



Staffordshire Police, Fire and Crime Panel

14:00 Monday 25 October 2021
Council Chamber, County Buildings, Stafford

John Tradewell
Secretary to the Panel
Friday 15 October 2021

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

A G E N D A

1. **Apologies**
2. **Declarations of interest**
3. **Minutes of the meetings held on 23 September and 12 October 2021** (Pages 1 - 10)
4. **Decisions published by the Police, Fire and Crime Commissioner (PFCC)**

No decisions have been published on the Commissioners website.
5. **Questions to the PFCC from Members of the Public** (Pages 11 - 14)

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>
6. **Implementation of the reforms to the Police Misconduct & Complaints Regulations 2020** (Pages 15 - 22)
7. **Police and Crime Plan** (Pages 23 - 60)
8. **Fire and Rescue Plan** (Pages 61 - 74)
9. **Questions to the PFCC by Panel Members**
10. **Dates of Future Meetings and Work Programme** (Pages 75 - 78)

Membership	
Lesley Adams	Stoke-on-Trent City Council
Adrian Bowen	Co-optee
Richard Cox (Vice-Chairman)	Lichfield District Council
Stephen Doyle	Tamworth Borough Council
Ann Edgeller	Stafford Borough Council
Gill Heesom	Newcastle-under-Lyme District Council
Tony Holmes	Staffs Moorlands District Council
Philip Hudson (ESBC)	East Staffordshire Borough Council
Bryan Jones	Cannock Chase District Council
Roger Lees	South Staffordshire District Council
Bernard Peters (Chairman)	Staffordshire County Council
Keith Walker	Co-Optee

Note for Members of the Press and Public

Filming of Meetings

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Recording by Press and Public

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

Contact Officer: Mandy Pattinson, (01785 278502),
Email: mandy.pattinson@staffordshire.gov.uk

Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 23 September 2021

Present: Bernard Peters (Chairman)

Adrian Bowen	Tony Holmes
Richard Cox (Vice-Chairman)	Philip Hudson
Stephen Doyle	Bryan Jones
Ann Edgeller	Roger Lees
Gill Heesom	Keith Walker

Also in attendance: Ben Adams, Helen Fisher, Glynn Dixon, David Greensmith, and Emma Christmas (Observer ETAP)

Minutes Silence – Councillor Brian Edwards

The Panel held a minute's silence in memory of Councillor Brian Edwards.

Apologies: Lesley Adams

15. Declarations of interest

No declarations of interest were made at the meeting.

16. Minutes of the meeting held on 21 June 2021

RESOLVED – That the minutes of the Panel meetings held on the 21 June 2021 be confirmed as a correct record and signed by the Chairman.

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

No decisions had been made since the last meeting.

18. Questions to the PFCC from Members of the Public

No questions were received for this meeting

19. Police and Crime Plan / Fire and Rescue Plan Update

The Commissioner updated the Panel on the progress made in developing his Police and Crime Plan and the Fire and Rescue Plan. He emphasised that there would be wide consultation with both partners and other bodies and that he was particularly interested in hearing from the public. Consultation would be with as many people from all areas of the community as possible.

The Panel thanked Mr Adams for his presentation and after a number of questions the following information was noted:

- Hard to reach groups such as BME groups would be encouraged to comment on the plan. It was hoped that every part of the community would be reached.

- A variety of methods of consultation would be used from social media to paper copies of the plan in libraries and public buildings.
- Those who don't have access to technology would still have a chance to respond.
- The plan would be subject to review if government direction changed. This was a particular issue should the current national review of the PFCC role make recommendations for the role of Police and Crime Commissioners (PCCs), to changed or expanded.
- The plan would be reviewed annually, and progress monitored via this Panel.
- Parish and District Councils would be consulted, and all Councillors had already been emailed directly with contact information for both the Commissioner and Deputy Commissioner.
- The Police and Crime Plan would compliment the Police Force Plan and the Fire Service Plan and would aligned the two. The Commissioner stated that he may be asking for improvements in performance which may not be considered a priority for either service. Consultation would take place between services, but the priority would always be on Staffordshire residents.

RESOLVED: That the Commissioners Police and Crime Plan be considered at the next meeting of the Panel on 25 October 2021

20. Police Performance Update

The Commissioner had temporarily halted the public performance meetings with the Acting Chief Constable during the selection and interview period for the permanent Chief Constable. He explained that in holding the Chief Constable and Chief Fire Officer to account, the Commissioner would concentrate on the delivery of the Police and Crime Plan and the Fire and Rescue Plan; Statutory requirements; public satisfaction; recruitment and national indicator comparison.

It was intended to reintroduce the performance meetings on a quarterly basis for the Police Force and Biannually for Fire and Rescue Services.

Knife crime was part of the national indicators and was outlined in the report. Work was taking place with partners around serious crime, anti-terrorism/drug related crime/country lines to ensure that priorities were being targeted. There were good working relationships with all neighbouring forces including Derbyshire and Cheshire and similar statistical neighbours to ensure information was shared and lessons learnt.

The Commissioner informed the Panel that Police response and contact times would remain a priority and a separate piece of work was being undertaken to look at improving figures.

Following a question on road safety funding, Helen Fisher explained that there was a small budget for road safety schemes but there were plans to strengthen the partnership and put the community at the heart of activities by strengthening Community Speed Watch groups. Reducing accidents, including catching and removing criminals driving stolen cars or driving without insurance was also a priority. Extending the support provided and sharing equipment may enable improvements without the need for increased funding or more speed cameras. The Commissioner emphasised that road safety was a top priority for the public and would not be ignored. Further information on

this review would be supplied to members at a later date. The possible reintroduction of powers for PCSO's to issue parking fines was discussed especially near to schools. It was explained that this was an operational matter, but the Commissioner would discuss this with the new Chief Constable.

A question was asked on a scheme carried out by Medway Police Force covering the issue of safer schools and reducing offending. The Commissioner explained that he was not familiar with the project but agreed that better results were found by keeping people out of the judicial/penal pathway. The way that reoffending was tackled would be considered by the Panel as part of the Police and Crime delivery update.

The Panel supported the priorities outlined by the Commissioner and felt that they were the ones that the public raise with them on a regular basis. Contact was a priority, however the pandemic was still a concern and the numbers contacting the force following the lifting of lockdown measures was a significant increase on previous years. Particular increases had been seen in missing persons, suicides, and mental health concerns.

Officer recruitment was progressing well. Different skills were required for different geographical areas and services and a more diverse workforce would help to support this.

RESOLVED – That the report be noted.

21. Fire and Rescue Performance Update

The Panel received the performance report for the Fire and Rescue Service. It was noted that the plan was for 2020-2024 but would be reviewed annually to meet the changing needs of the service.

The additional work carried out by the service during the pandemic was discussed, particularly the work carried out with the Local Resilience Partners and the NHS mobile vaccination unit. The effects of Covid on staff members had been felt, particularly with the loss of a team member. The effect of long Covid on lung capacity was a national issue which would be monitored.

The Commissioner expressed concern that during the national discussions on Fire Officer pay, the four Commissioners who cover Police and Fire Services had not been invited to comment, but they had been for Police pay discussions. However, the local relationship with unions was considered to be positive and strong.

The safety of transient people and the work undertaken with landlords of Houses of Multiple Occupation (HMO) was explored. It was explained that the fire service gave advice and guidance to the private sector and it was also a recommendation from the Grenfell Tower Inquiry.

Following a question on the approach taken on checking the quality of work undertaken by the service, it was explained that the HMI were due to start an inspection and the Commission would pay particular attention to quality monitoring and risks.

Response times in some circumstances was not ideal. A hybrid of full and part time station/work force provision was needed and this need to be risk based and in the right location. This would be considered at a future meeting.

RESOLVED –

- a) That the report be noted.
- b) That the Panel write to both the Fire and Rescue Service and the Police Force to thank them for all their work throughout the pandemic.

22. Progress report on appointment of Chief Fire Officer and Chief Constable

The Commissioner reported that the selection process for both the Chief Constable and the Chief Fire Officer had been completed and the Commissioner was now in a position to refer his preferred candidates to the Panel for consideration at a confirmation hearing. The Chairman reported that a provisional date had been set for 12 October to consider the appointments

RESOLVED – That the report be noted.

23. 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
Was there anything that could be done to improve Town Centre Policing in Newcastle as there was a perception of increased anti-social behaviour and intimidation?	The Commissioner would look at the concerns with local officers and report back to Councillor Heesom
Had there been any progress in the development of a local Firing range?	This item was on the Panels Work Programme.
Rural wildlife crime (including livestock and farming equipment) was an issue in some parts of the County but it was not mentioned in any of the plans.	The Commissioner stated that responding to theft was a fundamental part of policing and was a priority. The term 'rural' may not have been used but it was covered in all plans.
Was there any guidance on working together to support and relocate travellers?	The Commissioner was keen to have a forum where all partners could come together to share their knowledge and expertise. It was noted that one consistent way of dealing with issues would be useful.
Could Neighbourhood watch forums be reinstated?	It was explained that as from 1 st October Safer Neighbourhood Panels would end and the Commissioner was looking at a new model of local engagement. He wanted to see the public and partners having a bigger voice and able to raise local concerns which was difficult under the current model.
The Chairman welcomed the recognition that the community need to have a voice in local policing and a means of raising concerns. A further comment was made on the need for clear policies and procedures, so it was clear who was responsible for which service/deliver of actions.	The Commissioner restated that this was being reviewed and brought to a future meeting of the Panel.

RESOLVED – That the responses be noted.

24. Dates of Future Meetings and Work Programme

The next meeting of the Panel would be held on 25 October 2021. The Chairman and Commissioner would work together to allocate items discussed earlier in the meeting to an appropriate meeting.

RESOLVED – That the dates future meetings be noted.

Chairman

Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 12 October 2021

Present: Bernard Peters (Chairman)

Lesley Adams	Gill Heesom
Adrian Bowen	Tony Holmes
Richard Cox (Vice-Chairman)	Philip Hudson
Stephen Doyle	Bryan Jones
Ann Edgeller	Keith Walker

Also in attendance: Ben Adams (Staffordshire Police Fire and Crime Commissioner), Helen Fisher (Deputy Commissioner), Glynn Dixon (Chief Executive, Commissioners Office) David Greensmith (Chief Financial Officer), Emma Christmas (Observer ETAP)

Mr Robert Barber (Chief Fire Officer preferred candidate), Gemma Derrick (Human Resources support officer and Independent person).

Mr Chris Noble (Chief Constable preferred candidate), Mohammed Haroon (Independent Panel Member), Caroline Coombe (Human Resources support officer)

Apologies: Roger Lees

25. Declarations of interest

There were no declarations of interest made.

26. Confirmation Hearing Procedure

The Secretary to the Panels report explained that the Panel was required to hold a Confirmation Hearing following receipt of formal notification by the Police Fire and Crime Commissioner of his wish to appoint his preferred candidate for both posts of Chief Fire Officer and Chief Constable.

The report explained that guidance on the role of the Panel recommended that through questioning of the candidate they should consider the 'professional competence' and 'personal independence' of the individual. To assist, the Panel had been provided with documentary evidence of the process followed by the Commissioner when recruiting to the posts and selecting his preferred candidates.

27. Consideration of the proposed appointment to the post of Chief Fire Officer for Staffordshire

Presentation by the Police Fire and Crime Commissioner

The Commissioner reported on the detailed and lengthy process followed by him to recruit a new Chief Fire Officer for Staffordshire. Information provided to candidates was submitted to the Panel for information.

The Commissioner reported that Mr Barber was his preferred candidate.

Presentation by and questions to Mr Barber:

Mr Barber briefly summarised his career in the Fire and Rescue Service having served with Staffordshire Fire and Rescue since 1997. He went on to list the additional duties and responsibilities he had held both nationally and regionally.

The Panel questioned Mr Barber on various issues including the main challenges and risks facing the service; working within neighbourhoods; prevention and protection; working with other partners/services; communications and his experience in Staffordshire.

In his responses Mr Barber stressed that the challenges facing the service were the same as those facing the whole of society, such as Dementia, obesity and addiction, as fire is often a symptom of other causes and there is a need to work closely with partners to identify and address the root cause.

Mr Barber reported that in his view there had been a reduction in neighbourhood and community communication particularly with local Councillors and this needed to be restored so that information could be shared.

Mr Barber advised the panel that working relationships with both the Commissioner and other partners would always be based on him providing the best information at the time in order for informed decisions to be made.

The Panel adjourned at 10.45 am to consider their decision.

RESOLVED – That the Police Fire and Crime Commissioner for Staffordshire be informed that this Panel recommends that he proceed with the appointment of Mr Robert Barber as the Chief Fire Officer for Staffordshire.

The Commissioner and Mr Barber were re-admitted to the meeting and informed of the Panel's decision.

28. Consideration of the proposed appointment to the post of Chief Constable for Staffordshire

Presentation by the Police Fire and Crime Commissioner

The Commissioner introduced his report which included Information provided to candidates and outlined the selection process.

Mr Haroon, an Independent Interview Panel Member, briefly outlined the recruitment and selection process and the stakeholder involvement which had taken place.

