



Staffordshire Police, Fire and Crime Panel

10:00 Thursday 23 September 2021
Council Chamber, County Buildings, Stafford

John Tradewell
Secretary to the Panel
Wednesday 15 September 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 meeting held on 21 June 2021** (Pages 1 - 8)
4. **Decisions published by the Police, Fire and Crime Commissioner (PFCC)**
5. **Questions to the PFCC from Members of the Public**

Questions to the Commissioner are invited from members of the public who live or work in Staffordshire. Notice of questions must be received by no later than three clear working days before the Panel meeting. More information on where and how to submit a question can be found at <https://bit.ly/34arVDw>
6. **Police and Crime Plan / Fire and Rescue Plan Update** (Pages 9 - 10)
7. **Police Performance Update** (Pages 11 - 20)
8. **Fire and Rescue Performance Update** (Pages 21 - 60)
9. **Progress report on appointment of Chief Fire Officer and Chief Constable**

To consider the verbal report of the Police Fire and Crime Commissioner.
10. **Questions to the PFCC by Panel Members**
11. **Dates of Future Meetings and Work Programme** (Pages 61 - 64)

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
Bernard Peters (Chairman)	Staffordshire County Council
Keith Walker	Co-optee

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Minutes of the Staffordshire Police, Fire and Crime Panel Meeting held on 21 June 2021

Present:

Lesley Adams	Tony Holmes
Richard Cox	Bryan Jones
Brian Edwards	Bernard Peters
Stephen Sweeney (Substitute for Gill Heesom)	Stephen Doyle
Ray Sutherland (Substitute for Ann Edgeller)	

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

Apologies: Ann Edgeller, Simon Gaskin, Gill Heesom and Keith Walker

1. Appointment of Chairman

RESOLVED: That Councillor Bernard Peters be appointed Chairman of the Panel for the ensuring year.

2. Appointment of Vice-Chairman

RESOLVED: That Councillor Richard Cox be appointed Vice Chairman of the Panel for the ensuring year.

3. Declarations of interest

Councillors Bernard Peters, Bryan Jones and Richard Cox declared that they had worked with Helen Fisher as a local Councillor.

4. Minutes of the meeting held on 1st and 15th February 2021

RESOLVED – That the minutes of the Panel meetings held on 1st and 15th February 2021 be confirmed and signed by the Chairman.

5. Appointment of Co-optee Member

The Panel were reminded that they were required to appoint two independent co-optee members.

Mr Darbys term of office came to an end in May 2021 and a formal recruitment process had been followed which concluded in interviews being held on 15 June 2021.

The Interview panel comprised Mr Walker, Councillor T Holmes and Councillor B Peters.

A number of candidates were interviewed and the Panel were asked to formally appoint Mr Adrian Bowen as co-optee member.

The position was for four years and would start following ratification of the Panel.

The Panel expressed their thanks to Mr Darby who had been a member of the panel since 2012 and was the previous Vice Chairman.

RESOLVED:

- a) That Mr Adrian Bowen be appointed as independent Co-optee for a period of 4 years.
- b) That the Chairman writes to Mr Darby to thank him for his membership of the panel for past 9 years.

6. Police Fire and Crime Commissioner - Ben Adams

The Chairman welcomed Mr Adams to the Panel and his new role as Police Fire and Crime Commissioner for Staffordshire. Ben Adams introduced himself to the Panel and explained that his key objective was to keep Staffordshire residents safe. Although this was the early days of his term of office, he envisaged that this priority would include:

- Visible policing
- Improving regional relationships with partners such as West Midlands anti-terrorism
- Balancing the need to deal with changing crime methods and visible policing
- Sharing assets
- Recognising and addressing different challenges in different localities
- Working with communities
- Providing tools and training to both Police and Fire staff, to enable them to effectively deal with situations they face.

A new Police and Crime Plan would be shared with the panel and Mr Adams was looking forward to being held to account for its delivery.

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

- It was felt that the current balance between enforcement of Covid-19 regulations and encouraging the public to 'do the right thing' during periods of lockdown and social restrictions, was working well.
- There had been a recent rise in 999 calls with the easing of lockdown regulations.
- The number of domestic violence calls would be reviewed and brought to the panel if required.
- The impact of Covid on people's mental health and any increased need for police services would be assessed.
- The recent recruitment of Police officers/Cadets and Specials reflected the diverse population of the county.
- Community Safety Partnerships would be promoted, and partnership working would be essential in improving services.

- Response times for Police in some areas of the county was felt to be too slow, particularly in rural villages. Response vehicles were being positioned in places where they could respond quickly, and this was reviewed regularly.
- Inconsiderate parking and enforcement were an issue in some areas, particularly around schools. There was a range of powers available to different bodies and it was hoped that discussions with the County Council could take place to improve the situation.
- It was felt that PCSO's were less visible in some localities and this caused concern to the public. It was noted that the number of PCSO's had reduced slightly from 220 to 200 but they were being deployed where they were most needed. The aim was for more flexibility.
- The 101 system and its speed in responding to calls was raised and it was reported that this was a priority area as all public contact and information was essential in sharing information effectively.

RESOLVED: That the Commissioners Police and Crime Plan be considered at the next meeting of the Panel.

7. Questions to the PFCC from Members of the Public

The Panel had received two questions from members of the public, one from Mr Dodd concerning the number of complaints made against Staffordshire Police and the second from Mr Curry concerning speeding in Burntwood. Both questions were listed in the report and the Commissioner had provided written responses.

Mr Dodd and Mr Curry had been invited to the meeting but were both unable to attend. The agenda and written response had been forwarded to them.

The Panel thanked the Commissioner for his response but felt that they would benefit from training on the complaints system for both Police and Fire service.

RESOLVED:

- a) That the questions and responses be noted.
- b) That training be provided to the Panel on the complaints process for both Police and Fire Services.

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

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

- *Firefighters Pensions (injury awards)*
- *Princes Trust Peer Mentoring Pilot*

No further questions were asked on the two items.

RESOLVED – That the decisions be noted.

9. Home Office Grant for 2020/21

The Panel received the annual report which provided information on the Home Office Grant allocated to the host authority which was intended to meet the costs of the administrative support and management services of the panel. The Grant allocation for 2021/22 had not yet been received.

RESOLVED – That the report be noted.

10. Annual Report on the Handling of Complaints against the Commissioner 2020/21

The Panel received the annual report which provided information on the number of complaints referred to the panel which relate to the personal conduct of the Commissioner and/or his Deputy.

RESOLVED – That the report be noted.

11. 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
Does CCTV figure in the Police and Crime Plan?	CCTV does offer the public reassurance. CCTV is primarily a Local Authority function. There was a need for partners to work together and make the best use of all CCTV including private systems. This may include shared monitoring facilities. The use of surveillance systems needed to be looked at in more detail. The Safer Streets Fund in Stoke on Trent had worked well and had included CCTV.
What are the Commissioners view on the Safer Neighbourhood Panels	To make these work effectively, it was important to keep a local influence, to listen to concerns and feed the information into improvement plans. The new commissioner wanted to retain these and develop them to worked together to provide valuable information. This was welcomed by the panel.
Could there be part funding for speed indicators to help to stop large vehicles going through small rural towns?	Joint funding with parish councils may be available. Speed information devises are common in most areas and is part of the Safer Road's Partnership. The Commissioner wanted to look at this in more depth.

The plan to increase Police numbers on the street was welcomed, but it was acknowledged that this was difficult to do in rural areas.	The Commissioner was hoping for imaginative approaches to more visible policing. Police were deployed in areas with most need.
Does the Commissioner envisage an increase in Police Cadet numbers and if so, how would this happen?	The Cadets scheme had been a great success. This was not a recruitment route but an opportunity for young people to develop and meet new people.
Operation Hub and Firing range. Would this be an improvement and how much would this cost?	A business plan was being worked on. This item was in the Panels work programme.

RESOLVED – That the responses be noted.

12. 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.

The Panel adjourned at 15.05pm for a comfort break and reconvened at 15.15pm.

13. Consideration of the Appointment of a Deputy Police and Crime Commissioner in the Office of the Police and Crime Commissioner

The report of the Secretary to the Panel informed members that, in accordance with Schedule 1 of the Police Reform and Social Responsibility Act 2011 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 Deputy Commissioner.

The report explained that guidance on the role of the Panel recommended that through questioning of the candidate they consider her 'professional competence' and 'personal independence'.

