



Staffordshire Police, Fire and Crime Panel

14:00 Monday 26 October 2020
Meeting to be conducted using TEAMS

John Tradewell
Secretary to the Panel
Friday 16 October 2020

AGENDA

1. **Apologies**
2. **Declarations of interest**
3. **Minutes of the meeting held on 13 July 2020** (Pages 1 - 8)
4. **Decisions published by the Police, Fire and Crime Commissioner (PFCC)**

Fire

- 2020/21 002 - Tamworth Belgrave Shared Estate
<https://staffordshire-pfcc.gov.uk/cms/wp-content/uploads/SCPF-D-202021-002.pdf>

Police

- 2020/21 002 – Crest Support to LCJB Performance Framework Product
<https://staffordshire-pfcc.gov.uk/cms/wp-content/uploads/SCP-D-202021-002-4.pdf>
- 2020/21 003 – Space 2020
<https://staffordshire-pfcc.gov.uk/cms/wp-content/uploads/SCP-D-202021-003.pdf>
- 2020/21 004 – Purchase of X2 Taser Devices
<https://staffordshire-pfcc.gov.uk/cms/wp-content/uploads/SCP-D-202021-004.pdf>

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

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

STAFFORDSHIRE FIRE AND RESCUE SERVICE

6. **COVID 19 (Staffordshire Fire and Rescue Service) - Update** (Pages 9 - 14)
7. **Medium Term Financial Strategy (MTFS) Fire and Rescue Service- Update** (Pages 15 - 24)
8. **Fire and Rescue Service Safety Plan 2020 /24 - Update** (Pages 25 - 34)

STAFFORDSHIRE POLICE

9. **COVID 19 (Staffordshire Police)- Update** (Pages 35 - 38)
10. **Medium Term Financial Strategy (MTFS) Staffordshire Police - Update** (Pages 39 - 50)
11. **Safer, Fairer, United Communities for Staffordshire - Update** (Pages 51 - 58)
12. **Implementation of Reforms to the Police Misconduct and Complaints Regulations 2020** (Pages 59 - 66)
13. **Questions to the PFCC by Panel Members**
14. **Dates of Future Meetings and Work Programme** (Pages 67 - 70)

Membership	
Lesley Adams	Stoke-on-Trent City Council
Paul Darby	Co-Optee
Stephen Doyle	Tamworth Borough Council
Ann Edgeller	Stafford Borough Council
Brian Edwards MBE	South Staffordshire District Council
Simon Gaskin	East Staffs Borough Council
Tony Holmes	Staffs Moorlands District Council
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

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

Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 13 July 2020

Present: Stephen Sweeney (Chairman)

Stephen Doyle
Ann Edgeller
Brian Edwards
Tony Holmes

Helena Maxfield
Keith Walker
Ashley Yeates

Also in attendance: Matthew Ellis, Glynn Dixon, David Greensmith

Apologies: Lesley Adams, Paul Darby, Simon Gaskin and Susan Finney (ETAP Observer)

PART ONE

48. Appointment of Chairman

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

The Chairman referred to the recent appointment to the Panel of:

Cllr Lesley Adams – Stoke on Trent City Council
Cllr Alan Pearson – Cannock Chase District Council

49. Appointment of Vice-Chairman

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

50. Declarations of interest

There were no declarations of interest on this occasion.

51. Minutes of the meeting held on 10 February 2020

RESOLVED – That the minutes of the Panel meeting held on 10 February 2020 be confirmed and signed by the Chairman.

52. Temporary Amendments to Panel's Procedural Rules due to COVID 19 Epidemic

The Panel received details of temporary changes to their procedural Rules reflecting the provisions for meetings and access to information during the Covid-19 emergency, as provided for under The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authorities and Police and Crime Panel Meetings) (England and Wales) Regulations 2020. These Coronavirus Regulations came into effect from 4 April

2020 – 6 May 2021 and provided for virtual meetings, addressing issues around members' attendance, voting and public and press access to meetings and documentation.

RESOLVED - That the temporary amendments to the Panels' Procedural Rules be approved.

53. Independent Co-Opted Member - Extension of Term of Office

The Police Reform and Social Responsibility Act 2011 required that the Panel appoint two independent co-opted members. Under the Panels' Procedural Rules co-optees serve a four year period of office, renewable for a further four years. Mr Paul Darby, Panel Co-optee, will have completed his second term of office in September 2020. Due to Covid-19 the recruitment process, which would have begun in April, has been unable to take place. Consequently, the Panel agreed measures to allow Mr Darby to serve for an additional nine month period expiring in June 2021.

RESOLVED – That the temporary relaxation of the Procedural Rule restricting Co-optees' Term of Office to two Terms be approved to enable the re-appointment of Mr Darby for a further nine months from 16 September 2020.

54. Questions to the PFCC from Members of the Public

There were none at this meeting.

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

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

- *Movement of Staffordshire Police Northern Response Hub to Hanley Fire Station (Decision no. SCP(Fire)202021/001)*

Members asked for clarification over the financial benefits set out for this decision, with an explanation that the £1.8m saving was anticipated capital cost required for refurbishing Hanley Police Station. Discussion centred around the PFI lease and rental of Hanley Fire Station, the cost of improvements to enable the relocation and comparative costs of refurbishing Hanley Police Station.

Fire and Rescue Service Transformation Funding Grant monies would be used to make the necessary refurbishments at the Fire Station to accommodate the Police. This Fire Service funding was available for collaborative blue light projects, with the Home Office having been consulted in its use for this project.

- *Vehicle allowance for Staffordshire Police Executive Team (Decision no. SCP(Police) 202021/001)*

Members queried the saving suggested within the decision notice by the change to a car allowance of £7000.00 per annum when added to the essential user

allowance and mileage claims. This decision was in line with a national initiative and affected only a very small number of senior personnel.

RESOLVED – That the decisions be noted.

56. Home Office Grant 2019/20 and Allocation for 2020/21

The Home Office allocates a grant to the Local Authority that acts as the 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 the Grant is an amount of up to £920.00 per annum for each panel member to meet expenses and costs uncured in carrying out their role. 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. (Notice had been received of a Grant allocation for 2020/21 of £64,340 which was a return to the original Grant level.)

As the Host Authority for the Staffordshire Panel, Staffordshire County Council was required to formally accept the grant offer for 2019/20 and was responsible for its use. The terms of the Home Office Grant Agreement stated that the Police, Fire and Crime Panel would "publish" as a minimum on their website details of all expenditure, including Panel administration costs and individual members' expenses and allowances. Panel Members received details of the expenditure to be published.

RESOLVED – That the report on the Panel expenditure of the Home Office Grant and the 2020/21 allocation be noted.

57. Annual Report on the Handling of Complaints against the Commissioner 2019/20

Under the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2021 the Panel had statutory responsibility for handling and recording complaints, purported complaints and conduct matters about the Police, Fire and Crime Commissioner for Staffordshire and his Deputy. An analysis of complaints received over the last 12 months showed there had been four complaints from three individuals and Members received details of any actions taken resulting from these, noting that none had been entered into the formal complaints process.

RESOLVED – That the report be noted.

58. COVID 19

a) Safer, Fairer, United Communities Strategy Update- Effect of COVID 19

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. As a result of Covid-19 the Police, Fire and Crime Commissioner elections were postponed to May 2021. Consequently, the Staffordshire Commissioner had updated his strategy for this interim period, determining that priorities set out in the Strategy should remain broadly the same for his extended term of office,

but with a refocus on resources to take account of the emergency situation created by the pandemic. A plan, "Covid-19 Response 2020/21", had been issued to:

- ensure that there was sufficient workforce to respond to the crisis and that their safety and wellbeing needs were met;
- hold both services to account for service delivery in a changing environment, including a sufficient, proportional and ethical response;
- facilitate effective partnership working, enabling a joined-up approach in ensuring community safety, protecting vulnerable people and delivering criminal justice;
- ensuring commissioned services continued to deliver support for people throughout the crisis and, where necessary, commissioned services to address newly identified needs; and,
- play an active role in ensuring the local, regional and national response to the crisis met the needs of the people of Staffordshire and Stoke-on-Trent.

Referring to the postponement of the Commissioner Elections until May 2021 the Chairman specifically thanked the Commissioner for agreeing to defer his personal plans for the future in order to continue in office for a further 12 months period.

Panel Members asked whether there had been an increase in Domestic Abuse (DA) reported during the crisis. The picture across the country had shown a significant rise in 2 Force areas but in most areas there had been no significant rise or, as in Staffordshire, a fall. A piece of work was currently being undertaken to try and determine the reasons for this, with the findings helping to inform future practice.

RESOLVED – That the report be noted.

b) Staffordshire Fire and Rescue Service - COVID 19 Update

The Panel received details of the Staffordshire Fire and Rescue Service (SFRS) response to the Covid-19 crisis. The pandemic had impacted on all areas of society and SFRS had adapted quickly to new ways of working and Service delivery. Following a multi-agency assessment meeting (SAM) instigated by the Civil Contingencies Unit on 4 March 2020, and chaired by Public Health England, the Service had instigated its Incident Preplanning and Logistics Framework. This Framework set up a tactical planning cell that supported the Services response to the pandemic.

SFRS has been involved in delivering a wide range of services and in adapting existing services to address the restrictions resulting from the pandemic. These included:

- delivering food parcels to the most vulnerable;
- storing and delivering Personal Protective Equipment (PPE) to frontline Healthcare professionals;
- supporting the national effort by conducting 618 vulnerable persons visits to those most at risk, taking the opportunity to provide home safety information during these visits;
- providing an on-line safe and sound schools education programme for delivery in schools.

RESOLVED – That SFRS's response to the Covid-19 pandemic crisis be noted.

c) Staffordshire Police - COVID 19 Update

The Staffordshire Police Force response to Covid-19 formally commenced through the establishment of Operation Jafar on 18 March 2020 and the Panel received details of the mechanisms for national, regional and local connectivity and co-ordination that were established to address issues resulting from the pandemic.

Their engage, explain and encourage approach to policing the crisis had worked well and Members congratulated the Commissioner on this. The number of fines and formal action taken in Staffordshire had been significantly fewer than in most other force areas.

RESOLVED – That the update response by Staffordshire Police to the Covid-19 crisis be noted.

Panel Members requested that a letter of congratulations be sent to Staffordshire Police and to Staffordshire Fire and Rescue Service thanking them for their service during the Covid-19 crisis.

59. Staffordshire Fire and Rescue Service Corporate Safety Plan 2017 - 2020 Update on Delivery

Publication of the SFRS Corporate Safety Plan (CSP) Integrated Risk Management Plan (IRMP) fulfilled the legislative obligations as defined within the Fire and Rescue Service National Framework for England 2018.

Members queried the number of automatic fire alarm signals classed as unwanted fire signals during Quarter 4 in 2019/20 in comparison to the Quarter 4 figures for 2018/19. The figures were checked after the meeting and clarified as 321 in 2019/20 in comparison with 296 in 2018/19.

RESOLVED – That the update on the delivery of the CSP 2017-2020 be noted.

60. Staffordshire Fire and Rescue Service Corporate Safety Plan 2020/23 - Update on consultation/preparation

The Panel received details of the consultation process undertaken on the new SFRS Corporate Safety Plan 2020/24. Copy of the new draft plan had been shared with Panel Members shortly before this meeting and they were asked to forward any comments to the Secretary.

RESOLVED – That the preparation of the Safety Plan 2020-2024 be noted and any comments on the Draft Plan be forwarded to the Secretary after the meeting.

61. Boeing Defence UK Contract Update

The Police, Fire and Crime Commissioner had entered into a strategic partnership based contract with Boeing Defence UK (BDUK) on 1 April 2016 for the provision of IT services. The contract had an estimated value of £110m over 10 years, inclusive of revenue and capital funding. The Commissioner made a decision on 18 December 2019 to mutually terminate the contract with BDUK from 30 June 2020. This decision was taken in light of BDUK's strategic and corporate decision to no longer have an interest in

UK policing and the Commissioner’s review of the changing IT needs of the Force, following significant advances in this area. The delivery of the Niche record management system prior to 30 June 2020 also meant that Staffordshire Police had completed their most significant investment ever.

IT services would be brought back in-house and Members asked whether staff would be Tuped over, seeking clarification on whether the original in-house IT staff structure had all been Tuped when the contract was given to BDUK in 2016. Most staff had made the move to BDUK, with the transfer allowing BDUK to make alterations to the staffing structure within the first two years. They had done this at the end of the second year.

Staffordshire Police had produced an IT staffing structure that was fit for purpose going forward, with staff being Tuped back in-house and a recruitment process undertaken to fill any vacancies.

RESOLVED – That the report be noted.

62. HMICFRS Report on the PEEL Inspection of the Staffordshire Police Force 2018/19

The Panel noted the results of the HMICFRS PEEL inspection of Staffordshire Police in 2018/19. Overall the inspection had rated Staffordshire Police as “Good”. The Panel congratulated the Commissioner on this excellent report which, alongside the Fire and Rescue Service report, showed that these two Services were working well for the people of Staffordshire.

RESOLVED – That the report be noted.

63. Questions to the PFCC by Panel Members

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

Question/Issue	Response
Concerns over an increase in anti-social behaviour and drug taking in parks around the Stafford area, specifically in Wildwood and Charnley, and the need for an increased Police presence to address this.	As a result of the crisis restrictions there had been an increase in reported anti-social behaviour which the Police were aware of. Work was already underway to try and address this. The Commissioner agreed to raise these continued concerns again.
Whilst the roads had been quieter during the pandemic restrictions, an increase in speeding had also been seen. Concerns were raised over the lack of speed cameras in use during this period and assurances looked for that these would return.	There had been a period at the height of the crisis when an operational decision was taken to focus resources in different areas. Speed cameras were now back in use and had seen a significant increase in numbers caught

	speeding.
Two Deputy Chief Constables had recently been recruited to Staffordshire and Members asked why these had been from out of county.	These posts were open to competition and were appointed based on merit.
Continued difficulties with the 101 service, specifically the time taken for calls to be answered.	There was a move towards a more digital service for non-urgent calls rather than the telephone 101 service.
Have the number of police officers increased.	Yes, 60 extra officers have already been recruited. More officers will be recruited as part of Staffordshire's share of the Governments promised increase in officer numbers.
Members were glad that the SPACE project was expected to continue this year and asked for clarification of how this would work in practice.	It was hoped that the SPACE programme would go ahead, although the finer details had yet to be signed off.
Concern was raised over the continual change of Chief Inspectors, with examples shared where Chief Inspectors stay for only 6 months in one area, resulting in continuity issues.	The Commissioner agreed to take this back.
Members noted an article from the Sentinel Newspaper which suggested that due to sickness at the peak of the crisis, fewer officers were tackling a greater number of crimes.	A great deal of very impressive work had been undertaken on the most serious crimes during the crisis period.

64. Dates of Future Meetings and Work Programme

Members noted that dates for panel meetings were scheduled up until February 2021, after which time purdah would need to be considered in the run up to the PFCC elections in May.

RESOLVED – That the scheduled dates be noted.

Chairman



Item No. _____ on Agenda

Report to the Police Fire and Crime Panel

26th October 2020

Staffordshire Fire and Rescue Service COVID19 Update

INTRODUCTION

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.

Since the last update to the panel in June 2020 the Service have continued to be fully involved in all aspects of the multi-agency commitment and have participated in both the strategic coordination group and the recovery coordination group in order to influence and support the ongoing Local Resilience Forum approach.

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. As the service has progressed through the pandemic period these meetings have been scheduled on an “as required” basis and following each Government announcement regarding significant changes to guidance.

