



Staffordshire Police, Fire and Crime Panel

14:00 Monday 21 June 2021
Council Chamber, County Buildings, Stafford

John Tradewell
Secretary to the Panel
Friday 11 June 2021

NB. The meeting will be webcast live which can be viewed here -
<https://staffordshire.public-i.tv/core/portal/home>

AGENDA

1. **Appointment of Chairman**
2. **Appointment of Vice-Chairman**
3. **Apologies**
4. **Declarations of interest**
5. **Minutes of the meeting held on 1st and 15th February 2021** (Pages 1 - 12)
6. **Appointment of Co-optee Member** (Pages 13 - 14)
7. **Police Fire and Crime Commissioner - Ben Adams**
To meet the Police Fire and Crime Commissioner.
8. **Questions to the PFCC from Members of the Public** (Pages 15 - 22)
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>
9. **Decisions published by the Police, Fire and Crime Commissioner (PFCC)**
 - a) Firefighters Pensions (injury awards)
<https://staffordshire-pfcc.gov.uk/cms/wp-content/uploads/SCF-D-202122-001.pdf>
 - b) Princes Trust Peer Mentoring Pilot
<https://staffordshire-pfcc.gov.uk/cms/wp-content/uploads/SCP-D-202122-002.pdf>

10. **Home Office Grant for 2020/21** (Pages 23 - 26)
11. **Annual Report on the Handling of Complaints against the Commissioner 2020/21** (Pages 27 - 28)
12. **Questions to the PFCC by Panel Members**
13. **Dates of Future Meetings and Work Programme** (Pages 29 - 30)
14. **Consideration of the Appointment of a Deputy Police and Crime Commissioner in the Office of the Police and Crime Commissioner** (Pages 31 - 38)

Briefing note and background information attached.

- (a) To receive representations from the Police and Crime Commissioner on the criteria to be met by the proposed appointee
- (b) To question the proposed appointee on her skills, experience and ability to meet the criteria for the post.

15. **Consideration of the Proposed Appointment to the Post of Interim Chief Constable for Staffordshire** (Pages 39 - 46)

- (a) To receive representations from the Police and Crime Commissioner on the criteria to be met by the chosen candidate for the post of Interim Chief Constable.
- (b) To receive a presentation by, and to question, the preferred candidate on his skills, experience and ability to meet the criteria for the post.

16. **Exclusion of the Public and Press**

The Chairman to move:

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

Membership

Lesley Adams	Stoke-on-Trent City Council
Richard Cox	Lichfield District Council
Stephen Doyle	Tamworth Borough Council
Ann Edgeller	Stafford Borough Council
Brian Edwards MBE	South Staffordshire District Council
Simon Gaskin	East Staffs Borough Council
Gill Heesom	Newcastle-under-Lyme District Council
Tony Holmes	Staffs Moorlands District Council
Bryan Jones	Cannock Chase District Council
Bernard Peters	Staffordshire County Council
Keith Walker	Co-Optee

Contact Officer: Mandy Pattinson
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Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 1 February 2021

Present: Stephen Sweeney (Chairman)

Lesley Adams
Ann Edgeller
Brian Edwards
Simon Gaskin
Tony Holmes

Helena Maxfield
Alan Pearson
Keith Walker
Ashley Yeates

Also in attendance: Matthew Ellis, Glynn Dixon, David Greensmith and Sue Finney (Observer ETAP)

Apologies: Paul Darby

PART ONE

1. Declarations of interest

There were no declarations of interest on this occasion.

2. Minutes of the meeting held on 26 October 2020

RESOLVED – That the minutes of the Panel meeting held on 26 October 2020 be confirmed and signed by the Chairman.

NOTE BY CLERK: Sue Finney, attended the meeting as an observer representing the ETAP.

3. Questions to the PFCC from Members of the Public

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

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

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

Joint Emergency Transport (JETS) (Decision no. 202021/003)

Members sought more information on how this would create savings. The Commissioner reported that the changes were more about efficiency than financial savings and that it provided for options for both Fire and Police services in the future.

RESOLVED – That the decision was noted.

5. Proposed Police Budget and Precept 2021/22

The Commissioner introduced his report which set out the proposed budget and precept proposals for the Police and Crime element of his portfolio for 2021/22. He reported that the Home Office Police Grant for Staffordshire had been set at £122.417million, an increase of £7.259million on the previous year. The total policing requirement was £222.051 million. Other sources of funding were from the Police Pension Grant £1.825million; Uplift Ring-fenced grant £1.483million; Revenue Support Grant of £8.423million and Council Tax freeze grant £3.541million; Local Council Tax Support grant £1.365million and a deficit of £200,000 from the Council Tax Collection Fund.

The Commissioner was proposing to part fund the balance from Council Tax funding of £83.197 million proposed increase of 5.99% per annum (£13.48 pa per Band D property). The Commissioner informed the Panel that this figure was below the permitted limit of £15 but felt that it struck a balance between what could reasonably be asked of Council tax payers and the investment required in local policing.

The Commissioner explained the following headline investments would be made during the course of the Medium-Term Financial Strategy (MTFS) above those provided for by Central Government:

- Increasing Digital Forensic examination capacity and capability,
- Increasing capacity within Force Intelligence,
- Increasing transformation capability
- A significant investment, via the capital programme, in Police IT,
- A modern and fit for purpose Policing Estate,
- A modern fit for purpose Police fleet

The Commissioner felt that this was a challenging financial position, with significant uncertainty into the medium term which made planning very challenging. The current Covid-19 pandemic had had a significant impact on the tax base and deficits on collection funds from 2020/21.

The Panel received a presentation from the Chief Finance Officer, which was considered along with the report which included the following:

- a) Budget Report 2021/22 including MTFS
- b) Treasury Management Strategy 2021/22
- c) Reserves Strategy update
- d) Capital Strategy and Capital Programme

The Panel noted that the Settlement was for one year only in view of Government's Comprehensive Spending Review and acknowledged the increased level of risk built into the 2021/22 budgets due to uncertainty around future funding.

Members asked if the level of debt and level of reserves were acceptable to the Chief Financial Officer. In response it was reported that the level of debt was detailed in the Treasury Management Strategy and Capital Programme and this may increase in the

medium term due in part to the proposed investment in a Operation Hub / Firearms Range. It was explained that this had only been granted outline business case approval at present and a more detailed business case was needed prior to decision, but if granted this may affect borrowing. The level of reserves had improved over recent years and was now more acceptable.

The main financial risks to the budget were outlined as:

- One-year spending review and the assumption of a cash flat central government funding over 4-year MTFs and a c8% real term cut over the same period.
- Pensions cost as a result of the age discrimination ruling.
- 2021/22 settlement.
- Pay – national assumption on pay pause which needs to be monitored.
- National charges around IT and the national capital programme.

The **Treasury Management Strategy** for 2021/22 which set out proposals for the management of the Commissioner's cash flows, borrowing and investments and the risks of a changing interest rate on borrowings and investments and the risks of a potential loss of invested funds.