The Commissioner reported that Mr Noble was his preferred candidate as his experience and approach to policing were suited to the vision for Staffordshire.

Presentation by and questions to Mr Noble

Mr Noble briefly summarised his career in the Police Service having served in a number of Forces including 21 years in the Royal Ulster Constabulary and his current position as Deputy Chief Constable Humberside Constabulary.

The Panel questioned Mr Noble on various issues including the main challenges the force faced; how trust can be rebuilt following the recent Sarah Everard case; Neighbourhood and community policing; and staffing levels.

In his responses, Mr Noble felt that the long term effects of the pandemic would prove to be challenging, with increased unemployment and financial worries leading to crime and Anti-social behaviour. Mental health pressures would also lead to the need for closer partnership working. Community policing and tackling some forms of anti-social behaviour would involve partnership working and looking at the cause and how and who could address this.

Responding to a specific question on the independence of the role, Mr Noble informed the Panel that the role of Chief Constable involved working with many partners and forming relationships whilst retaining accountability and operational independence.

Mr Noble felt that whilst the majority of police officers showed excellent standards of behaviour, the culture in policing needed to change and the highest standards of behaviour needed to be set along with a zero tolerance to certain attitudes which had been accepted in the past. Formal vetting of police officers could only go so far and informal scrutiny and improved leadership was needed to increase standards of behaviour.

The recruitment of the right people and their retention was a priority, with clear performance standards and expectations set out at the start of the recruitment process.

Following a question on communicating with the public, Mr Noble stated that the correct type of communication needed to be used to best suit the issue in question and the audience. The right person with the right information needed to the public face, not necessarily the Chief Constable.

The Panel adjourned at 12.05pm to consider their decision.

RESOLVED – That the Police and Crime Commissioner for Staffordshire be informed that this Panel recommends that he proceed with the appointment of Mr Chris Noble as the Chief Constable for Staffordshire.

The Commissioner and Mr Noble were re-admitted to the meeting and informed of the Panel's decision.

Chairman

STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL – 25 October 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 question has been received (questions are listed in order of receipt):

Mr N Dodd – questions received 20 September

1. How does the panel scrutinise the decisions of the PFCC exactly, and how have they brought him, and therefore Staffordshire Police, to account for their poor behaviour, morals and ethics?

Panels response:

- *The Panels remit is not to scrutinise the day to day running of the Commissioner's Office.*
- *At each Panel meeting there is an item on the agenda which gives the Panel an opportunity to scrutinise the decisions of the Commissioner. These decisions are found on the Commissioners web site [Decisions - Staffordshire Commissioner \(staffordshire-pfcc.gov.uk\)](http://staffordshire-pfcc.gov.uk)*
- *At each panel meeting there is also an opportunity for Members to ask the Commissioner questions on any aspect relating to the discharge of his function.*
- *An Annual Police complaints report is considered by the Panel which again gives an opportunity for the Panel to raise questions on the number of complaints received and themes.*
- *The Panel is also required to scrutinise the Police and Crime Plan, the Annual report, the Precept, and Senior appointments (through confirmation hearings). This gives the Panel opportunity to ask questions and challenge the Commissioner on any part of his function.*
- *For information, complaints raised against the Commissioner or his Deputy are, in the first instance considered by the Host Authority's (Staffs County Council) Monitoring Officer who will, under delegated authority, consider the allegation and decide if it is a legitimate complaint against the 'personal conduct' of the Commissioner. This*

activity is reported to the Panel on an annual basis, normally at the June meeting.

2. Are budgets and numbers of officers really more important than the morals and ethics of those in charge of them?

Panels response:

The Panel appreciate that these questions follow a number of complaints raised by Mr Dodd against individual officers of the force over a significant period of time. Both budgets, number of officers and morals and ethical standards are important to the Panel. However, the Panel has a specific role in monitoring the performance of the Commissioner and his role of setting and shaping the strategic objectives of the Police and Fire and Rescue Services.

3. Why are the evidenced opinions, actions and inactions of 5 Senior Officers, particularly around disability, vulnerability, and total ignorance of their 'duty of care', not important to the panel in terms of their responsibility to 'scrutinise' the PFCC's decisions in his role of bringing the police to account?

Panels response:

The Panel is not a complaints body for Police Force Complaints. The complaints raised have been considered by the Police Standards Unit, have been through the appeal process and have been considered by the Independent Office of Police Complaints. The Panel has no remit or power to consider complaints against the force or staff members.

4. How does the panel protect us from harm from our police, and if they don't who do they think does exactly?

Panels response:

It is appreciated that Mr Dodd may be frustrated with the complaints process but that does not mean that the process or his complaints should then be taken up by the Panel. As stated in previous correspondence between Mr Dodd and Mr Tradewell the Panels legal advisor, these are not issues for the Panel to investigate and they go beyond the Panels remit.

5. We also asked for confirmation from the panel as to why exactly they feel none of the above is even worthy of being 'recorded' by the PFCC?

Panels response:

The Panel cannot force the Commissioner to record a complaint. The Panel has received information from the PFCC which shows that the complaints have been investigated and have been reviewed through the appeals process. It appears that he has followed due process in line with IOPC and complaint guidance. The issues Mr Dodd raises are policing issues that are an internal matter for the Police.

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
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Police, Fire and Crime Panel – 25 October 2021

Implementation of the reforms to the Police Misconduct & Complaints Regulations 2020

Report of the Staffordshire Commissioner

1. Purpose of Report

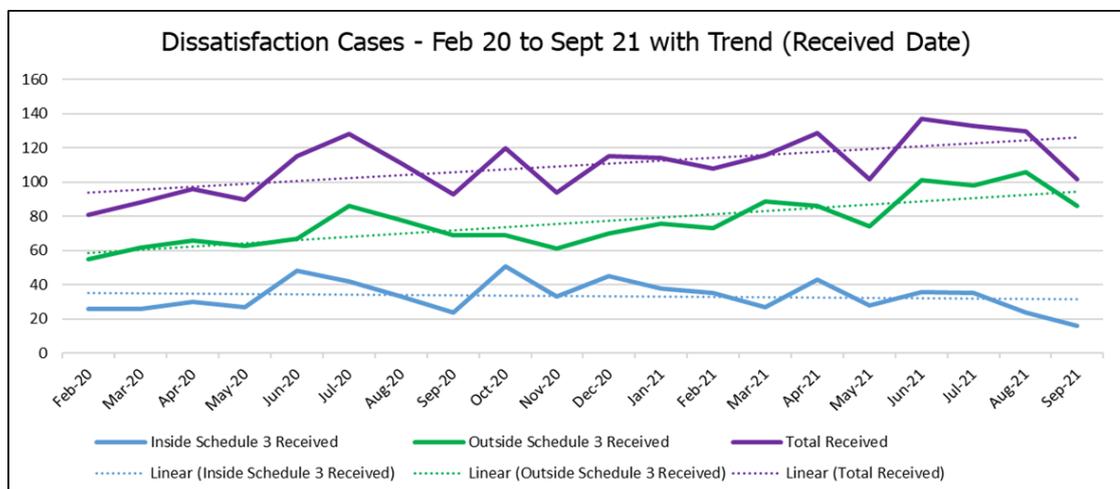
- 1.1 The report updates the panel on the Staffordshire Commissioner’s statutory function of reviews following the implementation in February 2020, of the police misconduct and complaints reforms.
- 1.2 A reminder to the panel that the specific role was introduced for Police and Crime Commissioners to increase and strengthen independence and improve complaints handling, ensuring the public can maintain confidence in the integrity of policing.

2. Recommendation

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

3. Complaints

- 3.1 The graph below shows that whilst there has been an increase in the overall number of complaints being received by Staffordshire Police since February 2020, those recorded under schedule 3, where a right of review is given is decreasing. The increase in numbers are for those dealt with outside schedule 3, usually by those best placed to try and resolve the dissatisfaction.



3.2 Staffordshire Police's Professional Standards Department have implemented a triage function to ensure complaints are dealt with proportionately and swiftly, if possible. Every complainant receives a call within 24 hours of expressing their dissatisfaction and where possible the complaint is resolved there and then. If this cannot be done it is either sent to the appropriate area to resolve or recorded under schedule 3. At present 52% of complaints received are retained with Professional Standards to resolve.

3.3 Work continues with the Commissioner's Office and Staffordshire Police's Professional Standards department around organisational learning. This includes:

- The PSD Bulletin will be supplemented with the dissemination of real-time emerging trends and patterns, moving further towards the ethos of the 2020 regulations around being a learning organisation.
- Delivery of preventative briefings.
- Learnings to be disseminated real time.
- Central platform where learnings are shared – along with best practice.
- Input with student officers.
- Weekly feedback from the Compliance Manager (SCO) on findings from reviews.

3.4 Staffordshire Police continue to develop their approach to the management of complaints in line with the new legislation and moving 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 continues to meet the aspirations that have been set out by government in introducing national reforms.

4.0 Review Arrangements

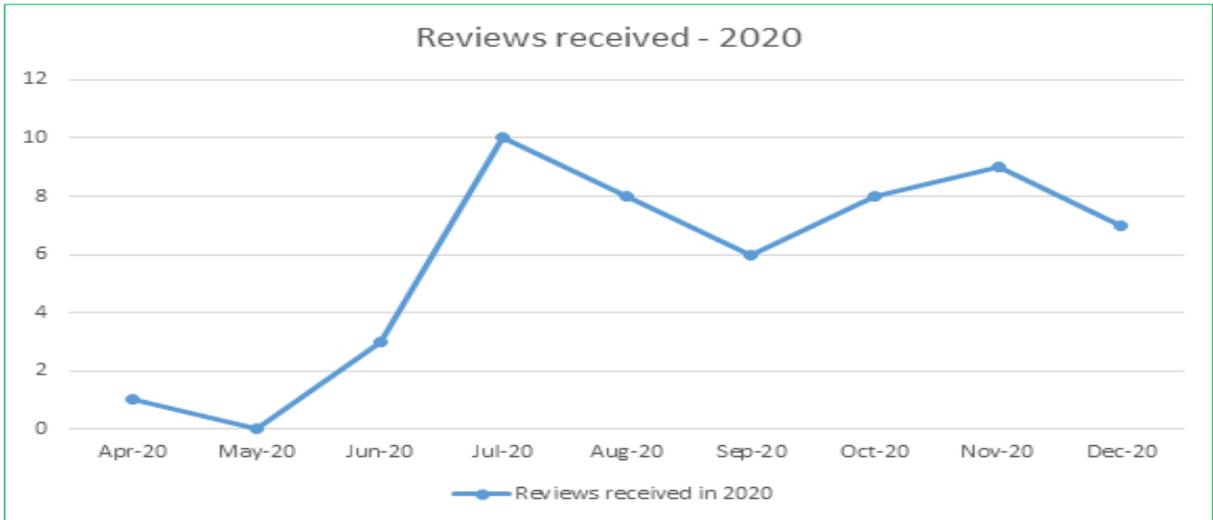
4.1 To remind the panel that the Staffordshire Commissioner adopted Model 1 for the PCC involvement in complaints. This requires all PCC's to deliver complaint reviews for the public, where they are identified as the local policing body, and consider whether Staffordshire Police took reasonable and proportionate action to address the complaint. Once the review has been completed to then notify the complainant of the outcome.

4.2 In order to fulfil this statutory requirement, the Commissioner has a Compliance Manager, who works within a delegated authority to undertake this function.

4.3 The number of reviews received from the 1st February 2020 to the 31st December 2020 were 52.

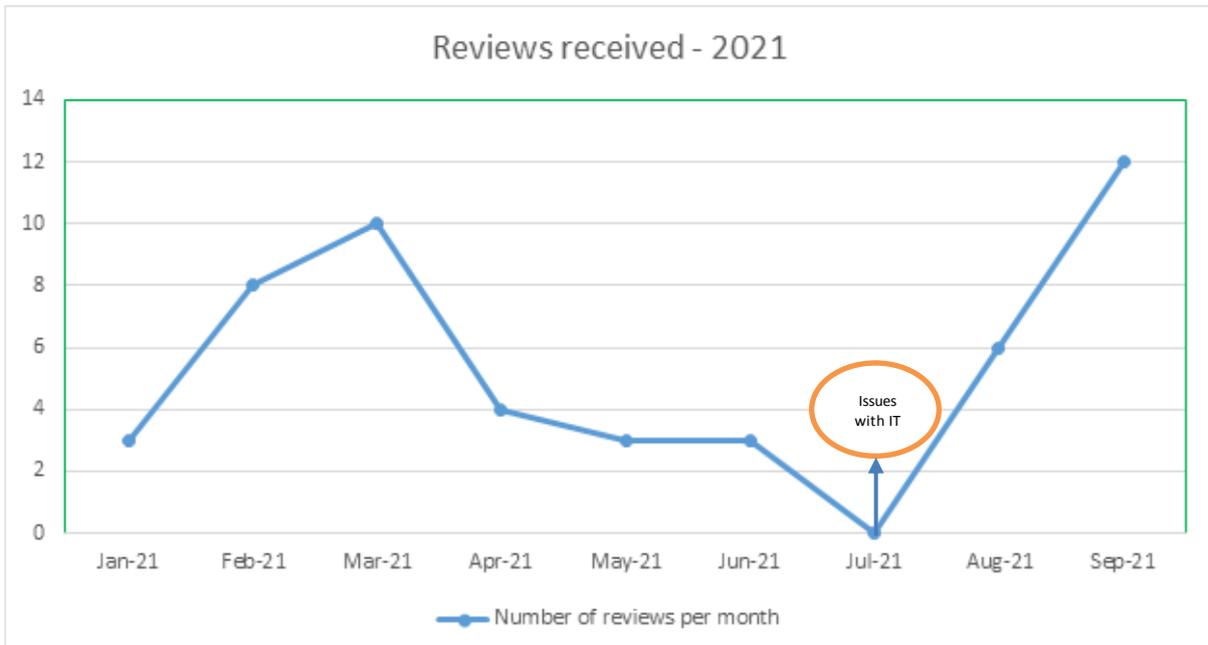
- 50 requests for a review completed
- 1 withdrawn
- 1 SCO identified as the wrong review body (should have been the IOPC)

- The first review was received in April 2020.



