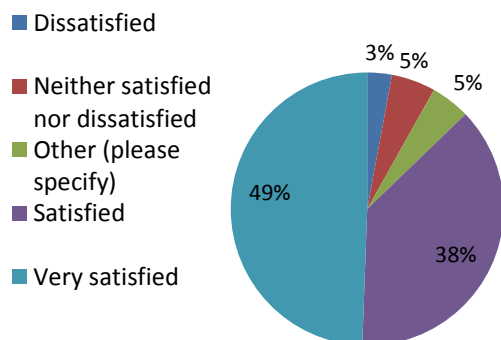


- This is supported overall, which when viewed with other questions around communication suggests that respondents on the whole welcome the chance to engage with us regarding future proposals so that they have a better understanding of any changes we may need to make.

Taking everything into account that you know about us, how satisfied are you with the services Staffordshire Fire and Rescue Service provide?

<b>Total</b>	<b>172</b>
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**Response Rate: 72%**



Response	Number
Dissatisfied	5
Neither satisfied nor dissatisfied	9
Other (please specify)	8
Satisfied	65
Very satisfied	85



- Almost 90% of respondents were either Very Satisfied or Satisfied with the services we provide.

### 8.3. Qualitative Data

Data was analysed using thematic analysis techniques, helping to establish nine overarching themes that all qualitative data could be categorised under. The key themes, a short summary of the theme, and their prominence in responses through their database entry count follow:

#### **Development of diversity across the Service**

- *The majority of responses support the Service's proposal to improve its diversity culture. Whilst 58% of these comments were agreeing that we should improve our diversity across the Service, 35% commented that the drive for diversity should not override merit*

The theme of diversity contained 81 entries.

#### **Use, development and location of vehicles and achievement of response times**

- *The question of increasing turn in areas produced various comments, predominantly concern over possible increased response times. Consideration of how operational vehicles might be developed and located to best effect was also included in a number of responses*

The theme of concern over costs contained 58 entries.

#### **Delivering improvements in efficiency, use of targeting and delivering prevention work**

- *Comments cite the importance of prevention and of effective targeting especially of vulnerable people. Also the need to develop efficient working practices and to use data to evaluate decisions and actions*

The theme of prevention and improving efficiency and effectiveness contained 45 entries.

#### **Staffing issues, including recruitment, retention and availability levels**

- *Responses include support for the use of volunteers, issues relating to crewing and the recruitment and retention of on-call fire fighters*

The theme of staffing issues contained 33 entries.

#### **Collaboration and partnership working**

- *Responses overall support the proposal to develop partnerships and collaborative working, with particular mention given to the benefits of collaborating with the ambulance service*

The theme of collaboration and partnership working contained 31 entries.

#### **Concern over cuts and reductions in service provision**

- *There were a number of comments expressing concern over any potential reduction in service provision due to reduced funding including fear of job cuts and closing fire stations. The most common comment was that any changes made should focus on making improvements rather than reducing costs*

The theme of concern over costs contained 27 entries.

#### **Issues relating to access to the Safety Plan**

*Some comments expressed reservations that online publication may limit the availability of the plan to vulnerable groups or those without access to technology*

The theme of concern over costs contained 27 entries.

#### **Delivery of support to businesses and protection work**

- *A number of comments favour the prioritisation of visits to businesses, particularly if this is based on risk*

The theme of protection work to support businesses contained 14 entries.

#### **Environmental issues and how the Service should deal with them**

- *Comments primarily support the Service planning its response to the demands posed by environment threats*

The theme of environmental issues contained 8 entries.

## **9. Consultation summary**

The findings of the consultation will be taken into account when further developing the Safety Plan for final sign-off. Many of the comments received will help to inform us of those areas where we may need to provide more information or adapt the way we communicate to provide greater understanding. They also give us an indication of those areas where support is perhaps not as strong and in those instances we need to ensure that we are open and transparent and engage in further detail when we have specific proposals to discuss with local communities and groups who may be directly affected by any changes we make.