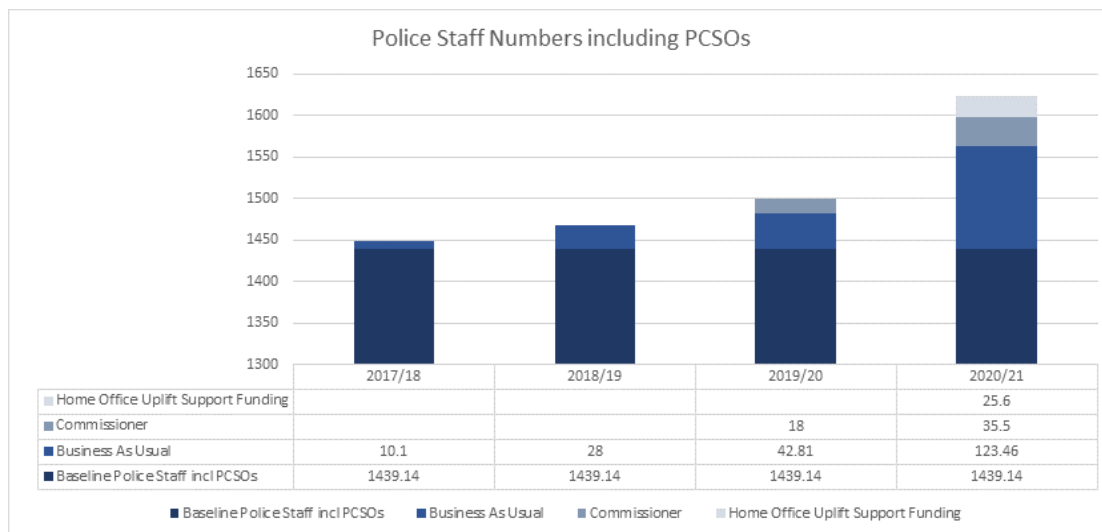
The **Reserves Strategy update** paper considered the overall level of reserves held at 31 March 2020 and the forecast position at 31 March 2021. The paper focused on two key areas of reserves that impacted on the future financial strategy. These were the General Reserve balance forecast as at 31 March was £6.4m (3%). Earmarked Reserves, to meet future or predicted requirements balance at 31 March 2021 was forecast to be £13.9m.

The Commissioner presented his four-year **Capital Strategy and Capital Programme 2021/22 to 2024/25 (Including Minimum Revenue Provision Policy)** which set out the long term capital investment and investment decisions, considering both risk and reward and impact on the achievement of priority outcomes in line with the current Staffordshire Policing Plan.

It was explained that the second year of the Government's uplift programme which would see an additional 20,000 Police officers recruited nationally by the end of 2022/23. It was noted that the first year of the programme had seen an additional net growth of 90 officers in Staffordshire once accounting for retirees and leavers. Following the national spending review, the programme would now fund 6,000 new officers in year 2, resulting in an additional 89 officers in Staffordshire by 2022 as part of the programme.

Whilst welcoming the uplift programme and recruitment of the additional officers, it was felt that during these difficult times of Covid and its financial implications, it was important that the public should see an increased visual presence in communities. The Panel also asked about the number of PCSOs and felt that their number had reduced recently. It was explained that the type of staffing posts had changed but the number of employees had remained the same. Crime was changing and was more complex, requiring specialist officers. The following diagram was used during the presentation. It was noted that the pay budget had increased due to the impact of uplift. It was also

noted that there was also an additional 35 members of support staff recruited during 2020/21.



The Panel adjourned to consider their response to the Commissioners budget and precept proposals. Upon reconvening the Panel:

RESOLVED:

- a) That the proposed budget and Precept increase of 5.99% (£13.48 per annum, per household (Band D)) be supported and the Commissioner be notified accordingly.
- b) That the next Commissioner be requested to consider ways of demonstrating increased number of officers to the public who feel there is a reduction in their communities.
- c) That the Council Tax base decrease to 348,733 properties, equivalent to a decrease of 1.2% be noted.
- d) That the Budget and MTFS fully support and include the investment required to deliver the Officer Uplift of 89 by 31 March 2022 in line with the Ring-Fenced Grant of £1.483m be noted.
- e) That the use of £0.305m of revenue reserves to support the capital programme in 2021/22 be noted.
- f) That the MTFS summary financials and MTFS assumptions as contained in the report be noted.
- g) That the Support the delegation to the Director of Finance for the Staffordshire Commissioners Office and the Chief Finance Officer of Staffordshire Police to make any necessary adjustments to the budget as a result of late changes to central government funding (including changes due to the final funding settlement being announced) via an appropriation to or from the general fund reserve be noted.
- h) That the proposed four-year Capital Investment Programme and the Capital Strategy and Capital Programme Paper be noted.
- i) That the outcome of the Staffordshire Commissioner’s budget consultation within the Commissioners foreword which included a survey regarding the proposed level of precept for 2021/22 be noted

- j) That the Panel be provided with the numbers of PCSO's, Police Officers and Support Officers employed over the last three years.
- k) Details of the Business case to develop an Operation Hub / Firearms Range, as outlined in the report, be included in the Panels work programme and considered prior to decision.

6. National Conference for Police, Fire and Crime Panels/ National Association of Police Fire and Crime Panel AGM Feedback Report

The Panel received a report from its member and officer representatives at the AGM of the National Association of Police, Fire and Crime Panels and the National Conference for Panels, both held virtually on 23-25 November 2020.

The keynote speakers included Lord Toby Harris (Co-Chair of the all-party parliamentary group on policing and security); Paddy Tipping (Chair of the Police and Crime Commissions); Yvette Cooper (Chair of Select Committee on Home Affairs); Olivia Pinkney (Chief Constable, Hampshire Police) and Becci Bryant (Chief Fire Officer, Staffordshire).

Workshops attended as part of the National Conference had included discussions on 'Effective Scrutiny' with reference to the importance of a clear understanding of the relationship between, and role of, each of the parties involved in Panels. Other Workshop themes included the 'Elections 2021'.

RESOLVED – That the report be noted.

7. 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
Can the Panel be provided with detail of the Addiction Diversion, Disruption, Enforcement and Recovery (ADDER) Project.	A response will be provided.
Can the Commissioner explain the alleged increase in crime in Stone?	It was explained that this was in hand and was not as serious as was led to believe.
Did the Commissioner support the White paper on sentencing pilots and secure schools?	The Commissioner did support the white paper.
The number of and role of PCSO's was questioned as it was felt that numbers were reducing.	The Commissioner agreed to provide the information along with that requested under the previous report.
As there was a proposal to develop a new Firing range, had there been an increase in fire arms crime?	The Commissioner reported that there had been an increase across the county as a whole. The need for a new firing range would be reported back to the Panel in due course.
Where there any further plans to merge Police and Fire services in Stoke on Trent?	Ways of working more efficiently was always considered in all areas of the county.

8. Dates of Future Meetings and Work Programme

The next meeting of the Panel would be held on 15 February 2021 to consider the Fire and Rescue Budget and Precept 2021/22.

It was noted that the 22 March meeting had been moved to 10 March in order to miss the pre-election purdah period.

RESOLVED – That the dates future meetings be noted.

Chairman

**Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 15
February 2021**

Present: Stephen Sweeney (Chairman)

Lesley Adams
Ann Edgeller
Brian Edwards

Tony Holmes
Helena Maxfield
Alan Pearson

Also in attendance: Matthew Ellis, Glynn Dixon, David Greensmith, Sue Finney (Observer representing the ETAP).

Apologies: Paul Darby, Simon Gaskin, Keith Walker and Ashley Yeates

PART ONE

9. Declarations of interest

No declarations of interest were made at the meeting.