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. This tripartite agreement is now in its 13 version and is constantly being developed to include additional work that the sector are being asked to undertake in certain areas. The tripartite approach has meant that whenever a new activity is considered it follows an agreed process related to risk assessing the activities prior to launching them.

Therefore, for existing Covid-19 activities or when a new Covid-19 activity is introduced, the use of the Tripartite developed national risk assessments provided for each activity is viewed as best practice and any necessary local variations will be agreed through the local health and safety structures. SFRS have been fully involved in the development of these national risk assessments and have acted as a critical friend during the development stages.

As the restrictions for the national lockdown were eased many business starting trading and workplaces opened. The fire safety teams supported business reopen safely and gave advice on how to make premises safe and Covid compliant. Particular focus was given to the hospitality sector, but high risk building audits were also carried out. Over 80 building audits were carried out by telephone and advice was given but also over 20 full audits were undertaken.

Additionally, building consultations, licencing and follow up inspections were carried out. Ongoing developments in the national shielding scheme saw a reduction in the number of clinically extremely vulnerable people who were isolating. There continued to be a demand

across the county for support in various forms to be provided to vulnerable residents, the support mechanisms to communicate with and provide support to these people continued. There is ongoing activity to ensure that there are arrangements in place should the shielding scheme be reinstated, or local lockdown measures are introduced. In addition the prevention teams have continued to deliver services to the most vulnerable and have delivered over 900 (923) full safe and well visits, and 975 telephone or short visits which include the alarm drop off as described in the previous update.

In terms of recovery and restoration the service have undertaken a number of tasks which are detailed below:

The restoration and recovery work-stream was established early on 5th May to sit within the existing SFRS COVID-19 tactical cell. At this time the UK was still subject to the national lockdown measures imposed on 23rd March. The primary focus of the LRF remained the response effort through the various other extant work-streams. SFRS has attended virtual bi-weekly meetings of the NFCC Business Continuity Group to receive and share best practice with the sector. Following the release of the initial HM Government 'Working Safely During the Coronavirus Outbreak' guidance, the restoration and recovery cell worked with key stakeholders, in particular the Health & Safety Department to produce a series of four premises risk assessments covering HQ, all station, JETS and CCU. In addition to this, a bespoke SFRS workplace guidance document was created, in pursuit of 'Covid Secure' status for SFRS premises (published 17th June). This was some weeks prior to the release of sector-specific guidance from the NFCC.

The necessary signage and equipment (hand sanitiser stations, high-level disinfectant, safety screens etc) were procured and distributed to all sites to be used in conjunction with the workplace guidance. Following implementation of the above guidance and control measures, staff were encouraged to return to the workplace from 6th July.

A 'Roadmap of Restoration' was published and shared with staff, outlining the key organisation milestones in returning to a 'new normal' (subject to the continued decline in case numbers within the community). This allowed some return of prevent and protect activities during the intervening period.

The Business Continuity Plan has been continually updated in light of learning and best practice throughout. A series of service-wide alert levels were shared with staff, with delivery group leads and department heads asked to write their own specific actions for their areas of responsibility, to allow the service to flex its approach to service delivery in response to an increase or decrease in case numbers.

A Restoration subgroup was established through the LRF to report multi-agency impacts as a result of the easing of lockdown restrictions. This operated for several weeks and was then mothballed as it was agreed that all items at that time could be dealt with under normal business for the organisations concerned.

In addition to the activities described above SFRS have continued to provide weekly reporting on additional activities carried out under the tripartite agreement to the NFCC. SFRS personnel have continued the twice-weekly LRF pulse reports (now weekly as of 28th Sep) for the purposes of informing the SCG. In addition to this the service has continued to report to the NFCC on PPE and consumables and this information has been reported to the Home Office on PPE consumables and testing.

RECOMMENDATIONS

That the Police Fire and Crime Panel note:

- a) The work that SFRS have delivered during the COVID19 pandemic to date

Rob Barber
Deputy Chief Fire Officer

Contact Officer: Rob Barber
Telephone: 01785 898690
Email: Rob.barber@staffordshirefire.gov.uk



Item No. on Agenda

Report to the Police Fire and Crime Panel – 26th October 2020

Medium Term Financial Strategy (MTFS)

Current MTFS Update (Fire)

Report of the Staffordshire Commissioner

Introduction

The purpose of this report is to update the Police, Fire and Crime Panel on the Current Medium Term Financial Strategy (MTFS). This supports delivery of one of the Commissioner's key responsibilities under the Police Reform and Social Responsibility Act 2011.

The report sets out the following:

- Update to current year's budget
- Update to future years' MTFS assumptions
- The impact of COVID-19 on financial performance and position
- Sensitivity analysis around key financial items
- Update on capital programme

Recommendations

The Police, Fire and Crime Panel is asked to note the information contained within this updated MTFS report

Matthew Ellis
Staffordshire Commissioner

Contact Officer: David Greensmith
Telephone: 01785 898690
Email: david.greensmith@staffordshirefire.gov.uk

1.0 Executive Summary

- 1.1 The MTFs for the five year period 2020/21 to 2024/25 was approved by the Staffordshire Commissioner following presentation to the Police, Fire and Crime Panel on 10 February 2020. This approved MTFs included a savings target of £0.3m to be achieved during the year 2020/21 and included a gap of £1.5m by 2024/25.
- 1.2 This MTFs report provides an update on the estimated savings required beyond 2020/21 and reviews a number of the upward pressures incorporated into the approved strategy and also now updates the Panel on the potential impact on future funding resulting directly from the current Coronavirus pandemic.
- 1.3 The Settlement Funding for 2020/21 included an inflationary increase in Revenue Support Grant (RSG) set at 1.63%, this was the first increase for a number of years, and taken alongside the 1.99% increase in Council Tax the Authority started the year in a better financial position than that seen for a number of years with a reduction in saving requirements during the MTFs period.
- 1.4 However, the impact of COVID-19 on Authority finances may be severe and this report includes an assessment of the likely impact of a deficit on the Council Tax Collection Fund and also a reducing Council Tax Base and lower business rates collected.
- 1.5 As part on the budget process for 2020/21 the MTFs will be updated as further information becomes available and assumptions become more certain, up until the confirmation of the budget proposal by the Commissioner (and endorsement of the precept for Fire by the Police, Fire and Crime Panel), in February 2021.
- 1.6 The financial landscape has changed significantly due to the impact of COVID-19, and the future gap in funding is currently being assessed. This report explores the collection fund reductions and the data that has been made available from the nine billing authorities which results in a potentially challenging funding position into the medium term that will require action from the Authority and Service in order to meet the challenges ahead.
- 1.7 Pressure on funding continues into the medium term as uncertainty also remains around assumptions for pay, pensions and implications arising from the next Comprehensive Spending Review 2020 and the review of fire funding (Fair Funding Review). The current MTFs assumptions around pay and pensions remains unchanged within this update as there is not sufficient evidence at this time to revise these assumptions.
- 1.8 The Commissioner is committed to working with the Fire and Rescue Service to delivery required efficiencies beyond 2021 supporting the new Corporate Safety Plan (Integrated Risk Management Plan) covering the period April 2020 to March 2024. The Service has now formally commenced a 2025 programme of efficiency reviews to support this work, discussed later in this paper.
- 1.9 The Coronavirus pandemic is affecting funding across the wider public sector and it is unclear if further support will be provided by the Government as part of the Local Government Finance Settlement for 2021/22. Without further support the Staffordshire Commissioner will need to consider how the financial position can be supported through; Council Tax increases, the delivery of further savings, and also the intelligent use of reserves.

- 1.10 The update MTFS assumes a funding gap of £3.9m by March 2024 (approved MTFS £1.5m gap), this represents a pessimistic view and this paper includes a lower and upper estimate of the funding shortfall and future savings requirements.
- 1.11 A high level timetable is included in this report, to lay out the necessary steps and key meetings to communicate the 2021/22 budgeting process and updated MTFS.

2.0 The Budget Process

- 2.1 The 2021/22 budget process for Staffordshire Fire and Rescue Service has now commenced. As undertaken in previous years the budget will be built using a zero base approach with full consultation being undertaken with budget holders and representative bodies.
- 2.2 The headline timetable for the 2021/22 budget process is shown below:

<u>Budget Timetable</u>	<u>Task</u>
1 October 2020	Budget Preparation commenced
12 October for 6 weeks	Budget holder consultation
23 October 2020	Capital Review Group Meeting – Draft 3 year capital programme
30 November 2020	Draft Budget ready for review process
December 2020 – January 2021	Budget Consultation and budget presentation to the Strategic Governance Board
31 January 2021	Business Rates Budget Finalised (NNDR1)
15 February 2021	Police, Fire and Crime Panel Budget 2020/21 / MTFS Report
16 February 2021	Precept Notices issued following Commissioner approval

3.0 Funding Background

Settlement Funding for the Authority comprises of three funding streams shown below. The Revenue Support Grant (RSG) and Business Rates top-up are shown below as extracted from the Local Government Finance Settlement issued for 2020/21, with the 1% share of local business rates based upon the Final NNDR1 submissions from the nine local billing authorities.

- 3.1 The Comprehensive Spending Review covering the current year 2020/21 was a one year settlement with the Home Office continuing with the review of the fire funding formula as part of the Fair Funding Review that should form the bases for a multi-year settlement position for 2021/22 and beyond. It remains unclear if a multiyear settlement will be possible for 2021/22, however the National Fire Chiefs Council have put forward to Treasury a submission based upon a three year settlement still being achieved.
- 3.2 The Settlement Funding for 2020/21 was made up of three separate areas:

	2020/21 £m
1% share of Local Business Rates	3.809
Business Rates Top-up	6.059
Revenue Support Grant (RSG)	4.750
Total Settlement Funding	14.618

- 3.3 In addition to the above the above Council Tax is collected by the nine billing authorities in Staffordshire and Stoke on Trent. The current Band D Council Tax is set at £77.24 (£1.49 per week) for the Staffordshire Commissioner Fire and Rescue Authority, resulting in collection of **£27.786m** for 2020/21 based upon a collection tax base of 352,801 properties and a collection surplus of £0.535m.
- 3.4 The Revenue Budget for 2020/21 was approved in February 2020 by the Staffordshire Commissioner at **£42.404m**, alongside the MTFS for the following four years up to 2024/25.
- 3.5 The approved budget included a final £0.3m of savings to be delivered in year, with a total funding gap of c.£1.5m by 2024/25. Plans to deliver against that medium-term gap were being developed and there was a level of confidence pre-COVID-19 that meeting the challenge was manageable.

4.0 Income Assumptions

- 4.1 All assumptions contained within the approved MTFS are subject to change under normal circumstances however due to the estimated impact of COVID-19 this will have a significant impact upon some key assumptions as the budget for 2021/22 is developed and considered into the medium term.
- 4.2 The main area for concern is the estimated economic impact of COVID-19 on council tax collection in year as well as the impact on the future council tax base and its growth.
- 4.3 The current MTFS assumes an increase in the council tax base of 1.5% per annum as well as average surpluses on the collection fund of c.£0.25m per annum. Both assumptions are now seen as over optimistic as a result of the COVID-19 impact. It is now forecast that the base will grow by 0.5% per annum following this year's fall, with no surplus on the collection fund into the medium term.

- 4.4 Within this billing authorities have provided the Commissioner with assumptions for the impact on the collection fund position in year. Whilst this does not affect the funding received in year by the Commissioner, the deficit on the collection fund will impact on the 2021/22 budget.
- 4.5 It is also worth noting that these estimates have been provided in a more volatile period than before. Whilst more individuals are in receipt of Local Council Tax Support (LCTS) as a means tested benefit, this is within the environment of furlough schemes and support to the self-employed. Whilst the unwinding of these schemes may be perceived to have a greater impact of LCTS claims other individuals may have deferred council tax payments that are now being paid down.
- 4.6 As part of the government's response to COVID-19 it is proposed that the 2020/21 deficit on the collection fund can be spread over the next three years as opposed to being recognised and accounted for in one year (e.g. over the period 2021/22 to 2023/24 as opposed to in 2021/22 only). Whilst detail is awaited on this scheme the current planning assumption is that the Commissioner will look to take up this flexibility.
- 4.7 It is unknown if the Government will address these significant changes in council tax income as part of the spending review. The government has committed to examining this as part of the spending review, however given the financial impact of the pandemic and other government priorities the current assumption is that no support will be forthcoming. It is hoped this is a 'worse case' position.
- 4.8 The current MTFS incorporates the following assumptions:

	2020/21 Budget	2021/22 Plan	2022/23 Plan	2023/24 Plan	2024/25 Plan
<u>PAY COSTS</u>					
Pay Award Operational Staff	3.0%	2.0%	2.0%	2.0%	2.0%
Pay Award Non Operational Staff	3.0%	2.0%	2.0%	2.0%	2.0%
Other Pay Costs	1.0%	1.0%	1.0%	1.0%	1.0%
Pension Costs - Fire Fighters Pension Schemes	+£1.8m	+£1.8m	+£1.8m	+£1.8m	+£1.8m
Pension Costs - Fire Fighters Pension Grant	(£1.7m)	(£1.7m)	(£1.7m)	(£1.7m)	(£1.7m)
<u>NON PAY COSTS</u>					
Electricity	5.0%	5.0%	5.0%	5.0%	5.0%
Gas	5.0%	5.0%	5.0%	5.0%	5.0%
Business Rates	2.0%	0.0%	0.0%	0.0%	0.0%
Water and Sewerage	2.0%	2.0%	2.0%	2.0%	2.0%
General Supplies and Services	2.0%	2.0%	2.0%	2.0%	2.0%
<u>INTEREST RATES</u>					
Interest on Investments	0.8%	1.0%	1.0%	1.0%	1.0%
Interest on Debt	4.2%	4.2%	4.2%	4.2%	4.2%
<u>GENERAL FUNDING</u>					
Council Tax Increases	1.99%	1.99%	1.99%	1.99%	1.99%
Council Tax Base Growth	1.79%	1.50%	1.50%	1.50%	1.50%
Revenue Support Grant Reduction	1.6%	-5.0%	-5.0%	-5.0%	-5.0%
Local Business Rates % incl top-up	0.0%	2.0%	2.0%	2.0%	2.0%

4.9 The table below shows the movements on Council Tax Precept income compared to the current MTFS based on the information received to date from billing authorities. The table includes a best and worst case scenario which will be developed further as more information is made available by the billing authorities.

	2020/21 Budget £000s	2021/22 Plan £000s	2022/23 Plan £000s	2023/24 Plan £000s	2024/25 Plan £000s
Budget Gap	(300)	(911)	(1,319)	(1,430)	(1,490)
Collection Fund Deficit 2020/21 (Spread 3 years)		(400)	(400)	(400)	
Loss of Assumed Council Tax Surplus		(300)	(250)	(200)	(150)
Growth reduced to 0.5% from 22/23)			(271)	(558)	(862)
Business Rates down 4.5% in 21/22		(200)	(194)	(188)	(183)
CSR assumed Cash Flat		731	694	660	627
Gap (Low Case)	(300)	(1,080)	(1,739)	(2,116)	(2,059)
4.5% hit in CT base for 2021/22 This is 6% worse than MTFS		(1,667)	(1,726)	(1,787)	(1,850)
Gap (High Case)	(300)	(2,747)	(3,465)	(3,903)	(3,909)
+/- Previous Gap		(1,836)	(2,147)	(2,474)	(2,418)

4.10 The impact upon the Council Tax base remains one of the areas of greatest uncertainty. The Billing Authorities are required to estimate the council tax base as part of a return to MHCLG in October 2020 these returns will provide a better estimate on the likely impact on precepting authorities. The reduction of 4.5% in Council Tax base above is therefore considered a worst case scenario.

