



Staffordshire Police, Fire and Crime Panel

10:00 Monday 25 April 2022
Council Chamber, County Buildings, Stafford

John Tradewell
Secretary to the Panel
Wednesday 13 April 2022

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 meeting held on 14 February 2022** (Pages 1 - 6)
4. **Confirmation Hearing - Chief Executive** (Pages 7 - 14)

**Consideration of the Proposed
Appointment to the position of Chief
Executive in the Office of the Police Fire
and Crime Commissioner**

Briefing note and Job Specification attached.

a. To receive a representation from the Commissioner on the criteria to be met by the chosen candidate for the post.

b. To question the proposed Chief Executive on his/her skills, experience and ability to meet the criteria for the post.

5. **Decisions published by the Police, Fire and Crime Commissioner (PFCC)**
6. **Questions to the PFCC from Members of the Public**

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

7. **Police and Crime Plan update** (Pages 15 - 22)

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

9. **Dates of Future Meetings and Work Programme** (Pages 23 - 26)

Membership	
Lesley Adams	Stoke-on-Trent City Council
Adrian Bowen	Co-optee
Richard Cox (Vice-Chairman)	Lichfield District 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
Martin Summers	Tamworth Borough Council
Keith Walker	Co-optee

Note for Members of the Press and Public

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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.

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**Minutes of the Staffordshire Police, Fire and Crime Panel Meeting
held on 14 February 2022**

Present:

Adrian Bowen
Ann Edgeller
Gill Heesom
Tony Holmes

Bryan Jones
Roger Lees
Keith Walker
Tina Clements (Substitute)

Also in attendance: Ben Adams, Helen Fisher, Ralph Butler, David Greensmith, Emma Christmas (Observer representing the ETAP).

Apologies: Lesley Adams, Richard Cox, Philip Hudson and Bernard Peters

PART ONE

56. Appointment of Chairman for the Meeting

RESOLVED: Councillor Tony Holmes be appointed Chairman for the meeting.

57. Declarations of interest

No declarations were made at the meeting.

58. Minutes of the meeting held on 31 January 2022

RESOLVED – That the minutes of the Panel meeting held on 31 January 2022 approved and signed by the Chairman.

59. Questions to the PFCC from Members of the Public

No questions were submitted in time for this meeting.

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

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

1. Child Exploitation and Missing Services - 008
SCP-D-202122-008.pdf (staffordshire-pfcc.gov.uk)

There was no questions on the decision. Cllr Edgeller expressed her appreciation for the work of the service and the continued support of the Commissioner.

RESOLVED – That the decisions be noted.

61. Proposed Fire and Rescue Budget and Precept 2022/23

The Commissioner introduced his report which set out the proposed budget and precept proposals for the Fire and Rescue Authority for 2022/23.

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

It was reported that the Settlement Funding for 2022/23 had been confirmed at £13.652million, made up of; Revenue Support Grant (RSG) which had been set at £4.923million; Local Business Rates revenue of £2.670million and Business Top up of £6.059million. It was noted that the RSG had reduced by £9million since 2012. The total budget requirement for the service was £42,472million. The Commissioner was proposing to part fund the balance from Council Tax funding of £28.532 million and proposed an increase of 1.99% per annum (£1.57 pa per Band D property). The Commissioner informed the Panel that this figure was in line with the referendum limit. Consultation on the proposed budget had resulted in 70% support for the increase.

Referring to Appendix 1 of the report, it was explained that the Pay costs for 2022/23 had increased by £1 million due to an assumption of pay increase of 3%. It was noted that there were also significant risks and uncertainties beyond 2022/23 which included the impact of national pay awards, implications of the Sargeant/McCloud High Court judgment on pension costs and risks associated with cost increases and the upcoming formula funding review and high levels of inflation. All of which made future planning a challenge.

The Panel also considered the following documents:

- The **Treasury Management Strategy** for 2022/23 which set out proposals for the management of the Fire Authorities cash flows, borrowing and investments and the risks.
- The **Reserves Strategy update** paper considered the overall level of reserves held by the Authority at 31 March 2022. The paper focused on two key areas of reserves that impacted on the future financial strategy. These were the General Reserve balance forecast as at 31 March was £1.9million and Earmarked (specific) Reserves, to meet future or predicted requirements balance at 31 March 2022 was forecast to be £7.5million.

- The Fire Authorities **Capital Strategy and Capital Programme 2022/23 to 2024/25** (Including Minimum Revenue Provision Policy).