4.4 The number of reviews received from the 1st January 2021 to the 30 September 2021 was 49.

- 48 requests for a review accepted
- 1 refused as out of time & no sufficient reasons given for the delay or lack of contact.



4.5 In June/July of this year there were issues with the complaints system (Centurion) which resulted in an impact on the number of reviews received, creating a spike in the following 2 months. The issues have since been resolved and a contingency created to ensure if this were to happen again there is minimal impact.

4.6 Of the 50 reviews for 2021 and the 49 reviews for 2021 (January 2021 to the end of September 2021) there have been several recommendations for either individual or organisational learning. Those recommendations include:

- Using Body Worn Video (BWV) to protect the officer and member of the public. In a number of instances, the footage actually negates the complaint.
- Ensuring complainants receive regular updates and expectations are managed.
- Local force policies are updated to reflect national policies and guidance.
- Policy awareness and interpretation.
- Engagement with the public and understanding what impacts public confidence.
- Information recorded accurately and in detail.
- Decision making.
- Gesture of goodwill.

The top five allegations that are recorded based on the complainant's dissatisfaction are as follows (categories are defined by the IOPC):

- Police action following contact
- Information
- Decisions
- General level of service
- Impolite tone/language

4.7 On occasion, it has been appropriate that the review outcome has been delivered to the complainant face to face. This is to explain in detail the decision making and to give the complainant the opportunity to ask any questions. Various other methods are used and available to complainants when receiving their review outcome. This allows and shows a transparent and openness to the complaints process and demonstrates an independent approach, which is one of the fundamental reasons for PCCs undertaking this role.

4.8 To ensure oversight and scrutiny of the complaints system, on any cases of over 12 month's duration, Staffordshire Police must 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.

4.9 To date there have been 8 timeliness reports received by the Commissioners office, with a copy to the IOPC. The main reasons for the reports are due to the complaint being sub judice as there are criminal proceedings ongoing.

5.0 What next?

- 5.1 The Ethics and Transparency Audit Panel conducted a thematic review on complaints and reviews in August of this year. This is now published on the Commissioner's website. [ETAP-Review-of-Staffordshire-Police-Complaints-FINAL.pdf \(staffordshire-pfcc.gov.uk\)](#)
- 5.2 Both the Commissioner's office and Staffordshire Police's Professional Standards Department will do an annual presentation to ETAP around complaints and reviews. Further thematic work will also be completed to ensure that there is compliance with the implementation of the new regulations.
- 5.3 In line with the specified information order issued by the Home Office there will be a link on the Commissioner's website to the Independent Office of Police Conduct (IOPC) performance data. This will show how both the Commissioner's office and Staffordshire Police's Professional Standards Department are currently performing with regards to complaints and reviews.
[Complaint Reviews - Staffordshire Commissioner \(staffordshire-pfcc.gov.uk\)](#)
- 5.4 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.

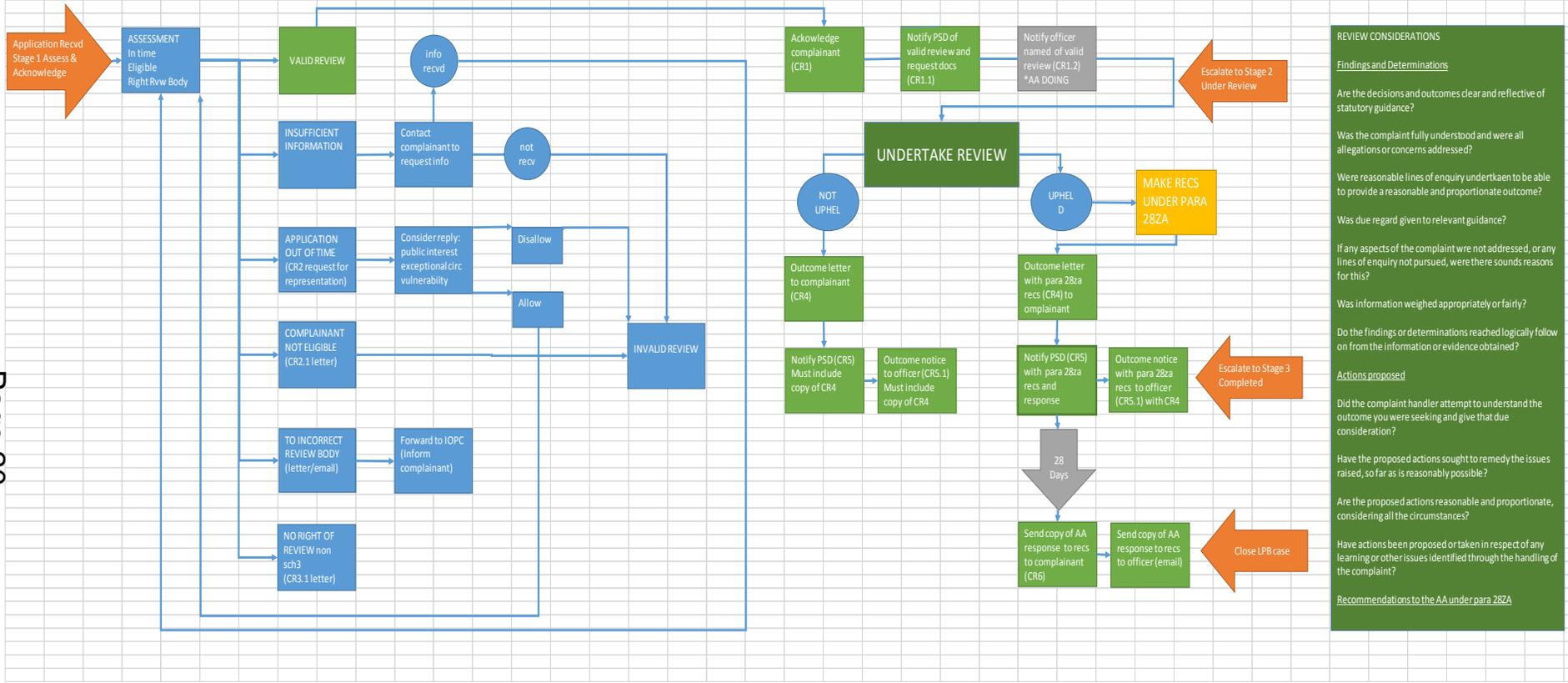
Ben Adams

Staffordshire Commissioner Police | Fire and Rescue | Crime

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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



Police, Fire and Crime Panel – 25 October 2021

Development of the Police and Crime Plan and the Fire and Rescue Plan 2021 - 2024

Report of the Staffordshire Commissioner

1. Purpose of Report

- 1.1 This report provides details on the consultation drafts of both the Police and Crime Plan and the Fire and Rescue Plan for the current Commissioner's term of office, which runs to May 2024. The report also summarises the consultation process that commences on 26th October 2021.

2. Recommendation

- 2.1 That the Police, Fire and Crime Panel note the content of the draft plans and the planned consultation process on the priorities and make comment accordingly.

3. Background

- 3.1 The election of Ben Adams, the Police, Fire and Crime Commissioner in May 2021 has led to the development of a new draft Police and Crime Plan and a new draft Fire and Rescue Plan. The Commissioner is one of four nationally that are Fire and Rescue Authorities and had the choice to combine the policing and fire and rescue priorities into one plan, or remain with these as separate documents. He has chosen to do the latter.
- 3.2 Both plans are in a state of development that make them suitable for consultation with the general public and all other interested stakeholders. They are both attached to this report as Appendices A and B for Panel members to consider.
- 3.3 Consultation on the plans is due to commence on 26th October 2021 and be open for a period of 4 weeks. Appendix C summarises the timeline and activity that will take place to ensure an effective consultation process and Appendices D and E are the draft survey forms that people will access for the Police and Crime Plan and the Fire and Rescue Plan respectively.

4. Next Steps

- 4.1 Following the conclusion of the consultation process, the two plans will be refreshed and made ready for publication. Both will be made available in their final draft versions to the Panel in early 2022. A detailed breakdown of the results from the consultation will be provided at the same time.

Ben Adams
Staffordshire Commissioner

Contact Officer

Glynn Dixon

Chief Executive

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glynn.dixon@staffordshire-pfcc.gov.uk

Appendix A – Draft Police and Crime Plan – circulated separately

Appendix B – Draft Fire and Rescue Plan – circulated separately

Police and Crime Plan / Fire and Rescue Plan Consultation Activity and Timeline

Approach

The consultations will launch on 26 October and run until 23 November. The final plan will be published early January 2022.

The consultation will be hosted on Survey Monkey with embedded links to each plan on a dedicated page on the SCO website.

Timeline

<u>Action</u>	<u>Completed</u>
22 October	
Consultations sent to Police, Fire and Crime Panel	
26 October	
Issue press release	
Launch social media posts - including different calls to action drawn from individual plans	
Force and fire social media posts - Provide toolkit for partners with suggested messaging and images	
Letters to partners (See below) - Business Support Team to jointly manage with Comms team	
Smart Alert update	
Issue internal updates via joint comms	
27 October	
Issue update to email subscribers	
Target community groups on Facebook	
Begin posting creative videos on social media	
Promote on Next door app	
W/C 8 November	
Commence targeted ads on social media	

Key audiences

The SCO will seek to engage with all sections of society, including those seldom heard groups.

Key stakeholders to be targeted where appropriate include but are not limited to:

Audience	Completed
The general public who live or work in Staffordshire or Stoke-on-Trent	
Those already engaged with the work of the SCO	
Officers and staff within Staffordshire Police and Staffordshire Fire and Rescue	
The Police, Fire and Crime Panel	
Partner agencies, such as local authorities, community safety partnerships and the voluntary sector	
The Staffordshire Youth Commission and Staffordshire Police Cadets	
SCO, Force and Fire volunteers	
MPs and County and Parish Councillors	
Groups and organisations funded by the SCO	
Faith and ethnic minority community groups	
Staff Associations / Trade Unions	
Local media	
Victims of crime / Victim Gateway	
Business networks via the Chambers of Commerce	
Community influencers/groups	



Have your say – Police and Crime Plan consultation 2021

Our priorities

This is an opportunity for anyone who lives, works or visits Staffordshire to have a say on the proposed priorities in the Police and Crime Plan 2021-2024.

The plan is a strategic document that sets out the Police, Fire and Crime Commissioner's vision and 5 key priorities for policing and crime reduction in Staffordshire.

The plan is the basis on which the Commissioner holds the Chief Constable to account in terms of performance, provides funding for commissioned services and works with community organisations to keep Staffordshire safe.

Have your say. We will collate all the responses from the consultation anonymously and use them to inform the plan priorities.

Thank you for taking part.

1. Please indicate how important you think each of these priorities are.

	Very Important	Fairly important	Not very important	Not at all important
A local and responsive service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protecting people from harm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supporting victims and witnesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preventing offending and reoffending	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A more effective criminal justice system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. A local and responsive service

Understand and deal with what matters to communities, respond promptly to incidents and work with partners to solve problems and prevent them from getting worse. This will mean that crime and anti-social behaviour reduces, our roads are safer and confidence in Staffordshire Police increases.

Please indicate how important you think each of these is.

	Very Important	Fairly important	Not very important	Not at all important
Improve contact eg 101 service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Develop a modern policing culture with the tools to deliver a high quality innovative service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work more effectively with partners to resolve community issues such as burglary, robbery, vehicle crime and anti- social behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strengthen engagement with young people and seldom heard groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourage volunteers and community engagement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very Important	Fairly important	Not very important	Not at all important
Improve road safety by tackling criminality, excessive speed, drug or drink driving, unsafe and uninsured vehicles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Protecting people from harm

Protect people (particularly children and vulnerable people) from harm by ensuring they are appropriately safeguarded and receive the help and support they need.

Please indicate how important you think each of these is.