4.11 The Commissioner has previously indicated, for planning purposes, increases in precept of 1.99% for the years 2021/22 onwards. Whilst the current referendum limit is unknown, and forms part of the fire funding settlement expected in December, the Commissioner will balance the needs of Fire for additional funding against the ability of Staffordshire residents to afford the policing precept. As part of the submission to Treasury NFCC have requested a maximum £5 increase in precept for all FRA's. A £5 increase in precept would be equivalent to a 6.5% increase. The current assumption around a 1.99% increase has not been updated at this time.

4.12 The approved MTFS assumed that as part of a three year CRS the amount of Revenue Support Grant would continue to reduce into the medium term. This update assumes a cash flat settlement for 2021/22 which provides some benefit to the Authority in year and £0.7m of mitigation against the expected reduction in Council Tax receipts.

5.0 Sensitivity Analysis

- 5.1 The MTFs refresh is being undertaken in a more uncertain environment as a result of the Covid-19 pandemic.
- 5.2 Funding assumptions both in relation to local and national funding are likely to cause material changes late on in the planning process, something that cannot be avoided but needs to be recognised.
- 5.3 The Grey Book pay award has been agreed for 2020/21 at 2% which is 1% less than the budgeted 3%. Discussions remain ongoing with the Fire Brigade Union and the National Joint Council (NJC) regarding the future role of the Firefighter. The saving generated in the current year will be earmarked (2% pay award vs budget of 3%) and utilised when setting the budget for next year.
- 5.4 The following sensitivity analysis is based upon the approved MTFs paper from February 2020:

Cost Area	Change	£000
Pay Costs	1%	220
Utilities	1%	27
Vehicle Costs	1%	8
Supplies and Services	1%	70
Fire Pension Contributions (FPS)	1%	116
Business Rates	1%	38
Revenue Support Grant	1%	48
Precept	£1	260
Council Tax Base	1%	280

6 Finance Position 2020/21 and Service 2025 Update

- 6.1 The Revenue budget as stated within paragraph 3.4 was approved in February 2020 by the Staffordshire Commissioner at £42.2m.
- 6.2 As at the end of September 2020 the total revenue spend to date was £20.6m, £0.3m better than budget with the saving delivered mainly through lower pay costs. The pay cost saving year to date relates to a number of vacant support staff posts, and reduced operational risk reduction activities during the COVID-19 period. An additional saving will also be achieved due to the Grey Book pay award being agreed at 2% (Budget 3%).
- 6.3 Non Pay costs are also showing a small saving year to date again with lower spend on risk reduction activities due to the reduction in Safe and Well visits due to the COVID restrictions that do not allow home visits particularly to the more vulnerable members of our communities.
- 6.4 The financial forecast is currently under development in order to get a better picture for the year end outturn, but overall the required saving of £0.3m has already been achieved in year and the favourable position is likely to continue for the remainder of this year.

6.5 However, as a result of the likelihood of an increasing financial gap for 2021/22 and beyond the Service have been engaging with the Staffordshire Commissioners' Office in order to further develop of opportunities to deliver additional savings and efficiencies into the medium term.

7.0 **Service 2025**

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

A discussed within this paper the budget gap into the medium term is estimated to be increasing to around £3.9m by 2024/25 a significant increase from the £1.5m gap included within the approved MTFS.

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

The project has already reviewed the following areas of service delivery and started to develop an action plan for implementation which have been categorised into the following areas:

The financial scenarios are split into five separate areas, which are summarised below and supported by additional detail included within the options for change section.

7.1 **Structures** - The Staffordshire Commissioner is committed to ensuring that the staffing structures at all levels are appropriate. This includes reviews of how administration services are provided throughout the Service in addition to ensuring that departmental structures deliver economy where possible whilst continuing to be efficient and effective. Options for further establishment savings will continue to be developed and supported by a robust and fair voluntary redundancy programme.

7.2 **Prevention and Protection** – Prevention activities will continue to be targeted to ensure that the focus remains on the most vulnerable members within the communities that we serve. All prevention activity must be evaluated thus ensuring the Service has the ability to stop activities when the achieved outcomes have been delivered.

We will combine the risk stratification of vulnerable people and vulnerable buildings to prioritise our risk reduction activity. The Service is increasing the scope of the Risk Based Inspection Programme to include a wider range of residential buildings. We will be investing in this area and providing training and qualifications for operational personnel and our centrally based specialist teams. This will meet the requirements coming out of the Grenfell Tower inquiry, and the National Competency Standards.

7.3 **Response Options and capability reviews** - The Service has demonstrated that continued development of how we provide our emergency response services and the technology we use has resulted in more efficient ways of working. This concept will continue to be developed alongside our representative bodies ensuring that we are not compromising safety or service provision but can deliver an even more efficient service at a lower cost through adept resource allocation and streamlined management.

- 7.4 **Estates Strategy and Collaboration Opportunities** -The Service will continue to work with all partners but with a clear focus upon the delivery of savings through a shared estate with Staffordshire Police and the continued success of shared support departments and the joint workshop/transport facility.
- 7.5 **Procurement and Cost Efficiencies** - The FRA has a strong track record of delivering cost savings which includes more efficient procurement. This is supported by the Commercial Services team at Staffordshire Police with procurement support provided through the shared service arrangements. The Service will also continue to review all costs e.g. through its internal review process
- 7.6 This programme of savings that is being developed incorporates a number of scenarios that will need to be approved by the Commissioner and will be incorporated into the budget setting process for 2021/22 and into the updated Medium Term Financial Strategy and the Reserves Strategy. The total savings target has been set at £4m by 2024/25 but this will be dependent upon the level of saving required and some of the opportunities may not be fully supported by staff, the representative bodies and of course the communities that we serve. It should also be noted that the profile of savings requirements through to 2024/25 could change, with more savings required earlier on. The planning work taking place through Service 2025 will allow for specific savings to be brought forward, if that should prove necessary.

8.0 COVID-19

- 8.1 The MTFs review is set against a context of the COVID-19 pandemic both in relation to the in-year response as well as the ongoing potential impact on Fire funding.
- 8.2 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 and staff to stay safe
- 8.3 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.
- 8.4 During the year monthly reporting against this grant has been provided to the Home Office with the first return issued in May 2020. To date the Service is forecasting to spend around £0.5m of the £1.0m grant by the end of October 2020, and whilst spend levels have reduced in the last quarter this does not take into account potentially the impact of a second wave and further lock down restrictions during the winter. This money has been made available through a S31 Grant, and any balance remaining at the end of the year should be earmarked to support the reduction in Council Tax receipts.

9.0 Capital

- 9.1 As part of the current MTFS refresh and budget build for 2021/22 capital plans across Staffordshire Fire are being refreshed. This work is undertaken through the Capital Review Group that is chaired by the Director of Finance.
- 9.2 The budget for 2020/21 was approved at £6.2m with £1.5m of carry-over from 2019/20, resulting in a total programme of £7.7m.
- 9.3 This capital programme for 2020/21 also includes the £1.3m of capital work that is ongoing at Hanley Fire Station that will allow the local Policing team to move into the Fire Station in January 2021.
- 9.4 Refurbishment work planned at Abbots Bromley and Brewood have now been delayed this year due to the pandemic. However, it is still intended to commence the important refurbishment work at Abbots Bromley towards the end of the financial year with Brewood moving into 2021/22.
- 9.5 The options and proposals for Stafford Fire Station are currently being discussed with the Staffordshire Commissioner with a proposal due to be presented to the Strategic Governance Board in November 2020. This will result in spend also moving into 2021/22.
- 9.6 A full capital programme update and Capital Strategy will be presented to the Panel in February as part of the budget and MTFS papers.

10.0 Reserves

- 10.1 The Authority holds two reserves, a Specific/Earmarked Reserve which is build up through any surplus within the Income and Expenditure account. The utilisation of this fund has been established with the approved Reserves Strategy; and a General Reserve which is held to protect against any emergency conditions that may arise.
- 10.2 The Commissioner currently holds £1.9m in General Reserves and a risk assessment for this reserves was undertaken as part of the budget setting process for 2020/21 and the overall provision of £1.9m has remained unchanged for a number of years and represents 4.5% of the proposed revenue budget for the year.
- 10.3 At 1 April 2020 the Authority held £7.1m in Specific/Earmarked Reserves. This reserve is supported by the approved Reserves Strategy which is currently being updated.
- 10.4 Reserves, whilst set aside for a particular purpose, currently are utilised in cash terms to support capital spend in lieu of external borrowing. This internal borrowing, if replaced by PWLB through not being available, would result in a cost of £0.22m per annum.



Police, Fire and Crime Panel – 26th October 2020

Staffordshire Fire & Rescue Service

Safety Plan 2020 - 2024 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 Safety Plan (SP - Integrated Risk Management Plan - IRMP). The publication of the 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 SP 2020 – 2024 and make comment as appropriate.

3. Background

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

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

at least a three-year time span and be reviewed and revised as often as it is necessary to ensure that the authority is able to deliver the requirements set out in this Framework;

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

3.2 Following the transfer of governance from the Stoke-on-Trent and Staffordshire Fire and Rescue Authority to the Staffordshire Commissioner, a new Safety Plan 2020-2024 was developed which was published in August 2020.

3.3 The Safety Plan was designed to underpin the Staffordshire Commissioners Fire and Rescue Plan and four priorities for the Service were determined following consultation in 2020 across Staffordshire.

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

3.4a) Prevention and Early Intervention

We aim to develop a detailed community risk profile of Staffordshire so that we can use our resources in the most efficient and effective way.

3.4b) Protecting Staffordshire and its people

We aim to reduce and remove risks in communities by using a combination of prevention, protection and response activities and help make Staffordshire a safer place to live, work and visit.

3.4c) Public Confidence

We aim to report regularly on our progress and communication openly about our plans so that, they are clearly understood, meet our legal duties and provide assurance to the public in a way which is transparent and easy to scrutinise.

In order to demonstrate the Services performance against the key measures as detailed within the Safety Plan 2020-2024.

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

3.4d) Service Reform

We aim to develop and support a diverse, healthy and highly professional workforce who are motivated and empowered to improve our Service.

4. Progress to Date

4.1 Prevention and Early Intervention

The impact of C19 on the work undertaken by the Service has been and continues to be significant and as such the way in which the Service has delivered its prevention and early intervention activities has been amended in line with the various C19 restrictions applied over the few months.

4.1a) As previously reported the Service developed an on line delivery of Safe and Sound to support families while children were being educated at home. The plan was to follow a similar format to our on station delivery with partners delivering their workshops all themed around supporting communities to make informed and positive lifestyle choices, improving their health, safety and wellbeing.

In May the Service launched Safe and Sound via LearnLive with the support of numerous partners. Consequently the Service has now committed to delivering 40 weekly term time session for the current academic year. Viewer figures for the first two week averaged 1250, however this represents the number of devices watching and therefore if a class is watching the viewer numbers are likely to be much higher. The Service is also going to deliver four seasonal specials with the first being a winter driving special is being planned for coincide with road safety week. The Staffordshire Safer Roads Partnership are providing support and resources, with the target audience for this special being elderly drivers.

The Service is currently developing a new interactive workshop focusing on secondary fires for KS2 pupils designed to give a real insight to the impact and consequences of secondary fires. A hazard perception immersive workshop is also being developed designed for new drivers which can be used as a stand-alone Safe and Sound pod event.

The Service will be launching a streaming live approach to Safe and Sound in the New Year and schools will be invited to attend their event, which has been pre-arranged. Partners will deliver their workshop live to schools in the way a physical event would have taken place with schools attending fire stations. Local Authority partners are supporting this streaming approach through funding and the delivery of workshops.

Looking into the future the Service will be adopting a blended approach to the delivery of Safe and Sound which will include physical delivery at a fire station or other premise along with a streaming option. LearnLive will continue to be

used for special programmes which will provide us the opportunity to expand our existing audiences and test new audiences.

- 4.1b) As a result of the C19 national lockdown, in March, all Prince's Trust face-to-face programmes were cancelled however the team continued to run group chats, workshops and extensive 1-1's online to support the students with their transition. All students completed the programme with a full certificate which was nationally agreed by The Prince's Trust.

From April to June, a socially distanced programme was developed (maximum ten students) with the view to return to delivery when schools were due to return in September. In addition to this, a fully digital version of the programme was also developed by the staff to pre-empt any local lockdowns with the foresight of not being able to deliver the face-to-face programmes.

During August, a digital Get Started with Film programme was delivered online with eleven young people across Staffordshire participating. They were also supported through online 1-1's into education and other training providers.

In September, Stafford the team programme in Stafford started as a physical course, with ten students and are currently in their fundraising week as of writing this. The Fairbridge programme (now called Explore) returned at Cannock Community Fire Station with ten students. Finally in October, the team programme in Cannock started.

- 4.1c) During the lockdown period access to community facilities had been restricted in line with Government guidance. More recently a small number of trusted partners had been provided with access to some community facilities around the county.

In addition to the limited and restricted access the Service has also provided two sites for C19 antibody testing to take place in support of the local health providers and local authority's health and social care teams. Work was conducted with the Midlands Partnership Foundation Trust which resulted in daily antibody testing provision being available at Sandyford and Rising Brook Community Fire Stations. As part of the agreement that was reached for the testing offer to be made available to all staff within Staffordshire Fire and Rescue Service free of charge as part of the national provision to a set number of organisations (FRS's were not included in the nationally pre-determined list, this was negotiated locally).

The Service has also explored the option of the use of car parking facilities to support mobile testing units for C19 testing. To date these facilities have not yet been used however in the event of this taking place full risk assessments and processes will be in place to ensure the safety of those working on the site and those attending for a test.

4.2 Protecting Staffordshire and its people

- 4.2a) The Community Sprinkler project continues to see progress being made in respect of buildings of 5 or more floors being retro-fit with sprinkler systems. Stoke on Trent City Council have now commenced work on the next phase of their sprinkler programme. The focus has moved from Hanley to Stoke and the buildings forming part of this work are Southern Court, Dibden Court, Penkhull Court and Honeywall Court. To provide more flexibility, work is going ahead concurrently across the buildings and upon completion, these will represent another 135 flats. The current timeline has completion of all 4 buildings scheduled for May next year.

Further to this progress, Midland Heart have agreed to enter into a collaborative project with the Service in respect of Charnwood House and Andrews House in Lichfield. The Service will be providing technical and customer support along with some funding which will see 71 flats retro-fit with sprinklers. As part of the agreement to support these installation Midland Heart have also agreed to install sprinklers into a new development which is currently under construction in Lichfield.

- 4.2b) The Service has needed to adapt its approach to delivering fire safety inspections which have ensured those premises where serious or imminent danger to life from fire exist receive the same level of enforcement should it be required. Protection teams have followed national guidance from the NFCC and tailored them to local needs to ensure the best possible outcomes for our communities. This has involved carrying out over 350 remote telephone fire safety audits focussing on premises providing care to vulnerable residents, or those hospitality venues providing accommodation to rough sleepers through the pandemic. 27 full fire safety audits have been carried out on those premises deemed most at risk. Of those, 8 have received either a Prohibition Notice or Enforcement Notice and 2 premises are currently having prosecution files compiled due to serious breaches of the Regulatory Reform (Fire Safety) Order 2005.

There have also been some unique challenges in regards to the building of a number of temporary structures across the county. These included temporary mortuaries to deal with mass fatalities, a number of COVID-19 testing facilities, and alterations to hospitals to enclose bed spaces to prevent the spread of the disease and temporary secure accommodation at local prisons.