Our communities have responded that:

- they would like more information and detail about our review of the way we use and crew our vehicles
- they are supportive of us collaborating with partners with particular support for working with the ambulance service
- whilst they strongly support our desire to increase the diversity across the Service, over a third of respondents stated that merit should not be overlooked
- there is concern that any changes to our on-call crewing system may lead to greater response times suggesting we will need to clearly communicate the benefit of any changes we make to improve understanding
- they are apprehensive about the impact of reduced funding and that this may lead to job losses and closure of fire stations
- any changes we make should be to improve the efficiency and effectiveness of our Services rather than simply to cut costs.





## Report to the Police, Fire and Crime Panel – 13 July 2020

### Update on Information Technology Contract with Boeing Defence UK

Report of the Staffordshire Commissioner

#### 1. Introduction

- 1.1 The report updates the panel on the delivery of improvements through the strategic partnership based contract with Boeing Defence UK (BDUK) for IT services and the exit arrangements for the contract end date of 30<sup>th</sup> June 2020.

#### 2. Recommendation

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

#### 3. Background

##### Contractual

- 3.1 The Police and Crime Commissioner (PCC) entered into a strategic partnership based contract with BDUK on 1<sup>st</sup> April 2016 (Decision OPCC/D/201516/027 refers). The contract was estimated to have a value of £110 million over 10 years, inclusive of revenue and capital funding.
- 3.2 The decision to outsource IT services followed two independent reviews into the efficacy of the previous in-house service, both of which concluded that it and the infrastructure and systems that it was responsible for were in need of significant improvement and modernisation.
- 3.3 Operational Contract management responsibilities rest with the Chief Constable through his s151 Officer and his Head of Commercial Management.
- 3.4 As detailed previously to the Panel, the Commissioner made a decision on 18<sup>th</sup> December 2019 to mutually terminate the contract with BDUK on 30<sup>th</sup> June 2020. As set out in Decision Form SCP-D-201920-006, the primary reasons for this mutual separation are that: -
- BDUK has made a strategic and corporate decision to no longer have an interest in UK policing;
  - With the delivery of the Niche records management system prior to 30<sup>th</sup> June 2020, Staffordshire Police will have completed their most significant ICT investment ever.
- 3.5 The Decision Form also provided detail on the options appraisal and business case that assisted the decision to mutually terminate. As from 1<sup>st</sup> July 2020, the

service will revert to an insourced delivery model i.e. Staffordshire Police will become the employer and take full responsibility for the service.

## Delivery

3.6 At the time of departure, the BDUK contract will have been in place for four years of the maximum ten available. Core services provided by BDUK fall into the following categories: -

- Server, storage and core infrastructure
- Service delivery
- End User services
- Networks
- Security
- Portfolio Management

Each service category is broken down into further sub-categories and then into specific service activities for which there is an indicative baseline volume, assumptions and where appropriate, service hours e.g. 24/7, 8am – 5pm etc.

3.7 The IT service provided by BDUK is both routine day to day activity and developmental. For example, routine management of a helpdesk facility, triaging and solving problems experienced by individual users through to new technology being introduced, or implementing a national priority at the local level.

3.8 At the more strategic end of the business, the Commissioner has, since the commencement of the contract, agreed at the request of the Chief Constable, to support a number of technological and service improvements through Decision Forms. Decision Forms are utilised for key decisions only, for example where the financial value is above the delegated authority that the Chief Constable has. Key decisions are summarised in the table below for the first 3 years of the contract; all of these have been published and are in the public domain, if further information is required.