	Very Important	Fairly important	Not very important	Not at all important
Develop partnership programmes to encourage positive outcomes for children and young people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protect vulnerable people and those affected by crime and abuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Divert children from harm eg county lines, exploitation and online abuse	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disrupt and dismantle serious organised crime gangs to prevent potential terrorist activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Very Important	Fairly important	Not very important	Not at all important
Intervene quickly to support victims and target offenders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work with partners to reduce the numbers of road casualties	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Supporting victims and witnesses

Ensure victims and witnesses are provided with exceptional specialist support services so they feel able to cope and recover from the impact of crime and anti-social behaviour.

Please indicate how important you think each of these is.

	Very Important	Fairly important	Not very important	Not at all important
Improve our services to support victims and witnesses of crime	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure support services are accessible to all communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work with partners to reduce repeat victimisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work with offenders to change their behaviour and reduce further harm	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Preventing offending and reoffending

Ensure people are challenged and supported to make life choices that will prevent them from offending and perpetrators don't reoffend. Doing so will mean fewer victims of crime.

Please indicate how important you think each of these is.

	Very Important	Fairly important	Not very important	Not at all important
Support prevention and early intervention programmes to stop the onset of offending behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Divert vulnerable people away from offending and reoffending behaviour	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work with partners to help reintegrate vulnerable people into the community and achieve stable lifestyles	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure offenders are held accountable for their actions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Offer targeted programmes to repeat or high-risk offenders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Prevent people being drawn into terrorism	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. A more effective criminal justice system

Ensure Staffordshire Police, the Crown Prosecution Service, Magistrates' and Crown Courts, the National Probation Service and HM Prison Service all work seamlessly so that effective justice is delivered more quickly.

Please indicate how important you think each of these is.

	Very Important	Fairly important	Not very important	Not at all important
Ensure the criminal justice system works efficiently and effectively to obtain justice for victims and witnesses	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support victims and witnesses throughout the criminal justice system	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure the criminal justice system provides everyone with the same opportunities and treats them with dignity and respect	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce harm to communities through robust offender intervention to change behaviours	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Very Important

Fairly important

Not very important

Not at all important

Promote the use of community orders and restorative justice where this is appropriate and supported by victims



7. Is there anything else you would like to see included in the Police and Crime Plan?



Have your say – Police and Crime Plan consultation 2021

About you

The following section tells us more information about you and helps us to determine who is taking part in the consultation.

8. What is your age?

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75 or older
- Prefer not to say

9. What is your ethnic origin?

- White British / English / Welsh / Scottish / Northern Irish / Irish
- Any other White background
- Mixed: White and Black Caribbean / African / Asian
- Asian / Asian British
- Black African / Caribbean / Black British
- Prefer not to say

Prefer to self-describe (please write in the box below):

10. Which gender identity do you identify as?

- Male
- Female
- Non-binary
- Prefer not to say

Prefer to self-describe (please write in the box below):

11. Where did you hear about this consultation?

- Local media
- Social media
- Newsletter
- Local Authority
- Referred by family or friend

Other

12. Which area of Staffordshire or Stoke-on-Trent do you live in?

- Stoke-on-Trent
- Newcastle-Under-Lyme
- Staffordshire Moorlands
- Stafford
- East Staffordshire
- Cannock Chase
- Lichfield
- Tamworth
- South Staffordshire

13. If you would like to receive updates about the work of the Commissioner, please enter your name and email address below:

Name

Email address



Have your say – Fire and Rescue Plan consultation 2021

Our priorities

This is an opportunity for anyone who lives, works or visits Staffordshire to have a say on the proposed priorities in the Fire and Rescue Plan 2021-2024.

The plan is a strategic document that sets out the Police, Fire and Crime Commissioner's vision and 4 key priorities for keeping people safe in Staffordshire.

The plan is the basis on which the Commissioner holds the Chief Fire Officer to account in terms of performance and works with community organisations to keep Staffordshire safe.

Have your say. We will collate all the responses from the consultation anonymously and use them to inform the plan priorities.

Thank you for taking part.

1. Please indicate how important you think each of these priorities are.

	Very Important	Fairly important	Not very important	Not at all important
A reliable, responsive service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protecting Staffordshire and its people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Helping people stay safe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A modern Fire and Rescue Service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. A reliable, responsive service

Ensure that local Fire and Rescue services continue to be accessible, visible and responsive so that risk is appropriately and proportionally managed, community and firefighter safety remains paramount and high levels of public confidence and trust in the service are maintained.

Please indicate how important you think each of these is.

	Very Important	Fairly important	Not very important	Not at all important
Ensure the right resources are in the right place at the right time to respond to fires and other emergencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work with other emergency services to ensure a joint response to incidents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Explore opportunities to respond to safeguarding concerns reported to other agencies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce repeated demand from same locations and false alarms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Protecting Staffordshire and its people

Protect people, premises and the environment through the right balance of education, advice and support and the use of regulatory and enforcement powers so we can help keep people safe by ensuring those responsible for buildings comply with fire safety regulations, we can help keep our firefighters safer in dealing with incidents and we can limit the damage caused by fires if they do occur.

Please indicate how important you think each of these is.

	Very Important	Fairly important	Not very important	Not at all important
Keep people safe by ensuring those responsible for buildings comply with fire safety regulations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help keep our firefighters safer in dealing with incidents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Limit the damage caused by fires if they do occur, whether domestic or business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work with partners to coordinate enforcement activity in relation to waste sites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce the risk to occupants of multi-occupancy buildings as part of the Community Sprinkler Programme	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. Helping people stay safe

Work closely with other agencies to deliver effective and targeted prevention work that provides early help to individuals, families and communities so we can keep people safe from fires, road traffic collisions and other incidents, they feel safer and there is less pressure on fire response services.

Please indicate how important you think each of these is.

	Very Important	Fairly important	Not very important	Not at all important
Keep people safe from fires through effective partnership prevention work, making them feel safer	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keep people safe from road traffic collisions and other incidents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure services are targeted towards people and places most at risk	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure children are able to make informed, positive and safe choices around road safety and fire	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. A modern Fire and Rescue service

Ensure that Staffordshire Fire and Rescue is fit for a changing future and is a leading example for other services to follow so that the people of Staffordshire can be reassured that their money is being used efficiently and effectively and the workforce better reflects the communities it serves.

Please indicate how important you think each of these is.

	Very Important	Fairly important	Not very important	Not at all important
Use public money efficiently and effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure the workforce better reflects the communities it serves	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Put the right people, with the right skills and the right tools, in the right place, at the right time to manage the risk of fire and other incidents	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expand police/fire collaboration, to deliver effective services that provide value for money	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourage volunteers and community engagement eg Community Speedwatch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Increase the diversity of the workforce to better reflect the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Is there anything else you would like to see included in the Fire and Rescue Plan?



Have your say – Fire and Rescue Plan consultation 2021

About you

The following section tells us more information about you and helps us to determine who is taking part in the consultation.

7. What is your age?

- 18 to 24
- 25 to 34
- 35 to 44
- 45 to 54
- 55 to 64
- 65 to 74
- 75 or older
- Prefer not to say

8. What is your ethnic origin?

- | | |
|---|---|
| <input type="radio"/> White British / English / Welsh / Scottish / Northern Irish / Irish | <input type="radio"/> Asian / Asian British |
| <input type="radio"/> Any other White background | <input type="radio"/> Black African / Caribbean / Black British |
| <input type="radio"/> Mixed: White and Black Caribbean / African / Asian | <input type="radio"/> Prefer not to say |

Prefer to self-describe (please write in the box below):

9. Which gender identity do you identify as?

- Male
- Female
- Non-binary
- Prefer not to say

Prefer to self-describe (please write in the box below):

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Name

Email address

Draft Police and Crime Plan 2021 – 2024

Staffordshire and Stoke-on-Trent



STAFFORDSHIRE COMMISSIONER
Police | Fire and Rescue | Crime

Introduction

“I will work determinedly with the police service to bring about the changes that are needed”

Page 46

Ben Adams

Policing in Staffordshire and Stoke-on-Trent* continues to evolve as the nature of crime continues to change. With fewer neighbourhood crimes such as burglary and theft but more crimes against the person there is a greater focus on protecting people from harm. Complex issues such as child sexual exploitation, modern slavery, online fraud and managing public protests have become ‘business as usual’ for our police service with local police teams increasingly addressing issues caused by societal problems such as domestic abuse, missing persons, mental health concerns and substance misuse. In light of recent events, people rightly want the police and other services to act urgently to reduce the threat of violence against women and girls.

Protecting people from harm is an absolute priority and it is important that everyone in Staffordshire knows that this is being done well. However, people are frustrated that some of the fundamental police services that they value are being eroded. People expect calls to be answered quickly, for the police to respond rapidly and to deal effectively with problems in their area.

Some communities feel exasperated by the antisocial behaviour (ASB) and drug-related crime they see in public areas. They also want action to be taken on speeding and antisocial driving on our roads. Where these problems are repeated people lose confidence in their services with the result that many think that crime is high and rising, when in reality the opposite is the case. They want locally based officers to listen to them, understand, and address local problems to help them feel safer. They also want to be kept informed about what is being done to stop them happening again.

I share these frustrations and aim to rebuild public confidence by rebalancing the essential activities needed to protect the most vulnerable people in our communities from harm with an enhanced effort to drive down the crime and ASB that affects the wider community. The further increase in officers that we will see in Staffordshire in the next two years will help us to do just that, as will our approach which is built on prevention and early intervention. I will provide an effective means for people to trigger a multi-agency response to repeat incidences of ASB.

I will work determinedly with the police service to bring about the changes that are needed but it’s broader than just policing. I have wider responsibilities to prevent crime, influence the criminal justice system and support victims with services which cannot be delivered by the police. Some of these services are commissioned by my office and others require working closely with the NHS, councils, criminal justice agencies, schools, businesses, community groups and other partners. Where there are gaps in services being provided, I will do my utmost to make sure they are filled.

There is an important role for you in all of this too. Representing your communities by volunteering or engaging with the police and other agencies to tackle problems in your area can help them to help you.

Ben Adams
Staffordshire Commissioner

*Staffordshire and Stoke-on-Trent will herein after be referred to as Staffordshire for simplicity



Our priorities

A local and responsive service

Understand and deal with what matters to communities, respond promptly to incidents and work with partners to solve problems and prevent them from getting worse. This will mean that crime and ASB reduces, our roads are safer and confidence in Staffordshire Police increases.

Protect people from harm

Prevent harm and protect people (particularly children and those that are vulnerable) by ensuring they are appropriately safeguarded and receive the help and support they need.

Support victims and witnesses

Ensure victims and witnesses are provided with exceptional specialist support services so they feel able to cope and recover from the impact of crime and ASB.

Reduce offending and reoffending

Ensure people are challenged and supported to make life choices that will prevent them from offending and perpetrators don't reoffend. Doing so will mean fewer victims of crime.

A more effective criminal justice system

Ensure Staffordshire Police, the Crown Prosecution Service, Courts, the National Probation Service and HM Prison Service all work seamlessly so that effective justice is delivered more quickly.

Our approach

Community focused

Understanding communities and recognising their different needs is essential to delivering a style of policing and related services in their local area that builds relationships, tackles the right problems and increases public confidence. It's therefore important to give people a voice so that they feel they are being heard and are confident to report crime and ASB and provide information that can help to prevent crime. I will also encourage people to get more involved through shaping priorities and services, volunteering, scrutinising policing services and helping to solve problems in their community.

Prevention and early intervention

Preventing crime and ASB from happening in the first place is more cost effective, reduces demand on our police and other services, and is less damaging for children, young people, adults, families, communities and businesses. By intelligently targeting interventions at those more vulnerable to crime and ASB and intervening as early as possible we can prevent issues from happening in the first place or escalating so that they become even more damaging, complex and costly. So, prevention and early intervention will be central to delivering all aspects of this plan.

Solving problems together

The issues affecting individuals, families and communities are often complex and rarely solved by one organisation alone so we need to bring organisations together to prevent problems from escalating and protect people from harm. This means sharing resources and knowledge and aligning services to deliver more efficient and comprehensive solutions. Even better collaboration between partners including neighbouring police forces, other blue light services, councils and health authorities, criminal justice partners and the voluntary and community sector is essential.

Properly equipped

Our police service must have the equipment, vehicles, facilities, technology, training and wellbeing support it needs to be able to perform at its best. It is particularly important to ensure the force makes the best use of technology to save money, create capacity, improve services and help protect the public. Recognising the Government's climate change commitment, we will also do everything we can to reduce our impact on the environment without compromising operational effectiveness. I will also work with communities to address their local safety concerns and ensure that partners have the skills to intervene early, recognise and address vulnerability.

Value for money

I will always consult residents before reaching a decision on council tax increases. Wherever possible, every penny in policing should be directed at keeping people safe by preventing and reducing crime. We can use our resources efficiently and continuously improve by listening to the people doing the job, learning from best practice in other organisations and listening to those who receive our services remembering that government grants and the police share of council tax are not just to cover policing; PCCs have broader statutory responsibilities to prevent crime and support victims with services which cannot be delivered by Staffordshire Police alone.