Presentation by and questions to Helen Fisher

Helen Fisher briefly summarised her business and political career which included Councillor for Burntwood Town Council, Lichfield District Council and Staffordshire County Council.

The Panel questioned Helen Fisher on various issues including how she would support the Commissioner, how she would measure her own success, how she would bring about change and if she intended to be a visible presence or work behind the scenes.

In response Mrs Fisher replied that she would provide the support that the Commissioner needed and that it was a little early to say the precise role she would take. She was a good communicator and intended to talk and listen to the public and help to engage with them and develop services to meet their needs. Mrs Fisher gave examples where she had acted independently during her time as a Cabinet member at the County Council and had also enabled members to provide their own solutions to local highway problems through delegated funding.

The Panel thanked Mrs Fisher and went on to consider the appointment of Temporary Chief Constable before adjourning to consider both appointments.

When the meeting was reconvened, the Chairman informed the Commissioner of the Panels decision.

RESOLVED – That the Police Fire and Crime Commissioner for Staffordshire be informed that this Panel unanimously agreed that:

- a) The Commissioner proceeds with the appointment of Helen Fisher as the Deputy Police Fire and Crime Commissioner for Staffordshire.

14. Consideration of the Proposed Appointment to the Post of Interim Chief Constable for Staffordshire

The Secretary to the Panel reported that, in accordance with Schedule 8 of the Police Reform and Social Responsibility Act 2011 the Panel were 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, Emma Barnett, to the post of Temporary Chief Constable for Staffordshire.

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

As the post was temporary, the timescales for a permanent appointment had also been provided.

Presentation by and questions to Emma Barnett

Ms Barnett briefly summarised her career in the Police Service having served in a number of Force areas ranging from inner City Birmingham to Counties. She had been appointed as Assistant Chief Constable in 2016 and Deputy Chief Constable in 2020.

The Panel questioned Ms Barnett on various issues including visible policing, performance measures, demands of the pandemic, sharing and gathering information/intelligence.

In response, Ms Barnett stated that it was important that the police were visible but there were different ways to communicate with the public and share information. Team working and partnerships were crucial. Dealing with the Covid crisis had been difficult at times and understanding the new 'normal' and dealing with the effects of the pandemic

would be challenging. Partnership working at all levels was viewed as essential for creating efficiencies and sharing information. There was also a constant need to be aware of the effects of Covid and the pressures it had put on staff both physically and mentally.

At 16.05 pm the Chairman adjourned the meeting to discuss the appointments of both Deputy Commissioner and Temporary Chief Constable.

At 16.20pm the meeting was reconvened.

RESOLVED – That the Police and Crime Commissioner for Staffordshire be informed that this Panel unanimously agreed that:

- a) The Commissioner proceeds with the appointment of Emma Barnett as the Temporary Chief Constable for Staffordshire.

The Chairman informed the Commissioner, Helen Fisher and Emma Barnett that a formal Panel report would be available within the next few days.

Chairman



Police, Fire and Crime Panel – 23 September 2021

Police & Crime Plan and Fire & Rescue Plan

Report of the Staffordshire Commissioner

1. Purpose of Report

- 1.1 This report sets out the process the Commissioner is taking to developing his Police and Crime Plan and Fire and Rescue Plan.

2. Recommendation

- 2.1 That the Panel notes the update on the delivery of the plans and make comment as appropriate.

3. Background

- 3.1 The Commissioner is required under the Police Reform and Social Responsibility Act 2011 to issue a Police and Crime Plan as soon as practicable after taking office and, in any case, before the end of the financial year in which the election took place, so by the end of March 2022 at the latest.
- 3.2 The Plan will determine and explain the Commissioner's priorities for his term of office and is a critical means of securing efficient and effective police, criminal justice and community safety services, holding the Chief Constable to account and setting the budget and strategic direction of police and other services under the Commissioner's remit.
- 3.3 As the Fire and Rescue Authority, the Commissioner is also required under the Policing and Crime Act 2017 to publish a Fire and Rescue Plan which similarly sets out the strategic vision, priorities and objectives for the Fire and Rescue Service.
- 3.4 These plans act as planning tools for the Commissioner's Office and are an important mechanism for communicating the Commissioner's intentions to the public, police, fire and rescue service, partner agencies, PFCP and other stakeholders.

4 Plan development process

- 4.1 Work is ongoing to develop a draft of each plan which captures the Commissioner's ambitions for his term of office. In developing the Police and Crime Plan, the Commissioner has a statutory responsibility to consult with the

Chief Constable, local communities, victims of crime, responsible authorities such as local councils and criminal justice bodies. The plan must also reflect the Strategic Policing Requirement and other national policing strategies.

- 4.2 In developing the Fire and Rescue Plan the Commissioner must also consult with the Chief Fire Officer, local communities and responsible authorities. This plan must also reflect the Fire and Rescue National Framework for England.
- 4.3 It is worth noting that role of the Police, Fire and Crime Commissioner may change in the future given the two-part national review of role that is taking place. The purpose of this review is to consider how the role of police and crime commissioners (PCCs), can be sharpened and expanded. The review applies to all PCCs, including police and fire commissioners (PFCCs) and mayors exercising PCC functions. Whilst the timing of plan publication and clarity on review outcomes will not align, the drafting of both plans will consider carefully the potential for future change and any sense of direction that becomes known.
- 4.4 The Police, Fire and Crime Panel is required under legislation to receive a draft of the plans, review them and provide a report making recommendations as appropriate. The Commissioner must have regard to these recommendations and publish a response to them prior to the plans' finalisation and publication.
- 4.5 Given the timing of the recruitment processes for the Chief Constable and Chief Fire Officer and required consultation process it is proposed to present a 'consultation draft' of each plan to the Panel to its meeting on 25 October 2021, facilitating a discussion on the contents that then enables the Panel to meet its obligations.

Ben Adams
Staffordshire Commissioner Police | Fire and Rescue | Crime

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Police, Fire and Crime Panel – 23rd September 2021

Police and Crime Performance Report

Report of the Staffordshire Commissioner

1. Purpose of Report

- 1.1 This report updates the Police, Fire and Crime Panel on the work taking place to refresh the approach to managing police performance in the public domain. The refresh occurs firstly as a result of the Commissioner's view on how he can be more transparent and open on police performance and secondly, as a result of the broader national changes that are taking place on National Policing and Crime Measures.
- 1.2 It is the Staffordshire Commissioner's Office (SCO) intention to publish a broader and more rounded view of the measures than that required nationally, in order to provide transparency, local context and assurance to the people of Staffordshire, whilst still highlighting national requirements.
- 1.3 The report presents the issues that will form the basis of discussion at the Commissioner's Public Performance Meeting (PPM) on policing on the afternoon of 23rd September 2021 and at future meetings.

Attention is focussed on areas currently impacting service to the people of Staffordshire. These include current police performance levels for: -

- Contact
- Response
- Local Policing provision
- Road Safety enforcement
- Officer recruitment.

The Public Performance report will also meet the Commissioner's new statutory obligations to demonstrate Staffordshire Police's progress against the recently launched National Crime and Policing Measures. Proxy measures are being designed to show local progress against the following outcomes with commentary from Staffordshire Police.

- Reduce murder and other homicide
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Improve satisfaction among victims & witnesses, with a particular focus on victims of DA
- Tackle cyber crime

The report will be published a week before the Public Performance meeting on the PFCC website at the following link [Public Performance Meeting Link](#).

- 1.4 The report also updates the Panel on current police officer numbers and recruitment plans, as requested. This is provided in section 4 of the report.

2. Recommendation

- 2.1 That the Panel note the changes taking place that will facilitate the Commissioner's scrutiny of police performance, ensuring that statutory requirements are met and make comment as appropriate.

3. Performance Background

- 3.1 The Commissioner has traditionally presented performance reports to the Police, Fire and Crime Panel that provide for scrutiny and assurance of his performance in delivering against his Police and Crime Plan (as the Police and Crime Commissioner) and Fire and Rescue Plan (as the Fire and Rescue Authority). It should be noted that the statutory nature of these two roles is different and therefore, performance reporting reflects this. Given the election of a new Commissioner in May 2021, both these plans are being drafted and will be published later in this calendar year; a separate report on the Panel's agenda updates on the process for completing this work and involving the Panel as necessary. Following publication, the Commissioner will continue to report to the Panel on his performance outcomes.