10. Questions to the PFCC from Members of the Public

No questions were submitted in time for this meeting.

11. Proposed Fire and Rescue Budget and Precept 2021/22

The Commissioner introduced his report which set out the proposed budget and precept proposals for the Fire and Rescue Authority for 2021/22.

The Panel received a presentation from the Chief Finance Officer, which was considered along with the Fire Revenue Budget Report (including the MTFs and Precept).

It was reported that the Settlement Funding for 2021/22 was £14.571million made up of; Revenue Support Grant (RSG) which had been set at £4.777million; Local Business Rates revenue of £3.735million and Business Top up of £6.059million. It was noted that the RSG had reduced by £9million since 2012.

The total budget requirement for the service was £42,404million. The Commissioner was proposing to part fund the balance from Council Tax funding of £27.406 million and proposed an increase of 1.99% per annum (£1.54 pa per Band D property). The Commissioner informed the Panel that this figure was below the permitted limit of 2%.

Referring to Appendix 1 of the report, it was explained that the Pay costs had reduced, mainly due to the Joint Emergency Transport (JET) staff transferring from the Fire Service to Police employment which had reduced the budget by £600,000. The Supplies and services cost had increased due to proposed investment into IT (Office 365 and 'Fire watch').

The Medium-Term Financial Strategy (MTFS) showed a gap of £1.7 million identified for 2022/23 which would increase to £2.9million by 2025/26. The gap was based on the assumption that the level of RSG would continue to reduce beyond 2021/22 pre-empting the outcome of the Comprehensive Spending Review and the impact of the results of the Fair Funding Review. The MTFS also assumed additional pension costs resulting from the Sargeant/McCloud pension remedy and the impact of the 2020 Firefighters Pension Scheme valuation. A 5% increase in employment contributions had therefore been included in the MTFS from 2022/23.

The Panel also considered the following documents:

- The **Treasury Management Strategy** for 2021/22 which set out proposals for the management of the Fire Authorities cash flows, borrowing and investments and the risks of a changing interest rate on borrowings and investments and the risks of a potential loss of invested funds.
- The **Reserves Strategy update** paper considered the overall level of reserves held by the Authority at 31 March 2020. The paper focused on two key areas of reserves that impacted on the future financial strategy. These were the General Reserve balance forecast as at 31 March was £1.9million and Earmarked (specific) Reserves, to meet future or predicted requirements balance at 31 March 2021 was forecast to be £6.8million. Overall, the level of Earmarked reserves had reduced by over £2million during the last four years and was forecast to reduce to approximately £4.1million by 2025/26.
- The Fire Authorities **Capital Strategy and Capital Programme 2021/22 to 2023/24** (Including Minimum Revenue Provision Policy).

Following a question on the collection funds and Appendix 4 and 5 of the main Budget and Precept report, it was explained that the Council Tax surplus /deficit Appendix would normally show a surplus but due to the pandemic, there was a deficit of £602,258 due to the impact of collection fund. Appendix 5, the tax base by authority table, would normally showed an increase in tax base but again due to the pandemic and more people receiving Council Tax support during the year, this had reduced by 1.17%. The Chief Finance Officer felt that the Local Tax Support Grant would support the reduction at the moment but there was concern over future years.

Members of the Panel asked for more detail on the Sargeant and McCloud case which had been mentioned in the report and presentation, and the impact on the pension fund. It was explained that the Public Sector Pension reform in 2014/15 had led to age discrimination in some cases. These had been reviewed and some were now being transferred back to their legacy scheme. This had a financial impact on the service and potentially meant that employees could retire earlier, which was leading to workforce planning problems. The Panel were concerned that this would have long term implications and challenges for the service.

The Panel were informed that utilities and special service charges, which included additional services which could be purchased from the Fire Authority e.g. fire investigation interviews, were reviewed annually.

Work to the Abbots Bromley Community Fire Station was due to start soon. This was to provide facilities for female staff and ensure the station was fit for purpose.

The Panel noted that the Settlement was for one year only in view of Government's Spending Review and felt that this was a challenging financial position which made future planning difficult. The current Covid-19 pandemic had had a significant impact on the tax base and deficits on collection funds from 2020/21.

The Panel adjourned to consider their response to the Commissioners budget and precept proposals. Upon reconvening, the Panel unanimously:

RESOLVED:

- a. That the report be noted.
- b. The total 2021/22 net revenue budget requirement of £41.977million and funding based on the Final Local Government Financial Settlement, including business rates information, be noted.
- c. That the proposed budget and Precept increase of 1.99% (£1.54 per annum, per household (Band D)) be supported and the Commissioner be notified accordingly.
- d. That the Council Tax base decrease to 348,733 properties, equivalent to a decrease of 1.2% and the Council Tax collection fund delivering a deficit of £67,100 and the option to spread the £102,000 per annum deficit attributable to Covid-19 over 3 years be noted.
- e. The MTFS summary financials and MTFS assumptions as detailed in the report, be noted.
- f. That the budget gap of £2.9million by 2025/26, driven by the assumptions around reduced levels of Revenue Support Grant, in addition to cost pressures which includes ongoing pay pressure and increased Firefighters Pension costs be noted.
- g. That the proposed three-year Capital Investment Programme and the Capital Strategy and Capital Programme Paper be noted.
- h. That the outcome of the Staffordshire Commissioner's budget consultation document which included a survey to ascertain the opinion of the residents of Staffordshire and Stoke on Trent with regard to the local precept be noted.
- i. That the proposed fees and charges for 2021/22 be noted.
- j. That the Statement from the Director of Finance / S151 Officer on the robustness of the Budget and adequacy of the proposed financial reserves be noted.

12. Fire and Rescue Service Safety Plan 2020-2024 Update Report

The report provided the Panel with an update on the delivery of the Staffordshire Fire and Rescue Service Safety Plan (SP), Integrated Risk Management Plan (IRMP).

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.

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

The four priorities that the Service was delivering against were:

- Prevention and Early Intervention
- Protecting Staffordshire and its people
- Public Confidence
- Service Reform

Detail on the priorities and the progress to date was contained in the report.

It was explained that the Princes Trust work had stopped during the pandemic but there were plans to start again when it was safe to do so. Similarly, the Cadets scheme would also be reinstated.

The Safe and Well visits had been reduced during 2020 and the service was being provided through a revised approach using either 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.

The Panel asked why Road Traffic Incidents was a key performance indicator. It was explained that this was work mainly done through the Safer Roads Partnership and mainly involved making vehicles or the areas safe after accidents.

Along with the Safety Plan, the Commissioner presented an inspection letter from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). The Inspection was carried out between the 19 and 30 October 2020.

In the report it was noted that staff absence had increased by 63% from April to June 2020. Members asked for more information on staff absences during 2020 for both Fire and Police services and if the absence had been due to Covid-19.

The Panel asked how many high-rise blocks of flats were in Staffordshire and what the situation was regarding cladding. The Commissioner agreed to provide the information to the panel but confirmed that there was no ACM cladding in Staffordshire. Sprinkler systems in flats were the priority and work was taking place with the relevant Local Authorities to address this.

The Panel and the Commissioner expressed their sincere thanks to the Fire and Rescue Service for all their work during the pandemic, particularly the work with the vaccination programme.