Open and transparent

I will listen, act on public concerns, explain what we are doing to address them and treat people fairly and I expect Staffordshire Police to do the same. I will challenge, scrutinise and share performance data publicly to demonstrate my expectation of the highest standards of public service and to increase trust and confidence.

About Staffordshire

[Infographic on Staffordshire statistics to be inserted in final plan]

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Shaping the Plan

To help inform and develop this plan, a number of considerations have been made. This includes reviewing national guidance, understanding and assessing local community safety needs and importantly seeking and listening to professional and community opinion.

The following section outlines the main findings.

Public Concerns

During my election campaign and over fifteen years as a Councillor in Staffordshire, I have continually consulted with individuals, families and community representatives. I have found that the issues that concerned them the most are ASB, neighbourhood crime, drug dealing and its impact on young people, and road safety, coupled with a real desire for easy communication with their police service. Recent online public surveys have confirmed that these are the priorities for most people.

I will continue to listen to and consult with people across Staffordshire as your concerns will always be foremost in my local Police and Crime Plans.

My challenge, and the challenge for Staffordshire Police, is to get the balance right in addressing the issues that many people see day in, day out, whilst also tackling the problems that most people don't experience, but which can cause significant harm to a smaller number of people who need to be protected.

Local Needs

Staffordshire is a relatively safe place to live, visit and work. Crime rates are well below the regional and national average and our area sees particularly low levels of vehicle offences, burglary and public order offences.

An annual Community Safety Strategic

Assessment, commissioned by my office to identify crime and ASB challenges, demonstrates some that are specific to particular areas and others that are common to all. I will publish the executive summaries of each strategic assessment and a county-wide assessment on my website.

The common challenges identified in the assessments are:

Vulnerable People, Safeguarding and Drugs

Drugs can be a factor in a range of crimes from acquisitive offences to fund addiction to serious violent offences. County Lines are a form of criminal activity in which drug dealers in major cities establish networks for the supply and sale of drugs to users in towns and rural areas, using other people (typically young or otherwise vulnerable people) to carry, store, and sell the drugs. This causes significant issues for communities; particularly though the degradation of local areas through use of properties for drug use, drug supply and other criminal activity, and as a result of violent disorder and disputes between Organised Crime Groups (OCGs) and Urban Street Gangs (USGs) over control of particular County Lines and drug supply in specific areas.

The use of County Lines by OCGs is not limited to the supply and movement of drugs; the same criminal infrastructure

is linked to Modern Slavery and People Trafficking, Child Sexual Exploitation and Child Criminal Exploitation, Serious Violence, Money Laundering and the supply of illegal weapons.

People with long-term substance misuse challenges often experience domestic abuse and are highly vulnerable to violence and criminal exploitation. Children in families where drug use is prevalent are often at substantially increased need of safeguarding and support to keep them from potential harm.

Mental health related incidents place significant demand on policing and many people with mental health needs appear in other high-risk groups including those with substance misuse issues, socially isolated and living in poor quality housing, as well as young people and adults at risk of criminal exploitation.

ASB

Compared to England and Wales, rates of ASB are high in Staffordshire. 59% of ASB is characterised as rowdy and inconsiderate behaviour, the vast majority of which is alcohol or drug-related and takes place in town and city centres and other public spaces. Deprived and disadvantaged communities, particularly those in high housing density areas and with high proportions of social housing, are disproportionately affected by neighbour disputes. Repeat victims of ASB tend to experience the same levels of psychological

harm as victims of less-serious violent crime.

Domestic Abuse

Around 27% of all crime in Staffordshire is domestic-related. Domestic Abuse presents a significant risk to victims, but also has a wider impact where children are present. It is not just limited to physically violent offences but can also include incidents of controlling, coercive, threatening behaviour, stalking and harassment or abuse. The COVID-19 pandemic saw demand for support services for domestic abuse victims increase by 36%. While victims of domestic offences are primarily younger women (aged 18-39) and perpetrators are most likely to be younger men (aged 18-39), there are victims across all age ranges and both male and female offenders and victims. We need to work with victims and perpetrators to have a sustained and meaningful impact on domestic abuse.

Community Cohesion, Extremism and Terrorism

This focus area is in response to increases in hate crime, extremism, and tension in some communities resulting from national and global events including incidents of terrorism, the UK's exit from the EU and the COVID-19 pandemic. Such major events and government decisions arising from them have the potential to exacerbate tensions within a small number of more fragmented communities and affect social and political trust, which can be exploited by extremist groups.

The UK terror threat level remains at 'Substantial', meaning that an attack is likely. The terror attack on London Bridge in 2019, which was carried out by an individual from the Staffordshire force area, highlights the need for the police and partners to continue to create stronger, more cohesive and safer communities. Stoke-on-Trent remains a Home Office 'Prevent' priority area, with the City Council receiving additional support from the Home Office for its work to tackle extremism.

National Policing Requirements



Home Office

New National Crime and Policing Outcomes have been set for all forces, including reducing murder, serious violence and neighbourhood crime, improving victim satisfaction, disrupting drugs supply and County Lines and tackling cyber-crime.

The Beating Crime Plan 2021 sets out the Government's strategy for protecting the law-abiding majority, swiftly bringing criminals to justice and robustly managing offenders and covers topics such as improving call handling, intervening early to prevent violence, offender management and employment for prison leavers and reducing drug related criminality.

The "https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/417116/The_Strategic_Policing_Requirement.pdf" Strategic Policing Requirement sets out six national threats which all police force areas in England and

Wales must demonstrate they have the plans, capacity and capability to respond to:

Public disorder

Civil emergencies

Serious and organised crime

Terrorism

National cyber security incidents

Child sexual abuse

Staffordshire Police must be well-prepared to meet this requirement locally but also be able to support joint responses between forces, regionally and nationally. There has been a significant recent increase in the level of resources that the force has to commit to policing protests and demonstrations linked to environmental, political and social issues locally, nationally and globally.

I will work with the Chief Constable to regularly scrutinise Staffordshire's position against these areas and allocate sufficient funding to ensure the force has the capacity and resilience to make its contribution to these vital aspects of policing.

The Policing Vision 2025 sets out the future for policing and will shape decisions about how police force areas use their resources to keep people safe. The vision has been developed by the National Police Chief's Council and the Association of Police and Crime Commissioners in consultation with The College of Policing and the National Crime Agency, staff associations and other policing and community partners. All Police and Crime Commissioners and Chief Constables in England and Wales have signed up to the Vision.

Priority 1

A local and responsive service

Understand and deal with what matters to communities, respond promptly to incidents and work with partners to solve problems and prevent them from getting worse. This will mean that crime and ASB reduces, our roads are safer and confidence in Staffordshire Police increases.

I will:

- Improve telephone and online 101 non-emergency services so that people contacting Staffordshire Police receive a high-quality and timely response.
- Reduce the time taken to respond to emergency and non-urgent calls and ensure the effective management of incidents.
- Build strong relationships with communities by focusing neighbourhood policing teams on crime prevention and early intervention and by ensuring people can easily contact their local police to raise concerns.
- Ensure police and partners take a problem-solving approach to drive down neighbourhood crimes such as burglary, robbery and vehicle crime and to tackle business and rural crime, all of which cause distress, disrupt communities and directly impact on livelihoods.
- Improve and promote awareness of ASB Community Triggers so that repeat incidents of ASB are quickly and effectively addressed by the local Community Safety Partnership.
- Ensure our roads and transport network is robustly policed, assisted by the latest digital technology to help officers identify and apprehend offenders, deter criminals and drive down casualties by tackling excessive speed, drug or drink driving, unsafe and uninsured vehicles.
- Continue to work with the Environment Agency, Staffordshire Fire & Rescue Service, local authorities and other partners to ensure co-operation in investigation and enforcement activity related to fly-tipping, waste and environmental crime, often linked to organised crime.
- Improve digital and traditional links with people, particularly seldom heard groups and young people, to understand their views, gather evidence on crime, ASB and road safety issues and keep them informed about what is being done to tackle them.
- Support local Community Safety Partnerships in surveying the public to better understand community safety concerns in their area and take a lead in addressing their local priorities.
- Require that police leadership, standards, systems, culture and training are all focused on providing a high-quality service at every point of contact.
- Encourage more people to get involved in improving their local police service through volunteering, community representation and scrutiny and assurance work.

Working together to keep Staffordshire safe

Regional Policing

Working with other forces means that more specialised services can be provided on a larger scale to tackle the most acute problems across a broader geography in a way that would not be affordable locally.

The **Regional Organised Crime Unit** comprises officers from Staffordshire, West Midlands, Warwickshire and West Mercia forces and delivers a cohesive and coordinated response to serious organised crime across the region.

The **West Midlands Counter Terrorism Unit** is part of the national counter terrorism network that leads the response to international terrorism and domestic extremism. Its team of specialist officers provides a coordinated response in support to Staffordshire, West Midlands, Warwickshire and West Mercia forces and supports the national network as required.

Central Motorway Policing Group is made up of officers from Staffordshire and West Midlands Police forces and aims to stop crime on the regions roads and make them safer. The team covers all motorways across the area and the A500, keeping some of the busiest roads in Europe moving.

Staffordshire and West Midlands also have joint teams for Legal Services and Firearms Licencing.

Police/Fire Collaboration

Staffordshire was only the second area in England where governance of fire and rescue was transferred to an elected Police, Fire and Crime Commissioner*. Collaborative work has brought real benefits to how fire and police work together to keep communities safe, and delivered significant financial benefits.

A bold joint estates plan has seen fire and police teams brought together in modern facilities in Hanley and Tamworth, with public money no longer spent on separate buildings for each team. There are plans for similar arrangements in other locations across Staffordshire.

Staffordshire Police and Staffordshire Fire & Rescue Service now share a number of vital support services including vehicle fleet management, estates management, corporate communications, financial services, supplies and logistics, HR and occupational health. This saves money that is redirected to front line services.

In addition to financial savings, closer working between police and fire is bringing benefits such as joined-up approaches to protecting vulnerable people, and missing persons searches that take advantage of both services' resources and skills.



*<https://staffordshire-pfcc.gov.uk/about/fire-rescue/>

Priority 2

Prevent harm and protect people

Prevent harm and protect people (particularly children and those that are vulnerable) by ensuring they are appropriately safeguarded and receive the help and support they need.

I will:

- Support the work of the Violence Reduction Alliance to prevent and address all forms of violence, including that connected to County Lines drug gangs and violence against women and girls.
- Work with regional partners, employing state of the art surveillance and covert methods, to disrupt and dismantle serious organised crime gangs and to prevent potential terrorist activity.
- Commission prevention and early intervention programmes for those more vulnerable to crime (domestic abuse, sexual assault and abuse, drug and alcohol misuse, exploitation, harmful sexual behaviour, hate crime, road crime, online fraud, cybercrime) or ASB.
- Intensify the activity of our Safer Roads Partnership so that police, fire and rescue, local authorities and National Highways work jointly towards safe roads, safe vehicles, safe road use, safe speeds and post-crash care to reduce road casualties that have devastating consequences for families.
- Equip professionals with the skills and knowledge to identify and respond appropriately to harm and Adverse Childhood Experiences or trauma. Work with partners to understand and address the root causes of crime and anti-social behaviour, breaking the cycle of crime.
- Ensure Staffordshire Police have the systems, processes and skills in place to be able to promptly identify harm and vulnerability and to safeguard individuals and families.
- Strengthen the force and partners' ability to share data and intelligence to help them understand problems, intervene quickly to resolve them, support victims and target offenders.
- Work with schools and alternative education establishments to develop and deliver consistent, good quality education about community safety-related topics, so children are able to make informed, positive and safe choices.
- Commission services to protect vulnerable children and adults from harm and exploitation including those who go missing from home or care.
- Divert children away from harm through a range of personal development programmes and positive diversionary activities.
- Establish a Staffordshire-wide community safety forum to enable better collaboration with partners to ensure prompt, joint action to prevent harm and safeguard individuals and families.

Priority 3

Support victims and witnesses

Ensure victims and witnesses are provided with exceptional specialist support services so they feel able to cope and recover from the impact of crime and ASB.

I will:

- Provide a range of free, confidential, non-discriminatory, specialist support services for victims and witnesses of crime (including domestic abuse, sexual assault and abuse, violence, exploitation, hate crime, road crime, harmful sexual behaviour, business crime, restorative justice, online fraud and cybercrime) and ASB.
- Improve accessibility to support services, paying particular attention to seldom-heard groups, tailoring their service offer accordingly.
- Work with police and partners to reduce repeat victimisation.
- Address offending behaviour to prevent people becoming victims.
- Provide a free and confidential triage service for victims of crime to assess their needs and ensure they are signposted to specialist services where necessary.
- Ensure service providers (defined in the Victim Code of Practice, 2020) comply with the Victims Code.
- Make sure Staffordshire Police work harder to keep victims informed on how their case is progressing.
- Develop a more coordinated approach for witness support which is currently provided by a range of agencies.
- Reach agreed quality standards for all support services (such as Sexual Assault Referral Centre services achieving forensic accreditation by October 2023).
- Improve ways service providers collect victim satisfaction levels, using new and emerging technology.
- Improve communication on victim support so that people are more aware of what services are available and how they can access them.
- Adhere to any emerging requirements of new legislation such as the Victims Law and the Domestic Abuse Bill.