- 3.2 This report provides detail on the work taking place to refresh the approach to managing police performance in the public domain. The refresh occurs as a result of the Commissioner's approach to being transparent and open and the broader national changes that are taking place on National Policing and Crime Measures. It is the Staffordshire Commissioner's Office (SCO) intention to publish a broader and more rounded view of the measures than that required nationally, in order to provide local context and assurance to the people of Staffordshire, whilst still highlighting national requirements.

- 3.3 The Commissioner is keen to continue to use the existing Public Performance Meeting (PPM) forum to deliver open and transparent updates on performance of Staffordshire Police to the people of Staffordshire. It would be SCO intention to continue highlighting the areas of greatest importance to the public of Staffordshire with a formal report published on a quarterly basis incorporating local progress and the statutory requirements of the Specified Information Order and national crime and policing measures

- 3.4 The most recent examples of PPM Reports have covered the areas required within the national police outcomes framework with a focus on accountability and public confidence. With an agreed format and framework of PPM report, this method of publication would not increase the burden on police and SCO and would perform the required transparency for the Commissioner. These areas include:

3.4.1 Contact

Performance for 101 and 999 and digital channels has declined over the past 6 months following Covid restrictions easing. Abandoned call rates are cause for concern and the force is taking steps to recover service levels.

3.4.2 Response.

The Commissioner is keen to understand the disparity in response levels across different areas of the county and what the force can do to smooth service levels by developing the current operating model.

3.4.3 Local Policing provision

The Commissioner seeks reassurance that policing understand the needs of each area and can adapt to meet differing requirements under the current operating model.

3.4.4 Road safety enforcement

The Commissioner is keen to see a developed roads policing strategy with due consideration given to the safety of the people of Staffordshire and the impact of enforcement on the wider Criminal Justice System.

3.4.5 Officer recruitment

To examine the progress of Operation Uplift and the force's own glide path to maintain staffing levels to meet forecasted incident and crime levels.

3.4.6 National Policing and Crime Measures

The intention of the National Policing and Crime Measures is to complement existing local priorities set out in PCCs' local Police and Crime Plans. Each force has a key role in supporting the Measures, so that collectively we can see real improvements in outcomes over the four years from the baseline of June 2019. It is recognised that not all Measures will apply equally to every force so PCCs must consider how best to apply these measures in their force area.

3.5 The PPM report would present Staffordshire Police (and other agency) national police measures in a way that identifies current trends, allows the force the opportunity to take the force response through the force governance structure, mould the narrative and identify what actions are being taken in response.

3.6 These reports would be discussed at quarterly PPM meetings and published on the SCO website. This approach will meet the Commissioner's aspirations for transparency and detailing what performance looks like on a quarterly basis in Staffordshire.

3.7 The Order requires PCCs to provide a statement on the contribution of their force to achieving improvements against those priorities. Following publication of the National Measures the quarterly PPM will include:

- Reflections on force performance and how the force has contributed towards the delivery of the national measures, including contextual information that might help explain that contribution.
- A summary of planned action for the next quarter to drive the force's performance against applicable measures.

- An explanation of which of the Measures are assessed to be applicable and which are not applicable in the local context, including the reasons for that assessment.

3.8 The Order requires that this statement is published at the same time as the Policing and Crime Plan, and that it is reviewed quarterly, and any variation published, within one month following publication of an annual report on the force by HMICFRS. Quarterly updates should be made following the publication of quarterly crime statistics.

4 Police Officer Numbers 2019-2023

4.1 Staffordshire's uplift allocation from the national 20,000 increase in police office numbers over 3 years is a total of 300, broken down over the following years:

- 2020/21 – 90 (60 in 2020/21 plus 30 in 2019/20)
- 2021/22 – 90
- 2022/23 – 120 assumed

Total Officer Numbers – Actual v Operating Model (FTE)

Year End @ 31 March	Op Model	Actual	Variance
2018/19 (actual)	1585.5	1567	-18.5
2019/20 (actual)	1660.5	1672	11.5
2021/21 (actual)	1729.5	1759	29.5
2021/22 (planned)	1841.5	1856.5	15
2022/23 (planned)	1931.5	1936.7	5.2

Total Officer Numbers – Actual increase 2019-2023

Year End @ 31 March	Actual FTE	Variance from previous year
2018/19 (actual)	1567	
2019/20 (actual)	1672	105
2020/21 (actual)	1759	87
2021/22 (planned)	1856.5	97.5
2022/23 (planned)	1936.7	80.2

Ben Adams
Staffordshire Commissioner

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Background Documents:

Appendix 1. Agenda for PPM
Appendix 2. Proposal National Police and Crime Measures

**COMMISSIONER'S PUBLIC PERFORMANCE MEETING - STAFFORDSHIRE
POLICE
AGENDA**

Thursday 23rd September 2021, 14:00 – 16:00
Webcast via TEAMS

SCRUTINY ITEMS

1. Performance Monitoring

Staffordshire Priorities – Public Confidence

- Contact
- Response
- Local Policing
- Road Safety: Enforcement
- Operation Uplift, Officer recruitment

National Crime and Policing Measures

- Reduce murder and other homicide
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Improve satisfaction among victims & witnesses, with a particular focus on victims of DA
- Tackle cyber crime

2. Emerging Challenges

DATE OF NEXT MEETING

Tuesday 23rd November 2021, 10:00 – 12:00

National Crime and Policing Measures – Specified Information Order

Proposal for local implementation in Staffordshire (July 2021)

Background / Context

The aim of this document is to set out a framework by which Staffordshire Commissioner’s Office and Staffordshire Police can work together to demonstrate current performance in an open and transparent manner whilst meeting the obligations of the recent [Elected Local Policing Bodies \(Specified Information\) \(Amendment\) Order 2021](#).

The Specified Information Order comes into force on May 31st and includes the requirement for elected local policing bodies to publish on their websites:

- A statement on how their force is performing in relation to key national priorities for policing (the new National Police Outcomes Framework as outlined in GR 61/2021);
- Copies of HMICFRS PEEL inspection reports, and a summary assessment of the force’s performance; and
- Copies of IOPC data on force complaints, and a statement on how the PCC (or Mayor’s Office) is exercising its complaints-handling functions under the Police Reform Act 2002.

The National Crime and Policing Measures will help focus effort on key national priorities, allow performance to be measured and help to demonstrate value for money in policing. It is not anticipated that these measures will be available at a force level so Staffordshire will use local data to demonstrate current performance levels.

Outcome	National measure/data source
Reduce murder and other homicide	Homicides (police recorded)
Reduce serious violence	Hospital admissions of u25s for assault with a sharp object (NHS data)
	Offences involving discharge of a firearm (police recorded)
Disrupt drugs supply and county lines	Homicide in England and Wales (ONS) data on drug related homicides. Substance misuse treatment for adults (PHE) data on new presentations to treatment by referral type.
Reduce neighbourhood crime	Burglary, robbery, theft of and from a vehicle, theft from a person (CSEW)
Improve satisfaction among victims, with a particular focus on victims of DA	Satisfaction with the police among victims of domestic abuse (CSEW)
	Victim satisfaction with the police (CSEW)
Tackle cyber crime	Confidence in the law enforcement response to cyber crime (Cyber Aware Tracker)
	Number of businesses experiencing a cyber breach or attack

Policing accountability via the Crime and Policing Performance Board

Parallel cross-system measures, not part of policing outcomes framework

CJS outcomes for rape cases	Given the challenges of measuring impact against these high-harm, under-reported crimes from a policing-only perspective, without creating perverse incentives, we believe the most effective approach would be a suite of cross-CJS measures.
Tackle CSEA	

Cross-system accountability via other forums

Further Information

National priorities for policing

The intention of these Measures is to complement existing local priorities set out in PCCs' local Police and Crime Plans. Each force has a key role in supporting the Measures, so that collectively we can see real improvements in outcomes over the four years from the baseline of June 2019. It is recognised that not all Measures will apply equally to every force so PCCs must consider how best to apply these measures in their force area.

It is the SCO's intention to publish a broader and more rounded view of the measures than that suggested in the national crime and policing measures in order to provide local context and assurance to the people of Staffordshire whilst highlight the national statistics and our part in that wider picture.

The Commissioner is keen to continue to use the existing Public Performance Meeting (PPM) forum to deliver open and transparent updates on performance of Staffordshire Police to the people of Staffordshire. It would be SCO intention to continue highlighting the areas of greatest importance to the public of Staffordshire with a formal report published on a quarterly basis incorporating local progress and the statutory requirements of the Specified Information Order and national crime and policing measures

The most recent examples of PPM Reports have covered the areas required within the national police outcomes framework with a focus on accountability and public confidence. With an agreed format and framework of PPM report, this method of publication would not increase the burden on police and SCO and would perform the required transparency for the Commissioner.