Due to the dynamic nature of the pandemic, the NFCC and Local Authority Building Control relaxed compliance with Approved Document B and the suite of Health Technical Memoranda, and a pragmatic, proportionate and common-sense approach was taken to support the local requirement in unprecedented circumstances. However, the need for reasonable fire safety measures was to be considered with the intention of the documents above

being followed and local judgement made by Fire Protection Officers as to their compliance.

Joint inspections were carried out alongside colleagues from the County Council across the county at all new structures and a satisfactory level of fire safety precautions was evident across all facilities. Operational crews were also made aware of their presence, and the unique challenges that they may pose.

4.2c) As part of the Government approach to dealing with the outcomes of phase 1 of the Grenfell Tower inquiry report funding was made available to the Service aligned to the delivery of fire inspections in high rise residential buildings and high risk residential buildings. This funding amounted to circa £200k which is ring-fenced for use to deliver the following: -

- The building risk review programme which will deliver a review of all high-rise buildings above 18m across England by the end of December 2021;
- An uplift of fire protection arrangements locally (through upskilling of firefighters in addition to the 3 new fire safety inspecting officers);
- Equipment purchase (smoke-hoods) and delivery against the local Grenfell recommendations action plan

The Service will be using some of this grant to deliver accredited fire safety training for Operational Managers. This increased knowledge of crews in the built environment would in turn ensure more informed decision making on the incident ground therefore improving firefighter safety as well as allowing for a greater capacity of fire safety work to be undertaken across the organisation widening the scope of the Risk Based Inspection Programme and ensuring compliance with the NFCC Competency Framework for fire safety regulators.

4.3d) As a result of the C19 national lockdown the Service moved to a different approach for the delivery of our Safe and Well programme. The approach was in line with the strategic intentions set by the NFCC for the delivery of prevention activities. The revised approach used the following; telephone advice only, telephone advice and smoke alarms dropped off at the door for the occupier to fit and for residents with an immediate threat to life telephone advice and a full safe and week physical visit. This approach was implemented during April to June with full visits recommencing in July.

Physical visits were undertaken by Community Safety Officers and technicians during July, August and September however as a result of the national alert level being returned to level 4 the Service as of September 23rd returned to the methodology described above. The Community Advice Team continue to accept referrals, but book the relevant intervention depending on the individual's vulnerabilities.

All households who received telephone advice only will be offered a full visit during 2021. Information relating to the performance of the Service in respect

of these visits is detailed within section 4.3a of this report.

During the term of this SP the Service will be following the recently agreed national approach to the delivery of fire safety in the home. This will result in the Service adopting the standard home fire safety visit as defined by the National Fire Chiefs Council which will be enhanced locally where the need is identified to include a safe and well visit.

4.3 Public Confidence

4.3a 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 2360 incidents during Q1 20/21 compared to 2307 in Q1 19/20. This is an increase of 53 across the quarter which represents a 2.2% increase against the time period of 19/20. Over the quarter there have been an increase in the number secondary fires incidents to false alarms good intent however there has been a decrease in special service calls and RTC's. There is no doubt that the C19 lockdown has resulted in the increase as described above due to people burning rubbish and garden waste at home.

During Q2 20/21 the Service attended 2154 incidents compared to 2294 in Q2 19/20. This is a decrease of 140 across the quarter which represents a 6% decrease against the time period of 19/20. Over the last 5 quarters the trend is static.

- The Service attended 134 accidental dwelling fires in Q1 20/21 compared to 140 during Q1 19/20. Of these incidents 79 were classified as low severity and 55 as high severity, in comparison to 95 low and 45 high in Q1 19/20.

During Q2 20/21 the Service attended 117 accidental dwelling fires compared to 154 during Q2 19/20. Of these incidents 73 were classified as low severity and 44 as high severity, in comparison to 101 low and 53 high in Q2 19/20.

The top causes of these fires remain the same as previous quarters; cooking related and faulty equipment.

- During Q1 20/21 there were 2 injuries and 0 fatalities which occurred in accidental dwelling fires in comparison to 6 injuries and 0 fatalities during Q1 19/20.

During Q2 20/21 there were 4 injuries and 0 fatalities which occurred in accidental dwelling fires in comparison to 0 injuries and 3 fatalities during

Q2 19/20. In all of these cases the individuals concerned fell within one or more of the SAME categories.

- During Q1 20/21 the Service completed 85 full safe and well visits supplemented by 997 interventions which included telephone advice with smoke alarms being delivered to the property where appropriate. During Q2 20/21 the Service completed a total of 925 full safe and well visits supplemented with a further 973 interventions as previously described.

The Service subsequently made 100 referrals to partners for support for residents as a result of the outcomes of the Safe and Well visit.

- The Service attended 21 accidental business fires in Q1 20/21 in comparison to 31 in Q1 19/20. During Q2 20/21 the Service attended 41 accidental business fires in comparison to 34 in Q2 19/20.

The top cause of this type of incident is faulty equipment which accounted for 16 of these incidents. Over the last 5 quarters the trend for this type of incident is static.

- The Service attended 94 RTC's during Q1 20/21 in comparison to 189 during Q1 19/20. The Service attended 169 RTC's during Q2 20/21 in comparison to 178 during Q2 19/20.

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 33 occasions, whilst on 168 occasion's crews made either the vehicle or the area safe.

- The Service attended 322 automatic fire alarm signals classed as unwanted fire signals during Q1 20/21 in comparison to 381 attended during Q1 19/20.

During Q2 20/21 the Service attended 380 incidents classed as unwanted fire signals in comparison to 409 during Q2 19/20. 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 period a further 1071 calls were not attended as they were screened out by the process of call challenge.

4.4 Service Reform

- 4.4a) The Service was due to start a whole-time firefighter recruit course in September with the expectation that the recruitment and selection process would have been completed during the summer of 2020. Due to the C19

restrictions the recruitment and selection process had to be postponed and it re-commenced in August and was completed in October. The process was completed in accordance with C19 secure arrangements and 378 individuals were invited to undertake job-related tests. Following this phase of the recruitment process 183 individuals were invited to attend the assessment centre which involved a group discussion, presentation and interview. The final phase saw 94 individuals invited to undertake the fitness tests and medicals.

A total of 36 individuals have been invited to join one of two recruit courses scheduled to take place between January 2021 and September 2021. A further 16 individuals have been offered a conditional place on a course scheduled for January 2022.

At this point in time the need for this course will be determined by the outcome of the implementation of the remedy for the Sargeant/McCloud pension legal outcomes.

- 4.4b) The Service has recently published its Digital Strategy which is underpinned by the implementation of two core IT software platforms, Microsoft 365 and Infographics/FireWatch. These systems will rationalise the current Service provision and move to interoperable, scalable and complementary products which will reduce duplication, automate connections, streamline workflows and reduce the effort and resources needed across all departments.

The Service has 5 key principles which act as the foundation for the Digital Strategy moving forwards:

- Enable anytime, anyplace working
- Provide the right information to the right people at the right time
- Allow collaborative and connected working
- Provide resilience and security
- Rationalise all the systems and applications

- 4.4c) The Service has recently introduced a high potential development programme designed to support the highest performing individuals with their development and prepare them for more senior roles. Following participation in a promotion assessment centre individuals will be invited to join the programme which will last between 18 and 24 months and tailored to meet the candidate's needs in order to prepare them for two roles higher than their current role.

The programme will run from January each year and the Service expects to have 9 people on each cohort, with 3 firefighters, 3 supervisory manager and 3 middle managers.

The programme will use the NFCC leadership framework and four leadership levels to assess a candidates needs and develop their individual development pathway.

Conclusion

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

Matthew Ellis
Staffordshire Commissioner

Contact Officer: Rebecca Bryant

Telephone: 01785 898542

Email: r.bryant@staffordshirefire.gov.uk



Report

Police, Fire and Crime Panel - 26th October 2020

Covid Update - Staffordshire Police

Purpose

This report is designed to provide an update on the force response to Covid 19 and follows the paper in July 2020

Update

Staffordshire Police's approach to policing COVID 19 has been governed by a Gold structure (Op Jafar) which at its height was meeting 3 times a week; more recently fortnightly. The Gold Strategy 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. Regular engagement has also taken place regionally and nationally across NPCC.

In addition the Gold commander has been a member of the Staffordshire LRF SCG from the outset of its establishment.

The force also engages in the LRF Recovery Coordinating Group (DCC Barnett) and is the Regional rep on the national recovery and learning group.

Since August the Gold commander for OP Jafar has been ACC Bibby and with the rise again of infections and the imposition of further changes to Covid legislation and restrictions, the Gold group has stepped up its frequency once again to weekly. Silver commander has also changed to C/Supt Mattinson.

Assurance is provided to the PFCC through their office being in attendance at all Gold meetings and with direct briefings within existing governance arrangements.

The main focus of the response to Covid 19 is as follows:

Compliance and Enforcement

Changing legislation and guidance has characterised this period, often with delayed accompanying guidance which has proved challenging. The force approach has continued with the 4 Es and very low levels of enforcement required (FPNs). Strong use of communications both by the force and also by partners has focused on securing compliance by communities. Different policing operations have taken place over the summer including our response to a range of protests including Black Lives Matter (Op Santalina) and the disruption of a number of illegal raves (Op Vicus) in addition to the impact on policing as restrictions were lifted through July.

With the recent change in legislation including the 'rule of 6' and curfews, additional resources have been patrolling in support of normal policing such as Safer Nights. Working with other enforcement agencies including licensing there are processes in place to deal appropriately with breaches as reported.

The force has experienced a rise in calls for service regarding breaches typically concerning house parties, concerns over not wearing masks, pubs and restaurants not closing at curfew times, Rule 6 breaches.

A multiagency group chaired by Supt Chisholm has now been established under the SCG to focus on compliance and enforcement and ensure a joined up approach including the management of events across the county. Additional government money has just been received for which an enforcement plan will be implemented. There is strong emphasis on working closely together across all agencies who can contribute to enforcement as well as continuing with the joint approach to communications and messaging. The general sense through feedback (community, IAG, elected members etc) is that the force has effectively managed compliance though the style, tone and approach adopted.

Crime is returning to pre-Covid levels but suppressed levels remain for some crime types such as acquisitive crime. Total crime is down 16% (to end of September). 999 calls are around the seasonal average with calls to 101 significantly below average but with a large rise in online reporting experienced. The current trend regarding ASB shows an increase in the last 3 weeks, when compared to last year albeit current total levels are similar to 2019 volumes, with a projected stable to reducing trend.

Workforce

Nationally absence rates for all sickness are showing a slight increase. Within Staffordshire total sickness absence remains just over 5%. Covid sickness is currently around 1.35% and has not been above 2% since mid June.

Robust supply lines are in place for PPE with clear guidance adopted in its use, both in the operational and organisational environments.

Guidance which has changed over the course of the pandemic is easily accessible through the Force Intranet and covers all aspects regarding attendance, risk assessment, health, safety and wellbeing, contact, testing and self-isolation as well as practical advice on school closures, working from home, health and wellbeing.

Workplace - COVID secure

Work has been undertaken to ensure our estate is safe and secure. Each building has a nominated 'responsible officer' who coordinates the approach and ensures that each building is compliant with Covid secure. This includes signage, one way systems, social distancing work stations, room assessments, introduction of screens where required, and ensuring all PPE is available with an ability to replenish stocks on the same day of reporting.

Refreshed business continuity plans and full guidance on operating in a Covid secure environment is published.

Other related matters

In addition it is worth noting that the force has also stood back up **Operation Affinity** which is the operation to address the impact of the EU Exit.

The Gold commander is ACC Green with Supt Brereton as Silver and again the PFCC's office attends all Gold meetings. Early planning is vital to prepare for whatever the outcome of the government negotiations and any impact within the community or on our ability to deliver policing.

Emma Barnett
Deputy Chief Constable



Item No. on Agenda

Report to the Police Fire and Crime Panel – 26th October 2020

Medium Term Financial Strategy (MTFS)

Current MTFS Update

Report of the Staffordshire Commissioner

Introduction

The purpose of this report is to update the Police, Fire and Crime Panel on the Current Medium Term Financial Strategy (MTFS). This supports delivery of one of the Commissioner's key responsibilities under the Police Reform and Social Responsibility Act 2011.

The report sets out the following:

- Update to current year's budget
- Update to future years' MTFS assumptions
- The impact of Covid on financial performance and position
- Sensitivity analysis around key financial items
- Update on capital programme

Matthew Ellis
Staffordshire Commissioner

Contact Officers:

David Greensmith
Director of Finance (S151 Officer for the Staffordshire Commissioner's Office)
Telephone: 07971 893294

John Bloomer
Chief Finance Officer (S151 Officer for Staffordshire Police)
Telephone: 07974 204774

Executive Summary

- 1.1 This report provides an update to the Police, Fire and Crime Panel on the current MTFS covering the years 2020/21 to 2023/24.
- 1.2 Since the previous panel considering the 2020/21 MTFS on the 10th February 2020 both Staffordshire and the United Kingdom have been affected by the Covid-19 pandemic. Whilst this is a health crisis there has been an impact on both Staffordshire Police through new regulations and the Staffordshire Commissioner through commissioned services. There is a significant impact on wider public partners including the NHS, Local Authorities and the wider criminal justice system all of which will set the scene for the upcoming 2021/22 refresh.
- 1.3 In addition to the service level impact, Billing Authorities have provided an indication of the impact on local income collection (through the Commissioners precept on council tax bills). There is an expected significant impact on future levels of income, as well as increased uncertainty due to the fast evolving economic situation.
- 1.4 Further detail on the financial impact is contained in this paper, however to date the support received from central government and provisions made at the close of the 2019/20 financial year are viewed as sufficient for the 2020/21 financial year.
- 1.5 The Group (Commissioner and Staffordshire Police) outturn forecast for the current year is £212.232m. This is a positive variance of £0.170m (0.08%) against the annual net revenue budget of £212.402m
- 1.6 A further provision of £0.500m has been made by the Commissioner in year within the position reported at 1.5. This is to provide support to both any additional in year Covid-19 demand as well, if available, to support the budget process for 2021/22. The assumption at this stage is that this will be available to support the 2021/22 budget.
- 1.7 Both Commissioner and Staffordshire Police have reviewed current planned savings, revenue budget pressures as well as the collection fund and council tax base based on information received from Billing Authorities. This has increased the budget gaps presented to panel on the 10th February 2020. The table below shows the impact of this review:

	2020/21 Actual £000's	2021/22 Plan £000's	2022/23 Plan £000's	2023/24 Plan £000's
Budget Gap	0	(510)	(1,684)	(3,328)
Collection Fund Deficit 2020/21 (spread over 3 years)		(1,072)	(1,072)	(1,072)
Loss of Assumed CT Surplus		(886)	(886)	(886)
Growth in CT Base Reduced to 0.5% from 1.5%		(818)	(1,636)	(2,454)
CSR Assumed Cash Flat Core Grant		0	0	0
Savings & Pressures Review		(2,265)	(2,444)	(2,398)
Gap (Low Case)	0	(5,551)	(7,722)	(10,138)
Reduction in CT Base (in line with current year)		(3,215)	(3,215)	(3,215)
Gap (High Case)	0	(8,766)	(10,937)	(13,353)

- 1.8 The Coronavirus pandemic is affecting funding across the wider public sector and it is unclear if further support will be provided by the Government as part of the Local Government Finance Settlement for 2021/22. Without further support the Staffordshire Commissioner will need to consider how the financial position can be supported through; Council Tax increases, the delivery of further savings, and also the intelligent use of reserves. Reserves for the group are in line with the Commissioners reserves policy.
- 1.9 The commissioner has previously indicated, for planning purposes, increases in precept of 2.99% for the years 2021/22 onwards. Whilst the current referendum limit is unknown, and forms part of the police funding settlement expected in December, the Commissioner will balance the needs of Policing for additional funding against the ability of Staffordshire residents to afford the Policing precept.
- 1.10 The Commissioner has, over both of his terms of Office, been committed to only increase local taxation through the Policing precept where absolutely necessary. His view has been that efficiencies should be delivered within policing & community safety before he would consider asking taxpayers for more. This policy impact has resulted in Staffordshire taxpayers seeing the second lowest increase in council tax, as a percentage, since the Commissioner took Office in April 2012 (with his first precepting decision for the 2013/14 financial year).
- 1.11 The current capital programme is currently being refreshed in light of the successful insourcing of IT services as well as the Joint Estates Strategy across Policing and Fire. The Joint Estates Strategy will provide both fit for purpose accommodation as well as deliver new savings into the MTFS process from reducing running costs.
- 1.12 The Commissioner will continue to support the Chief Constable's Transformation Programme and has committed to ensuring that the scope of the capital programme and achievement of capital receipts will support this, through new IT platforms and Estate, balanced against the long term sustainability of Police and Crime funding.
- 1.13 The uplift in officer numbers will continue to see growth the Police Officer numbers through 2021/22 and 2022/23. For the current year this uplift has been 90 Officers (in addition to replacing those retiring and leaving); based on the Home Office applying the same distribution formula at a local level this would result in an additional 120 in 2021/22 and 90 in 2022/23. This is on the back of the Commissioners investment in Police Officer numbers since 2017/18 which will result, by the end of 2022/23, of an additional 391 Officers since 2017/18.
- 1.14 The Commissioner and Chief Constable have made new revenue investments totalling £1.719m, above and beyond those provided for by Central Government in:
- The Special Constabulary
 - Automatic Number Plate Recognition (ANPR)
 - Technology and Digital Capability
 - Technology Modernisation & Innovation
 - Contact Management Systems
 - Investigations & Intelligence

These are now delivering results and enhancements to the capabilities and capacity of Staffordshire Police in relation to keeping the County safe.