Victims' Code

All victims of crime in England and Wales have rights:

1

To be able to understand and to be understood

2

To have the details of the crime recorded without unjustified delay

3

To be provided with information when reporting the crime

4

To be referred to services that support victims and have services and support tailored to your needs

5

To be able to understand and to be understood

6

To have the details of the crime recorded without unjustified delay

7

To be provided with information when reporting the crime

8

To be referred to services that support victims and have services and support tailored to your needs

9

To be able to understand and to be understood

10

To have the details of the crime recorded without unjustified delay

11

To be provided with information when reporting the crime

12

To be referred to services that support victims and have services and support tailored to your needs

Priority 4

Reduce offending and reoffending

Ensure people are challenged and supported to make life choices that will prevent them from offending and perpetrators don't reoffend. Doing so will mean fewer victims of crime.

I will:

- Support prevention and early intervention programmes to stop the onset of offending behaviour, diverting people away from unnecessary contact with the criminal justice system.
- Target interventions to those identified as more vulnerable to / at risk of offending; working with partners to prevent generational offending.
- Commission programmes to address specific offending behaviours such as domestic abuse and harmful sexual behaviours.
- Offer targeted programmes to repeat or high-risk offenders.
- Improve the availability and effectiveness of housing, employment and other rehabilitation support services (such as drugs and alcohol, and mental health) to help those who are motivated to change to reintegrate successfully into the community and achieve stable lifestyles away from crime.
- Ensure offenders are brought to account for their actions through appropriate punishment and effective disposals whilst being given the appropriate support and encouragement to move on and avoid reoffending.
- Engage with the Ministry of Justice, Youth Offending Services and the Probation Service to ensure the effective delivery of custodial and community sentences.
- Prevent people from being drawn into terrorism due to their vulnerabilities, associations or ideology, and ensure individuals are appropriately monitored and managed.

Priority 5

A more effective criminal justice system

Ensure Staffordshire Police, the Crown Prosecution Service, Courts, the National Probation Service and HM Prison Service all work seamlessly so that effective justice is delivered more quickly.

I will:

- Help deliver better justice outcomes for victims, including improving the quality of investigations and case preparation, keeping victims informed, providing access to information and ensuring their needs and wishes are taken in to account.
- Ensure all partners work towards the same Local Criminal Justice Board Performance Framework, with the same aspirations and goals.
- Ensure fairness for all within the Staffordshire Criminal Justice System (CJS), lobbying for national change and compliance with the Victims Code of Practice so that the system provides everyone with the same opportunities and people are treated with dignity and respect.
- Make the best use of the resources available across the CJS, reducing time and costs, driving effectiveness and efficiency.
- Increase the number of guilty pleas and reduce the number of repeat visits to court and 'cracked cases' in the interests of justice being done more quickly.
- Ensure CJS processes help victims and witnesses to engage successfully and positively, so they have the support they need when they need it.
- Where appropriate, support interventions that encourage behavioural change in offenders to avoid the risk of them becoming more likely to reoffend as a result of spending time in prison.
- Develop a victim satisfaction survey which seeks victims of crime experiences from the point of reporting the crime through to exiting the CJS.

Local Criminal Justice Board

Part of the 'and crime' element of the Police and Crime Commissioner role is to engender a more effective service to be delivered by agencies that are accountable to Government departments such as the Home Office and Ministry of Justice. The public rightly expects all Government bodies to work towards the same goals. My power to convene provides an opportunity to work with criminal justice agencies to seek improvement in their joint delivery of services in the interests of the communities of Staffordshire.

The Local Criminal Justice Board brings together the police, Crown Prosecution Service, courts and probation representatives to improve the efficiency, effectiveness and transparency of the criminal justice system. I chair the board that covers Staffordshire.

The board's vision is:

For everyone to have confidence in our local criminal justice system. That means a system that is fair to all, supports victims and witnesses, reduces reoffending, and is effective and efficient.

The board's work is focused on four areas:

A system that effectively supports victims and witnesses.

A system that aims to rehabilitate offenders and reduce reoffending.

A system that is fair to all of those that come into contact with it.

An effective and efficient criminal justice system.

Police	Crown Prosecution Service (CPS)	Criminal Court	Her Majesty's Prison and Probation Service
Detects and Prevents Crime	Reviews cases sent by the police and decides whether to prosecute the case	If the CPS decides to prosecute, CPS lawyers will bring the case to the criminal court. Facts of the case are heard and the relevant law is applied	If a guilty verdict is reached, the offender will be sentenced to probation service or prison and monitored on release.

Delivering the Plan

Finance and Resources

The total police and crime budget I hold is £222m in 2021/22. This is not just about policing – PCCs have broader statutory responsibilities to prevent crime and support victims with services which cannot be delivered by the police.

The budget includes direct grants from Government, such as the Victim's Grant, dedicated to community safety initiatives, drug and alcohol services and victim support services. Income is also received from local authority partners to jointly commission services to address domestic abuse and provide support for victims.

The Medium-Term Financial Strategy (MTFS) sets out the basis of our current assumptions for the future and looks ahead in order to predict the overall funding position for my office and Staffordshire Police for the next few years. As at 2022/23, the current MTFS is predicated on identifying savings of £5m.

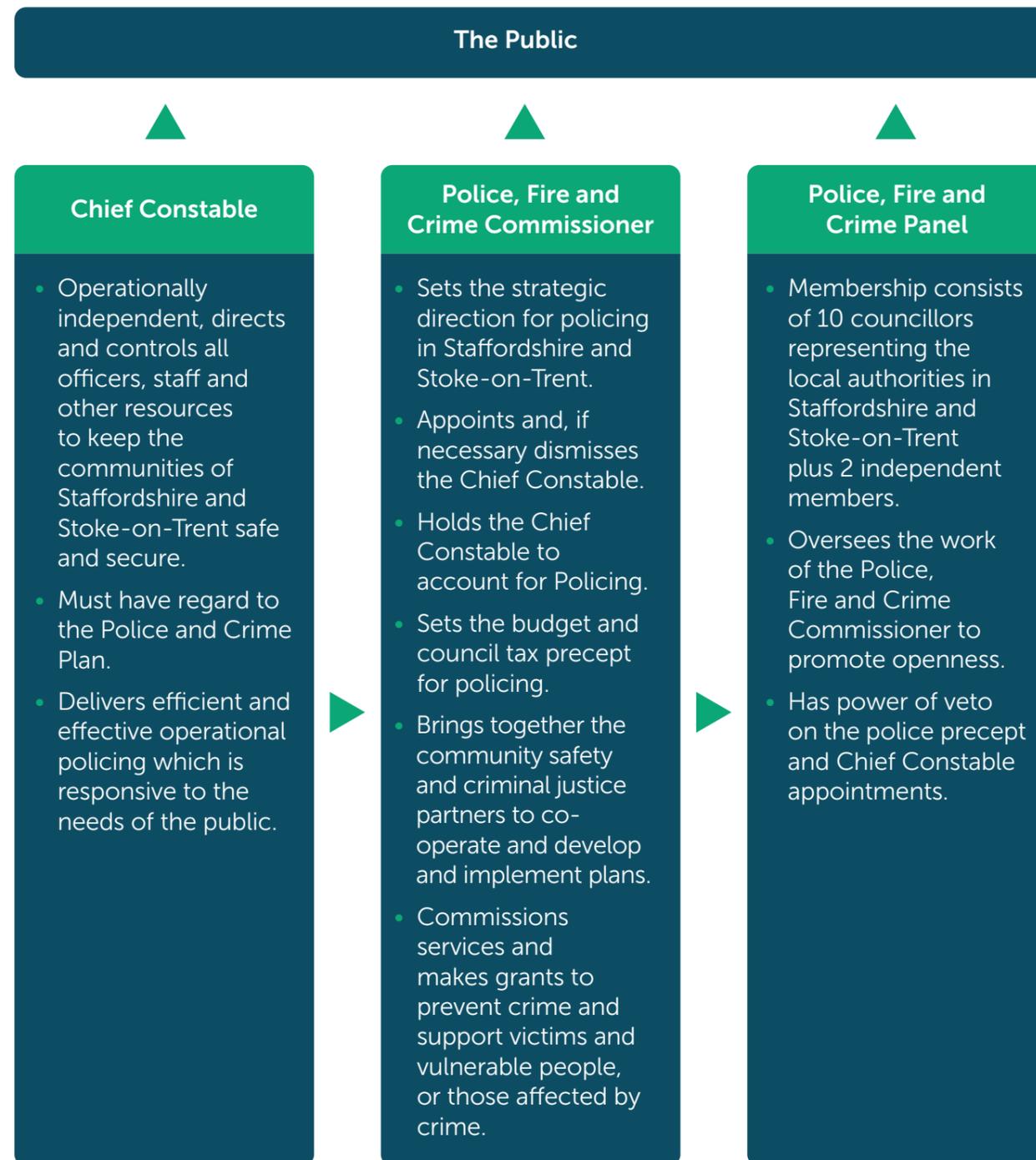
The future is always difficult to predict but there is likely to be a significant impact of the pandemic on public finances both

locally and centrally. A good MTFS will remain flexible to take account of changes in financial assumptions, the overall funding position, the operational priorities of the Chief Constable and emerging challenges.

Future funding considerations will of course influence any proposals that I put forward regarding the level of council tax increases required for 2022/23 and beyond. The increases in Council Tax for Staffordshire have been lower than most other regions during the last 10 years and I will only ask for additional funding where I consider the increase necessary to protect services and keep the communities that we serve safe.

[Budget allocation graph to be inserted in final plan]

Performance and Accountability



I expect the Chief Constable to develop a Policing Plan in response to each of the public priorities for policing set out in this plan and also to the Strategic Policing Requirement. Evidence on progress will be gathered from a number of sources including the force’s own performance data, Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) reports, government reports and datasets, audit findings, data from partners and public surveys.

I will be completely open about performance against the new national outcomes and the measures I will monitor locally to ensure our priorities are being delivered. I will publish performance data and hold Public Performance Meetings where I will hold the Chief Constable to account for delivery and which will be available online.

Governance statements, policies and procedures, decision records and details of expenditure and contracts are all accessible at <https://staffordshire-pfcc.gov.uk/transparency> .

Progress against this plan will be regularly reported to the Police, Fire and Crime Panel and an annual report will be published. The plan will be kept under review and refreshed to take account of finances, changes in national policy or major events.

My office is separate to the police and fire & rescue service, and works closely with partners, businesses and communities to support me in implementing this plan and with public engagement, the scrutiny of policing and fire & rescue services, and commissioning services to support victims and to prevent crime.

My office is specifically responsible for:

- Monitoring and scrutinising the performance of Staffordshire Police and Staffordshire Fire and Rescue Service.
- Commissioning appropriate services to prevent crime and ASB and provide support for local people affected by crime and ASB. This means consulting with partners and service users to understand their needs; designing services and targeting resources to meet those needs.
- Seeking the public's views on policing and community safety decisions that affect them directly.
- Keeping the public up-to-date and informed about police performance, fire service performance, my work and that of my office.
- Publishing easy-to-access and transparent information about decisions, budgets, performance and governance.
- Co-ordinating community safety and crime prevention activities across Staffordshire.
- Managing a range of contracts providing essential support services to operational policing such as medical services for people held in custody.
- Carrying out reviews of police complaints where the complainant is unhappy with the way the original complaint was handled or the final outcome.

Get Involved

As your Police, Fire and Crime Commissioner for Staffordshire, I welcome your feedback. By letting me know the issues that matter to you most, you will be directly shaping policing and community safety decisions both now and in the future.

You can contact my office to give feedback or ask questions about your police service.

**Staffordshire Commissioner's Office,
Block 9, Weston Road, Stafford, ST18 0YY**

Telephone: 01785 232385

Email:
commissioner@
staffordshire-pfcc.pnn.gov.uk

Website:
<https://staffordshire-pfcc.gov.uk/>

Facebook:
Ben Adams for Staffordshire
StaffordshirePFCC

Twitter:
@benadams4staffs
@StaffsPFCC

Volunteers play a vital role within the police service. Details on the following opportunities and more can be found at:
<https://staffordshire-pfcc.gov.uk/get-involved/volunteer/>

Independent Custody Visitors
Custody Appropriate Adults
Youth Commission
Ethics, Transparency and Audit Panel
Dog Welfare volunteers

Details on the following opportunities and more can be found at:

<https://careers.staffordshire.police.uk/volunteers/>

Special Constables
Independent Advisory Group Members
Police Cadet Leaders/Assistants
Rural Crime Volunteers
Safer Streets Volunteers

For Community Speed Watch, go to:
<https://staffsaferroads.co.uk/community-speed-watch/>

For details of Neighbourhood Watch schemes in your area, go to:
<https://www.ourwatch.org.uk/>

To stay in touch with police and crime issues affecting your local area, go to
<https://www.staffordshiresmartalert.co.uk/>





Draft Fire and Rescue Plan 2021 – 2024

Staffordshire and Stoke-on-Trent



STAFFORDSHIRE COMMISSIONER
Police | Fire and Rescue | Crime

Introduction

“Even though the risk of fire and other incidents remains low, the prevention work that Staffordshire Fire and Rescue Service does is absolutely vital”

Ben Adams

The work that fire and rescue services do has changed significantly in recent decades. Staffordshire* Fire & Rescue Service provide a broad range of services to keep people safe at home, at work and at in public places. The number and types of incidents attended has also changed and whilst there had been a downward trend for many years, the service has seen an increase in blue-light response over the last three years. Some of that demand is more complex than before; climate change has led to more extreme weather events leading to flooding and large-scale fires in open areas that have required protracted, resource intensive responses.