It was explained that the transformation programme was key in order to deliver savings and that there were a number of areas which were being worked upon, all aligned to the Safety Plan 2020/24 and the Fire Plan 2021-24. These were:

- Corporate Reform
- Response and crewing reform
- Prevention and Protection reform
- Estates and shared services reform.

Following a question on how the efficiency savings (pay efficiency and non pay efficiency) on appendix 7 would be met (both lines £156,000) and their relationship to the transformation plan savings of £2million, it was reported that the overall £306,000 was split evenly between the two budget heads and would be achieved as a result of the transformation plan. They were therefore part of the same saving. The Commissioner felt that the transformation plan savings were achievable but would be challenging.

It was explained that on Appendix One, the PFI unitary charges of £3.003 million were as a result of the service having 21 PFI Fire stations of which there were 2 PFI contracts. These incurred charges for facility management and lifecycle costs etc. The Premises costs of £3.897 million were made up of cost on the residual estate; HQ; Joint Emergency Transport and general running costs.

The General Income of £3.3million would be generated through:

- Special Services Grant of £663,000 issued by Central Government to primarily cover the costs of National Insurance increases (this will be split and carried forward to future years)
- Business Rates S.31 Grants - £1.4m
- General Fees and Charges (see appendix 10) incl. conference facilities
- Police service level agreements for shared premises e.g. Hanley and Tamworth
- There may be potential to increase income further through the Commissioner's joint estates strategy by sharing more buildings. In addition arrangements with the CCU, for example, helping with the vaccination programme and booster programmes and use of buildings.

If savings could not be made or income generated, it was reported that reserves would have to be used in the short term and the Strategy would be reviewed.

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

RESOLVED:

- a. That the report be noted.
- b. The total 2022/23 net revenue budget requirement of £42.472million including a council tax requirement for 2022/23 of £28.532 million before collection fund surplus/deficits, be noted.
- b. That the proposed budget and Precept increase of 1.99% (£1.57 per annum, per household (Band D)) be supported and the Commissioner be notified accordingly.
- c. That the Council Tax base increase to 355,100 properties, equivalent to an increase of 1.84% and the Council Tax collection fund delivering a surplus of £288,100 and the option to spread the £102,000 per annum deficit attributable to Covid-19 over 3 years (this being the second) be noted.
- d. The MTFS summary financials and MTFS assumptions as detailed in the report, be noted.
- e. That the savings requirement of c£2 million during the MTFS period and the net use of reserves of £0.3m be noted.
- f. That the proposed three-year Capital Investment Programme and the Capital Strategy and Capital Programme Paper be noted.
- g. That the reduction in business rates for 2022/23 following the receipt of NNDR1 returns, including a collection deficit of £0.8million be noted.
- h. That the outcome of the Staffordshire Commissioner's budget consultation be noted.
- i. That the proposed fees and charges for 2022/23 be noted.
- j.** That the Statement from the Director of Finance / S151 Officer on the robustness of the Budget and adequacy of the proposed financial reserves be noted.

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

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

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

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

The four priorities outlined in the current Commissioners Fire and Rescue Plan were:

- A flexible and responsive service
- Protect people and places
- Help people most at risk stay safe
- A fire and rescue service for tomorrow

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

Following a question on the relationship between the Fire Service and Housing Associations, the Commissioner agreed that liaison with housing companies throughout the County needed to be developed and would be looked at. There was an expectation that Fire services would be more involved with building regulations in future.

The way that building inspections were prioritised and audited was discussed. It was explained that this was risk based and the methodology would be sent to the Panel for information.

With regard to the retro fitting of sprinklers and the rational of match funding for one project, it was asked if this had set a precedent for other, private landlords to apply. It was explained that this was a programme aimed at large buildings at the moment. The Commissioner agreed to investigate the cost of the programme and its effectiveness.

The Panel asked the Commissioner to pass on their thanks to the service for their help during the pandemic, particularly helping with the rollout of the vaccination programme.

RESOLVED:

- a) That the report be received
- b) That information on the rational of building inspections be forwarded to the Panel for information.

63. Questions to the PFCC by Panel Members

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

Question	Response
With regard to the first meeting of the Staffordshire and Stoke on Trent Strategic Community Forum, the Commissioner was asked for his views.	It had given the Chief Fire Officer an opportunity to talk to the new Chief Executive of the Integrated Care Service and offer the services support and assistance in preventing fire and accidents. Similarly, the Chief Constable had been able to discuss issues around addiction and mental health.