RESOLVED:

- a) That the delivery of the Safety Plan 2020 – 2024 and the Covid19 inspection report be noted.

- b) That information on staff absences during 2020 for both Fire and Police services and the reason absence be forwarded to the Panel.
- c) Information on the number of high-rise blocks of flats in Staffordshire and the situation regarding cladding be forwarded to the Panel.
- d) The Chairman, on behalf of the Panel write to the Fire and Rescue Service expressing their sincere thanks for all their work during the pandemic.

13. Covid-19 Inspection: Staff Fire and Rescue Service

The inspection report was considered under the previous item (Safety Pan).

14. Questions to the PFCC by Panel Members

There were no questions asked under this heading.

15. Dates of Future Meetings and Work Programme

The reserved date of 22 February was no longer need for a meeting and would be cancelled.

RESOLVED – That the dates future meetings be noted.

Chairman

Staffordshire Police Fire and Crime Panel

21 June 2021

Appointment of Co-opted Independent Member

Report of the Secretary

1. Purpose of the report

1.1 To seek members views on the appointment of a Co-opted member with effect from 21 June 2021.

2. Recommendation

2.1 That the Panel appoint an Independent Co-optee, as recommended by the Interview Panel for a four year term from 21 June 2021 as permitted under the Police Reform and Social Responsibility Act 2011 and provided for in the Panel's Procedure Rules.

3. Background

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

3.2 A recruitment process has been followed and a panel of 3 members (Councillors B Peters, T Holmes and independent member Keith Walker) met on the 15 June to interview applicants.

3.3 As the papers for this panel meeting were published before the 15 June the recommendation of the Interview Panel will be reported to the PFCP at the meeting.

Contact Officer

Name and job title: Mandy Pattinson, Support Officer to the Panel

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STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL – 21 June 2021

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

Report of the Secretary

The Panel's Constitution provides for questions to the Commissioner from members of the public. Questioners can choose to either attend the meeting and ask the question themselves or have the question dealt with in written form and the reply forwarded to them.

The following questions has been received (questions are listed in order of receipt):

1. From Mr N Dodd

*'In the light of the extremely high numbers of complaints over the last 5 years, **is it acceptable for 1 in 6 officers to have behaved inappropriately?** (304 upheld complaints across less than 2,000 officers)*

The total received complaints were 3,249, or 2 every day, How much more goes unreported? It is widely appreciated that many people will not make an official complaint due to fear, vulnerability, and other reasons.

*To put these atrocious figures into perspective. If this force were a high school it would be closed down. Over the same period we have seen many court cases against local officers involving, sexual offences, voyeurism, drink-driving, and more. In such a position of responsibility police officers should behave better than school children shouldn't they? **What is an acceptable number of complaints against those tasked with protecting us from harm, and what are the panel doing about all this?'***

The Commissioner has been asked to provide a written reply to the question which is attached to the report. A copy of the reply will be forwarded to any questioner not in attendance at the meeting.

2. From Mr M Curry

"Can you please advise on how you are currently dealing with the high number of boy racers that are thrashing around the streets of Burntwood?"

The Commissioner has been asked to provide a written reply to the question which is attached to the report. A copy of the reply will be forwarded to any questioner not in attendance at the meeting.

J Tradewell

Secretary to the Panel

Contact Officers: Mandy Pattinson

Mandy.pattinson@staffordshire.gov.uk

Police, Fire and Crime Panel

21st June 2021

Report of the Staffordshire Commissioner

Questions from Members of the Public

Question from Mr Dodd:

*'In the light of the extremely high numbers of complaints over the last 5 years, **is it acceptable for 1 in 6 officers to have behaved inappropriately?** (304 upheld complaints across less than 2,000 officers)*

The total received complaints were 3,249, or 2 every day, How much more goes unreported? It is widely appreciated that many people will not make an official complaint due to fear, vulnerability, and other reasons.

*To put these atrocious figures into perspective. If this force were a high school it would be closed down. Over the same period we have seen many court cases against local officers involving, sexual offences, voyeurism, drink-driving, and more. In such a position of responsibility police officers should behave better than school children shouldn't they? **What is an acceptable number of complaints against those tasked with protecting us from harm, and what are the panel doing about all this?***

Answers to Mr Dodd's question

1. Background.

1.1 Complaints regulations changed in February 2020. In answering the questions asked, it is helpful to understand what these changes meant.

- Pre February 2020. All complaints recorded are dealt with under the old regulations (2012) with any right of appeal to either Staffordshire Police or the IOPC. The appropriate appeal body is identified at the initial assessment of the complaint. If the case is about a senior officer, criminal or misconduct proceedings, ECHR article 2/3 then the review body is the IOPC, any other matters the appeal body prior to February 2020 will be Staffordshire Police, with the appeal being carried out by the Head or Deputy Head of Professional Standards.
- Post February 2020. Any complaints recorded after the 1st February 2020 and in line with the new police conduct regulations and are not about a senior officer, criminal or misconduct proceedings, or article 2/3, then the Commissioner's office is the local review body.

- 1.2 A complaint is defined under statutory guidance as “an expression of dissatisfaction” and through investigation and finalisation, the level of service can be found to be acceptable or unacceptable and there are a number of finalisation options. These range from a finding of Gross-Misconduct (so serious as to justify dismissal) down to words of advice from supervision or no further action. Complaints are not received solely around police officers but also staff members, police community support officers, civilian investigators and others.
- 1.3 Mr Dodd submitted a Freedom of Information request to Staffordshire Police on 24 November 2020, which was responded to on 24th December 2020. The figures quoted in Mr Dodd’s questions are for the period 2015 to 25/11/2020, so represent nearly 6 years data.

2. Detailed Response to Mr Dodd’s question

In the light of the extremely high numbers of complaints over the last 5 years, is it acceptable for 1 in 6 officers to have behaved inappropriately? (304 upheld complaints across less than 2,000 officers).

- 2.1 Staffordshire police have an average of 700 incidents reported every day and this equates to an average of over 255,000 incidents dealt with every year, many with multiple individuals involved. These are also dealt with via a multitude of different directorates and will involve, face to face interaction, telephone resolution, arrest and investigations.
- 2.2 Current data shows that the main themes in relation to complaints are lack of action following contact, enforcement and quality of investigation. Incident types are varied but domestic issues, neighbour disputes and traffic matters were the main source of complaints where detail is mentioned. A number of complainants mention officers not spending enough time with them, a lack of update following contact and the handling or accuracy of information.
- 2.3 66% of complaints are outside Schedule 3. This means that complaints do not meet a threshold where complaints must be recorded. Complaints that are outside Schedule 3 should be handled in a reasonable and proportionate manner.
- 2.4 Staffordshire Police through their Professional Standards Department will address complaints through contact with complainants and a proportionate approach; investigating and using disciplinary processes as appropriate. The Commissioner’s Office are involved as the local review body and as such, will ensure the appropriateness of the Force response.
- 2.5 Performance monitoring takes place on a regular basis through governance forums to ensure that the police response to complaints is scrutinised and monitored.

The total received complaints were 3,249, or 2 every day, How much more goes unreported? It is widely appreciated that many people will not make an official complaint due to fear, vulnerability, and other reasons.

- 2.6 Staffordshire Police have worked hard to ensure that members of the public are encouraged to express dissatisfaction. They engage with hard to reach groups

via bespoke routes into the service to make a complaint, using social media, email, telephone, letter and interaction in-person.