Even though the risk of fire and other incidents remains low, the prevention work that Staffordshire Fire & Rescue Service does is absolutely vital to make sure this remains the case. The prevention effort is becoming more targeted towards those who are most at risk, whether due to their age, infirmity, physical disability, mental health or drug and alcohol abuse. The problems people face can be complex and multi-faceted, so it is important for the service to work in close partnership with other agencies including the NHS and local councils to make sure people get the support they need to keep them safe.

As well as vulnerable people, the service also increasingly needs to focus its efforts on vulnerable locations. The tragic events at Grenfell Tower have increased the emphasis on technical fire safety audits, inspections of premises and the use of enforcement powers. Legislation is expected imminently which will formalise these. Staffordshire Fire & Rescue Service is already responding positively to this challenge with the recruitment of more specialist staff. It is already clear that protection work will be an increasing priority for future investment and resource allocation.

The service has also had to evolve and prepare thoroughly to be able to deal with complex and challenging potential threats such as terrorist incidents or severe weather events. It stepped up as part of the collective effort during the COVID-19 pandemic, distributing food packages and helping vulnerable people, delivering PPE, and helping with testing and vaccination sites.

A lot of this work is built on the professionalism and enthusiasm of fire and rescue staff. However, in terms of formal roles, terms and conditions, the fire and rescue sector has remained largely unchanged for decades and reforming it to be able to meet new challenges is in the public interest.

It is a Government priority, legislation is expected imminently that will kick-start the process. Here in Staffordshire and Stoke-on-Trent we can demonstrate the huge potential of a modern fire and rescue service. Given more flexibility to address local need, there is a real opportunity for more imaginative and radical options for protecting people and places. I believe preparing the service for the future is essential and have already triggered work to consider options. This may involve deploying staff and using assets differently and applying greater discretion to how low-risk incidents and non-essential activities are dealt with. I will have open and honest conversations with employee representatives and the communities of Staffordshire and all other stakeholders to take this forward.

Together we can keep Staffordshire safe.

Ben Adams
Staffordshire Commissioner

*Staffordshire and Stoke-on-Trent will hereinafter be referred to as Staffordshire for simplicity.



Our priorities

A flexible and responsive service

Ensure your local fire and rescue service continues to be accessible and responsive so that risk is appropriately and proportionally managed, community and firefighter safety remains paramount and high levels of public confidence and trust in the service are maintained.

Protect people and places

Protect people, premises and the environment through the right balance of education, advice and support and the use of regulatory and enforcement powers to keep people safe.

Help people most at risk stay safe

Deliver effective and targeted prevention work that provides early help to individuals, families and communities so that we keep people safe from fires and other incidents, they feel safer and there is less pressure on fire response services.

A Fire and Rescue service for tomorrow

Ensure that Staffordshire Fire & Rescue is fit for a changing future and is a leading example for other services to follow so that the people of Staffordshire can be reassured that their money is being used efficiently and effectively and the workforce better reflects the communities it serves.

Our approach

Community focused

Understanding communities and recognising their different needs is essential to delivering services in their local area that builds relationships, tackles the right problems and increases public confidence. It's therefore important to give people a voice so that they feel they are being heard and are confident to engage with their fire & rescue service. I will also encourage people to get more involved through shaping priorities and services, volunteering, scrutinising the service and helping to solve problems in their community.

Prevention and early intervention

Preventing fires, road traffic collisions and other incidents from happening in the first place reduces demand on our fire and rescue and other services, and reduces harm. By intelligently targeting interventions at the most vulnerable people and locations and intervening as early as possible we can prevent issues from happening in the first place or escalating so that they become even more damaging, complex and costly. So, prevention and early intervention will be central to delivering all aspects of this plan.

Solving problems together

The issues affecting individuals, families and communities are often complex and rarely solved by one organisation alone so we need to bring organisations together to prevent problems from escalating and protect people from harm. This means sharing resources and knowledge and aligning services to deliver more efficient and comprehensive solutions. Even better collaboration between partners including neighbouring fire and rescue services, other blue light services, councils, health authorities, business and the voluntary and community sector is essential.

Properly equipped

Our fire and rescue service must have the equipment, vehicles, facilities, technology, training and wellbeing support it needs to be able to perform at their best. It is particularly important to ensure the service makes the best use of technology to save money, create capacity, improve services and help protect the public. Recognising the Government's climate change commitment, I will also work with the service to do everything we can to reduce our impact on the environment without compromising operational effectiveness. I will also help communities to address their local safety concerns and ensure that partners have the skills to intervene early, recognise and address vulnerability.

Value for money

I will always consult residents before reaching a decision on council tax increases. Wherever possible, every penny in fire & rescue should be directed towards their core purpose of keeping people safe. This is not about cost cutting but changing the way the service works by listening to the people doing the job and learning from other organisations.

Open and transparent

I will listen, act on public concerns, explain what we are doing to address them and treat people fairly and I expect Staffordshire Fire & Rescue Service to do the same. I will challenge, scrutinise and share performance data publicly to demonstrate my expectation of the highest standards of public service and to maintain trust and confidence.

About Staffordshire

[Infographic on Staffordshire statistics to be inserted in final plan]

Shaping the Plan

To help inform and develop this plan, a number of considerations have been made. This includes reviewing national guidance, understanding and assessing local fire safety and broader community safety needs and importantly seeking and listening to professional and community opinion.

The following section outlines the main findings.

National Fire and Rescue Priorities

The Government has set out its ambition *“to make fire and rescue more accountable, more effective and more professional than ever before...building on the great strides in prevention and collaboration that fire and rescue services have already made”*.

This programme of reform formed the basis of the Fire and Rescue National Framework for England, and included:

- transforming the local governance of fire and rescue by enabling mayors and police and crime commissioners to take on responsibility for their fire and rescue service where a local case is made;
- establishing Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) as an independent inspection regime for fire and rescue services;
- developing a comprehensive set of professional standards to drive sector improvement;

- supporting services to transform commercially with more efficient procurement and collaboration;
- increasing the transparency of services with the publication of greater performance data and the creation of a new national fire website;
- driving forward an ambitious programme for workforce reform including through enhancing: professionalism; management and leadership; training and development; equality and diversity; culture; and options for flexible working.

The framework itself sets out five priorities for Fire and Rescue Authorities:

- make appropriate provision for fire prevention and protection activities and response to fire and rescue related incidents;
- identify and assess the full range of foreseeable fire and rescue related risks their areas face;

- collaborate with emergency services and other local and national partners to increase the efficiency and effectiveness of the service they provide;
- be accountable to communities for the service they provide; and
- develop and maintain a workforce that is professional, resilient, skilled, flexible and diverse.

The Government has announced that a White Paper on Fire Reform will be published in 2021 that will set the direction for English Fire and Rescue Services in three areas: professionalism, people and governance.

This is in response to the recommendations from Phase 1 of the Grenfell Tower Inquiry and the findings of Her Majesty's Inspector of Constabulary and Fire and Rescue Service, Tom Winsor's State of Fire report.

It is likely to build on the existing framework and will seek to deliver a set of reforms to ensure Fire and Rescue Services operate effectively and efficiently, put the public first and meet the needs of the communities they serve, whilst adapting to societal changes. It will focus on new governance arrangements, drawing on lessons learned from the first cycle of governance transfers to PCCs, which included Staffordshire. Importantly, it will consider legislating to create operational independence for Chief Fire Officers. This is in line with arrangements currently in place for policing and I very much support this proposal.

Local Needs

Staffordshire is a relatively safe place to live, visit and work and the risk of fire and other incidents that require a response remain very low. This is due to years of prevention work, changes in behaviour and improvements to the design of buildings, vehicles and appliances to minimise risk.

In addition to the national priorities set out above, Staffordshire Fire and Rescue Service conduct detailed assessments of demand, threat and risk to provide a sound evidence base to inform decisions on how resources are allocated. This process has informed the priorities set out in this plan.

Fire and Building Safety

Changes in legislation over the past 30 years have led to a gradual reduction in the fire safety work that fire and rescue services are required to carry out to help ensure that buildings are safely designed, constructed, maintained and operated. However, following the tragic fire at Grenfell Tower in 2017, inquiries into building regulations and fire safety have identified the need to tighten these arrangements to keep people safe in their homes. This will certainly place greater responsibilities on all fire & rescue services to ensure the right numbers of skilled, specialist staff are available for audit and inspection work. Staffordshire Fire & Rescue service are already responding to this and it will continue to be an investment priority.

Climate Change

The service is increasingly being required to deal with large scale fires in open areas during hot, dry periods and incidents arising from storms and other severe weather events. The service is currently not statutorily required to respond to floods but does so willingly to protect and rescue people and minimise the damage caused to properties and public spaces. This is a critical issue for the service and the right equipment, training and other resources need to be provided so that the service can continue to deal with these events.

People most at risk

The leading causes of accidental fires in the home are cooking, heating appliances, electrical fires, smoking and candles. The primary human factors that contribute to injuries and deaths from these incidents in Staffordshire have been identified by the service as smoking, alcohol and drug use, mobility and the elderly. The population is increasing and is ageing. More houses are being built and more people are being supported to live at home independently for longer. We also know that motorcyclists, pedal cyclists, pedestrians and young drivers are at most risk of becoming a casualty on our roads. It's important to identify those that are at most risk, engage with them and provide practical help and advice to prevent fires, road traffic collisions and other incidents from happening.

Public Concerns



Home Office

In my conversations with communities it is clear that their primary concern is to have a rapid response when faced with an emergency, so our priority will always be to maintain high standards of service.

It is also clear to me, however, that people expect the service to evolve to meet current and emerging risks.

My challenge, and the challenge for Staffordshire Fire & Rescue Service, is to get the balance right in meeting the traditional expectations of communities whilst also making the reforms that are desperately needed to ensure the service is prepared for future challenges.

I will continue to listen to and consult with people across Staffordshire as your concerns will always be foremost in my local Fire and Rescue Plans.

Priority 1

A flexible and responsive service

Ensure your local fire and rescue service continues to be accessible and responsive so that risk is appropriately and proportionally managed, community and firefighter safety remains paramount and high levels of public confidence and trust in the service are maintained.

I will:

- Ensure a rapid response to fires, road traffic collisions and other emergencies wherever needed in our area and to assist other areas in line with our mutual aid commitments, regionally and nationally.
- As part of the Staffordshire Local Resilience Forum, continue to take an active role in planning and preparing responses to disruptive events including those arising from adverse weather conditions, public health crises, industrial incidents, transport incidents and terrorist attacks.
- Ensure an effective response to risks associated with rural communities and open spaces such as grassland fires and open water incidents so that people, livestock, wildlife and the environment can be rescued and protected.
- Develop plans and capabilities to be able to respond to fire risks associated with rapidly growing new technologies including electric vehicles and home battery power storage systems.
- Further develop work between Staffordshire Fire & Rescue Service, Staffordshire Police and other emergency services in examining their approach to managing incidents where multiple services attend. This local initiative is additional to established national principles for managing major incidents.
- Explore opportunities for fire and rescue teams to respond to incidents which might be initially reported to other agencies. Examples are gaining access for paramedics at 'concern for welfare' incidents or carrying out emergency treatment at cardiac arrest incidents.
- Continue to work to reduce repeated demand from the same locations and from false alarms.

Priority 2

Protect people and places

Protect people, premises and the environment through the right balance of education, advice and support and the use of regulatory and enforcement powers to keep people safe.

I will:

- Maintain the pace of the Community Sprinkler Programme to reduce the risk to occupants of multi-occupancy buildings within the scope of the programme and lobby for the installation of sprinkler systems to new multi-occupancy residential premises to become a regulatory requirement.
- Continue to work with the Environment Agency, Staffordshire Police, Local Authorities and other partners to ensure co-operation in investigation and enforcement activity related to fly-tipping, waste and environmental crime, often linked to organised crime.
- Continue to develop the audit process by which the service identifies high-risk premises to ensure inspection activity is properly targeted. This will be enhanced by better information sharing and joint analysis with partners.
- Ensure that the service has the required specialist staff, training and other resources to undertake an expanded role in the risk-based audit and inspection of premises and the application of regulatory powers.
- Strike the right balance between advising and supporting co-operative businesses to achieve compliance and robust enforcement where it's needed.
- Consolidate the existing range of services provided to support businesses that are affected by fire or fall victim to crime into a more joined-up service 'offer'.
- Establish an overarching community safety forum to enhance joint planning and service delivery; collaborating with partners to ensure prompt, shared action and shared responsibility to prevent harm and protect individuals and families.
- Intensify the activity of our Safer Roads Partnership so that police, fire & rescue, local authorities and National Highways work jointly towards safe roads, safe vehicles, safe road use, safe speeds and post-crash care to reduce road casualties that have devastating consequences for families.
- Engage communities more in understanding the work of the service and volunteering to support prevention work in activities such as Community Speed Watch.