The PPM report would present force (and other agency) national police measures in a way that identifies current trends, allows the force the opportunity to take the force response through the force governance structure, mould the narrative and identify what actions are being taken in response. The SCO envisages a similar format to the current section55 responses to HMIC which allows both force comment and Commissioner comment to be collated within one report.

These reports would be discussed at quarterly PPM meetings and published on the SCO website. This approach will meet the Commissioner's aspirations for transparency and detailing what performance looks like on a quarterly basis in Staffordshire.

The Order requires PCCs to provide a statement on the contribution of their force to achieving improvements against those priorities. Following publication of the National Measures the quarterly PPM will include:

- Reflections on force performance and how the force has contributed towards the delivery of the national measures, including contextual information that might help explain that contribution.
- A summary of planned action for the next quarter to drive the force's performance against applicable measures.

- An explanation of which of the Measures are assessed to be applicable and which are not applicable in the local context, including the reasons for that assessment.

The Order requires that this statement is published at the same time as the Policing and Crime Plan, and that it is reviewed quarterly, and any variation published, within one month following publication of an annual report on the force by HMICFRS. Quarterly updates should be made following the publication of quarterly crime statistics.

HMICFRS reporting

The Order requires that PCCs publish the PEEL report for their force on their website, within one calendar month of its publication by HMICFRS. This may be done by publishing a link. Once HMICFRS publishes its new 2021-23 PEEL report for individual forces, PCCs are to provide a link to this report, within one calendar month.

In the interim, PCCs are asked to provide a link to the 2018/19 integrated PEEL report, which is the most current force performance report, on their website by 31 July 2021.

Under its new PEEL assessment framework HMICFRS will grade each aspect of a force's performance as: inadequate; requires improvement; adequate; good; or outstanding. Alongside a detailed narrative to substantiate its grading decisions, HMICFRS will also include a summary infographic of its assessment of the force's performance against each inspection area.

The Order requires PCCs to publish the summary infographic on their website within one calendar month of publication of the HMICFRS PEEL report. Individual force-level infographics will be provided to PCCs by HMICFRS on request.

Complaints handling

The Order provides that PCCs must publish the most recent IOPC quarterly complaints data for their force and the IOPC annual statistics report, alongside a narrative setting out how the PCC is holding the chief officer to account, and the PCC's assessment of their own performance in carrying out their other complaints handling functions.

Holding the chief officer to account

It is recommended that the narrative should include:

- How the force is measuring complainant satisfaction.
- Progress updates on implementing relevant recommendations made by the IOPC and/or HMICFRS in relation to complaints handling, or where recommendations were not accepted an explanation as to why.
- A summary of any mechanisms put in place to identify and act on themes or trends in complaints.
- A summary of systems in place to monitor and improve performance in the timeliness of complaints handling.

- The number of written communications issued by the force under regulation 13 of the Police (Complaints and Misconduct) Regulations 2020 where an investigation has not been completed within a “relevant period”.
- Quality Assurance mechanisms in place to monitor and improve the quality of its responses to complaints.
- Details of the administrative arrangements the PCC has put in place to hold the chief constable to account for complaints handling e.g. frequency of meetings and a summary of discussions.

PCC assessment of their own performance in carrying out their other complaints handling functions

It is recommended that the assessment should include:

- The timeliness of complaint reviews e.g. the average time taken to complete reviews.
- Details of which review functions the PCC has delegated and what measures they have taken to ensure quality, integrity and impartiality.
- Quality Assurance mechanisms the PCC has established to ensure that review decisions are sound and in line with the requirements of the complaints legislation and IOPC statutory guidance.
- How the PCC assesses complainant satisfaction with the way in which they have dealt with complaints.
- For PCCs who operate as a “Model 2” or “Model 3” area the timeliness of initial complaint handling undertaken by the PCC.
- [For Model 2 and 3 areas] details of quality assurance mechanisms for decisions made at the initial complaint handling stage and [Model 3 only] the quality of communications with complainants.

The Order requires that the IOPC data and report are to be published on the PCC’s website within one month of their publication by the IOPC, and the narrative and assessment are to be published annually, within one month of the date of publication of the IOPC’s annual statistics report.

Manner of publication

The amending Order specifies that the new information must be published in a prominent place on the PCC’s website. The purpose of this requirement is to make it as easy as possible for the public to access the information. We fully recognise that PCC websites will differ in style and content but recommend that PCCs either:

- Provide all specified information directly on the PCC’s homepage; or
- Clearly signpost this information on the homepage, with links to the relevant location.

In the short term SCO will publish the following on the SCO website:

- PPM reports in response to the SIO requirement
- PEEL inspection report links and SCO/police S55 responses.

- Copies of IOPC data on force complaints, and a statement on how the PCC (or Mayor's Office) is exercising its complaints-handling functions under the Police Reform Act 2002.

Timelines

Quarterly PPMs, reports and other documents to be published as follows: -

To 31/3 – PPM in May and then published

To 30/6 – PPM in August and then published

To 30/9 – PPM in November and then published

To 31/12 – PPM in February and then published

Police, Fire and Crime Panel – 23rd September 2021

Staffordshire Fire & Rescue Service

Safety Plan 2020 - 2024 Update Report

Report of the Police & Crime Commissioner

1. Purpose of Report

1.1 This report is to update the Police and Crime Panel on the delivery of the Staffordshire Fire and Rescue Service Safety Plan (SP - Integrated Risk Management Plan - IRMP). The publication of the Safety Plan fulfils the legislative obligations as defined within the Fire and Rescue Service National Framework for England 2018.

2. Recommendation

2.1 That the Panel note the update on the delivery of the SP 2020 – 2024 and make comment as appropriate.

3. Background

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

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

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

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

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

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

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

3.4a) Prevention and Early Intervention

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

3.4b) Protecting Staffordshire and its people

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

3.4c) Public Confidence

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

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

The key measures as detailed are: -

- Total number of incidents attended
- Number of accidental dwelling fires
- Number of accidental fire deaths and injuries
- Number of Safe and Well Visits completed
- Number of accidental business property fires
- Number of road traffic collisions (RTCs) attended
- Number of people killed or seriously injuries (KSIs) at RTCs
- Number of automatic fire alarms we attend

3.4d) Service Reform

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

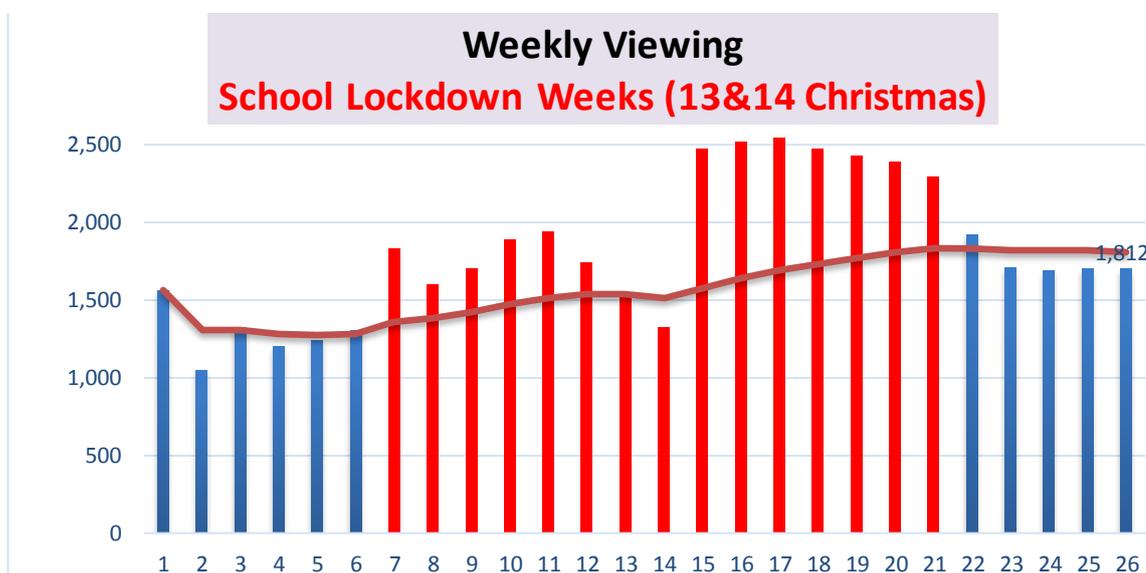
4. Progress to Date

4.1 Prevention and Early Intervention

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

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

The chart below shows the numbers of devices accessing the LearnLive platform (a device can have more than a single viewer). The section in red illustrates the periods when schools were not fully open due to lockdown. There are now 112 registered settings, the majority of which are schools in Staffordshire and Stoke-on-Trent



Since September 2020 52,733 devices have tuned in to the live sessions and a further 11,970 have watched the on-demand content giving a total of 64,703 devices accessing the content.