- 1.15 Overall the coming MTFS round will be undertaken in a more uncertain environment than usual. It is likely that we will receive a later settlement than would be ideal, with the potential of this being a one year as opposed to multiyear spending review.

2. The Budget Process and Savings/Pressure Review

2.1 Financial and budget planning work is undertaken jointly with the Chief Constable to detail pressures, potential savings as well as identifying areas for potential new investment in the Policing model, should funding be available to do so.

2.2 The table below outlines the proposed budget timetable for the 2021/22 MTFS:

Budget Timetable	Budget Task
August 2020	Budget Preparation commenced
September 2020	Capital Review – Draft 4 year Capital Programme
September 2020 – October 2020	Budget Holder Consultation
26 October 2020	MTFS update paper to Police, Fire and Crime Panel
30 November 2020	Draft Budget ready for review process
December 2020	Provisional Settlement
January 2021	Final Settlement
January 2021	Public Consultation
1 February 2021	MTFS proposals to Police, Fire and Crime Panel
16 February 2021	Precept Notices issued following Commissioner approval

2.3 The review of the current MTFS highlighted that 93% of current year savings have been delivered. However, it did identify a number of savings that are at high risk of non-delivery, slippage in delivery or have been impacted on by external events such as the Governments Uplift programme. These total £0.801m over the four year MTFS period. These will continue to be reviewed for delivery ahead of the 30th November date for the draft budget review.

2.4 New pressures totalling £1.528m for 2021/22 have been identified by directorates.

- Of these, just under half (£0.736m) relate to national increases in costs such as Home Office IT charges (£0.319m), increase in national airwave charges (£0.127m) and the National Police Air Service (£0.290m). These are outside of local control.
- Of those pressures identified as 'local pressures' a number of these relate to inflationary pressures above the estimate contained in the MTFS for inflation (Insurance £0.160m), Fleet costs, in part as a result of greater usage due to increasing Officer numbers, (£0.131m), reduction in specific income streams (£0.178m)
- A pressure of £0.055m has been included due to the planned increase in Special Constabulary Numbers to cover of the expenses of Special Constables.

2.5 The next steps of the budget process will be for directorates to identify new savings proposals and new investments. This will result in a revised MTFS position for review at the start of November internally to feed into the 30th November draft budget for internal review.

3. Income Assumptions

- 3.1 The Commissioner receives funding from a number of sources with the majority of this being received through Core Home Office Funding and the Council Tax Precept. Income assumptions are currently being reviewed as part of the MTFs process ahead of both the anticipated spending review and the Police funding settlement usually received in December.
- 3.2 In relation to the Core Home Office Funding, the current MTFs assumes this will increase year on year in line with the uplift in officer numbers. Stripping out the effect of the Government's increase in officer numbers the assumption is a cash flat settlement.
- 3.3 As such inflationary pressures on existing business must be funded through increases in precept, new savings or additional income sources being sourced.
- 3.4 The commissioner has previously indicated, for planning purposes, increases in precept of 2.99% for the years 2021/22 onwards. Whilst the current referendum limit is unknown, and forms part of the police funding settlement expected in December, the Commissioner will balance the needs of Policing for additional funding against the ability of Staffordshire residents to afford the policing precept.
- 3.5 An area of concern is the economic impact of Covid-19 on council tax collection in year as well as the impact on the council tax base. The current MTFs assumes an increase in the council tax base of 1.5% per annum as well as surpluses on the collection fund of £0.886m. Both assumptions are now seen as over optimistic as a result of the Covid-19 impact. It is now estimated that the base will grow by 0.5% per annum following this year's fall, with no surplus on the collection fund.
- 3.6 Within this billing authorities have provided the Commissioner with assumptions for the impact on the collection fund position in year. Whilst this does not affect the funding received in year by the Commissioner, the deficit on the collection fund will impact on the 2021/22 budget.
- 3.7 It is also worth noting that these estimates have been provided in a more volatile period than before. Whilst more individuals are in receipt of Local Council Tax Support (LCTS) as a means tested benefit, this is within the environment of furlough schemes and support to the self-employed. Whilst the unwinding of these schemes may be perceived to have a greater impact of LCTS claims other individuals may have deferred council tax payments that are now being paid down.
- 3.8 As part of the government's response to Covid-19 it is proposed that the 2020/21 deficit on the collection fund can be spread over the next three years as opposed to being recognised and accounted for in one year (e.g. over the period 2020/21 to 2022/23 as opposed to in 2020/21 only). Whilst detail is awaited on this scheme the current planning assumption is that the Commissioner will look to take up this flexibility.
- 3.9 It is unknown if the Government will address these significant changes in council tax income as part of the spending review. The government has committed to examining this as part of the spending review, however given the financial impact of the pandemic and other government priorities the current assumption is that no support will be forthcoming. It is hoped this is a 'worse case' position.

3.10 The table below shows the movements on Council Tax Precept income compared to the current MTFs based on the information received to date from billing authorities

	2021/22 £000	2022/23 £000	2023/24 £000
2020/21 Collection Fund Deficit	1,072	1,072	1,072
Loss of assumed CT surplus	886	886	886
2021/22 CT Base Reduction	3,215	3,215	3,215
Reduction in CT Base Growth YoY (0.5% growth instead of 1.5%)	818	1,636	2,454
TOTAL MOVEMENT (Loss)	5,991	6,809	7,627

3.11 The above assumes that the economic hit from Covid-19 will not be recovered via economic growth to a point where there is no on-going economic 'scaring' over the next three years.

3.12 Core Home Office Funding itself is made up of a number of funding streams of which one is the central share of business rates. The fall in business rate collection is not anticipated to impact on Police funding due to offset within the overall Core Home Office Funding allocation model.

3.13 Other grants such as legacy Council Tax Support and Pensions Grant are assumed to continue at the current levels and are not increased by inflation.

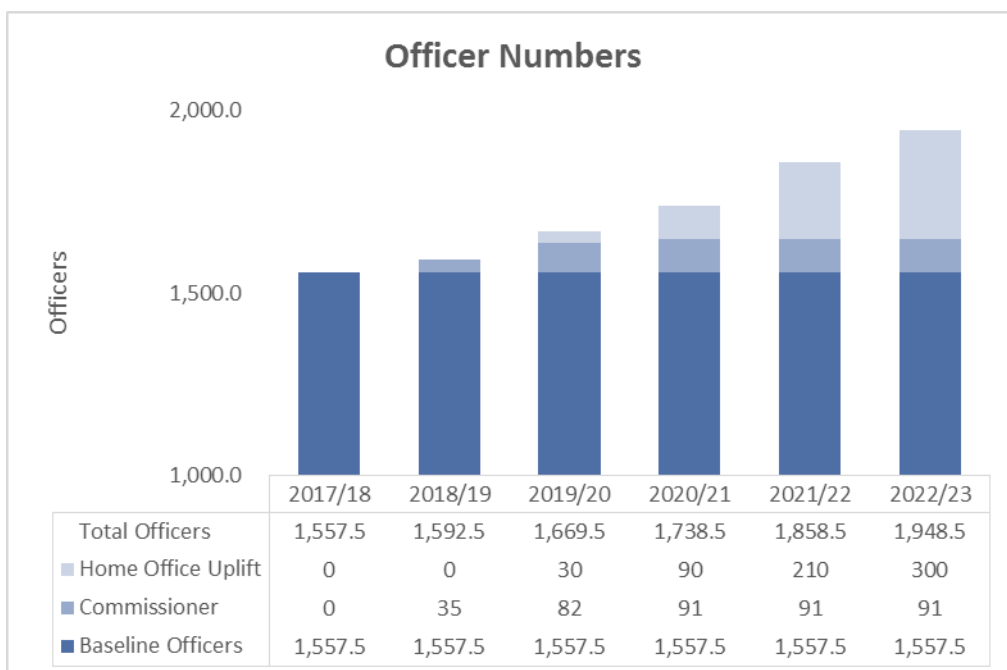
4. Officer Uplift

4.1 Staffordshire Police has continued to see an increase in officer numbers in 2020/21 as a result of the Government's investment in Police numbers. This is in addition to the investments made by the Commissioner in previous years.

4.2 2020/21 is the first full year of the Uplift programme. As a result of this an additional 90 Officers will be in place by the end of 2020/21 compared to before the programme was announced.

4.3 The uplift in officer numbers will continue to see growth the Police Officer numbers through 2021/22 and 2022/23; based on the Home Office applying the same distribution formula at a local level this would result in an additional c.120 in 2021/22 and c.90 in 2022/23. This is on the back of the Commissioners investment in Police Officer numbers since 2017/18 which will result, by the end of 2022/23, of an additional 391 Officers since 2017/18.

4.4 The graph below shows the cumulative increase of Officer numbers since 2017/18 broken down by Commissioner investment and the Home Office Uplift programme.

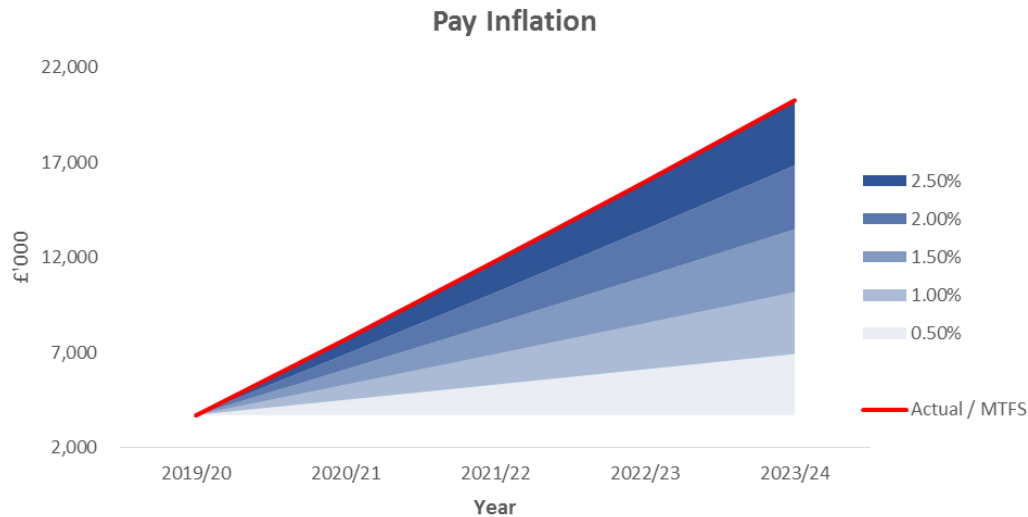


- 4.5 There is a potential that the Home Office will change the allocation formula for years two and three of the programme. This may involve additional numbers into national and regional Policing bodies and structures or increased allocations to areas with higher levels of crime than Staffordshire.
- 4.6 In addition to the officer Uplift programme areas of police staff will require investment to ensure that the uplift in officer numbers has maximum impact. The largest investment so far has been in Learning and Development (to train and sustain officer numbers).
- 4.7 An increase in officer numbers has resulted in increased capital spend on items such as vehicles. This has been funded in year from the revenue Uplift grant, however longer term may present a challenge when the renewal cycle starts in the later years of the MTFS as a higher capital need is required to sufficiently support the welcome higher headcount.
- 4.8 To support this known pressure, and the wider uplift programme, the MTFS contained a planned contribution to earmarked reserves from the 2020/21 uplift funding of £2.644m.

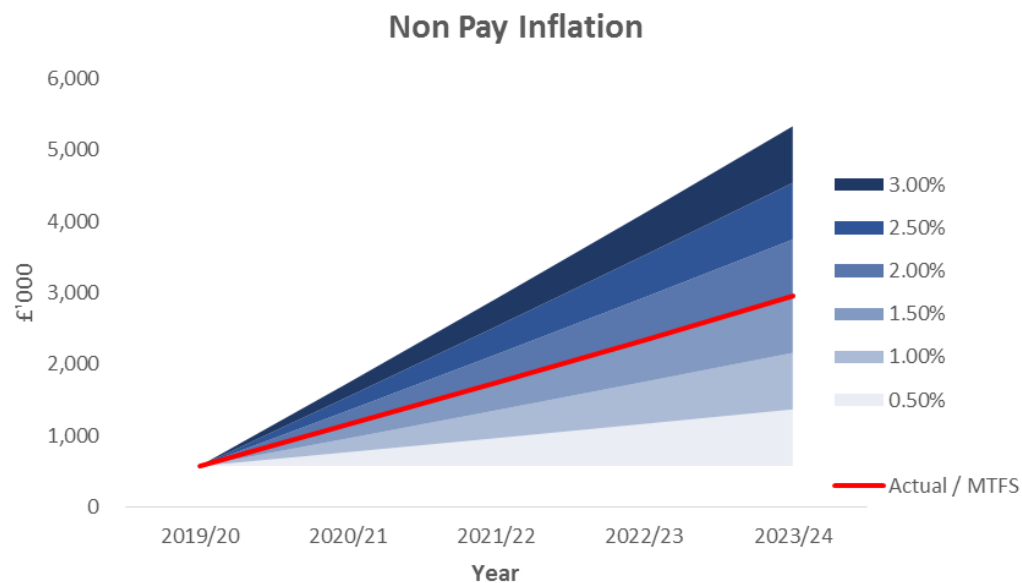
5. Sensitivity analysis

- 5.1 The MTFS refresh is being undertaken in a more uncertain environment as a result of the Covid-19 pandemic.
- 5.2 Funding assumptions both in relation to local and national funding are likely to cause material changes late on in the planning process, something that cannot be avoided but needs to be recognised.
- 5.3 The current MTFS assumes pay awards at 2.5% per annum. This is in line with the award in the current year. The Chancellor has indicated that future public sector pay awards may be less generous than the 2020/21 award. This assumption will be reviewed through the MTFS process.