64. Dates of Future Meetings and Work Programme

The reserved date of 22 February (Precept setting) was no longer needed for a meeting and would be cancelled.

The Chairman asked for detail of the Fire Service Transformation plans, as discussed in the previous item, to be added to the MTFs update report in October 2022.

RESOLVED – That the dates future meetings be noted.

Chairman

STAFFORDSHIRE POLICE FIRE AND CRIME PANEL – 25 April 2022

CONFIRMATORY HEARINGS

Briefing note by the Secretary

This Panel is required to hold Confirmatory Hearings for the following key posts in the Office of the Police Fire and Crime Commissioner

- Chief Constable*
- Deputy Police Fire and Crime Commissioner
- Chief Executive/Chief of Staff in the Office of the Police Fire and Crime Commissioner
- Chief Financial Officer in the Office of the Police Fire and Crime Commissioner

*the power of veto exists for the Chief Constable appointment.

The purpose of the Hearing is to enable the Panel to evaluate the professional competence and personal independence of the candidate chosen by the Commissioner to fill the vacancy in question.

Today's Hearing is for the Chief of Staff post.

The Panel is required to produce a report/ recommendations to the Commissioner on it's views.

Legislation provides for the Hearing itself to be held in public but for the discussions on the report/recommendations to be held in private. The Panel will adjourn the meeting to consider their decision and will reconvene to make their decision known.

J Tradewell
Secretary to the Panel

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ROLE PROFILE

CHIEF EXECUTIVE

Salary: c. £106,000

Essential Car User Allowance

Responsible and reporting to: The Police, Fire and Crime Commissioner

JOB SUMMARY

The Chief Executive will be responsible for strategic, operational and day to the day office leadership and management to deliver the mission and priorities of the Police, Fire and Crime Commissioner (PFCC) as set out in the Police and Crime Plan, the Fire and Rescue Plan and as directed by the PFCC.

The Chief Executive is responsible for the Office of the PFCC being high performing and focused on delivering excellent community safety outcomes for the people of Staffordshire.

The post holder will need to be comfortable working within a complex statutory environment and able to work in partnership with a wide and diverse range of agencies and professionals. In addition, he / she will be expected to provide dynamic leadership and effective, high quality guidance, advice and support to the PFCC to ensure they meet their statutory duties and strategic objectives; and to support and advise the PFCC in their strategic role in holding the Chief Constable and Chief Fire Officer to account.

The post is a statutory one, acting as: -

- The Head of the Commissioner's staff, as defined in Schedule 1, Paragraph 6(1)(a) of the Police Reform & Social Responsibility Act 2011, and to carry out such duties efficiently and effectively.
- The Monitoring Officer to both the PCC and the Fire and Rescue Authority, as defined in statute.

KEY RESPONSIBILITIES

Strategic and Operational Leadership

- To lead the development of and ensure the delivery of OPFCC operations and services.
- To be the lead strategic advisor to assist the PFCC in developing a clear and effective long term vision and strategy, ensuring the effective delivery of the Police & Crime Plan and the Fire & Rescue Plan.
- To lead on responsiveness to national, regional and local developments that have implications for the PFCC, so that they are properly advised of new obligations, opportunities and relevant changes in strategy or policies.
- To be the principal adviser to the PFCC in the exercise of their statutory powers, responsibilities, rights, duties and conduct, including holding the Chief Constable and Chief Fire Officer to account for the delivery of effective and efficient police and fire services through the development and maintenance of an appropriate governance and scrutiny framework
- To ensure the establishment, monitoring and effective management of the financial planning, budgetary, resourcing and asset management for the OPFCC.
- To lead on the establishment and delivery of an effective commissioning framework that delivers the mission and priorities of the PCC, the expectations set out in the Police & Crime Plan and Fire & Rescue Plan.

Stakeholder engagement

- To achieve, sustain and develop effective, dynamic and strategic working relationships and collaborative opportunities with all key partners to ensure the effective delivery of the OPFCC's business.
- To develop and maintain strong positive relationship with PFCC, DPFCC, Chief Constable, Partners and others.
- To lead and oversee internal and external media and communications activities.
- To ensure effective and efficient engagement with both internal and external partners and stakeholders at the local, regional and national level.
- To attend the Police, Fire and Crime Panel and ensure the provision of information to the Panel and the broader public (including obtaining the views of the public, research, strategic needs assessments).
- To ensure effective community engagement and consultation underpins all planning and development work, contributing to increased confidence in crime reduction and community safety amongst Staffordshire's communities.