Partner engagement remains high with new partners including Communities against Crimes of Hate (CACH), Time4Sport and West Midlands Ambulance Service now involved.

The Key Stage 1 special was well received with circa 2000 devices tuning in and the Key Stage 3 special due to take place on June 18th included topics such as escape plans, ditch the blade, cycle and railway safety.

- 4.1b) The Service Volunteers have been supporting a range of events including the vaccination centres at Stafford, Tunstall and Alrewas.

Three volunteers have been recognised for their work and been shortlisted for the Support Staffordshire Star Awards in their areas with the virtual ceremonies taking place on June 7th. Andy Bennett from Tamworth has been shortlisted within the volunteering to support young people category, Carly Leese from Newcastle has been shortlisted within the personal achievement category, and Andrew Sutton from the Staffordshire Moorlands has been shortlisted within the volunteering to support young people category.

- 4.1c) Since the previous update the Princes Trust programmes have remained to be affected by a number of C19 restrictions with restrictions on participant numbers and differing forms of delivery from face-to-face and virtual being deployed.

During the latest lockdown staff that deliver the Princes Trust programme spent considerable time supporting students via on-line group chats, workshops and in-depth 1-1's. In addition new schemes of work and teaching materials were developed and produced resulting in a significant amount of new material in preparation for the commencement of face-to-face delivery.

An on-line Get Started in Film course was held which resulted in 18 young people successfully completing this programme.

From March the recruitment of young people for the various programmes commenced and an Explore course started at Rugeley with 7 young people completed the course which finished on the 5th May. Each young person on the course has found a positive outcome whether this is employment, college, volunteering or progressing on to the Team Programme.

A Teams programme started in Stafford in late April, with only 5 young people participated as a result of the challenges in recruiting during the pandemic. A Team programme started in Cannock late in May with 12 young people participating. All of these programmes are delivered in compliance with C19 secure measures.

Over the next 6 months 6 Teams programmes, 5 Get Started programmes and 4 Explore programmes are scheduled and it is expected that each of

these courses will be full in terms of participants.

- 4.1d) As a result of C19 the Service moved to a different approach for the delivery of our Safe and Well programme. The approach is in line with the strategic intentions set by the NFCC for the delivery of prevention activities. The revised approach used the following; telephone advice only, telephone advice and smoke alarms dropped off at the door for the occupier to fit and for residents with an immediate threat to life telephone advice and a full safe and well physical visit.

Based on the changes to the C19 tier systems the Service has deployed its prevention arrangements in line with C19 level/tier in place. In addition where lock outbreaks were experienced the Service took this into account in respect of the delivery of physical safe and well visits.

4.2 Protecting Staffordshire and its people

- 4.2a) The Community Sprinkler project continues to see progress being made in respect of buildings of 5 or more floors being retro-fit with sprinkler systems.

Stoke-on-Trent City Council have now concluded the retro-fitting of sprinkler systems in Southern Court, Dibden Court, Penkhull Court and Honeywall Court is expected to be completed by May. Whilst C19 related restrictions have caused slight delays, the sprinklers in all 4 blocks are now live, with minor cosmetic works taking place.

Stoke-on-Trent City Council are continuing to move forward and their focus will soon be shifting to the next buildings to be sprinklered. Jack Ashley Court and Travers Court both five story blocks of flats in Fenton will be the primary focus for the coming year. These two buildings have a slightly different design to those previously completed in that they have balcony access to the flats as well as a number of commercial units on the ground floor.

To coincide with National Sprinkler Week, SFRS went public with the announcement of our collaboration with Midland Heart to retrofit sprinklers into 2 high rise blocks in Lichfield. Charnwood House which is a 5 storey general needs block of flats containing 11 flats and Andrews House, a large 8 storey development for over 55's containing 60 flats. In the case of Andrews House Midlands Heart act as the managing agents for the property and following a recent ballot of the leaseholders it has been confirmed that the retro-fit will commence. It is expected that the tender process for this work will be completed during June.

In addition Midland Heart have expanded the scope of the project from their side and are now intending to retrofit sprinklers in at least 10 more properties. Whilst none of the other properties are located within Staffordshire, it's clearly

a positive move that will benefit the communities of the wider West Midlands region.

- 4.2b) The Service has needed to adapt its approach to delivering fire safety inspections which have ensured those premises where serious or imminent danger to life from fire exist receive the same level of enforcement should it be required. Protection teams have followed national guidance from the NFCC and tailored them to local needs to ensure the best possible outcomes for our communities. This has included physical visits and telephone audits alongside the completion of building regulation consultations and licensing consultations.

There are currently 10 prohibition notices in force, 7 enforcement notices in force and 5 alteration notices in place across the county. A prohibition notice is served because the fire risk is so great that access to all or part of a premises needs to be prohibited or restricted until the matters referred to have been put right. An enforcement notice is served because the Fire and Rescue Authority believes a premise has failed to comply with the Fire Safety Order. An alterations notice is served may be served if the FRA believes any structural alterations being made to the premises will constitute a serious risk to relevant persons (whether due to the features of the premises, their use, any hazard present or any other circumstances).

The FRA is also currently pursuing two fire safety prosecutions with Crown Court dates of June 18th and July 5th set, further information will be made available following conclusion of the legal proceedings.

- 4.2c) As part of the building risk review program all tall buildings in Staffordshire have been subject to a fire safety review. This involved fire safety teams visiting all tall buildings in Staffordshire to assess the safety of the building by undertaking a fire safety audit and a Provision of Risk Information System (PORIS) to ensure all fire safety systems were in place along with appropriate tactical and operational plans.

To date all tall buildings 51 in total have been visited and assessed with activity being recorded and provided as a return to central government. Work is now ongoing to visit buildings as part of the newly developed Risk Profiles which contain details of 1683 buildings in Staffordshire ranging from Care Homes, houses of multiple occupation, to hotels and hospitals. These visits will be taking the same format ensuring a fire safety audit is completed along with a PORIS.

- 4.2d) Since the tragic events of the Grenfell Tower fire on 14th June 2017, fire protection has been under the spotlight of Fire and Rescue Services nationally. This has led to a number of changes to how fire safety is delivered locally and across the country, and the qualifications of staff that are required to undertake the work. To support this the National Fire Chief Council produced the Competency Framework for Fire Safety Regulators which was

written to support Enforcing Authorities in this time of change. Future reforms are likely to include significant amendments to the regulatory framework following the Grenfell Tower tragedy in June 2017 and subsequent publication of the Independent Review of Building Regulations and Fire Safety - Building a Safer Future. In March 2021 the Government also published its response to the Fire Safety Consultation held from 20 July – 12 October 2020.

The report provided a summary of the responses received and set out the next steps the Government will take to strengthen fire safety for all regulated buildings which include a strengthening of the Regulatory Reform (Fire Safety) Order 2005, delivering new regulations with regards to the Grenfell Tower Inquiry Phase 1 recommendations and improving engagement between building control bodies and Fire and Rescue Services.

The revised Competency Framework assists Enforcing Authorities in demonstrating how they assure the competence of their fire safety staff and their commitment to invest in their people, thereby creating a more competent and professional service, increased consistency of regulation and greater reassurance of the professionalism of Fire Safety Regulators to business and members of the public alike.

Utilising the uplift grant provided to the Service via the Home Office the Service has procured training which will now be provided to our operational staff to ensure they are working in line with the Competency Framework when delivering a protection function within the built environment.

Initially operational Watch Managers will be invited to complete the Level 3 Certificate in Fire Safety, with the relevant courses provided to complete the qualification. The first Cohort of 16 watch managers will be starting the course on the 7th June 2021 with a further courses planned for the end of the year and the start of 2022.