5.4 Pay makes up around 75% of the total spend this remains one of our single largest assumptions. The table below shows the impact of differing pay awards in terms of sensitivity.



5.5 Inflation is currently assumed at 1.5% outside of specific inflation items identified by finance business partners. The current inflation rate is below this assumption, and below the Bank of England target of 2%, and is under review as part of the MTFS process. The table below shows the impact of differing inflationary impacts.



5.6 The following sensitivity analysis was contained in the February 2020 MTFS paper:

Cost Area	Change	£'000
Police Pay	1%	1,002
PCSO/Police Staff	1%	582
Utilities	1%	44
Vehicle costs	1%	33
Supplies & Services	1%	104
Police Pension Contribution	1%	198
Police Core Grant Funding	1%	1,177
Precept	£1	353
Council Taxbase	1%	794

6. Covid-19

- 6.1 The MTFs review is set against a context of the Covid-19 pandemic both in relation to the in year response as well as the ongoing potential impact on Police funding.
- 6.2 In response to Covid-19 Staffordshire Police stood up its response to the pandemic in February, adapting at pace to the changes in legislation in addition to delivering on its normal 'day to day' business.
- 6.3 The Commissioner prudently established an earmarked reserve at the end of the 2019/20 financial year to support the response to Covid-19 with a balance at year end of £0.478m. The reserve is currently sufficient to cover all the known in year costs in 2020/21 that have not been covered by Central Government support.
- 6.4 Unlike both Councils and Fire Services, Policing has received no additional un-ring-fenced funding to cover Covid-19 costs. Work continues at a national level to secure additional funding for Policing, however this needs to be seen against a background of this being a health emergency. Monthly returns are submitted to the Home Office on Covid-19 related spend.
- 6.5 Support has been received for the provision of medical grade personal protective equipment (PPE). The costs incurred by Staffordshire Police before national supply arrangements (funded by the Department of Health and Social Care) came in to fruition are being recovered from DHSC. Staffordshire Police continues to be in a strong position in terms of locally held stockpiles of PPE.
- 6.6 The Commissioner welcomes the Government's recently launched income recovery scheme for Policing. This operates along similar lines to that for Councils; the scheme will apply to sales, fees and charges where forces would usually generate income, such as policing of sporting fixtures or providing security at airports. The scheme will enable Staffordshire to recover 75p in every £1 of budgeted income lost due to Covid-19 restrictions this financial year once the Commissioner has absorbed 5% of those losses.
- 6.7 Under the scheme, income losses are only eligible for reimbursement if the Commissioner and Force have taken all reasonable steps to negate the costs that would have been incurred. In Staffordshire, significant reasonable steps have been taken to reduce costs for services that were income funded thus protecting the overall impact on the public purse.
- 6.8 Income levels overall remain in line with those expected in the MTFs. Pressures on income from Covid-19 have to date been offset by additional income streams identified and secured.
- 6.9 On the 8th October the government announced that Staffordshire will receive £452,169 from the national £60m allocation to support the enforcement of Covid-19 regulations. The Force is currently drawing up plans for submission to the Home Office in relation to increasing visibility to encourage and ensure compliance with the Covid-19 regulations.
- 6.10 It is important to recognise that Staffordshire Police will continue to Engage, Explain and Encourage compliance with the regulations and only Enforce as a last resort.

7. Capital

- 7.1 As part of the current MTFS refresh capital plans across both Staffordshire Police and the Commissioner's Office are being refreshed.
- 7.2 The Commissioner will repay £1m of loans funded by the Public Works Loans Board (PWLB) in the 2020/21 year. No new loans will be taken out in year with the capital programme funded from a mix of revenue contributions, capital receipts and internal borrowing. By not replacing these loans the Commissioner has saved £0.024m on an ongoing basis in interest payments
- 7.3 Capital receipts within the current MTFS are likely to be impacted by the Covid-19 pandemic, however the impact of this will be dependent on the longer term view of purchasers with demand for those sites for sale remaining strong. To date overall capital receipts received have been greater than the valuations of those sites.
- 7.4 The external environment in relation to investment income has deteriorated since the MTFS was set. In this period the Bank of England base rate has fallen to 0.10% with investment returns moving towards this benchmark. Whilst investments are still generating a positive return there remains an outside risk that interest rates may turn negative over the short term. The reduction in investment income supports the current Treasury Management strategy of using internal borrowing (from internal cash) as opposed to external borrowing, delivering value for the local taxpayer
- 7.5 The Joint Estates Strategy across Staffordshire Police and Staffordshire Fire & Rescue Service offers Staffordshire Police the ability to access high quality accommodation currently used by Staffordshire Fire & Rescue Service without the capital cost of a new build facility. This strategy will form part of the revised Estates capital programme with moves into the joint facility in Tamworth now complete and the joint Police and Fire facility in Hanley due to go live in January 2021. For Staffordshire Fire & Rescue this offers a valuable income stream from letting surplus space to Staffordshire Police.
- 7.6 The transfer of IT services from Boeing Defence UK (BDUK) back to Staffordshire Police has successfully been undertaken without service failure, and to date commercially successful for Staffordshire Police and the Commissioner. The IT programme is currently being refreshed to build on the benefits articulated in the Commissioner's business case on in-sourcing to accelerate the delivery of IT improvements in line with the Commissioner's aim of having the most technologically enabled Police Force.
- 7.7 Two significant changes identified since the MTFS was set, and for potential encapsulation in the 2021/22 MTFS, are for the Emergency Services Network (ESN) and Staffordshire Police's preferred option on Firearms provision.
- Within the current MTFS, provision had already been made for ESN 'readiness costs'. These were the costs to upgrade equipment ready to receive ESN, as opposed to ESN equipment itself. In the current MTFS, the ESN costs are shown as a risk given a lack of clarity on who (Central Government or the Commissioner) would fund. Since the MTFS was set, the Home Office has provided further clarity to the split of national and local funded equipment and costs. The Home Office cost model is currently being analysed as to the local costs that are likely to require local funding.

- The preferred option for Firearms Range provision is currently under development. This is still subject to consideration by the Commissioner, however the current MTFS assumes delivery of this in 2021/22 – this timeline is likely to change and evolve over the progression of that business case.
- 7.8 Given the improved forecast for capital receipts current indications are that capital financing costs will be lower in 2021/22 than currently provided for, providing a small offsetting saving towards the articulated budget gap.

8. Reserves

- 8.1 The General Fund reserve remains at 3% of the Net Revenue Budget in line with the Commissioners Reserves Strategy, with no forecast draw on this reserve in year anticipated.
- 8.2 Earmarked reserves are held for specific purposes. As part of the MTFS refresh process both Section 151 Officers will review the adequacy and intended use of these reserves with a view to providing support to the MTFS. Total reserves including the General Fund Reserve, in line with the policy of building resilience, totalled £16.494m at the 31st March 2020.
- 8.3 Reserves overall, when benchmarked against the wider sector, remain low in line with the Commissioners Reserves Strategy.
- 8.4 Reserves, whilst set aside for a particular purpose, currently are utilised in cash terms to support capital spend in lieu of external borrowing. This internal borrowing, if replaced by PWLB through not being available, would result in a cost of £0.387m per annum.
- 8.5 There is a known future pressure on capital spend and replacement as a result of the welcome uplift in Officer numbers. To support this known pressure, and the wider uplift programme, the MTFS contained a planned contribution to earmarked reserves from the 2020/21 uplift funding of £2.644m. This is currently planned to be made at this level and drawn of in future years
- 8.6 The Commissioner has established an earmarked reserve at the end of the 2019/20 financial year to support the response to Covid-19. The reserve is currently sufficient to cover all the known in year costs that have not been covered by Central Government funding.
- 8.7 The Commissioner has also prudently approved an in year appropriation to this reserve of £0.500m to provide some support to the 2021/22 budget (subject to Covid-19 costs in year not requiring this funding).



Police, Fire and Crime Panel – 26 October 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 delivery of Safer, Fairer, United Communities Strategy for Staffordshire (the strategy).

2. Recommendation

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

3. Background

- 3.1. In May 2017, the Staffordshire Commissioner for Police, Fire and Rescue, and Crime (Staffordshire Commissioner) published an updated Safer, Fairer, United Communities strategy for 2017–2020. The strategy is about making a sustained difference to tackling crime, harm and anti-social behaviour by improving community safety across Staffordshire and Stoke-on-Trent. An annual report covering the entire period of the Commissioner’s two terms of office was submitted to the panel in February 2020.
- 3.2. As a result of statutory public health restrictions intended to slow the spread of COVID19 some democratic processes were 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.
- 3.3. In the interim period, the Commissioner determined that his priorities, as set out in the Strategy would remain broadly the same for his extended term of office:
- Modern Policing: A police force that is fit for a changing future
 - Early Intervention: Tackling root causes before they become a problem
 - Supporting Victims and Witnesses: Making it easier for victims and witnesses to get the support they need, when they need it
 - Managing Offenders: Preventing offending in the first place and reducing the likelihood of reoffending
 - Public Confidence: Creating opportunities for communities to shape policing, with greater transparency and openness to increase confidence in policing
- 3.4. To continue to fulfil his statutory responsibilities during this extraordinary situation, the Commissioner and his office has refocused efforts and resources. In June 2020 a plan, *COVID19 Response 2020/21* was issued to set out how this would happen, specifically:

- 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.
- 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.

4. Progress to Date

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

Matthew Ellis
Staffordshire Commissioner Police | Fire and Rescue | Crime

Contact Officer: Ralph Butler
Telephone: 01785 232437
Email: ralph.butler@staffordshire-pfcc.pnn.gov.uk



A police force that is fit for a changing future

October 2020

STRATEGIC OUTCOMES

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

ACTIVITY SINCE LAST REPORT

- Police and fire staff co-located at Tamworth (Belgrave) fire station, enabling the disposal of former Tamworth police station.
- Work underway for co-location of Northern Response Team at Hanley fire station, due for completion in December.
- A Joint Police/Fire Estates Strategy has been developed, supported by a detailed approach to delivering the programme.
- Niche police records management system went live in May.
- Strategic IT partnership with Boeing Defence UK ceased in June with in-house services commencing 1 July.
- New capabilities funded from increase in council tax precept delivering results. This includes enhancements to digital policing capabilities and expanding capacity in investigations and intelligence.
- The force is ahead of schedule in recruiting additional officers under Operation Uplift. There will be 90 additional officers by the end of 20/21.
- Both Staffordshire Police and Staffordshire Fire & Rescue Service have progressed towards migration to Office 365 which will enable staff to work more collaboratively and flexibly.

PLANNED ACTIVITY BEFORE NEXT REPORT

- Finalisation of Joint Police/Fire Estates Strategy which will create further opportunities for co-location of police and fire teams, reconfigure buildings to provide more modern, flexible working space and address outstanding maintenance requirements.
- Completion of construction work at Hanley fire station.
- Technical pilot phase in November for the adoption of Windows 10 and Office 365 under the National Enabling Programme and subsequent replacement of end user devices. This will be followed by a business user pilot phase starting in December.

MILESTONES AHEAD

- Occupation of Hanley fire station by Northern Response Team January 2021.

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



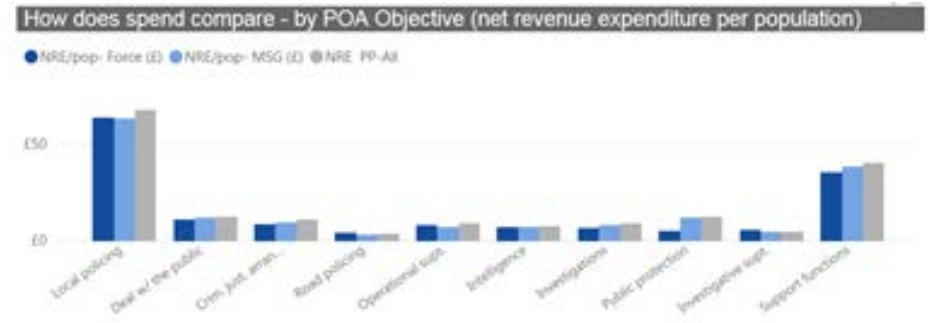
Efficiency
How efficient is the force at keeping people safe and reducing crime?
Last updated 09/11/2017



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



WORKFORCE	91% frontline police officers	92% national level	VICTIM-BASED CRIMES	0.07 per person	0.08 national level
	2.62 per 1000 population	3.42 national level		44% Local 5 year trend	45% National 5 year trend
	24% 10yr change in local workforce	17% 10yr national change	COST	46p per person per day local	56p per person per day national





October 2020

STRATEGIC OUTCOMES

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

ACTIVITY SINCE LAST REPORT

- The Prince's Trust programmes continue to operate in an amended format in the light of COVID
- Barnardo's supported 351 service users in this quarter on FGM-related issues (children and adults, males and females). 9 professionals have been trained on FGM (a number of training programmes were cancelled due to COVID).
- The Home Office Early Intervention Youth Fund Project for those at risk of serious violence has commenced. There were over 160 referrals to the service within the quarter.
- A Personal, Social, Health and Economic (PSHE) Education Coordinator has been recruited to develop a consistent approach to community-safety related education delivery. Mapping existing resources and input is currently underway.
- Due to social distancing requirements a more targeted SPACE programme was successfully delivered during the school 2020 summer holiday and extended to support young people transitioning back to school in September post lockdown. From 3 to 29 August, 19 providers operated risk assessed activities comprising 517 events which equated 814 hours of activities. September analysis is ongoing.
- A Serious Violence Coordinator has been recruited and there have a number of workshops to help develop a prevention approach / violence reduction unit (VRU). A Staffordshire-wide Serious Violence Strategy has been published.
- The Child Exploitation Service undertook 314 interviews with young people who went missing from home.
- Commissioner's Office successfully bid against the Home Office Safer Streets Fund. £1.01m awarded for two projects in Fenton and Northwood, Stoke-on-Trent to deliver physical crime prevention interventions including target hardening, alley gating and CCTV provision.