Leadership of the organisation

- To provide effective leadership for the organisation to ensure the development of a delivery culture which enables the OPFCC to improve and innovate and effectively deliver the PFCC vision, mission and priorities.
- To ensure that the OPFCC is properly resourced to provide an efficient and effective service across the range of its work, including the development of an open and transparent relationship with the Police, Fire & Crime Panel.
- To develop a strong performance management framework for the organisation.
- To ensure the PFCC is constantly briefed on issues affecting policing, crime reduction and community safety and be responsible for innovative and appropriate policy development.

Other

- To provide support to the PFCC in respect of all aspects of their statutory responsibilities for the Chief Constable and Chief Fire Officer, including recruitment, selection, development, termination, appraisal, complaints and discipline.
- To act as the Head of the Commissioner's staff, as defined in Schedule 1, Paragraph 6(1)(a) of the Police Reform & Social Responsibility Act 2011, and to carry out such duties efficiently and effectively.
- To carry out the statutory duties of the Monitoring Officer to the PCC and the Fire and Rescue Authority, as defined in statute.
- To participate actively and effectively in the performance and development of the post and to ensure the effective implementation of the appropriate arrangements for other staff in the direct employment of the OPFCC.
- To undertake such other duties, commensurate with the nature and responsibilities of the post, as may be determined from time to time.

CHIEF EXECUTIVE

Responsible and reporting to: The Police, Fire and Crime Commissioner

PERSON SPECIFICATION

Skills, experience, personal qualities

- Educated to degree standard, with an appropriate professional qualification, or Masters, or equivalent.
- Extensive experience in a senior management position, with experience and skills in effectively managing diverse teams to achieve positive outcomes.
- Extensive senior leadership experience in a complex environment, preferably central or local government, or policing or criminal justice sectors, at executive director, director or equivalent senior level.
- Proven ability to work effectively with senior stakeholders at local, regional and national level.
- Highly developed political awareness and sensitivity, able to persuade and influence.
- Significant experience of setting and leading the strategic direction of an organisation through a period of change.
- Experience of managing complex change processes with tangible successful results.
- Significant experience of strategy development with strong analytical abilities.
- A demonstrable track record of proactively translating ideas and plans into action with a high degree of flexibility and innovation as to the method of delivery.
- To be able to demonstrate the ability to performance manage service delivery through their own organisation, or via a commissioned service / service provider.
- Previous experience of working within a community safety field.

Competencies

Leads strategic change

Thinks in the long term, establishing a compelling vision. Instigates and delivers structural and cultural change, thinking beyond the constraints of current ways of working, and is prepared to make radical change when required.

Leads the workforce

Inspires people to meet challenging organisational goals, creating and maintaining momentum for change. Gives direction and states expectations clearly. Talks

positively about policing, crime reduction and community safety and what can be achieved, building pride and self-esteem.

Manages performance effectively to hold the Chief Constable / Chief Fire Officer to account

Translates vision in the organisation into action by establishing a clear strategy and ensuring appropriate structures are in place to deliver it. Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met.

Provides proactive and expert advice

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out and listening to advice from specialists

Works effectively across organisational boundaries

Builds effective working relationships through clear communication and a collaborative approach. Maintains visibility and ensures communications processes work effectively.

Serves the public

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understand the expectations, changing needs and concerns of different communities, and strive to address them.

Acts with professionalism and integrity

Acts with integrity, in line with the values, ethical standards and codes of corporate governance. Delivers on promises, demonstrating personal commitment, energy and drive to get things done. Defines and reinforces standards, demonstrating these personally and fostering a culture of personal responsibility

Political restrictions

This post is politically restricted, and the post-holder will be required to complete appropriate security clearance.



Police, Fire and Crime Panel – 25 April 2022

Police and Crime Plan Update

Report of the Staffordshire Commissioner

1. Purpose of Report

- 1.1. This report is to update the Police, Fire and Crime Panel on the delivery of Police and Crime Plan for Staffordshire and Stoke-on-Trent.

2. Recommendation

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

3. Background

- 3.1. In December 2021, the Staffordshire Commissioner for Police, Fire and Rescue, and Crime (Staffordshire Commissioner) published his Police and Crime Plan for 2021-2024. The plan provides the strategic direction for how policing should be delivered over the next three years. It details how the Commissioner's Office will work with Staffordshire Police, health, councils, the wider criminal justice system and community groups to reduce the number of victims of crime and anti-social behaviour, reduce casualties on our roads and prevent people suffering due to the actions of others.
- 3.2. The plan sets out the Commissioner's priorities, designed to 'Keep Staffordshire Safe':
 - **A flexible 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.
 - **Prevent harm and protect people:** Prevent harm and protect people (particularly children and those that are vulnerable) by ensuring they are 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 Probation Service and HM Prison Service all work seamlessly so that effective justice is delivered more quickly.