- 4.2e) The Service has continued to support the C19 efforts around the County and on May 4th the joint Targeted Rapid Vaccination team was launched. The approach involves fire service vehicles and FRS personnel working alongside health colleagues within targeted locations throughout the County on an outreach mobile basis. This method will improve the equity of access to vaccines for all and will support our continued efforts across the country in achieving the next phases of the lifting of the C19 measures. It is clear that particularly in rural locations some community members are having difficulties accessing the designated vaccination centres, this outreach programme will seek to ensure that every community member has equal access and that any barriers to access are removed. The joint approach has seen large fruit farms with significant numbers of migrant workers people targeted for vaccinations along with a number of travelling communities. Since the start of this joint initiative over 300 vaccinations have been given and the expectation is that there will be a substantial increase in these numbers as more migrant

workers start work on farms around the county. The feedback we have had on our involvement has been really positive and the NHS have commented on the fact that our provision of coordination and logistics support has ensured this work took place. The next phase of this joint approach will involve fire service personnel being training to undertake the vaccinations and a look forward to the second vaccination and subsequent booster vaccinations along with the flu vaccination period later in the year.

The National Fire Chiefs Council has recently published the 'Making a difference report: How fire and rescue services supported communities during the COVID-19 pandemic' (appended item) in which the mobile vaccination work Staffordshire has supported is referenced.

4.3 Public Confidence

4.3a) In order to ensure improving outcomes for the communities of Stoke-on-Trent and Staffordshire key performance measures are reported on a quarterly basis and compared to the same quarter from the previous financial year.

- The Service attended 1812 incidents during Q4 20/21 compared to 1851 in Q4 19/20. This is a decrease of 39 across the quarter which represents a 2% decrease against the time period of 19/20.

Over the quarter the largest reduction has been in primary fires, and special service calls, notably flooding incidents, although there has been an increase in the number of secondary fires attended. Over the last five quarters the trend in respect of all incidents being attended is showing a slightly downward position.

- The Service attended 134 accidental dwelling fires in Q4 20/21 compared to 139 during Q4 19/20. Of these incidents 81 were classified as low severity and 53 as high severity, in comparison to 86 low and 53 high in Q3 19/20. The top causes of these fires remain the same as the previous quarter; cooking related and faulty equipment. Over the last 5 quarters the trend remains in a downward direction.
- During Q3 20/21 there were 6 injuries and 0 fatalities which occurred in accidental dwelling fires in comparison to 6 injuries and 0 fatalities during Q3 19/20. In one of these cases all but one of the individuals concerned fell within one or more of the SAME categories.
- During Q3 20/21 1307 safe and well visits were completed in comparison to 7001 in Q3 19/20. Due to the C19 pandemic revised prevention arrangements were established resulting in safe and well visits been stopped with the exception of where an immediate risk to life was identified.

The Service risk stratifies the county and then at household level determines the actual stratification level the household falls into, gold, silver or bronze. This approach ensures the most vulnerable are targeted and receive a bespoke visit from a crew, technician or volunteer.

Since the commencement of the first lockdown in March 2020 safe and well physical visits have been conducted where there is a threat to life from fire. The Service approach includes telephone audits, the issuing of equipment and advice for people to install themselves and where necessary a physical visit through our prevention team. The Service continues to refer to partners where it is appropriate and during this quarter 47 referrals were made.

- The Service attended 27 accidental business fires in Q4 20/21 in comparison to 33 in Q4 19/20. The top cause of this type of incident is faulty equipment and over the last 5 quarters the trend for this type of incident is in a downward position.
- The Service attended 113 RTC's during Q4 20/21 in comparison to 152 during Q4 19/20. The Service does not attend all RTC's that occur across the county therefore this figure does not represent the totality of RTC's experienced across Stoke-on-Trent and Staffordshire. Of these incidents crews assisted with the removal of persons from vehicles on 22 occasions, whilst on 66 occasion's crews made either the vehicle or the area safe.
- The Service attended 350 automatic fire alarm signals classed as unwanted fire signals during Q4 20/21 in comparison to 321 attended during Q4 19/20. The Service introduced a revised automatic fire alarm policy which defines the methodology the Service adopts when in receipt of these types of calls. Fire Control utilise a call challenge process for automatic fire alarms and during this quarter a further 484 calls were not attended as they were screened out by the process of call challenge. Over the last 5 quarters the trend for this type of incident is in a downward direction and the top 3 types of premise being attended are residential in nature.

4.4 Service Reform

- 4.4a) The Service has continued to make significant progress against the recommendations made in the Grenfell Tower Inquiry Phase 1 report. The report itself highlighted 45 recommendations which were both aimed at Fire and Rescue Services and the Owners/Managers of High Rise Residential Buildings. Following further scrutiny of the report by the service, a total of 97 recommendations were identified. Of the 97 actions, 82 have been completed, 8 have been incorporated into other actions and 9 actions remain "in progress". Recommendations that are highlighted were not directly aimed at

FRS's however the Service has taken some action with regard to these recommendations.

Report Title	Recommendations	Comments	Progress
<p>Grenfell Tower Inquiry Phase 1 October 2019 Chapter 33</p>	<p>The owner and manager of every high-rise residential building be required by law to provide their local fire and rescue service with information about the design of its external walls together with details of the materials of which they are constructed and to inform the fire and rescue service of any material changes made to them;</p>	<p>SFRS has completed a full audit of every HRRB and developed a new technical document to take into account this risk. SSRI's and PORIS information is available through our software systems for Fire Control, Crews and Officers. Further work continues in regard to High Rise building risk from a fire safety point of view</p>	<p>NA</p>
	<p>That all fire and rescue services ensure that their personnel at all levels understand the risk of fire taking hold in the external walls of high-rise buildings and know how to recognise it when it occurs.</p>	<p>This has been completed with a new technical document for Tall Buildings and training presentations for operational staff and Fire Control staff. Exercises have continued and Command Assessments for IC's have been utilised to test this</p>	<p>Completed</p>
	<p>That the LFB review, and revise as appropriate, Appendix 1 to PN633 to ensure that it fully reflects the principles in GRA 3.2;</p>	<p>A full review of GRA 3.2 and SFRS's high-rise procedures have been completed, utilising National Operational Guidance. As a result a new technical document on Tall Buildings has been produced</p>	<p>Completed</p>
	<p>That the LFB ensure that all officers of the rank of Crew Manager and above are trained in carrying out the requirements of PN633 relating to the inspection of high-rise buildings.</p>	<p>Relevant aspects of training have been covered in BA module 1, core skills, Incident Command assessments and watch based training on evacuation</p>	<p>Completed</p>
	<p>To provide their local fire and rescue services with up-to-date plans in both paper and electronic form of every floor of the building identifying the location of key fire safety systems;</p>	<p>The review of our PORIS work in relation to our audit and inspection strategy for Tall buildings is helping to address this. Every Owner and manager has been written to in regard to their</p>	<p>NA</p>

		duties under the RRO 2005 and the expectations of the new Fire Safety Bill 2021	
	To ensure that the building contains a premises information box, the contents of which must include a copy of the up-to-date floor plans and information about the nature of any lift intended for use by the fire and rescue services	As above. PIB's are inspected as part of our audit and inspection programme to ensure that they are relevant	NA
	That all fire and rescue services be equipped to receive and store electronic plans and to make them available to incident commanders and control room managers.	Electronic plans are available through our PORIS and SSRI work. This work will be reviewed as part of a deeper review of our command support process for such incidents	Completed
	That the owner and manager of every high-rise residential building be required by law to carry out regular inspections of any lifts that are designed to be used by firefighters in an emergency and to report the results of such inspections to their local fire and rescue service at monthly intervals;	Lifts are inspected for familiarisation as part of our audit and inspection programmes however this is a duty for the Responsible person under the RRO 2005	NA
	That the owner and manager of every high-rise residential building be required by law to carry out regular tests of the mechanism which allows firefighters to take control of the lifts and to inform their local fire and rescue service at monthly intervals that they have done so.	Statutory duty for Responsible Persons under the RRO 2005	NA
	That the LFB's policies be amended to draw a clearer distinction between callers seeking advice and callers who believe they are trapped and need rescuing;	This has been reviewed and updated through WMFS and SFRS Fire Control. It has been incorporated into call handling and fire survival guidance protocols	Completed
	That the LFB provide regular and more effective refresher training	A full programme of training has been delivered to Fire Control Operators covering	Completed

	to Control Room Operators at all levels, including supervisors;	Major Incidents, interoperability, command support and incident communication and fire survival guidance	
	That all fire and rescue services develop policies for handling a large number of FSG calls simultaneously;	A new policy was developed and training has been delivered to all Fire Control Staff and is being shared with operational staff in SFRS through-out March 2021	Completed
	That electronic systems be developed to record FSG information in the control room and display it simultaneously at the bridgehead and in any command units;	Although there is a method of utilising the FSG information and recording it at the incident and within Control. More work is being done to explore an appropriate electronic system which can make this slicker.	On Track
	That policies be developed for managing a transition from “stay put” to “get out”;	An interim policy has been completed and training given to operational staff. It is likely that this will be superseded by national guidance in the future. The approach is also covered in SFRS's technical document on Tall buildings which is compliant with National Operational Guidance.	Completed
	That control room staff receive training directed specifically to handling such a change of advice and conveying it effectively to callers.	This has been completed with WMFS and SFRS Control room staff	Completed
	To investigate methods by which assisting control rooms can obtain access to the information available to the host control room.	This has been completed through the development of training packages and through connecting with other emergency service control rooms and training them. Further work is going on with fallback control for fire (LFB and North-west in March 2021)	On Track