Priority 3

Helping people stay safe

Deliver effective and targeted prevention work that provides early help to individuals, families and communities so that we keep people safe from fires, road traffic collisions and other incidents, they feel safer and there is less pressure on fire response services.

I will:

- Ensure that safe and well checks are targeted at those at most risk of fire in the home and enable prompt intervention to provide the support people need to prevent fires and identify underlying issues which contribute to fire risks.
- Follow up safe and well interventions to ensure improvements are sustained, the impact is evaluated and any learning is applied to other cases.
- Ensure referral pathways are in place between fire & rescue and health services so that people get the help they need to reduce the risk of fire and other incidents in the home such as mental and physical health, and drug and alcohol support.
- Share data appropriately to ensure services are targeted towards people and places most at risk.
- Work with schools and alternative education providers to develop and deliver consistent, good quality education about fire safety and road safety, so children are able to make informed, positive and safe choices.
- Divert children away from harm through a range of personal development programmes and positive diversionary activities and ensure that they are brought together with similar activities in policing in a cohesive and coordinated way.
- Support the delivery of education initiatives targeted towards groups most at risk of road traffic collisions.

Priority 4

A fire and rescue service for tomorrow

Ensure that Staffordshire Fire & Rescue is fit for a changing future and is a leading example for other services to follow so that the people of Staffordshire can be reassured that their money is being used efficiently and effectively and the workforce better reflects the communities it serves.

We will:

- Apply robust processes to understand present and future service demand and risk to provide a sound and transparent evidence base for resource allocation and funding decisions.
- Use this evidence base to develop an operating model that puts the right people with the right skills in the right place at the right time to respond to fires and other incidents and deliver the services which will prevent incidents and reduce risk even further.
- Ensure the right resources are available to respond to fires and other incidents, considering the balance between wholetime and on-call firefighters, generalist and specialist roles, shift patterns and working locations. Reviewing the vehicle fleet mix and associated crewing arrangements should reform part of this process.
- Increase the diversity of the workforce to better reflect the community we serve, promoting inclusion and addressing any organisational or cultural barriers to achieving this.
- Build on our police/fire collaboration programme to deliver effective and efficient support services and bring together the best in new ways of working and the technology that supports it from both organisations.
- Make better use of our best buildings by enabling fire and rescue and police staff to share accommodation.
- Implement strong evaluation processes to provide a better understanding of productivity and impact the service is having against the outcomes it is working towards.

Delivering the Plan

Finance and Resources

The total revenue budget for 2021/22 was set at £42m. The funding for the Fire & Rescue Authority comes from two main sources; firstly, from Council Tax which amounts to around 65% of the total budget with the remaining 35% coming from Settlement Funding, which is a combination of local business rates and Revenue Support Grant provided directly by the Government.

The Medium-Term Financial Strategy (MTFS) sets out the basis of our current assumptions for the future and looks ahead in order to predict the overall funding position for Staffordshire Fire & Rescue Service for the next few years. The future is always difficult to predict but there is likely to be a significant impact of the pandemic on public finances both locally and centrally. As at 2022/23, the current MTFS is predicated on identifying savings of £2.9m.

The Service continues to develop its transformation plan to meet new financial and operational challenges with value for money being a key priority. The plan will need to be flexible to allow for changes in assumptions and the overall funding position.

A key factor in this is pay settlements which have been previously negotiated without the involvement of the four police, fire & crime commissioners who have taken on governance of local fire services. I will ensure that we are not excluded from future national conversations on pay and conditions as they impact significantly on our financial plans.

Future funding considerations will of course influence any proposals that I put forward regarding the level of council tax increases required for 2022/23 and beyond. Increases in Council Tax for the Fire & Rescue Authority have been kept very low during the last 10 years and, as with policing, I will only ask for funding above the level of inflation where I consider the increase necessary to protect services and keep our communities safe.

Budget allocation schematic to be inserted

Fire/Police Collaboration

Staffordshire was only the second area in England where governance of fire and rescue was transferred to an elected Police, Fire and Crime Commissioner. Collaborative work has brought real benefits to how fire and police work together to keep communities safe, and delivered significant financial benefits.

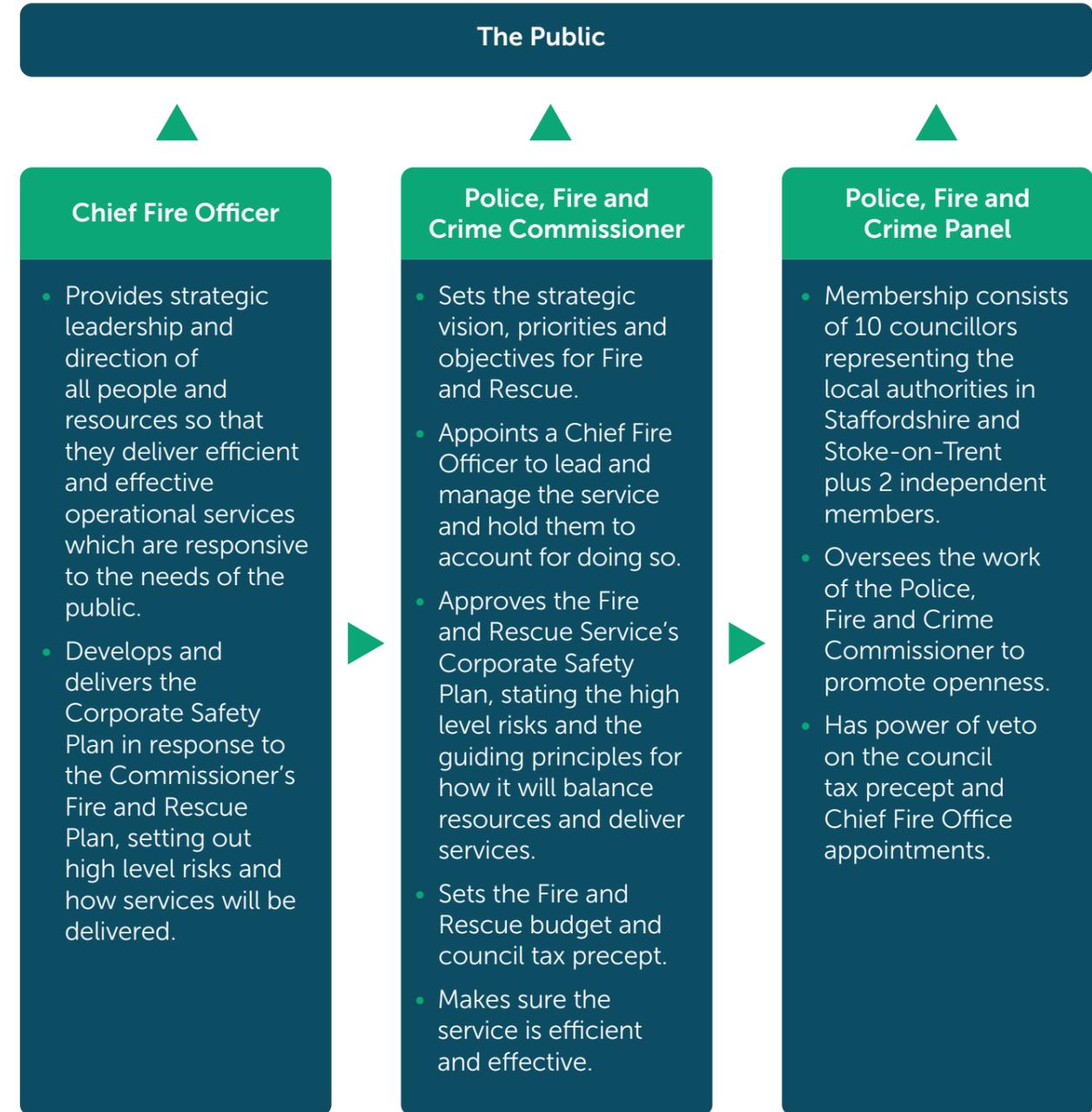
A bold joint estates plan has seen fire and police teams brought together in modern facilities in Hanley and Tamworth, with public money no longer spent on separate buildings for each team. There are plans for similar arrangements in other locations across Staffordshire.

Staffordshire Police and Staffordshire Fire and Rescue Service now share a number of vital support services including vehicle fleet management, estates management, corporate communications, financial services, supplies and logistics, HR and occupational health. This saves money that is redirected to front line services.

In addition to financial savings, closer working between fire and police is bringing benefits such as joined-up approaches to protecting vulnerable people, and missing persons searches that take advantage of both services' resources and skills.



Performance and Accountability



I expect the Chief Fire Officer to develop a Corporate Safety Plan (which fulfils the legal requirements of an Integrated Risk Management Plan) in response to each of the public priorities set out in this plan. Evidence on progress will be gathered from a number of sources including the service's own performance data, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) reports, government reports and datasets, audit findings, data from partners and public surveys.

I will be completely open about performance against the measures I will monitor locally to ensure our priorities are being delivered. I will publish performance data and hold Public Performance Meetings where I will hold the Chief Fire Officer to account for delivery and which will be available online.

Governance statements, policies and procedures, decision records and details of expenditure and contracts are all accessible at <https://staffordshire-pfcc.gov.uk/transparency/>.

Progress against this plan will be regularly reported to the Police, Fire & Crime Panel and an annual report will be published. This plan will be kept under review and refreshed to take account of finances, changes in national policy or major events.

My office is separate to the fire & rescue service and the police service and works closely with partners, businesses and communities to support me in implementing this plan. It also undertakes public engagement, the scrutiny of the fire & rescue service and the police, and commissions services to support community safety.

My office is specifically responsible for:

- Monitoring and scrutinising the performance of Staffordshire Fire and Rescue Service and Staffordshire Police.
- Seeking public views on fire safety, road safety and broader community safety decisions that affect them directly.
- Keeping the public up-to-date and informed about fire and rescue service performance, my work and that of my office.
- Publishing easy-to-access and transparent information about decisions, budgets, performance and governance.
- Working with partners to co-ordinate community safety and prevention activities across Staffordshire.

Get Involved

As your Police, Fire and Crime Commissioner for Staffordshire, I welcome your feedback. By letting me know the issues that matter to you most, you will be directly shaping Fire and Rescue and broader community safety decisions both now and in the future.

You can contact my office to give feedback or ask questions about your Fire and Rescue service.

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STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

25 October 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

Member only training 14 September - Informal virtual meeting	<ul style="list-style-type: none"> Complaints handling
23 September (10am)	<ul style="list-style-type: none"> Police and Crime Plan / Fire and Rescue Plan Update Police Performance Update (to include recruitment and retention numbers) Fire and Rescue Performance Update Progress report on appointment of Chief Fire Officer and Chief Constable (Verbal update)
12 October (10am) – confirmation Hearing	<ul style="list-style-type: none"> Confirmation Hearing - Chief Fire Officer Confirmation Hearing – Chief Constable
Monday 25 October 2021(2 pm)	<ul style="list-style-type: none"> Results of inquiry into Usman Khan – Force performance – (Invite Chair of Safeguarding Scrutiny Committee to avoid duplication). Police Misconduct and Complaint Regulations 2020 – annual report Police and Crime Plan (Draft) Fire and Rescue Plan (Draft) Questions from the public
November – Date TBC	<ul style="list-style-type: none"> MTFS/Budget Update – Policing Service MTFS/Budget Update - Fire and Rescue Service
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
TBC June 2022 (pm)	<ul style="list-style-type: none"> Appointment of Chairman Appointment of Vice-Chairman Annual Report on the Management of Complaints and Conduct Matters against the Police, Fire and Crime Commissioner and Deputy Police, Fire and Crime Commissioner

	<ul style="list-style-type: none"> • Home Officer Grant 2020/21
TBC September 2022 (pm)	<ul style="list-style-type: none"> • TBA
TBC October/November 2022 (pm)	<ul style="list-style-type: none"> • MTFs/Budget Update – Policing Service • MTFs/Budget Update - Fire and Rescue Service
6 February 2023 (pm)	<ul style="list-style-type: none"> • PFCC's proposed Police Budget and Precept 2023/24
13 February 2023 (pm)	<ul style="list-style-type: none"> • Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2023/24
TBC February 2023 <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 2023/24
TBC April 2023	<ul style="list-style-type: none"> • TBA
Items to be scheduled when appropriate	
Proposed Operation Hub / Firearms Range	Raised at 1 February 2021 meeting
Annual Report	
Neighbourhood policing - review	Raised at 23 September meeting

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