Year / Ref	Description
<b>2016/17</b>	
OPCC/D/201617/032	Body Worn Video (2 <sup>nd</sup> generation)
<b>2017/18</b>	
OPCC/D/201718/007	ESN Work Packages
OPCC/D/201718/023	WP034 Strategic Back Up Solution
<b>2018/19</b>	
OPCC/D/201819/001	WP035 Single Unified Network

OPCC/D/201819/004	Core Policing Platform Mobilisation (Phase 1)
OPCC/D/201819/005	WP072 Strategic Infrastructure Solution
OPCC/D/201819/006	WP026 National ANPR Solution
OPCC/D/201819/013	Niche Core Policing Platform (Phase 2)

- 3.9 The key decisions taken by the Commissioner and requested by the Chief Constable are either infrastructure-based i.e. stabilising networks, providing storage, or are developmental i.e. providing for service improvement. The most significant developmental project is the development of the Core Policing Platform (Niche), which replaced 12 core systems that are between 8 and 20 years old, with one single integrated record management system. The investment required in both people and resources represents the single largest development in recent years. Niche was implemented successfully in Staffordshire Police by BDUK in May 2020.
- 3.10 Substantive benefits of Niche and other BDUK developmental work include greater efficiency as end of life systems are retired, with the introduction of new and more modern technology used across a significant proportion of forces across the UK. Those using newer technology i.e. police officers and staff, are enabled to be more effective in their role and this is evident through a number of new technologies that are now embedded in the service e.g. body worn video, mobile data and will become the case with Niche and future initiatives.
- 3.11 BDUK have also undertaken work to increase the overall security and mitigate risk, such as the migration of the secondary data centre off site (for business continuity/disaster recovery); implementation of regular system backups (for systems previously not backed up); upgraded core internet access; replaced all Airwave radio handsets; installed a new IP telephone system; upgraded ANPR systems across the county; and introduced CISCO ACI technology (for future network management). Much of this is infrastructure improvement, which will have long-term benefits often unseen by the end user.
- 3.12 As well as the benefits detailed above, the rollout of the National Enabling Programme (NEP) will modernise policing through the tools available to officers and staff. BDUK will have delivered the first phase of this development prior to the contract exit date on 30<sup>th</sup> June 2020, with rollout of the technology in autumn 2020.

### **Exit Arrangements**

- 3.13 One of the key aspects of the BDUK exiting and Staffordshire Police becoming responsible for delivery, is the transition of people through TUPE arrangements. The people transition work continues at pace, with the majority of current BDUK staff now aligned to new roles within the future operating structure. All vacancies have been advertised and the recruitment process of shortlisting and interviewing is now taking place. Conditional offers have been made for the 'mission critical' roles to support the new helpdesk function, with vetting and confirmed start dates being finalised. Owing to the risk to operations, mitigation measures are also in place to cover the workload of critical roles where new

appointments aren't able to join prior to 1<sup>st</sup> July. The risk of flight for other key staff the force may wish to retain is now considered to have subsided.

- 3.14 The current COVID-19 pandemic has placed additional strain on the successful delivery of the transition, not only BDUK's ability to still deliver any contracted work packages and business as usual support (including the engagement of specialist 3<sup>rd</sup> parties who have been unable to attend site), but also Staffordshire Police's ability to monitor activity and potentially recruit to vacancies within the new structure.
- 3.15 At the time of writing, there remains one significant work package to be delivered by BDUK and a number of others with work to be undertaken before they can be closed down. The NEP work package is intended to provide an initial readiness position before a broader implementation and development of a compliant NEP environment by the in-house IT team can then follow later in the year.

### **Governance and Assurance**

- 3.16 Given the magnitude and complexity of the BDUK contract, it has been necessary to ensure that governance and assurance arrangements are robust. The contract signed in 2016 was developed with significant specialist and legal support to ensure that the Commissioner and the Chief Constable had advantageous terms and that has continued to be the basis of what is provided and how ultimately the relationship is managed.
- 3.17 The partnership based contract has been subject to independent internal audit reviews during its lifetime, given that its complexity, value and nature creates a level of risk. A 2017/18 audit focused on evaluating the adequacy of processes in place to manage identified risks and the extent to which controls had been applied. The outcome of the internal audit was to give substantial assurance, the highest level of assurance possible. A 2019/20 audit considered the revised operational governance structure in place to manage and report upon the Boeing contract, together with the linkage to the strategic governance of the contract. The audit opinion was that 'substantial assurance' could be taken for the operational governance framework and 'partial assurance' for the strategic governance elements. Both audits provided assurance to the Commissioner and Chief Constable and as is the case with all audits, resulted in improvement actions for Staffordshire Police and the Commissioner to implement.
- 3.18 The transition to the new insourced delivery arrangements on 1<sup>st</sup> July 2020 has since the exit agreement was reached with BDUK, had its own governance arrangements that focus on ensuring business continuity, ensuring BDUK deliver to contract / exit terms and dealing with commercial and other transitional issues.