	AS and the MPS review their protocols and policies to ensure that their operators can identify FSG calls (as defined by the LFB) and pass them to the LFB as soon as possible.	Policy and training complete for Fire Control staff	Completed
	That the LFB develop policies and training to ensure better control of deployments and the use of resources;	A range of activities have been evidenced between 2019-2021 to improve these areas	Completed
	that the LFB develop policies and training to ensure that better information is obtained from crews returning from deployments and that the information is recorded in a form that enables it to be made available immediately to the incident commander (and thereafter to the command units and the control room).	A review of briefing tools for BA wearers has taken place and is covered in BA and Incident Command training. Three has been	Completed
	Develop a communication system to enable direct communication between the control room and the incident commander and improve the means of communication between the incident commander and the bridgehead.	Training is taking place in relation to systems to share information between the Incident Commander and Fire Control in a more effective manner. At the moment SFRS utilise incident command packs, decision logs and our command support vehicle systems. There is an opportunity to introduce a dedicated electronic information sharing system that gives live updates on FSG information (CS10b forms)	On Track
	LFB investigate the use of modern communication techniques to provide a direct line of communication between the control room and the bridgehead, allowing information to be transmitted directly between the control room and the bridgehead and providing an	As above	On Track

	integrated system of recording FSG information and the results of deployments.		
	that the LFB urgently take steps to obtain equipment that enables firefighters wearing helmets and breathing apparatus to communicate with the bridgehead effectively, including when operating in high-rise buildings;	SFRS have tested our communications systems within our tall buildings and data suggested that they are effective. An investment is being made into radio repeaters to cater for any issues from newer buildings (Funded through Grenfell grant funding form HM Government)	Completed
	That urgent steps be taken to ensure that the command support system is fully operative on all command units and that crews are trained in its use.	Command support is working but a fuller review will take place to identify opportunities to improve systems such as the electronic connection with Fire Control for search, rescue and fire survival information (CS10B). Briefing tools have been refreshed through IIMARCH and BA Training reviews.	On Track
	That the government develop national guidelines for carrying out partial or total evacuations of high-rise residential buildings, such guidelines to include the means of protecting fire exit routes and procedures for evacuating persons who are unable to use the stairs in an emergency, or who may require assistance (such as disabled people, older people and young children);	NFCC and NOG team to share updates with FRS's	NA
	That fire and rescue services develop policies for partial and total evacuation of high-rise residential buildings and training to support them;	Training and presentations delivered to Officers, Fire Control and operational teams on evacuation strategies and operational procedures. This is likely to be updated once more	Completed

		guidance is shared from the NFCC	
	That the owner and manager of every high-rise residential building be required by law to draw up and keep under regular review evacuation plans, copies of which are to be provided in electronic and paper form to their local fire and rescue service and placed in an information box on the premises;	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That all high-rise residential buildings (both those already in existence and those built in the future) be equipped with facilities for use by the fire and rescue services enabling them to send an evacuation signal to the whole or a selected part of the building by means of sounders or similar devices	This is an emerging issue. As of March 2021, there is one premises in Stafford, which has new type of system to enable partial of full evacuation signals. Training is taking place with SFRS staff	On Track
	That the owner and manager of every high-rise residential building be required by law to prepare personal emergency evacuation plans (PEEPs) for all residents whose ability to self-evacuate may be compromised (such as persons with reduced mobility or cognition);	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	that the owner and manager of every high-rise residential building be required by law to include up-to-date information about persons with reduced mobility and their associated PEEPs in the premises information box;	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA

	That all fire and rescue services be equipped with smoke hoods to assist in the evacuation of occupants through smoke-filled exit routes.	Smoke hoods have been ordered in November 2020 to go onto all operational appliance with a small stock in reserve to cater for specific risks. These arrived in Service mid-April and went live mid-May.	Completed
	That in all high-rise buildings floor numbers be clearly marked on each landing within the stairways and in a prominent place in all lobbies in such a way as to be visible both in normal conditions and in low lighting or smoky conditions.	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That the owner and manager of every residential building containing separate dwellings (whether or not it is a high-rise building) be required by law to provide fire safety instructions (including instructions for evacuation) in a form that the occupants of the building can reasonably be expected to understand, taking into account the nature of the building and their knowledge of the occupants.	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That the owner and manager of every residential building containing separate dwellings (whether or not they are high-rise buildings) carry out an urgent inspection of all fire doors to ensure that they comply with applicable legislative standards;	All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020	NA
	That the owner and manager of every residential building	All local Responsible Persons and owners of High	Completed

	<p>containing separate dwellings (whether or not they are high-rise buildings) be required by law to carry out checks at not less than three-monthly intervals to ensure that all fire doors are fitted with effective self-closing devices in working order.</p>	<p>Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020. This issue of flat front doors has been widely shared by the service through its experience with a fatal incident in Hanley in 2017 and the coroner's processes. In addition, this has also been highlighted again following the incident in Lichfield in 2020 with the service undertaking robust enforcement action on these issues.</p>	
	<p>That all those who have responsibility in whatever capacity for the condition of the entrance doors to individual flats in high-rise residential buildings, whose external walls incorporate unsafe cladding, be required by law to ensure that such doors comply with current standards.</p>	<p>All local Responsible Persons and owners of High Rise Residential buildings have been written to by SFRS in regard to these responsibilities immediately following the phase 1 recommendations and then again and following a fire at a building in Lichfield in November 2020</p>	NA
	<p>That each emergency service must communicate the declaration of a Major Incident to all other Category 1 Responders as soon as possible;</p>	<p>Training undertaken within SFRS and Fire Control. The JESIP Doctrine has been revised in 2021</p>	Completed
	<p>That on the declaration of a Major Incident clear lines of communication must be established as soon as possible between the control rooms of the individual emergency services;</p>	<p>Completed training through Fire Control and Operational staff (JESIP protocols) as well as command assessments. This action was covered in the JOL action note 2020-001</p>	Completed

	That a single point of contact should be designated within each control room to facilitate such communication;	Completed through Fire Control FSG and high rise procedures in early 2021	Completed
	That a "METHANE" message should be sent as soon as possible by the emergency service declaring a Major Incident.	This action has been addressed with training but also a refresh of the Joint Doctrine document for JESIP training	Completed
	That steps be taken to investigate the compatibility of the LFB systems with those of the MPS and the LAS with a view to enabling all three emergency services' systems to read each other's messages.	This action has been addressed with Staffordshire Police, WMAS and Fire Control.	Completed
	That steps be taken to ensure that the airborne datalink system on every NPAS helicopter observing an incident which involves one of the other emergency services defaults to the National Emergency Service user encryption.	This action has been addressed with Staffordshire Police, the CCU and Fire Control. It was covered through JOL action note 2020 -002	Completed
	That the LFB, the MPS, the LAS and the London local authorities all investigate ways of improving the collection of information about survivors and making it available more rapidly to those wishing to make contact with them.	This is an aspect which will be led by the police and local authorities - with support from the CCU	NA

4.4b) Following a successful recruitment campaign in late 2020, 18 Trainee firefighters commenced the first of three planned trainee Firefighter courses to be held in 2021-22. The expectation overall is that 50 trainees will undergo initial training based at Learning & Development initially and progress through to complete the Operational Firefighter Apprenticeship program within 24 months based at stations across the county.

This course was the first whole-time course planned and delivered since the start of the C19 pandemic and as such presented the service with a unique challenge and organisational risk in that the potential for the pandemic to disrupt the course and affect trainees and Learning & Development staff and affect the outcomes of the corporate safety plan was significant without a range of additional measures that were put in place to ensure the risk was minimised

and the course took place with C19 security and workplace compliance at the heart of the program. This mean that a number of non-safety critical elements will be taught once they are in the workplace.