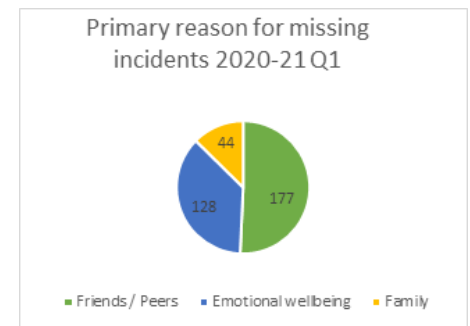
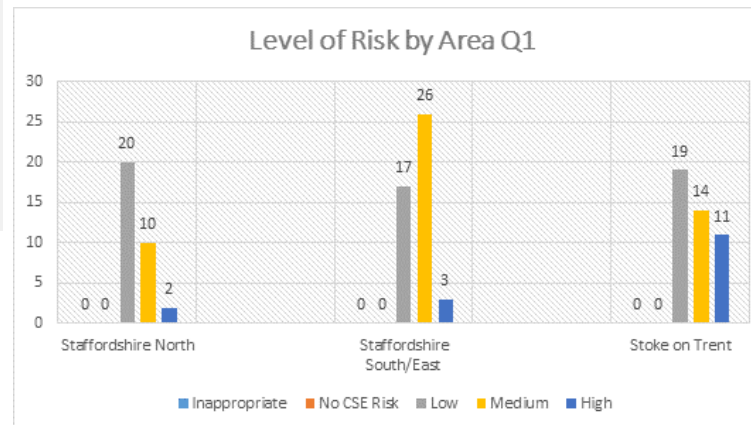
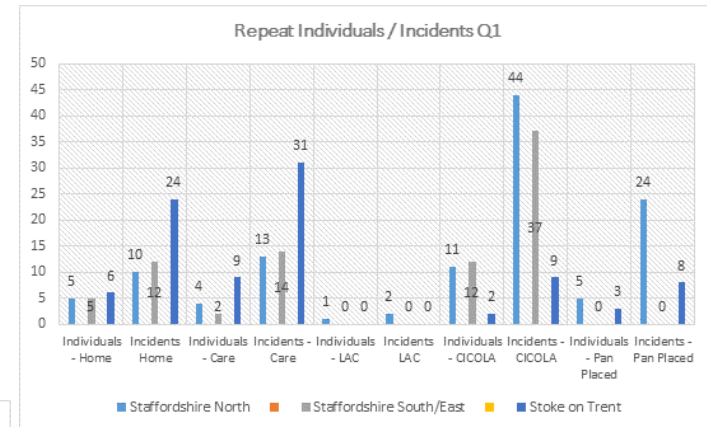
PLANNED ACTIVITY BEFORE NEXT REPORT

- Develop the PSHE work plan
- An evaluation of the Space 2020 programme will be finalised and published.
- A business case for a prevention approach / VRU will be developed and presented to Chief Executives of local organisations.
- Launch of Safer Streets Project in October with commencement of target hardening service to residents, installation of additional CCTV cameras and consultation on installation of alley gates.

MILESTONES AHEAD

- Peer Mentor Project to be developed in schools
- Establish the prevention approach / VRU

Young people missing from home: Survey Snapshot





October 2020

STRATEGIC OUTCOMES

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

ACTIVITY SINCE LAST REPORT

- Successful bid for funding of £380,000 from the Ministry of Justice to support 11 local domestic abuse and sexual abuse organisations to continue their vital work during the pandemic.
- New Sexual Assault and Abuse Service commenced, delivered by Women's Aid. Services include counselling, support for family members and a cope and recover service for victims.
- The Sexual Abuse and Assault Service (SAAS) Strategic lead is now in post. Work is underway to deliver the local action plan.
- 11,143 referrals into the Victim Gateway between April and June 2020. 8,153 received information and advice. 4,574 accepted an offer of support and triage.
- 829 businesses contacted by the Business Crime Advisor between April and June 2020, 422 of which accepted support.
- The Modern Slavery Support Service delivered by Voice of Home extended to 31 December 2020.
- NHS England awarded the Commissioner's Office £50,000 to help deliver the local sexual assault and abuse action plan.
- Domestic Abuse Board extended its oversight to include safe accommodation in line with the forthcoming Domestic Abuse Bill.
- DA Performance Framework is well underway through the Performance Delivery Working Group.
- 8,132 referrals to New Era victim service and 598 to the perpetrator service (Oct 2018 – June 2020). DA in the Workplace programme to the business sector continues.
- The Chamber of Commerce DA in the Workplace contract has been extended to September 2023.
- Adaptive practices have ensure continued support for those affected by DA during the COVID-19 lockdown, aided by additional short term Home Office supplementary DA funding.
- New Era support redeveloped localised MARAC arrangements.
- Results awaited of a bid to the Home Office for funding to support an extension to the Out of Court Disposal programme for appropriate standard risk perpetrators, the Police having previously received special dispensation from the DPP to operate this approach.

PLANNED ACTIVITY BEFORE NEXT REPORT

- Working group to be formed to take forward the joint Modern Slavery Statement and action plan.
- Victim and Witness Strategy and Action Plan to be signed off.
- Addendum to the Major incidents framework completed and staff identified for training.
- Two children and young people sexual abuse workers in post following a successful bid to the Ministry of Justice.
- County wide Hate crime and ASB service to be commissioned.
- Needs Assessment to support the commissioning of specific support for victims of Stalking and Harassment,
- Safe Accommodation Delivery Working Group to shape Staffordshire's response to safe accommodation as defined in the DA Bill, working with Stoke-on-Trent City Council and other stakeholders.
- TecSOS Personal Safety Device contract to be extended and to incorporate the use of apps alongside handheld devices.
- Work to commence with NHS England to re-commission Sexual Assault Referral Centre (SARC) children's service.

MILESTONES AHEAD

- Sexual Assault Referral Centre children's service provider to be announced.
- Major Incidents Framework finalised.
- Refresh of the Victim and Witness Needs Assessment.
- Improved service provision for victims and witnesses following the review.
- ASB and Hate Crime Provider announced.
- Domestic Abuse Needs Assessment, incorporating Safe Accommodation (as defined by the DA Bill) to be refreshed.
- Domestic Abuse Strategy and Action Plan to be refreshed.
- Stalking and Harassment services to be commissioned.
- Domestic Abuse deep dive themed analysis to be agreed & to be commenced through the DACDB.

Staffordshire Police Victim Survey 4 November 2019 – 21 January 2020

- 69% had a prior positive opinion of Staffordshire Police
- By the end of the process 27% felt more positive about the force, 37% same as before (positive), 5% felt more negative, 9% still had no opinion or a neutral opinion, 4% same as before (negative)

Initial contact

- Majority (86%+) reported being treated sensitively, with respect, and in a fair and unbiased way
- Large majority (87%) felt that their incident had been taken seriously
- Large majority (81%) had confidence in the person handling their incident

Being listened to

- Large majority felt that the person they spoke to listened to everything or most of what they had to say at both initial contact (90%) and at follow ups (89%)

Being kept informed

- Large majority (79%) reported that they were satisfied that they had been contacted as agreed

Treatment during follow-up

- Majority (91%+) reported being treated sensitively, with respect, and in a fair and unbiased way

Investigation

- 76% were satisfied with the overall investigation



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

STRATEGIC OUTCOMES

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



October 2020

ACTIVITY SINCE LAST REPORT

- Reducing Reoffending Board (RRB) and Mental Health & Community Safety Strategic Board (MHCSSB) temporarily stood down during COVID lockdown period. Business taken over by working groups established under Staffordshire Resilience Forum (SRF) multi-agency contingency planning arrangements
- Weekly phone-ins to relevant Working Groups during lockdown (Offender Management, Substance Misuse and Mental Health Groups and regional CJ Board COVID Recovery Sub-Group)
- RR Board and MHCSSB re-convened in July - impact of COVID reviewed and agency recovery plans shared
- Board Action Plans updated to take account of the impact of COVID
- Discussions held with partners re refresh of current RR Strategy
- Progress made in taking forward planned projects and developments:
 - Discussions with MoJ / Probation re SCO role in future regional Probation co-commissioning arrangements
 - Development of new adult Out of Court Disposal options (anxiety / anger management and women-specific OOCs)
 - Contract awarded for evaluation of Mental Health Community Triage service
 - Community Sentence Treatment Requirements pilot project commenced - first Community Orders with a Mental Health Treatment Requirement made
 - Agreement with regional MoJ Female Offender Lead re approach to local implementation of national Female Offender Strategy
 - Outline specification agreed in respect of Offender Employment and Skills support service

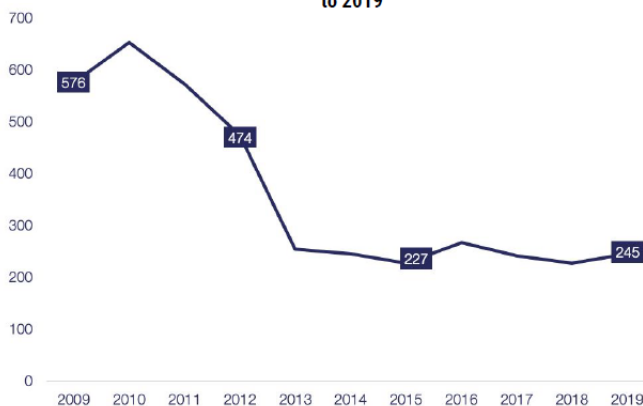
PLANNED ACTIVITY BEFORE NEXT REPORT

- Quarterly performance data re SCO commissioned services collated
- Meeting of RR Board held / RR strategy action plan reviewed / performance of SCO commissioned services reviewed
- Meeting of MHCSSB held / Board action plan reviewed
- Further discussions held with MoJ / Probation re SCO role in future regional Probation co-commissioning arrangements
- Arrangements taken forward for introduction of new adult Out of Court Disposal options (anxiety / anger management and women-specific OOCs) pending appropriate local and regional approvals
- Arrangements taken forward for review of Drug Testing on Arrest services in Police custody suites
- Next phase of development of offender employment and skills support service commenced
- Process and timeline agreed with partners for refresh of current RR Strategy.

MILESTONES AHEAD

- 20 October - Meeting of OMCDTB (approach agreed with partners for refresh of current RR Strategy)
- 7 October - Meeting of Mental Health and Community Safety Strategic Board
- Next phase of development of offender employment and skills service commenced
- Review of Drug Testing on Arrest services in Police custody Suites commenced
- Evaluation of Mental Health Community Triage service - contract commenced

First-time youth entrants to the criminal justice system, Staffordshire, 2009 to 2019

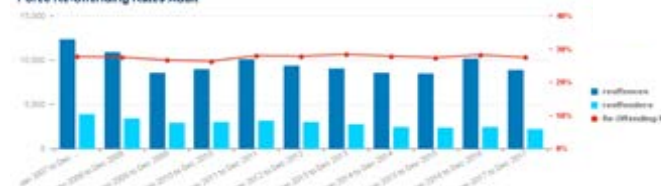


In 2015 the volume of youth FTEs was 227, but in 2019 it was back up to 245

Force Re-Offending Rates Juvenile



Force Re-Offending Rates Adult



Staffs and Stoke, proportion of offenders who reoffend by age, gender, and ethnicity April 2017 to March 2018





October 2020

STRATEGIC OUTCOMES

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

ACTIVITY SINCE LAST REPORT

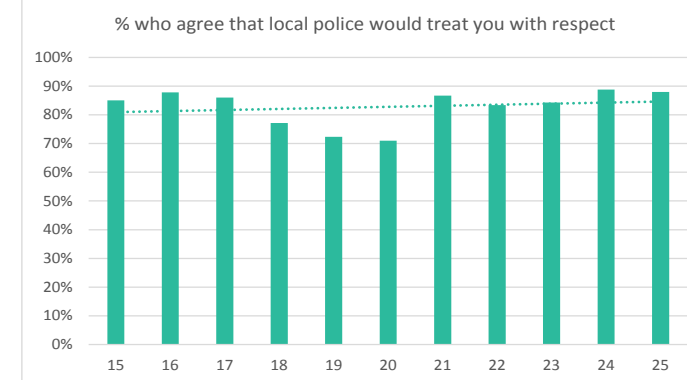
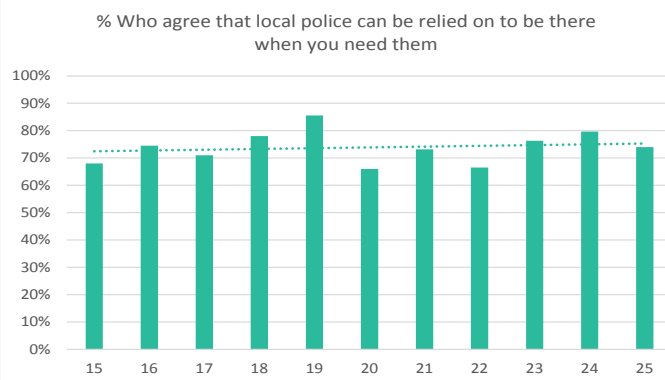
- Appropriate Adult Scheme transferred from Staffordshire Police to the Commissioner's Office.
- Police Dog Welfare Scheme commenced.
- CoPaCC Statutory Transparency mark awarded to the Commissioner's Office for the third year running.
- Volunteer Appreciation Evening put on hold due to Covid restrictions.
- Trustee and Signatory Review for the Commissioners Corporate Social Responsibility Fund completed.
- Implementation of Virtual Independent Custody Visitor sessions as a response to Covid restrictions.
- Suspension of face to face volunteer activities as a result of Covid restrictions.
- Accessibility audit carried out on Commissioner's website to ensure it meets Government regulations.
- In July 2020 the Commissioner launched a milestone strategy committing to tackling serious violence alongside partners.
- The Commissioner highlighted the plight of victims affected by delays to the criminal justice system due to the pandemic. Press release issued and interview with Midlands Today.
- Cadet online fundraiser launched in September has raised almost £2,000 so far.
- Survive sexual assault and sexual abuse service launched in October. After an initial 'soft' launch to allow the service to bed in, a full communications plan will be delivered.
- Annual refresh of Local Community Safety Partnership statutory 3 year Strategic Assessments commissioned.
- £781,500 Locality Deal Fund awarded to local Community Safety Partnerships to meet local community safety priorities.
- £49,178 Proceeds of Crime awarded to 27 for projects including young people's diversionary activities, crime prevention measures.
- £26,082 People Power Fund awarded to 16 initiatives including road safety, crime reduction and positive activities for young people.
- Ethics, Transparency & Audit Panel recognised the robust, fair and transparent process undertaken to commission domestic abuse services following a comprehensive audit.

PLANNED ACTIVITY BEFORE NEXT REPORT

- Refresher Training for Safer Neighbourhood Panel members on Mandatory Scrutiny Topics – Stop & Search and Use of Force.
- Assessments and guidance for volunteer groups' ability to return to face to face activities in line with Government Guidance to be completed across all groups.
- Plans in place for a small number of SPACE providers to deliver October half term activities.
- Further fundraising tactics planned for the Cadet scheme.
- Commissioner visits to recipients of the People Power Fund.
- Highlight successful Independent Custody Visitor online recruitment process.
- Comms plan for Survive service using a range of targeted tactics to reach 5 key demographics: older women, young people, LGBTQ, BAME and those with learning disabilities.
- Condensed version of an in-depth business crime report commissioned from Staffordshire University to be published.
- Evaluation of the Commissioner's 2020/21 Locality Deal Award made to Community Safety Partnerships.
- Review of local Community Safety Partnership Community Safety Plans and associated delivery plans for 2021/22.
- Consideration of the award of 2021/22 Locality Deal Fund.
- Ongoing evaluations of individual Proceeds of Crime and People Power fund grant awards.

MILESTONES AHEAD

- Audit on SCO Governance and Risk arrangements by RSM Internal Auditors.
- Submission of the CoPaCC Statutory Transparency Mark criteria evidence.
- Independent Custody Visiting Association, Quality Assurance Framework submission for assessment.
- After receiving £1m from the Government Safer Streets Fund, work will begin in October to reduce acquisitive crime. Media launch with partners to take place and regular updates provided and highlighted to the media and public.
- Review of Commissioner's Community Fund (Locality Deal Fund, Proceeds of Crime Fund and People Power Fund) with new Commissioner.





Police, Fire and Crime Panel – 26 October 2020

Implementation of Reforms to the Police Misconduct & Complaints Regulations 2020

Report of the Staffordshire Commissioner

1. Purpose of Report

- 1.1 The report updates the panel on the implementation of police misconduct and complaints reforms, as set out in the Police (Complaints and Misconduct) Regulations 2020. Implementation of which took place on the 1st February 2020.
- 1.2 The Staffordshire Commissioner became the Appropriate Authority for reviews (formally known as appeals) with the implementation of the new regulations on the 1st February 2020. The Commissioner who is known as the local review body will receive all reviews unless, they are about a senior officer, criminal or misconduct proceedings, or article 2/3 (Human Rights); the review body for these is the Independent Office for Police Conduct (IOPC).