### **Financing**

- 3.19 The Commissioner was presented with a robust options appraisal and business case by Staffordshire Police prior to deciding that the insourcing option was the favoured option.



- 3.20 The Panel have previously requested information on the costs of the BDUK contract to the Commissioner and Staffordshire Police. Given the insourcing that will take place on 1<sup>st</sup> July 2020, comparisons can be made between the cost of the BDUK contract in the last year and the cost of direct provision.
- 3.21 A straight financial comparison of future core service provision shows that the insourced option selected is circa 3% more expensive per annum, than continuation of the BDUK contract would be. However, balanced against this extra cost are economies that will arise from additional work packages funded through capital resources, because profit margin will no longer play a part and because the new staffing structure makes greater allowance for developmental support. It is also the case that any savings on software contract renewals will fall 100% to the Commissioner.
- 3.22 In the round therefore, the revised arrangements are expected to be no more costly than continuation of the current contract would be, on an ongoing basis. There has also been a significant settlement agreement from BDUK to the Commissioner in respect of the contract exit. This will particularly assist in strengthening the infrastructure that supports the effective running of IT systems. In addition, non-financial benefits also arise; the service has improved considerably from the time that the BDUK contract was let and now, as an in-house service there should be greater flexibility to meet need, without the overhead of commercial negotiations. This is particularly relevant given the PCC's commitment to enhance IT and Digital capabilities through the current years precept rise.
- 3.23 To secure improved efficiency and effectiveness in future years, Staffordshire Police recognises that it needs to strengthen its strategic IT planning. This is particularly pertinent given the constraints on capital funding over the medium term and the ongoing fiscal challenges relating to maximising the benefit of Digital investment.

**Matthew Ellis**

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

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**Report to the Police Fire and Crime Panel – 13 July 2020**

**Staffordshire Police – HMICFRS Peel Inspection 2018/19**

Report of the Staffordshire Commissioner

**1. Introduction**

To update the Panel on the response of Staffordshire Police to the 2018/19 HMICFRS PEEL inspection report.

**2. Recommendation**

That the Panel note the update from Staffordshire Police on their response to the latest HMICFRS PEEL report and make comment, or raise issues that should be addressed by the service, or by the Commissioner.

**3. Background**

The attached inspection record document summarises the outcomes of the 2018/19 HMICFRS PEEL inspection of Staffordshire Police and provides specific updates on the Areas for Improvement identified by the Inspectorate.

It should be noted that there are no Recommendations identified within the HMICFRS report; these are the more serious issues that the Inspectorate identify during an inspection process.

The overall outcome for Staffordshire Police is Good, with each of the themes also being graded as Good. Whilst the report shows clear progress from 2017/18 and previous years, there is more to do, as recognised by the Chief Constable and the force.

Future challenges for policing are significant and will require further development from both a strategic and operational sense, in order to further progress. The impact of Covid-19 is a case in point.

Staffordshire Police's 2019 Force Management Statement (FMS) was utilised by HMICFRS as part of the overall PEEL inspection methodology. The annual assessment (undertaken by forces since 2018) focuses on identifying future demand pressures set against the status of the workforce and other assets available to the force. This in turn informs strategic decision making and change processes to enable a police service to best meet predicted demand. The statement underpins the forces corporate planning cycle as well as supporting a wide range of HMICFRS inspection activity. For 2020 all forces have not been required to submit a refreshed


FMS to HMICFRS due to the policing focus on the response to Covid-19; however, Staffordshire Police has continued to prepare an interim assessment to support strategic planning for 2021 and beyond.