2.7 How to make a complaint guidance is clearly advertised on the force internet page. Staffordshire Police aspire to be a learning organisation and therefore, see complaints received as opportunities to learn and ensure that the best possible service is provided to the public.

To put these atrocious figures into perspective. If this force were a high school it would be closed down. Over the same period we have seen many court cases against local officers involving, sexual offences, voyeurism, drink-driving, and more. In such a position of responsibility police officers should behave better than school children shouldn't they? What is an acceptable number of complaints against those tasked with protecting us from harm, and what are the panel doing about all this?

2.9 Staffordshire Police through its Professional Standards Department are proactive in tackling emerging trends, such as those referred to in the question. Examples of that proactivity include: -

- PSD Bulletins
- D-PIM. Detective Chief Inspector from PSD meets with Local policing commanders on a monthly basis to discuss dissatisfaction figures and trends.
- Directorate spocs (single-point of contact), Each staff member within PSD has an area of ownership in the force and are responsible for departmental engagement and spreading learning lessons briefings.
- Presentations given by professional standards in conjunction with learning and development to New Starters, Supervisor courses, Force control room, OPST (officer personal safety training) courses and others where requested.
- IOPC and OPFCC recommendations from review cases.
- PSD Detective Inspector meets on a weekly basis with the OPFCC compliance manager to discuss any patterns discovered and themes emerging.
- Quarterly IOPC meetings.

2.10 Nationally, Staffordshire is often compared to a number of Most Similar Force (MSF) areas. These are areas that should be comparable because of their make-up, demographics, conurbations and the like. Those comparable areas are Derbyshire, Northamptonshire, Hertfordshire, Essex, Hampshire, Avon and Somerset and Cheshire.

2.11 The table below shows data received from IOPC for 2020/21 and provides a comparison of allegations for Staffordshire compared to the MSF average.

Calculation	Delivery of duties and service	Police powers, policies and procedures	Handling of or damage to property/ premises	Access and/or disclosure of information	Use of police vehicles	Discriminatory behaviour	Abuse of position/ corruption	Individual behaviours	Sexual conduct	Discreditable conduct	Other	Total
Force	619	303	45	38	21	24	21	286	1	11	5	1,374
SPLY												
MSF Average	780	355	53	50	16	65	35	321	4	12	11	1,701
National	38,251	17,188	2,625	2,080	841	2,820	1,106	13,557	134	497	1,278	80,377

- 2.12 Performance against the MSF is generally good. As an example of proactivity, one area where Staffordshire Police perform less favourably in the table above is the use of police vehicles. The Force have identified through weekly business information reports, patterns and emerging trends and then prepared a bespoke information pack for all students who attend either standard/advanced driving courses. Qualified drivers attending a refresher are also provided with a reminder around standards of professional behaviour, anecdotal reference to conduct cases and visual media around driving standards and simple vehicle cleanliness. The Force also includes IOPC learning on roads policing and a full reminder around force policy in its publications to its officers and staff.
- 2.13 The question about what an acceptable number of complaints equates to is difficult to answer. However, if a member of the public is dissatisfied and considers the response of Staffordshire Police to be unacceptable, then a complaint should be made. Comparisons and analysis internally and externally will help judge how the Force is performing and the Commissioner will maintain a detailed overview of that performance as well as being statutorily responsible for the review of complaints.

Question from Mr Curry

Can you please advise on how you are currently dealing with the high number of boy racers that are thrashing around the streets of Burntwood.

3. Detailed Response to Mr Curry's Question

3.1 The following response to Mr Curry's question has been received from Inspector Coleman (Lichfield Police Station).

- In January we completed a roads safety operation in the area, which resulted in 12 Fixed Penalty Notices (FPNs) being issued for speeding offences.
- In the 6 weeks between 01/03/21 and 16/04/21; we have had just 6 reports of vehicles being driven at excessive speed in the Burntwood and Chasetown area. The only trend that can be seen from these incidents is a tendency for them to be reported on the Bypass. 5 out of 6 of these incidents were at the southern end (Milestone Way/Ogley Hay Road), and one at the northern (Stables Way).
- It would appear that there are no other reports to police, recently at least, in relation to any other locations.
- The Bypass is a routinely used road for high visibility marked police patrols, and there will naturally be a visible policing presence.

3.2 The Inspector has asked for further feedback and stated that "*I would be interested to know if there are other locations or problems relating to poor standards of, or antisocial driving; so that we can respond to the issue effectively*".

3.3 The Commissioner has identified speeding of vehicles and the enforcement of this by Staffordshire Police as an area for improvement and is currently discussing this matter with the Temporary Chief Constable. Progress on this matter will be monitored closely and impact on the work of the Staffordshire Safer Roads Partnership.

Ben Adams
Staffordshire Commissioner

Contact Officer

Glynn Dixon, Chief Executive
Tel. 01785 232242
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Staffordshire Police, Fire and Crime Panel

21 June 2021

Home Office Grant 2020/21 Final Claim

Report of the Secretary

Purpose of the Report

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

Recommendations

2. The Panel is asked to note the report and make comment on the expenditure for 2020/21.

Background

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

4. Following the transfer of governance responsibility for the Fire and Rescue Service to the Staffordshire Commissioner in August 2018, the Home Office approved a short term 20% uplift to the Grant to recognise the additional costs associated with the Panel's wider role and responsibilities. However, for 2020/21 the core grant returned to the original allocation prior to the temporary increase of **£64,340.00**. Expenditure for 2020/21 was made up of; administrative costs (£50,855); the allocation for member expenses (£11,049) give a total of £61,904.

5. As the Host Authority for the Staffordshire Panel, Staffordshire County Council is required to formally accept the grant offer for 2020/21 and is responsible for its use. In addition to supporting Panel meetings and members, the County Council provides all other support services (legal, financial, complaints handling, Information governance and administration). A breakdown of costs reclaimed from the Home Office for 2020/21 is shown at Appendix 1.

Transparency

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

allowances. Consequently Appendix 1 will be published on this Panel's dedicated pages on Staffordshire County Councils' website.

Future Home Office Funding

8. Allocation from the Home Office for 2021/22 has not yet been received.

Contact Officer

Mandy Pattinson – Support Officer to the Panel

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APPENDIX 1

**Staffordshire Police, Fire and Crime Panel Home Office Grant Allocation
2020/21**

EXPENDITURE HEADING	AMOUNT £
Officer Support	47,640.16
Administration	2,756.00
Training/Travel	458.64
Members' Expenses/Allowances:	
Adams, L (Part year)	667.77
Bennett, C (Part year)	126.13
Conteh, R. (Part year)	230.01
Darby, P.	920.04
Doyle, S.	920.04
Edgeller, A (incl NI)	942.80
Edwards, B.R.	920.04
Gaskin, S	920.04
Holmes, T	920.04
Maxfield, H (incl part payment for 2019/20)	1001.66
Pearson A (part year)	720.70
Sweeney, S	920.04
Walker, K.	920.04
Yeates, A	920.04
TOTAL	61,904.19
Total Grant available	64,340.00
Underspend/Overspend	-2,435.81

**Report of the Secretary to the
Staffordshire Police, Fire and Crime Panel
Monday 21 June 2021**

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

1. Recommendation:

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

2. Background

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

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

2.3 The Panel's responsibility for the handling of complaints is, in the main, delegated to me with the proviso that I report annually on cases dealt with. Accordingly, I can report that in the last 12 months reporting period a total of 8 complaints have been received (from 5 individual complainants).