- 3.3. How effectively the service performs against these priorities is a key part of how the Commissioner holds the Chief Constable to account on behalf of the public. To this end, the Chief Constable must have regard to the Police and Crime Plan in producing his Policing Plan for the force. Both the Police and Crime Plan and the Policing Plan will be kept under review and potentially refreshed during the Commissioner's term of office to take account of finances, changes in national policy or major events.
- 3.4. An annual report covering the entire period from the start of the Commissioner's term of office in May 2021 to the end of March 2022 will be submitted to the panel's next meeting in June 2022.

4. Progress to Date

4.1. A flexible and responsive service

4.1.1. Since taking office in December 2021, the Chief Constable has focused and accelerated work to develop and implement a new operating model for the force. The new model will provide a consistent policing approach across every area whilst also supporting the need to match capacity with demand. There will be increased capacity to respond, investigate crime, give victims the attention they need and more time for proactive policing.

4.1.2. Key features of the model include:

Enhanced and joined up local policing through two local policing commands aligned to the two top-tier local authorities, Stoke-on-Trent and Staffordshire. Ten local policing teams will be aligned to district boundaries and consist of response teams more closely connected to local issues and neighbourhood policing officers and PCSOs working with partners to problem solve the recurring issues that matter most to communities. Each local policing team will have a Harm Reduction Hub. There will be two local CID teams, one within City Command and one within County Command.

A more responsive service with increased capacity for response with reduced response times and more time allowed to investigate crime, provide a better service to victims, enable more proactive policing and see more offenders brought to justice.

A specialist crime command supporting the most serious and complex crime demands including specialists in public protection, dedicated to improving the care the force provides to the most vulnerable people.

Force contact and operations command to ensure services are responsive, effective and bespoke across the whole of Staffordshire.

Improved IT support with personal issue laptops being rolled out to all officers and digital conferencing facilities to further increase connectivity and mobility coupled with significant work behind the scenes to build a more stable IT platform.

- 4.1.3. The model will come into effect from 27 June 2022. Work is ongoing to assimilate officers and staff into new roles and working locations and appointments have been made to senior leadership roles to enable a smooth transition into the new model.
- 4.1.4. **Commissioner's Independent Scrutiny Panels** are being established to replace former Safer Neighbourhood Panels. This will enable members to take a more focused and specialist approach, acquiring and applying detailed understanding of themes such as Stop & Search, Use of Force and Custody & Detention. An additional panel will examine ad hoc themes throughout the year. In all cases, panels will be expected to interrogate data to understand variations, review instances against criteria to evaluate levels of compliance with standards and principles and report their findings and recommendations to the Commissioner and Chief Constable. It is anticipated that the panels will be more representative of communities than previously and bring greater transparency to critical areas of police activity.
- 4.1.5. Work has been commenced to promote the awareness and use of the tools and powers available to prevent and resolve **antisocial behaviour**. Initially, a detailed needs assessment will be carried out to understand the current position to inform the next steps. The Commissioner will establish an Antisocial Behaviour Delivery Group consisting of representatives from Staffordshire Police, local councils, CPS, Courts, Fire and Rescue and voluntary sector to take this work forward.
- 4.1.6. A delivery group will also be established to design and implement a Staffordshire-wide **Illegal Trespass Protocol**. The group will consist of representatives from Staffordshire Police and local councils and focus on understanding the implications of new legislation in this area and ensuring that agencies form a collective and consistent approach to managing unauthorised encampments.

4.2. Prevent harm and protect people

- 4.2.1. The Commissioner has established a Staffordshire-wide **Community Safety Forum** to improve collaboration between agencies, align their strategic direction and ensure prompt joint action to tackle community safety issues. The Forum has had two successful meetings and kickstarted detailed pieces of work focused on antisocial behaviour, illegal trespass and drugs.
- 4.2.2. The Commissioner has announced a range of funding allocations to support innovative projects which focus on **tackling anti-social behaviour** and other local community safety priorities. Each of Staffordshire's nine Community Safety Partnerships (CSPs) will receive a share of the £724,750 Locality Deal Fund to address community safety-related concerns. This money can be used to support schemes which address local concerns and shared priorities with other CSPs.