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

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# PCC and CC Force Inspection response record

Version:

<b>Force</b>	Staffordshire
<b>Police and Crime Commissioner</b>	Matthew Ellis
<b>Chief Constable</b>	Acting Chief Constable Nick Baker
<b>Title of inspection</b>	Police effectiveness, efficiency and legitimacy 2018/19 An inspection of Staffordshire Police
<b>Inspectorate</b>	 <p>Her Majesty's Inspectorate of Constabulary and Fire &amp; Rescue Services</p>
<b>Summary of inspection</b>	<p>The force is good at preventing crime and anti-social behaviour. It investigates crime well and continues to improve the quality and supervision of investigations. The force has improved how it assesses and responds to people at risk. It works closely with other agencies to make sure vulnerable victims are protected. Staffordshire Police understands the current and future demand for its services much better than it has done previously. It has used this information to develop strong financial and workforce plans for the future. Senior leaders ensure that the workforce understands the importance of treating the public and each other with fairness and respect. The force continues to uphold an ethical culture and promote the standards of professional behaviour it expects.</p>
<b>Grade</b>	Good
<b>Recommendations</b>	None
<b>Areas for improvement</b>	<p><b>EFFECTIVENESS</b> <b>Investigating Crime</b></p> <ul style="list-style-type: none"> <li>The force needs to improve its oversight and understanding of those wanted for criminal offences, ensuring they are both circulated on the Police National Computer and actively sought.</li> </ul> <p><b>Force Update:</b> <i>The force has undertaken extensive work to further understood the issues regarding the wanted missing process. There has been improved oversight into the management of this which is supported by a clear, digitised process. Supervisory management is in place to progress cases of PNC wanted missing. This now features as part of daily business for front line staff and supervisors.</i></p>

- The force should ensure that it is fully compliant with the Code of Practice for Victims of Crime with victim contact details consistently recorded and updated.

**Force Update:**

*Victims and witnesses is one of 5 strategic priorities for Staffordshire Police. A recent refresh of delivery plans against this demonstrate a sharper focus on outcomes for victims and a realignment to recent amendments to the national victim's code of practice (VCOP) . VCOP forms part of all internal audit and scrutiny work to monitor compliance against the code. There is robust Governance in place through both the strategic level Service Improvement and Organisational Learning Board and operational level Service Effectiveness Board. The recent implementation of the Records Management System – NICHE within force will also enhance the ability to capture and maintain detailed and accurate records around victims.*

**Protecting Vulnerable People**

- The force should implement the necessary processes to share information with schools in relation to children affected by domestic abuse incidents, to ensure information is shared as quickly and effectively as possible.

**Force Update:**

*Work has been on going over the previous 2 years to develop and implement a feasible approach. A Joint funding bid was made to the Home Office Children Affected by Domestic Abuse Fund with Staffordshire Local Authority. Unfortunately the bid was unsuccessful. Therefore a manual process was considered following a pilot conducted within South Staffs LPT. Evaluation of the pilot concluded that this was not a viable option due to demand and capacity issues. However the most recent implementation of NICHE now provides the opportunity for an automated notification process to be developed and Staffordshire is working with a neighbouring force to understand their delivery model to develop a multi-agency approach for consideration as part of the next phase of the NICHE implementation plan during Autumn 2020.*

**LEGITIMACY**

**Ethical and lawful workforce behaviour**

- The force should ensure that it uses an effective process for its workforce to refer ethical concerns. This includes giving regular feedback about the decisions the force makes, to encourage more submissions of ethical dilemmas, and support individual and organisational learning.