An analysis of those complaints is below:

Complaint No.	Action
32	Not deemed to relate to Conduct matter.
33	Not deemed to relate to Conduct matter.
34	Not deemed to relate to Conduct matter.
35	Referred to IOPC in view of allegations of criminal actions. Awaiting result of IOPC investigation.
36	Referred to IOPC in view of allegations of criminal actions. Awaiting result of IOPC investigation.
37	Not deemed to relate to Conduct matter.
38	Referred to IOPC in view of allegations of criminal actions. Awaiting result of IOPC investigation.

Report Author: John Tradewell, Secretary to the Panel
E-mail: mandy.pattinson@staffordshire.gov.uk, Support Officer

1.0. Equalities Implications

1.1 None

2.0. Legal Implications

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

3.0 Resource and Value for Money Implications

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

4.0 Risk Implications

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

STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

21 June 2021

WORK PROGRAMME PLANNING 2021-22

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.

	Agenda Items
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 • Questions from the public • Annual Report on the Management of Complaints and Conduct Matters against the Police, Fire and Crime Commissioner and Deputy Police, Fire and Crime Commissioner • Home Officer Grant 2020/21 • Confirmation Hearing – Deputy PFCC • Confirmation Hearing – Interim Chief Constable

TBC	<ul style="list-style-type: none"> • Confirmation Hearing – Chief Constable • Confirmation Hearing - Chief Fire Officer
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
Monday 14 February 2022 (pm)	<ul style="list-style-type: none"> • Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2022/23
Tuesday 22 February 2022 (pm) <i>(Reserved date if needed)</i>	<ul style="list-style-type: none"> • If required, Further consideration of proposed Police and/or Fire and Rescue Budget and Precept 2022/23
Monday 25 April 2022 (pm)	<ul style="list-style-type: none"> • TBA
Items to be scheduled when appropriate	
Proposed Operation Hub / Firearms Range	Raised at 1 February 2021 meeting
Police and Crime Plan	
Fire and Rescue Plan	
Annual Report	
MTFS updates	
Police Misconduct and Complaints Regulations 2020	Raised at the 26 October 2021 meeting

J Tradewell (Secretary to the Panel)
Contact Officers: Mandy Pattinson
01785 278502 mandy.pattinson@staffordshire.gov.uk

PFCP PROCEDURAL RULES – PROCESS NOTE 1

CONFIRMATION HEARINGS – SENIOR APPOINTMENTS

1. Deputy Police, Fire and Crime Commissioner, Chief Executive in the OPCC, Chief Finance Officer (Police and Crime function) and Chief Finance Officer (Fire and Rescue function)

The Police, Fire and Crime Commissioner will notify the Panel of the need for a confirmatory hearing in respect of proposed senior appointment and will provide the Panel with the following information:

- The name of the proposed appointee ('The candidate)
- The criteria used to assess the suitability of the candidate
- An explanation as to why the candidate satisfies the criteria
- The terms and conditions on which the candidate is to be appointed

The Confirmation hearing will be held at the next available meeting of the panel unless the appointment timescale requires an earlier hearing, in which case an extraordinary meeting will be arranged (see below re timescale)

Confirmatory hearings will be held in public, where the preferred candidate is requested to appear for the purpose of answering questions relating to the appointment.

Questions will focus on determining the professional competence and personal independence of the candidate.

Following this hearing, the panel will meet in private to review the proposed appointment and make a report to the commissioner recommending whether or not the candidate should be appointed.

The Panel must meet and make its report to the Commissioner within three weeks of the date of receiving notification of the need for a Confirmation Hearing.

2. Chief Constable and Chief Fire Officer

The Procedure and timescale detailed at 1 above applies.

For a confirmatory hearing for the proposed appointment of the Chief Constable or the Chief Fire Officer in addition to the requirement to review and make a report to the Commissioner, the panel has the power to veto the appointment.

Having considered the appointment, the panel will be asked to either:

- a) Make a report supporting the appointment without qualification or comment;
- b) Make a report supporting the appointment with associated recommendations, or

- c) veto the appointment (by the required majority of at least two thirds of the persons who are members of the panel at the time when the decision is made).

If the panel vetoes the appointment of the candidate, the report to the commissioner must include a statement that the panel has vetoed the appointment with reasons.

The Panel must publish their report in any manner they consider appropriate

Where the Panel does NOT exercise its veto

The Commissioner must accept or reject the Panel's recommendation and notify the Panel accordingly.

Where the Panel DOES exercise its veto

The Commissioner must not appoint that candidate

The Commissioner may propose a reserve candidate

The Procedure and timescale detailed at 1 above applies

Having considered the appointment, the panel is required to make a report to the commissioner including a recommendation on whether or not the reserve candidate should be appointed.

The Panel must publish their report

The Commissioner is required to have regard to the report (including the recommendation) and notify the Panel of his decision as to whether he accepts or rejects the recommendation.

The Commissioner can subsequently appoint the reserve candidate or proposed another person for appointment to the post; in the event of the Commissioner choosing the latter course of action, that candidate will become the 'reserve candidate' and the process above relating to reserve candidate will be repeated.

Decision Note – Appointment of a Deputy Police, Fire and Crime Commissioner



REQUEST FOR DECISION BY THE STAFFORDSHIRE COMMISSIONER

	Policing:	Crime:	Fire & Rescue:
This decision relates to:	x	x	x

APPROVAL (for completion by Staffordshire Commissioner only)

Rationale for approval

STAFFORDSHIRE COMMISSIONER

Signature

Date

Date decision required by:

If an urgent approval is required, please state reasons:

For completion by Staffordshire Commissioner's Office only:-

Decision Number:

Date Received:

	Yes	No
Has the required decision been considered under the guidance of the Staffordshire Commissioner's Decision Making Policy?	x	
Has the required decision been deemed to be a Key Decision as defined within the Staffordshire Commissioner's Decision Making Policy?	x	
Who is empowered to make the required decision?		
The Police, Fire and Crime Commissioner		

Title	Appointment of Deputy Fire Police & Crime Commissioner
Summary:	
<p>To agree the appointment of a Deputy Police, Fire and Crime Commissioner (DPFCC) in line with section 18 and schedule 1 paragraph 8 of the Police Reform and Social Responsibility Act 2011 and the subsequent provisions within the the Police, Fire and Crime Commissioner for Staffordshire (Fire and Rescue Authority) Order 2018.</p> <p>The appointment is subject to a confirmation hearing by the Police, Fire and Crime Panel at its meeting on 21st June 2021</p>	
Recommendation:	
<p>That the Police, Fire and Crime Commissioner (PFCC) approves the appointment of Mrs Helen Fisher as his Deputy, as detailed in this decision form.</p>	
Chief Executive	
I hereby approve the recommendation for consideration.	
Signature	Date