Additionally, a pot of £100,000 will be split between the CSPs to support local problem-solving. Each CSP will receive £10,000 to tackle anti-social behaviour (ASB), with the City receiving £20,000 to account for Stoke North and Stoke South. This fund is made up of money seized under the Proceeds of Crime Act, which sees money and assets confiscated from criminal seizures and invested in projects designed to improve people's quality of life. A further £100,000 will be made available to new or existing community groups, through small grants of up to £5,000, to build community resilience, designing and implementing community safety projects to address locally identified concerns.

- 4.2.3. Two **PSHE Coordinator** posts have been introduced, one covering Stoke-on-Trent and one covering Staffordshire, to support the development and delivery of age appropriate, good quality, consistent PSHE education. A PSHE strategy, communications strategy and workplan have been developed, and two multi-agency teams formed to support the work of these posts. Work has commenced to quality assure PSHE materials to develop a resource directory for schools and ensure that delivery in schools is consistent, of quality and covers appropriate topics.
- 4.2.4. A strategic needs assessment is being developed to support the work of the **Violence Reduction Alliance** (VRA). This will identify the burden of violence on the population, including any inequalities and will incorporate data covering crime, education, housing and homelessness, employment and income, education, health, criminal justice, deprivation and vulnerability. A mapping exercise is also underway to better understand referral processes, pathways, thresholds, services offered, capacity and assessment tools. The VRA has worked closely with the Clinical Commissioning Group to secure £65,000 from NHS England to commission an external organisation to undertake a Systems Analysis related to children, young people and families with complex needs including violence. Staffordshire Police has dedicated resources to help drive the Serious Violence Strategy. The Police Violence Reduction Team will support prevention activity along with enforcement where necessary to reduce violence and exploitation within communities. The Knife Angel visit to Stoke-on-Trent has been supported across the VRA, particularly through PSHE Coordinators links to schools and educational resources. Plans are currently in place to host an inaugural VRA Conference in May 2022 to promote the work of the Alliance.
- 4.2.5. The **Child Criminal Exploitation/Child Sexual Exploitation/Missing Service** continues to be delivered by Catch22. The service carries out return home interviews with children and young people who go missing to try and identify the reasons why they have gone missing, signpost support and prevent any future missing episodes. The CCE and CSE Services support children and young people who are at risk of exploitation, aims to prevent them from committing violent crime and seeks to address the risks faced by young people. In the last 12 months, 2,776 missing incidents were reported for 1,508 individual children, the service completed 2,250 return home interviews, 463 children were

supported for CSE and 366 children were supported for CCE.

- 4.2.6. Rounds 2 and 3 of the Home Office **Safer Streets Fund** initiative are now complete following successful bids led by the Commissioner's Office. £432,000 was allocated under round 2 to help tackle personal robbery and vehicle crime in Hanley through the installation of secure gates and fencing to problematic areas of the City Centre, installation of 20 new and upgrade of 10 existing CCTV cameras and installation of 26 new street lights. £550,000 was allocated under round 3, focused on the prevention of violence against women and girls. This project has improved lighting, CCTV and delivered other environmental improvements in Longton Park and developed an education programme and community campaign to challenge attitudes and behaviours.
- 4.2.7. Funding has also been allocated by the Home Office under the **Safety of Women at Night (SWAN)** initiative, which focused on violence against women and girls specifically linked to the night time economy. The Commissioner's office successfully bid for £300,000 which has enabled the creation of safer routes, taxi marshals, street pastors and Safe Places in Hanley, Newcastle and Stafford. It has also enabled the development of a Women's Safety Charter, a vulnerability awareness training programme for people working in the night time economy, an awareness campaign linked to the Safer Streets Round 3 project and two surveys which will inform ongoing work in this important area.
- 4.2.8. The Commissioner now chairs the **Safer Roads Partnership** Strategic Board and work has commenced to refocus the work of the partnership including work to raise the profile of road safety, upgrades of existing fixed cameras to digital technology, data analysis to help identify those groups at highest risk to inform future prevention work, and the expansion of Community Speed Watch.
- 4.2.9. The Commissioner has confirmed the **Space Programme** for young people will run for a further three years, following the scheme's success in contributing to a reduction in police recorded youth-related anti-social behaviour over the school summer holiday again in 2021. Over 6,000 young people, aged between 8 and 17, enjoyed over 1,400 Commissioner funded activities, there were over 17,600 attendances at events, equating to over 35,333 hours. The programme relaunched in 2015 and has since gone from strength to strength, with a 77% reduction in ASB during the summer period since 2016. When the programme began in 2016, 1,395 reports of youth related ASB were recorded compared to 320 in 2021.