**Force Update:**

*Ethical dilemmas are at the heart of the training new staff and newly promoted supervisors receive which is delivered by the Anti-Corruption Unit. The 'What If' programme is centred on Ethical Dilemmas and targets and the force uses the National Crime Agency (NCA) threat assessment process to consider any risks around the three nationally identified areas; information management; abuse of powers or police authority; and inappropriate associations. PSD are seeking to deliver a further series of Ethical Dilemmas that will be rolled out with the support of Corporate Communications to engage staff and seek views.*

*Additionally, senior leaders and the HIVE survey specifically seek feedback on the Forces decisions and approach to significant matters – a recent examples being the policing of COVID19. These generate discussion and challenge in specific engagement sessions.*

- The force should monitor its vetting decisions, to identify disparities and disproportionality (e.g. BAME groups) and act to address those as necessary.

**Force Update:**

*The force currently monitors Initial Vetting Checks (IVCs). This is the initial checks prior to an application being submitted. The force only discontinues on 'firm' grounds at this stage e.g. a previous conviction which makes the subject ineligible. Matters which require more in depth assessment, such as a historic drink drive conviction or declared financial issues, are progressed. There is ongoing work to provide further analysis to identify the grounds for failure, such as convictions, non-conviction data. Once developed fully, this will lead to a better understanding of what reasonable steps can be taken to remove any barriers identified. The Professional Standards Unit (PSU) is linked in with Force Information Systems (FiS) development to ascertain what changes can be made to monitor any disproportionality at final vetting i.e. following conditional offer. This work will be informed by any national amendments to vetting authorised practice which is currently being reviewed. The force has an early understanding of what this is likely to look like and is developing recording, monitoring and analysis in line with this.*

- The force should ensure that its counter-corruption unit:
  - has enough capability and capacity to counter corruption effectively and proactively; and
  - can fully monitor all of its computer systems, including mobile data, to proactively identify data breaches, protect the force's data and identify computer misuse.

**Force Update:**

*During 2020, the PSU (including ACU) is due to undertake significant change which is timely following the introduction of new national regulations. The changes will better align resources to the anticipated demand across the department. There will be an investment of investigative capability. Recent developments in the ACU have already seen the transformation of the workforce mix to work toward this aim. All staff are now either Professionalising Investigation Programme (PIP) 2 trained or are working toward PIP 2 accreditation. An extra investigating officer has been recruited to the department and another member of staff seconded from the PSU. There is also work in place to secure an additional 2 Detective Constables, which was recognised by an independent work place analysis.*

The Staffordshire Commissioner's Office has welcomed the findings of today's (Friday 7 February) report by HM Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS), which praises the work of Staffordshire Police as 'good' across all areas.

Staffordshire Commissioner for Police, Fire and Rescue and Crime, Matthew Ellis said: 'It's good to see the independent inspectorate are so positive about policing in Staffordshire and Stoke-on-Trent. It is well deserved and the force is doing a good job.'

'Staffordshire is one of only four areas across England and Wales where crime is falling and the work of the police has rarely been so important, from being a reassuring presence in communities to protecting the public, if needed, in the most extreme circumstances.'

### Chief Constable's response

Temporary Chief Constable Nick Baker said: "I am pleased that HMICFRS has assessed Staffordshire Police as a good force and there is recognition of the hard work shown by colleagues to improve service for local communities.

"However, we continue to focus on the many existing and emerging challenges facing policing and the report will help to inform our future plans."

I was also pleased that inspectors highlighted the force's ongoing focus on upholding an ethical culture and promoting the standards of professional behaviour it expects, and that we understand the importance of treating the public and each other with fairness and respect. This is welcome and comes at a time when the force, in line with a national over-haul, is introducing a reformed approach to how complaints and conduct matters are dealt with to focus more on reflection and learning from mistakes. This links in with our ambition in force to continue to change how we lead and work with a greater focus on trust driven policing.

The force has previously had mixed reports from HMICFRS so I am especially pleased with this 'Good' rating. It reflects the hard work, willingness and energy shown by colleagues to address previous areas for improvement and deliver a better service for local communities.

To tackle high levels of demand, growing complexity and vulnerability and increases in serious violent crime, the force implemented a new operating model in 2018. This included investment in neighbourhood policing, prioritising prevention and early intervention, increased capacity in investigations and a modernised response service. The force also invested last year in developing a missing persons investigation team, enhanced roads policing capability, digital investigations, disruption capability and forensic triage which are now starting to deliver a better service and outcomes for local communities.



**STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL**

**13 July 2020**

**WORK PROGRAMME PLANNING 2020-21**

**Report of the Secretary**

Recommendation

That the Panel note the dates of future meetings and considers the contents of its Work Programme for 2020 -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.

There are a number of reports/matters which the Panel is required to consider:

*Police and Crime Matters:* the proposed Policing and Crime Precept each year, the Police and Crime Plan, The Commissioners Annual Report on the delivery of the Plan, Confirmation Hearings for a number of key posts and Reports on the Handling of Complaints.

*Fire and Rescue Service Matters:* The proposed Fire and Rescue Service Precept each year, the draft Fire and Rescue Plan/Corporate Safety Plan (incorporating the Integrated Risk Management Plan), the Annual Statement of Assurance and Confirmation Hearings for key posts in the Service.

As members will be aware due to the COVID 19 Pandemic the May 2020 elections for Police, Fire and Crime Commissioners were cancelled and the Commissioners Term of Office was extended until 6 May 2021. The Commissioner has reported elsewhere on this agenda on the effect of COVID 19 on the delivery of his Strategic Plan and service delivery by the Fire and Rescue and Police Services. Those reports will help members in determining their Work Programme. Pending members’ discussions the draft below only reflects the Panels statutory responsibilities.

	<b>Agenda Items</b>
Monday 3 February 2020 – Informal Workshop	<ul style="list-style-type: none"> <li>• Policing Numbers</li> </ul>
Monday 10 February 2020 (2pm)	<ul style="list-style-type: none"> <li>• PFCC’s proposed <b>Policing and Crime</b> Budget and Precept 2020/21</li> <li>• PFCC’s <b>Fire and Rescue Service</b> Budget and Precept 2020/21</li> <li>• PFCC’s DRAFT Annual Report</li> </ul>

	<p>2019/20</p> <ul style="list-style-type: none"> <li>• Fire and Rescue Service Statement of Assurance 2018/19</li> <li>• HMICFRS Review of the Staffordshire Fire and Rescue Service 2018/19</li> </ul>
Monday 27 April 2020 (pm) CANCELLED	
Monday 13 July 2020 (pm)	<ul style="list-style-type: none"> <li>• Extension of Co-optees term of office</li> <li>• Changes to Procedural Rules due to COVID 19</li> <li>• Home Office Grant - 2019/20 expenditure and 20/21 Allocation</li> <li>• Annual Report on the Handling of Complaints</li> <li>• Commissioner's proposals for extended period of office</li> <li>• COVID 19 Effect on Policing and Fire and Rescue resources</li> <li>• HMICFRS PEEL report 2018/19</li> <li>• SFRS Corporate Safety Plan 2017 – 2020 Update on Delivery</li> <li>• SFRS Corporate Safety Plan 2020/23 – Update on consultation/preparation</li> </ul>
Monday 26 October 2020 (pm)	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
Monday 1 February 2021 (pm)	<ul style="list-style-type: none"> <li>• PFCC's proposed <b>Police</b> Budget and Precept 2021/22</li> <li>• Consideration of the PFCCs proposed <b>Fire and Rescue</b> Budget and Precept 2021/22</li> </ul>
Monday 15 February 2021 <b>(Provisional)</b>	<ul style="list-style-type: none"> <li>• If required, Further consideration of proposed Police Budget 2021/22 and/or Fire And Rescue Budget and Precept 2021/22</li> </ul>
Spring 2021 meeting date to be arranged taking account of Purdah for 6 May 2021 Police, Fire and Crime Commissioner Elections	
Summer 2021 meeting date to be confirmed	<ul style="list-style-type: none"> <li>• Appointment of Chairman</li> <li>• Appointment of Vice-Chairman</li> <li>• Meet the new Commissioner</li> <li>• Appointment of Independent Co-Opted Member</li> </ul>

J Tradewell (Secretary to the Panel)  
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