REPORT AND ADVICE TO THE STAFFORDSHIRE COMMISSIONER

1. Introduction and background

- a. Section 18 of the Police Reform and Social Responsibility Act 2011 provides the PFCC with the ability to “appoint a person as the deputy police and crime commissioner for that area”. The Police, Fire and Crime Commissioner for Staffordshire (Fire and Rescue Authority) Order 2018 extends these provisions to the FRA role in Staffordshire.
- b. Paragraph 8 of schedule 1 sets out the framework by which that appointment should be made.
- c. The terms and conditions of a person appointed must provide for that appointment to end not later than the day when the PFCCs current term of office ends.
- d. Section 7 of the Local Government and Housing Act 1989, which relates to the appointment of staff on merit, does not apply to the appointment of the DPFCC.
- e. Paragraph 9 of schedule 1 requires the PFCC to notify the Police, Fire and Crime Panel of the proposed appointment, including: -
 - Their name
 - The criteria used to assess the suitability of the candidate for appointment
 - Why the candidate satisfies those criteria
 - The terms and conditions on which the candidate is to be appointed.
- f. The Police, Fire and Crime Panel is required to hold a confirmation hearing in public, at which the candidate is requested to appear and answer questions relating to the appointment. The Panel will meet on 21st June 2021.
- g. The proposed DPFCC is required to either attend the panel meeting in person, or participate in some other way. The panel will then report to the PFCC with a recommendation as to whether or not the candidate should be appointed. This must be within 3 weeks of the PFCC’s notification to the panel. The panel will be notified of the proposed appointment on the day that this decision is confirmed by the PFCC.
- h. The Commissioner can then accept or reject the Police, Fire and Crime Panel’s recommendation, notifying the panel of his decision. Employment then commences.

Proposal

- a. That Helen Fisher be appointed as the Deputy Police, Fire and Crime Commissioner for Staffordshire.
- b. The following criteria has been used by the Commissioner in seeking his Deputy: -
 - An ability to apply robust challenge;
 - An ability to think strategically;
 - Experience of scrutinising public service and achieving value for money;
 - A mix of experience in public service;
 - An ability to undertake effective community engagement;
 - Being an effective communicator;
 - A record of successfully delivering positive outcomes;
 - An ability to work in a collaborative way and strengthen partnership working.

- c. The Commissioner is confident and satisfied that Helen Fisher meets the above criteria for the appointment of Deputy Police, Fire and Crime Commissioner. The panel can explore the detail of this further in the meeting.
- d. The terms of the proposed appointment will last for the term of the current Police, Fire and Crime Commissioner, with Helen's contract directly linked to this. It is intended that the appointment will require average of 22.2 hours per week (3 days per week), and normally will require attending any day, or parts of days as reasonably required by the PFCC
- a. Remuneration for the hours above will equate to an annual salary of £31,800. Expenses will be paid in line with the OPFCC allowances and expenses scheme in line with the Home secretary's determination. The DPFCC will be a member of staff of the Office of the PFCC, but will not be politically restricted as all other staff are.

2. Issues for consideration

The appointment of a DPFCC will provide the PFCC with the additional resilience necessary to deliver his plans, as he will set out in his Police, Fire and Crime Plan and his statutory duties.

The DPFCC will deputise for the Commissioner across the whole of his role and be responsible for a specific portfolio of projects to be determined by the Commissioner

3. What other options have been considered?

N/A

4. Consultation and Engagement undertaken

N/A

Report Implications

Monitoring Officer comments:

The appointment is being made in compliance with guidance and legislation on the appointment of a Deputy PFCC.

Signature

Date

Section 151 Officer comments:

This salary costs and associated on-costs for this post are included within the Staffordshire Commissioner's Office approved revenue budget for 2021/22 and MTFS.

Signature



Date 8 June 2021

Yes

No

Has legal advice (outside of that provided by the Monitoring Officer) been sought on the content of this report?		x
Legal Comments:		
The process for the appointment of the DPFCC is clearly set out within the Police Reform and Social Responsibility Act 2011, as referenced in this report.		
5. Equality Comments		
The appointment of the DPFCC is a personal appointment and is not subject to the requirements of Section 7 of the Local Government & Housings Action 1989, which requires appointment of staff on merit.		
An Equality Impact Assessment for this appointment is not required		
6. Background/supporting paper		
Police Reform & Social Responsibility Act 2011		
7. Public access to information		
This report is not protectively marked and can be made available for public inspection		
8. Data Protection Impact Assessment		
A Data Protection Impact Assessment for this appointment is not required		
9. Is the publication of this form to be deferred?		
No		
10. If the report is for publication, is redaction required?		
	Yes	No
Of the Decision Note?		x
Of the Appendix?		x

ORIGINATING OFFICER DECLARATION:

Author	
Signed	
Date	



Police, Fire and Crime Panel – 21st June 2021

Confirmation Hearing for the appointment of the Temporary Chief Constable of Staffordshire Police

Report of the Police, Fire and Crime Commissioner

1. Report summary

1.1 This report recommends the appointment of Mrs Emma Barnett to the position of Temporary Chief Constable for Staffordshire, whilst a recruitment process for the permanent role progresses.

2. Recommendations

2.1 It is recommended that:

- a) The Police, Fire and Crime Panel confirm the appointment of Mrs Emma Barnett to the role of Temporary Chief Constable of Staffordshire Police 15th June 2021 on a salary of £156,693.
- b) That the Police and Crime Panel hold me, as the Police, Fire and Crime Commissioner, to account for ensuring that a robust and effective plan is in place to support the candidate in the role, while a recruitment process to the permanent role progresses.

3. Background and Detail

3.1 The former Chief Constable of Staffordshire Police retired from the role on 14th June 2021, following a three month notice period. The retirement came four years into a five year contract.

3.2 There is a legal requirement for a Chief Constable role to be filled at all times, so during any recruitment process for the permanent role, a Temporary Chief Constable (TCC) has to be appointed.

3.3 The process for recruitment has been agreed with the newly elected Police, Fire and Crime Commissioner and the expected timings are as detailed in the table below.

Stage/Theme	Purpose/Activity	Approximate Timescale
Stage 1 - Pre-recruitment and Engagement activity	To enable the Commissioner to:	June / July 2021

	<p>Undertake engagement activity with internal colleagues and external partners and key stakeholders.</p> <p>Identify the leadership and key competency areas and requirements for future Chief Constable; also to consider the composition of the Chief Officer team in terms of existing skill sets and experience.</p> <p>Agree proposed recruitment, assessment and selection processes and all relevant documentation.</p> <p>To identify and select Interview Panel members including Independent Member, Policing Adviser (if required) and key stakeholder groups.</p>	
Stage 2 – Advertisement, Marketing & Application Process	<p>Following Stage 1 engagement activity, Media & Comms team to support a high profile advertising campaign promoting the Chief Constable vacancy, ensuring engagement with all potential applicants by way of personal letter highlighting the Commissioner’s vision and promoting Staffordshire Police and Staffordshire County/Stoke on Trent (including rail/road networks etc)so maximising the talent pool of applicants.</p> <p>To optimise the number of candidates it is recommended that post is advertised for a minimum period of 3/4 weeks.</p> <p>Candidates to complete application form including supporting information regarding their suitability for the role – see Competency & Values Framework including key leadership qualities.</p>	August / September 2021
Stage 3 – Shortlisting process	<p>Shortlisting panel to identify applicants who best fulfil the criteria and are suitable to proceed to the next stage in the assessment process.</p> <p>In accordance with the Role Profile, Competency and Values Framework and Code of Ethics.</p>	1 Week
Stage 4 - Interview and Selection process	To identify the preferred and a potential reserve candidate following the selection process. The selection	2 Weeks