4.3. Support victims and witnesses

- 4.3.1. The **Survive Sexual Assault and Sexual Abuse Service** has marked its first year of operation. This is a free county-wide service provided by Staffordshire Women's Aid, who have been commissioned to provide a non-judgmental, confidential service for adults, children over the age of four, and close family members and significant others who have been affected by sexual assault or abuse at any point during their lives. In its

first year the service has supported 650 people with practical and emotional support, advice and information on criminal justice processes and victims' rights, counselling and referrals to other specialist agencies.

- 4.3.2. Two new services were introduced in October 2021 to support victims and help them recover from the harm caused by providing tailored, confidential support. They form part of an integrated system of effective guidance and support for victims, from when they report the crime or incident or recognise that they need support, through to the victim exiting the service. The services are designed to be accessible through a range of channels, simple to navigate and prevent victims having to repeat their story on multiple occasions.
- 4.3.3. The **ASB & Mediation Service** will receive £200,000 per year for the next three years and is delivered by Victim Support. Staffordshire is one of the first Police and Crime Commissioner areas nationally to invest in such a service. The **Hate Crime Service** will receive £170,000 per year for the next three years, and will be delivered by the Citizens Advice Bureau. Community Safety Partnerships across Staffordshire and Stoke-on-Trent are also contributing to both services through the Local Delivery Fund.
- 4.3.4. The new services are open to people of any age, regardless of their residence status, citizenship or nationality, and offer
 - Tailored advice, guidance, information, practical and emotional support;
 - Targeted awareness and education sessions within education settings and communities;
 - Training and awareness sessions for professionals to improve their knowledge and understanding;
 - Annual communication campaigns to improve access to each service;
 - A mediation service providing confidential, impartial mediation between both or multiple parties (ASB only).
- 4.3.5. New Era's **domestic abuse services** continue to meet needs across Staffordshire and Stoke-on-Trent, commissioned under a tripartite arrangement with Staffordshire County and Stoke-on-Trent City Councils and led by the Commissioner's Office. Specialist support is provided for victims, their families, communities, businesses and stakeholders and is available 24 hours a day, 7 days a week for those in need. Services for those wanting to change their abusive behaviour are available through the DA perpetrator service. Between October 2018 and December 2021, the victim service received 19,927 referrals and supported 12,417 victims of abuse and the perpetrator service received 1,148 referrals and supported 408 perpetrators of DA through rehabilitative programmes.

4.4. Reduce offending and reoffending

- 4.4.1. With the launch of the new national Drugs Strategy and confirmation of additional funding for local authorities to support improvements in local

substance misuse treatment services, meetings have been held with Commissioners in Staffordshire and Stoke-on-Trent, Police and Probation to discuss how the new funding might best be used to improve the delivery of commissioned criminal justice related services and interventions in each authority. Initial proposals for further consideration include:

- expanding the use of substance misuse-related out-of-court disposals;
- increasing treatment capacity and consistency for testing on arrest;
- increasing treatment capacity to support delivery of Community Orders with a Drug Treatment Requirement;
- strengthening the operation of prison release referral pathways to ensure that more prisoners with support needs are able to access continuing treatment and support on release.

4.4.2. The Commissioner's Office continues to support delivery of the **Community Sentence Treatment Requirements (CSTR)** pilot, now in its second and final year. This aims to increase in the use of Community Orders with Mental Health Treatment Requirements (MHTR) by local courts, as an alternative to custody. Assistant Psychologists at Cannock Magistrates' Court and Newcastle Justice Centre undertake assessments and support recommendations to sentencers regarding the suitability and appropriateness of incorporating a MHTR as part of a Community Order. Overall, the results from the pilot to date have been very positive with increasing take up and evidence that MHTR interventions are having a significant benefit in terms of mental health treatment outcomes, whilst reducing the incidence of reoffending. On the basis of the success of the pilot, arrangements have recently been agreed for the service to be mainstreamed with NHS England building in funding for the service into its future commissioning plans for health and justice services in Staffordshire.

4.4.3. Plans are in place to commission a new **enhanced employment support service** for offenders focused on the Integrated Offender Management (IOM) cohort. This will enable more offenders to take up available employment opportunities and establish and maintain stable lifestyles in the community away from crime. The new service will be piloted for 2 years from 1 May 2022, with the option to extend for a further two periods of 12 months subject to satisfactory performance.