2. Recommendation

- 2.1. That the panel note the contents and agree to receive regular updates for scrutiny at future panel meetings.

3. Background

- 3.1 The Policing and Crime Act 2017 introduced major reform to the police complaints and discipline system that were implemented on the 1st February 2020 through new Regulations. The Regulations brought in a new definition covering complaints about customer service and police practice. This is now defined as ***'any expression of dissatisfaction with a police force which is expressed (whether in writing or otherwise) by or on behalf of a member of the public'***.
- 3.2 The reforms aim to simplify the complaints system, provide greater responsibility to Police and Crime Commissioners (PCCs), overhaul the police discipline system, provide enhanced powers for the IOPC, introduce measures to ensure greater independence in investigation and make changes to the composition and administration of the Police Appeals Tribunal.
- 3.3 Overall, the reforms aim to achieve more streamlined processes, improved timeliness, independence, accountability and transparency, greater cooperation and more

fairness for all involved. Other key objectives for the reforms are for it to be more proportionate, less adversarial and have focus on learning and improvement.

- 3.4 The specific role introduced for Police and Crime Commissioners is to increase and strengthen independence and improve complaints handling, ensuring the public can maintain confidence in the integrity of policing.

Police Complaints

- 3.5 A complaint can be received through various different mechanisms; letter, email, telephone via 101 which is then tagged to the Professional Standards Department (PSD), contact via the Chief Constable's office, or the Staffordshire Commissioner's office, or via the Single Online Home which is the police website.

- 3.6 Police complaints can be dealt with by:

3.6.1 Schedule 3 where a complaint is a recorded or investigated with a right to review to the Local Review Body (Staffordshire Commissioner's Office) or the Independent Office for Police Complaints (IOPC).

3.6.2 Logged complaint which is Outside of Schedule 3. This is an allegation where if proven would not justify misconduct proceedings. There is no right to review however, at any point the complainant can ask for their complaint to be recorded (Schedule 3 complaint) which then provides a right to review.

- 3.7 There has been a rise in complaints since the implementation of the new regulations in February 2020. Schedule 3 complaints and logged complaints in totality have shown an increase. However Schedule 3 complaints (pre 02/20 recorded complaints and local resolutions) have reduced by 32% compared to the same quarter last year (comparison is between Q1 2019/20 to Q1 2020/21), with logged complaints increasing by 183% over the same period.

Whilst some fluctuation is normal, there have been specific peaks in complaints:

- Increase in dissatisfaction in Autumn 2018 following the change to the Staffordshire Police operating model, that has since settled;
- Increase in reporting of dissatisfaction at the start of lockdown (23/03/2020)

- 3.8 Staffordshire Police are developing their approach to the management of complaints in line with the new legislation and will move to a more trust driven policing model, where there is more of a focus on organisational and individual learning and development. The Commissioner is confident that these changes, together with the

new role that he has will meet the aspirations that have been set out by government in introducing national reforms.

3.9 Further detail on the revised role of the Commissioner is detailed below.

4.0 Review Arrangements

4.1 To remind the panel and prior to implementation of complaint reforms the Staffordshire Commissioner considered the three options open to him, in respect of his role: -

Model 1 This is the minimum requirement for all PCC's. It will require PCC's to receive reviews from the public, consider whether Staffordshire Police took reasonable and proportionate action and then contact the complainant with the outcomes.

Model 2 This model incorporate the elements of Model 1 but with the additional responsibilities of receiving complaints, contacting complainants and then either recording the matter formally under the Police Reform Act (PRA) 2002, or attempting to informally resolve the issue for the complainant.

Model 3 Incorporates Models 1 and 2 and gives the PCC the additional responsibility for keeping the complainant updated throughout and providing the outcome letter.

Given the Commissioner's confidence in Staffordshire Police's management of public dissatisfaction he chose model 1, as did most other PCC's. The Commissioner does have the opportunity in the future to take on models 2 and 3. This would need to be agreed with the Chief Constable and 28 days notification given of any change.

4.2 A complainant can request a review through email, in writing, or online through the Staffordshire Commissioner's website. The process map for review processes is attached as Appendix A to the report.

4.3 Whilst the implementation of the changes took place in February 2020, it was a realistic expectation that any reviews would not be received before March 2020 at the earliest. The reasoning for this is because when a complaint has been finalised the complainant has 28 days to request a review. It was also around this time that the COVID19 pandemic impacted, which affected the police complaints function and delayed requests for a review.

4.4 As a result, the Commissioner's office started to receive requests for reviews in July 2020 and as of the end of September 2020, the Commissioner's office had received 25 requests for a review, with an upwards trend. Between the 1st October and the 12th October an additional 7 requests have been received making the total 32, and further

giving the indication that complainants are now exercising their right to request a review and that police complaints processes are working effectively.

- 4.5 Of the 32 reviews received as outlined in 4.4, there have been 45 allegations (one complaint can have more than one allegation). The themes identified are below. The categories are defined by the IOPC for recording purposes.

Theme	Number of allegations
Police action following contact	9
Decisions	6
Search of premises and seizure of property	3
Handling of or damage to property/premises	4
Use of force	2
Other neglect or failure of duty	4
Lack of fairness and impartiality	6
Information	2
Race	1
General level of service	2
Other policies and procedures	1
Impolite language/tone	4
Disclosure of information	1

To date recommendations have been made on completed reviews and a number of observations around individual and organisational learning.

- 4.6 When completing a review the role of the Compliance Manager is to consider whether the handling or the outcome of the complaint to determine was it reasonable and proportionate, the role is not to reinvestigate. Reasonable and proportionate means doing what is appropriate in the circumstances, taking into account the facts and the context in which the complaint has been raised, within the framework of legislation and guidance. Where the outcome is reasonable and proportionate there are two possible outcomes:

- Service level acceptable – No Further Action (NFA)
- Service level acceptable – No Further Action (NFA) – observations made around learnings but, not so significant that would alter the outcome of the review.

- 4.6 Where the outcome is deemed as not reasonable and proportionate and, the service level is not acceptable, one of the following options will be considered:

- Recommendation that the complaint be referred to the IOPC
- Any other recommendation under paragraph 28 of the Police (Complaints and Misconduct) Regulations 2020 other than:

- Recommendation that an apology be made to the complainant
- Recommendation that any property seized from the complainant be returned
- Recommendation that a matter be referred to be dealt with under the Reflective Practice requires improvement process.

Where a recommendation is made, Staffordshire Police then have 28 days to write to the Local Review Body proposing the actions to be taken to address the recommendations made.

- 4.7 The Local Review Body can also make observations where whilst, the service level has been considered acceptable there may be some learnings individually or organisationally which need to be brought to the attention of the organisation.
- 4.8 To ensure oversight and scrutiny of the complaints system, on any cases of over 12 month's duration, Staffordshire Police must formally write to the Commissioner and the IOPC to inform them of the reasons and actions being taken to progress the complaint. Further communication is required every 6 months thereafter until the complaint is finalised.

5.0 What next?

- 5.1 The new arrangements introduced by national reform are at an early stage of development. The Commissioner has ensured that the requirements placed on him are being met and is also working closely with Staffordshire Police to gain assurance in respect of the changes that they are making in response to reform.
- 5.2 It is anticipated that requests for review will increase as initially predicted and continue to grow over this year and into next. Complainants will recognise that in requesting a review there is an independence in the Staffordshire Commissioner's Office completing this that wasn't in place previously.
- 5.3 The Compliance Manager will continue to work with Staffordshire Police's Professional Standards Department to ensure any reform/transformational work is in line with the implementation of the regulations.

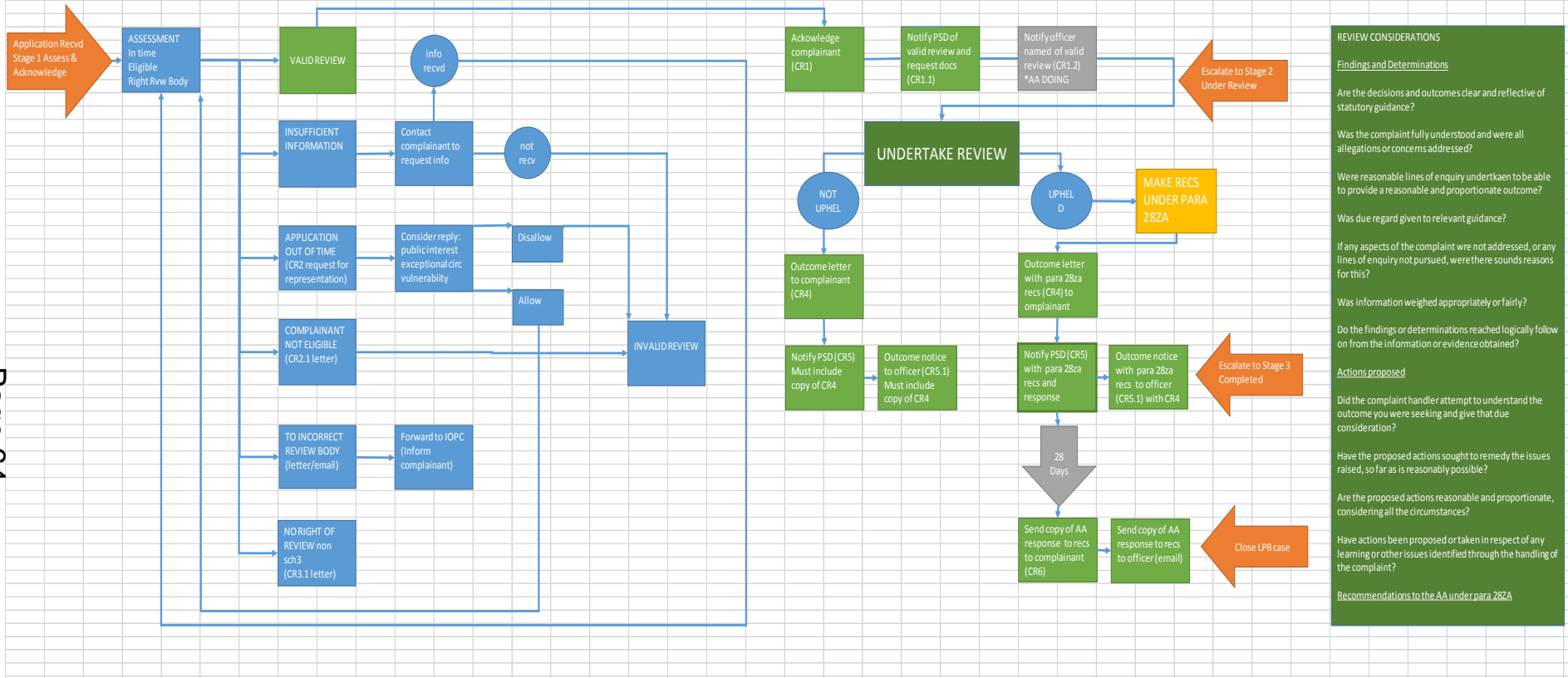
Matthew Ellis

Staffordshire Commissioner Police | Fire and Rescue | Crime

Contact Officer: Veronica Powell
Telephone: 01785 232457
Email: veronica.powell@staffordshire-pfcc.pnn.gov.uk

Appendix A

COMPLAINT REVIEW - PROCESS MAP



REVIEW CONSIDERATIONS

Findings and Determinations

- Are the decisions and outcomes clear and reflective of statutory guidance?
- Was the complaint fully understood and were all allegations or concerns addressed?
- Were reasonable lines of enquiry undertaken to be able to provide a reasonable and proportionate outcome?
- Was due regard given to relevant guidance?
- If any aspects of the complaint were not addressed, or any lines of enquiry not pursued, were there sound reasons for this?
- Was information weighed appropriately or fairly?
- Do the findings or determinations reached logically follow on from the information or evidence obtained?

Actions proposed

- Did the complaint handler attempt to understand the outcome you were seeking and give that due consideration?
- Have the proposed actions sought to remedy the issues raised, so far as is reasonably possible?
- Are the proposed actions reasonable and proportionate, considering all the circumstances?
- Have actions been proposed or taken in respect of any learning or other issues identified through the handling of the complaint?

Recommendations to the AA under para 28ZA

STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

26 October 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 future Work Programme.

Background

By Regulation this Panel is required to meet on a *minimum* of 4 occasions each year with the facility to convene additional meetings as and when required.

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

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

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

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. Consequently his Strategic Plan- Safer, Fairer, United Communities for Staffordshire was extended to cover the additional year. In addition The Commissioner submitted a COVID Response 2020/21 report to the last Panel meeting setting out the effects of COVID on the delivery of his Strategic Plan and service delivery by the Fire and Rescue and Police Services.

The following dates mirror the quarterly meeting pattern adopted by the Panel but with adjustments to accommodate the May 2021 Commissioner elections.

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

	<ul style="list-style-type: none"> • PFCC's DRAFT Annual Report 2019/20 • Fire and Rescue Service Statement of Assurance 2018/19 • HMICFRS Review of the Staffordshire Fire and Rescue Service 2018/19
Monday 27 April 2020 (pm) CANCELLED	
Monday 13 July 2020 (pm)	<ul style="list-style-type: none"> • Extension of Co-optees term of office • Changes to Procedural Rules due to COVID 19 • Home Office Grant - 2019/20 expenditure and 20/21 Allocation • Annual Report on the Handling of Complaints • Commissioner's proposals for extended period of office • COVID 19 Effect on Policing and Fire and Rescue resources • HMICFRS PEEL report 2018/19 • SFRS Corporate Safety Plan 2017 – 2020 Update on Delivery • SFRS Corporate Safety Plan 2020/23 – Update on consultation/preparation
Monday 26 October 2020 (pm)	<ul style="list-style-type: none"> • MTFS/Budget Update – Policing Service • MTFS/Budget Update - Fire and Rescue Service • SFU Communities for Staffordshire – Update • COVID Response 2020/21 – SFRS Corporate Safety Plan 2020/23 – Update on consultation/preparation • Reform of Police Complaints Handling – Progress Report on Implementation
Monday 1 February 2021 (pm)	<ul style="list-style-type: none"> • Consideration of the PFCC's proposed Police Budget and Precept 2021/22
Monday 15 February 2021 (pm)	<ul style="list-style-type: none"> • Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2021/22
Monday 22 February 2021 (pm) (RESERVED)	<ul style="list-style-type: none"> • If required – further consideration of Police and/or Fire and Rescue Service proposed Precept 2021/22

Monday 22 March 2021(pm) (Spring 2021 meeting date brought forward to take account of Purdah for 6 May 2021 Police, Fire and Crime Commissioner Elections	<ul style="list-style-type: none"> • TBA
Monday 21 June 2021(pm) (Summer 2021 meeting date brought forward to meet the newly elected Commissioner)	<ul style="list-style-type: none"> • Appointment of Chairman • Appointment of Vice-Chairman • Meet the new Commissioner • Appointment of Independent Co-Opted Member
Monday 25 October 2021(pm)	<ul style="list-style-type: none"> • TBA
Monday 31 January 2022(pm)	<ul style="list-style-type: none"> • PFCC's proposed Police Budget and Precept 2022/23 • Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2022/23
Monday 14 February 2022 (pm) (Reserved date)	<ul style="list-style-type: none"> • If required, Further consideration of proposed Police Budget 2022/23 and/or Fire and Rescue Budget and Precept 2022/23
Monday 25 April 2022 (pm)	<ul style="list-style-type: none"> • TBA

J Tradewell (Secretary to the Panel)

Contact Officers: Julie Plant and Helen Phillips

01785 276135/01785 276143 Julie.plant@staffordshire.gov.uk or helen.phillips@staffordshire.gov.uk