	<p>process will follow a robust decision making model including:</p> <ul style="list-style-type: none"> - Psychometric Testing - Staff / Stakeholder / Partnership Panels - Formal Interview 	
Stage 5 - Police Fire & Crime Panel	The Police, Fire and Crime Panel to be notified of the preferred candidate and a Confirmation Hearing arranged.	TBC subject to the date of panel meeting

- 3.4 The process detailed above is likely to complete in October 2021, with a notice period meaning that a permanent role may not be filled until January 2022, at the latest, depending on whether there is an internal or external appointment.
- 3.5 During the recruitment period, the Commissioner has requested that the current Deputy Chief Constable, Emma Barnett, becomes TCC, subject to this confirmation hearing. The TCC will subsequently confirm that one of the Assistant Chief Constables (ACCs) acts as a temporary Deputy and a Chief Superintendent acts as a temporary ACC. The current role profile is attached as Appendix A; this will be refreshed for the 2021 permanent appointment.
- 3.6 Emma Barnett was appointed as the Deputy Chief Constable in June 2020. She has over 27 years policing service, mainly in West Midlands Police and in Staffordshire Police for nearly 5 years since joining as ACC in 2016. As DCC, Emma has formally acted as the Chief Constable on a number of occasions, whilst the Chief Constable has been on leave, or not in the office. She has the knowledge and experience to carry out the role, in all of its aspects, whether these be internally driven, or externally through sound partnership working. She has also been the National Police Chief's Council (NPCC) lead for victims and worked with national leads from other sectors in this role.
- 3.7 Emma has the confidence of the Commissioner to carry out the TCC role, whilst recruitment to the permanent role takes place. It is recommended that the panel confirm Emma Barnett into the TCC role.

Ben Adams
Police, Fire and Crime Commissioner for Staffordshire

Contact Officer
Glynn Dixon
Chief Executive, Staffordshire Commissioner's Office
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CHIEF CONSTABLE OF STAFFORDSHIRE POLICE

ROLE PROFILE

Role Overview

Post:	Chief Constable
Accountable to:	The Police, Fire and Crime Commissioner for Staffordshire
Location:	Staffordshire Police Headquarters Weston Road Stafford, ST18 0YY
Responsible for:	The direction and control of Staffordshire Police in order to provide Staffordshire with an effective and efficient Police Service and the fulfilment of all the statutory and legal obligations of the office of Chief Constable.

Role Purpose/Aims

- have extensive experience of leading a policing organisation and delivering effectively for, and with, the public;
- have successfully led transformational change through to delivering outstanding outcomes for the public;
- be able to evidence the outstanding delivery of operational policing and partnership working to impact on crime and anti-social behaviour;
- show an understanding of the challenges faced by the police service and clear views on how these should be addressed in both the short and longer term future;
- have experience of delivering evidenced-based approaches in policing, being able to show how these can be used to deliver outstanding outcomes;
- have experience of working successfully with a wide range of partners and an understanding of the wider political, social and economic context;
- show evidence of credible, visible and empowering leadership;
- have effective interpersonal and communication skills and demonstrate sound ethical judgement;
- have a successful track record of working with all communities to achieve positive outcomes; and
- have a commitment to serving the wider public, protected groups and victims, with an evidenced capability to providing excellent services and support.
- To ensure delivery of the objectives set out in the Safer, Fairer, United Communities for Staffordshire strategy supported by the forces Policing Plan.
- Utilise the resources available to deal with what matters to communities, prevent crime and disorder and provide outstanding service in line with the principles of the Policing Plan.
- To direct and control Staffordshire Police to deliver an effective, ethical, responsive and efficient police service.
- To provide professional policing advice to the Police and Crime Commissioner to support him in fulfilling his role.
- To work with regional partners to provide the capability to address the national and regional threats as set out in the Strategic Policing Requirement.

- To lead Staffordshire Police in its strategic management and development to ensure that enhanced productivity, value for money and continuous improvement is achieved against a background of reducing resources.
- To be a strong, effective leader of Staffordshire Police, communicating a consistent, forward looking and inspiring vision to all.
- Explore opportunities for collaboration with strategic partners to enhance the effective and efficient delivery of services to the communities of Staffordshire.
- Together with partners, deliver enhanced safeguarding arrangements for children, young people and vulnerable adults in Staffordshire.
- To ensure that Staffordshire Police is open and transparent in the way it delivers policing services. Promote the highest levels of professional conduct and integrity within the force ensuring that the Code of Ethics is effectively embedded.
- To champion equality, diversity and human rights in the forces practices and the delivery of policing services
- To represent the force at a local, regional and national level to safeguard the reputation of the force and promote a positive image of Staffordshire Police and the Office of the Police and Crime Commissioner.
- Play an active part nationally through membership of appropriate ACPO working groups to develop the policy service.
- To undertake such other tasks commensurate with the rank of Chief Constable as the Police and Crime Commissioner shall require.

POLICING PROFESSIONAL FRAMEWORK

PERSONAL QUALITIES

Serving the Public

- Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests
- Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them.
- Builds public confidence by actively engaging with different communities, agencies and strategic stakeholders, developing effective partnerships at a local and national level.
- Understands partners' perspectives and priorities, working co-operatively with them to develop future public services within budget constraints, and deliver the best possible overall service to the public.

Leading Strategic Change

- Thinks in the long term, establishing a compelling vision based on the values of the Police Service, and a clear direction for the force.
- Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required.
- Identifies better ways to deliver value for money services that meet both local and national needs, encouraging creativity and innovation within the force and partner organisations.

Leading the Workforce

- Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change.
- Gives direction and states expectations clearly.
- Talks positively about policing and what it can achieve, building pride and self-esteem
- Creates enthusiasm and commitment throughout the force by rewarding good performance, and giving genuine recognition and praise.
- Promotes learning and development within the force, giving honest and constructive feedback to colleagues and investing time in coaching and mentoring staff

Managing Performance

- Translates the vision into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it.

- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met.
- Identifies and removes blockages to performance, managing the workforce and resources to deliver maximum value for money.
- Defines what good performance looks like, highlighting good practice. Confronts under performance and ensures it is addressed.
- Delegates responsibilities appropriately and empowers people to make decisions, holding them to account for delivery.

Professionalism

- Acts with integrity, in line with the values and ethical standards of the Police Service
- Delivers on promises, demonstrating personal commitment, energy and drive to get things done.
- Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility throughout the force.
- Asks for and acts on feedback on own approach, continuing to learn and adapt to new circumstances.
- Takes responsibility for making tough or unpopular decisions, demonstrating courage and resilience in difficult situations.
- Remains calm and professional under pressure and in conditions of uncertainty
- Openly acknowledges shortcomings in service and commits to putting them right.

Decision Making

- Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions.
- Gathers and considers all relevant and available information, seeking out and listening to advice from specialists.
- Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation.
- Identifies the key issues clearly and the inter-relationship between different factors.
- Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of ambiguity and uncertainty.
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary

Working with Others

- Builds effective working relationships through clear communication and a collaborative approach.
- Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies.
- Consults widely and involves people in decision-making, speaking in a way they understand and can engage with.
- Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination.
- Treats people as individuals, showing tact, empathy and compassion.
- Negotiates effectively with local and national bodies, representing the interests of the Police Service. Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions.
- Expresses own views positively and constructively. Fully commits to team decisions.