4.4.4. Arrangements are being made to refresh the **Reducing Reoffending Strategy**. Overall, good progress has been made in Staffordshire and Stoke-on-Trent with overall levels of reoffending reducing in both authorities over recent years. While adult reoffending rates have reduced by a modest amount, there have been considerable reductions in juvenile offending and reoffending, particularly when compared to national levels. It is recognised, however, that there is still much more to do and partners remain ambitious for further progress. Work on an initial

draft of the revised plan will be completed by the end of May.

4.5. A more effective criminal justice system

- 4.5.1. In his role as Chair of the **Local Criminal Justice Board**, the Commissioner is taking the opportunity to refresh and refocus its work and ensure that it aligns with the ongoing work of the Regional Criminal Justice Board.
- 4.5.2. Part 2 of the Government's review of the role of PCC and the Victims' Bill contain complementary proposals to strengthen the role of PCCs in relation to the oversight of victims' experiences in the criminal justice system and commissioning support services. It is expected that this will provide a statutory framework to assist PCCs in leveraging their support in improving the system for the benefit of victims and witnesses.
- 4.5.3. This will be supported by proposals to improve PCCs access to criminal justice data. Sharing relevant data in a timely way is essential to understanding how effective the system is but the process is often constrained by technical difficulty and a risk-averse culture. Whilst Staffordshire is in a relatively good position, national guidance and examples of good practice will support the work of the Local Criminal Justice Board in delivering improvements.
- 4.5.4. Work continues to develop a **victim satisfaction survey** which seeks victims of crime experiences from the point of reporting a crime through to exiting the criminal justice system. In addition to helping to understand the emotional impact this might have, it will provide crucial insight into where problems with processes, communication and delays occur, enabling agencies across the system to make informed improvements.

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STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

25 April 2022

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
Tuesday 7 December 2021 10am	<ul style="list-style-type: none"> MTFS/Budget Update – Policing Service MTFS/Budget Update - Fire and Rescue Service Police and Crime and Fire and Rescue Plan consultation update Annual Conference for PFCP report
Monday 31 January 2022 (2 pm)	<ul style="list-style-type: none"> PFCC’s proposed Police Budget and Precept 2022/23. <ul style="list-style-type: none"> a. Budget Report 2021/22 including MTFS b. Treasury Management Strategy 2021/22 c. Reserves Strategy Update d. Capital Strategy and Capital Programme Verbal update – OPFCC Chief Executive appointment

Monday 14 February 2022 (2. pm)	<ul style="list-style-type: none"> • Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2022/23 <ul style="list-style-type: none"> a. Budget Report 2021/22 including MTFS b. Treasury Management Strategy 2021/22 c. Reserves Strategy Update d. Capital Strategy and Capital Programme • Fire and Rescue Service Safety Plan 2020-2024 Update Report
Tuesday 22 February 2022 (2. pm) – cancelled (Reserved date if needed)	<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 (10am)	<ul style="list-style-type: none"> • Police and Crime Plan update • Fire and Rescue Plan update (considered at 14/02 meeting) <p>(To consider the above plans and decide how the panel want to scrutinise the priorities as set out in the plans).</p> <ul style="list-style-type: none"> • Confirmation Hearing – Chief Executive
Monday 27 June 2022 (2.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 • Home Officer Grant 2021/22 • Consideration of the Commissioners Annual Report 2022/23
Monday 26 September 2022 (10 am)	<ul style="list-style-type: none"> • TBA
Monday 24 October 2022 (2.pm)	<ul style="list-style-type: none"> • MTFS/Budget Update – Policing Service • MTFS/Budget Update - Fire and Rescue Service (To include transformation plan update as requested 140222) • Police Misconduct and Complaint Regulations 2020 – annual report
6 February 2023 (2.pm)	<ul style="list-style-type: none"> • PFCC’s proposed Police Budget and Precept 2023/24

13 February 2023 (2.pm)	<ul style="list-style-type: none"> • Consideration of the PFCCs proposed Fire and Rescue Budget and Precept 2023/24 • Fire and Rescue Service Safety Plan 2020-2024 Update Report
21 February 2023 (10am) <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
Monday 24 April 2023 (2.pm)	<ul style="list-style-type: none"> • TBA
Items to be scheduled if/when appropriate	
Proposed Operation Hub / Firearms Range	Raised at 1 February 2021 meeting
Neighbourhood policing - review	Raised at 23 September meeting
First quarter performance report – email to Members (including risks and mitigation)	Requested at 31 Jan 2022 precept meeting

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