As part of the recruitment process two additional competent firefighters from the on call retained establishment were successful in their applications and were posted to Leek Fire Station to commence their on station development in readiness to work towards their apprenticeship. This will result in 52 planned apprenticeships. This decision was made as a direct result of the pre-planning for the course to support the management of C19 compliance and space requirements.

A number of trainees were supported individually throughout the course to ensure that they had access to specific resources identified as necessary to assist them for the duration of the course and beyond.

The trainees took part in their passing out ceremony in April, which was restricted in numbers and therefore impact as the usual family involvement could not be safely supported. (It is intended to host a special event later in 2021). The ceremony involved the presentation by the Chief Fire Officer of certificates and by the Director of Response, awards for overall performance (the silver axe), breathing apparatus procedures and rescue techniques awards. Following the end of course debrief on the 21st April the new Apprentice Firefighters took up their postings after a short period of leave.

Crewing during the months of July and August were particularly challenging to the Service due to the impact of C19, which delayed the two whole-time recruit's courses starting. To mitigate against this impact the Service conducted a whole-time transfer process which was open to competent whole-time firefighters from other Services and to competent on-call firefighters serving in Staffordshire. There were over 100 applicants and the Service will be offering a minimum of 10 individual's places and creating a pool of reserves to draw upon as required over the coming 12 months.

- 4.4c) The Service has introduced a high potential development scheme which is designed to support employees who demonstrate the potential to perform in senior roles in the future. Following completion of a promotion assessment centre, or by directly applying, individuals recognised as having the very best potential have been invited to undertake the High Potential Development Experience.

The experience starts with a period of guided reflection for each candidate which will lead to creating a pathway of development opportunities which can be accessed over the next 18 to 24 months. The National Fire Chiefs Council leadership framework and four leadership levels is being used to assess an individual's needs and create their individual development pathway.

As part of the programme all candidates will undertake a gap analysis in order to map out their individual development opportunities. This is achieved through the use of professional discussion, an external coach, and the various profiling tools. The experience aims to support individuals with the potential to progress in maximising their full potential.

The opportunities identified or created consist of a blended approach of academic, technical, practical and experiential experiences. These may include:

- 360° developmental feedback,
- guided research,
- Participation in an action learning set,
- Project or assignment work,
- Academic courses
- Secondment opportunities
- Observation and role shadowing opportunities
- Cross sector networking

All the candidates in the current cohort submitted an application which was assessed based on their self-awareness and self-identified needs. These are then further explored through professional discussions and guided reflective practice.

There are 35 people, who through the programme are being supported to develop their self-awareness and understanding of leadership styles. The 35 people are from all areas of the organisation, green and grey book, full time and part time, and all levels. The 35 have been divided into 3 cohorts:

- Current GM's aspiring for strategic roles – these people are being given a series of workshops and opportunities to develop and improve their understanding of their own strengths and values. Their pathways and development needs are being addressed through one to one mentoring with the Directors and the appraisal process.
- A further 11 people are being offered tools to help identify their own styles of leadership and development needs. This is consisting of access to an external coach, a professional discussion to explore their strengths and a series of workshops to expose them to a range of topics including leadership, politics, and national fire service development. They are developing an action learning set and being provided with opportunities to participate in activities which will help develop their leadership.
- The remaining candidates are being given access to online profiling tools with personal feedback, and a workshop to discuss their own

development. Following this they are being encouraged to map out their own opportunities and pathways.

4.4d) The Service has been developing a set of culture workshops commenced in May and will form part of series of pieces of work that will support the Service's cultural journey. These events will see all staff members attending a session and will allow the Service to fully understand how we are doing in terms of "what the culture feels like" on a day to day basis. The sessions will allow the organisation to explore some difficult to discuss subject areas such as racism, sexism, bullying, and personal responsibility.

The Service has also developed a zero tolerance statement (yet to be published) that has been agreed with all representative bodies which clearly states the Service position on unacceptable and inappropriate behaviours and information about how these behaviours will be dealt with by the Service.

In order to support the zero tolerance statement the Service is embedding a new product into our reporting mechanisms that provides a confidential way in which individuals can raise issues, concerns, ideas, etc. where they do not fit within the current established mechanisms such as the grievance procedure.

This will allow conversations regarding any manner of subjects to be raised with the Service and will provide a clearly easy to use approach that will hopefully reinforce the Service's commitment to giving everyone a voice within the Service. The "SAY SO" product, provided by an independent third party, will support employee voice and complement the Service's cultural development over the short and long term.

Conclusion

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

Ben Adams
Staffordshire Commissioner

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Making a difference

How fire and rescue services supported communities during the COVID-19 pandemic

National Fire Chiefs Council | July 2021



Front cover: West Midlands Fire Service | Above:Hampshire and Isle of Wight Fire and Rescue Service

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1. Foreword

I am delighted to share Making a difference with you. It is a celebration of the incredible efforts fire and rescue services have made to help our communities during the COVID-19 pandemic.

The pandemic was unlike anything else we have experienced and asked us to work in different ways, drawing on our strengths to help everyone in our communities get through and ultimately emerge from this challenging period.

It would be fair to say that fire and rescue services don't work in isolation and have a strong tradition of collaborating with other organisations in all areas of our work. We stepped up and built on what we do best.

Making a difference tells the story of how the fire and rescue services throughout the UK worked with partners to prevent the spread and limit the impact of the virus.

We asked fire and rescue services to offer their own vignettes and we could have filled hundreds of pages with what they told us. What you read here is simply a taster of what was going on across the country throughout 2020 and the first half of 2021.

The real stories of endeavour, compassion and selflessness can only be fully appreciated when you sit with the people who have gone way beyond our expectations, they explain in a very matter of fact way what they did and why. The personal, touching stories are truly inspirational – genuinely life changing.

While we publish this in the summer of 2021, we know that there is still plenty of partnership working going on as the vaccination programme continues.

The story is not over. For now, I am proud to shine a spotlight on some of what has been done and to provide a reminder of how important it is to pause, reflect and say a huge thank you to all our staff who adapted and really made a difference.

CFO Phil Garrigan
Vice-Chair National Fire Chiefs Council
National Fire Gold Covid 19
July 2021

“The emergence of the COVID-19 pandemic put a level of stress on the ambulance service that has never been seen before. We could not have got through this without the help of our partners, and I cannot thank the fire and rescue service enough for stepping up and offering to help us in our hour of need. The level of professionalism, flexibility and willingness to do whatever was required meant that ambulance services across the country could operate even when demand was at its peak. I read these stories with great pleasure because I recognise them all and thank everyone involved.”

Daren Mochrie, Chair Association of Ambulance Chief Executives

“I’m very proud of the community centred support from fire personnel during the pandemic. They adapted to local need and volunteered to make a difference for their communities, using a nationally agreed framework to deliver local priorities. The sector demonstrated its ‘can do’ attitude and rose to the challenge, thank you.”

Councillor Nick Chard, Chair of the employers’ side of the NJC

“It comes as no surprise to me to see so many examples of fire and rescue services working with organisations at a local level to bolster community responses to COVID-19. I am proud that staff in all areas of fire and rescue services were able to contribute in so many ways.

I am equally proud of the role undertaken by the National Fire Chiefs Council (NFCC) and the leadership role it has played across the UK. The way we have worked with all government departments, particularly the Home Office and our partners to meet the challenges head on has been incredible. There is no doubt in my mind that the collective actions of fire and rescue services, led nationally by the NFCC, have contributed to the saving of many lives.”

Mark Hardingham, Chair National Fire Chiefs Council

2. Introduction

The stories are organised under broad headings and roughly follow a chronological flow, starting with early responses to help partners support the vulnerable, most isolated in their communities through to the vaccination roll-out that continues to this day.

Fire and rescue services provided supporting quotes from their partners and the beneficiaries of their interventions to give an insight into what difference they made. In conjunction with the photographs, they provide a snapshot of the strength of community response to COVID-19.



North Yorkshire Fire and Rescue Service

3. Helping vulnerable people

Home visits

North Yorkshire Fire and Rescue Service
- in partnership with North Yorkshire County Council

There were 24,500 names on the shielding list held by North Yorkshire County Council. We were asked to help with contacting people to find out what they needed in terms of food, medication and essential support.

Our friendly teams, made up of operational staff and community safety officers, took the time to check on people's well-being and talked about home fire safety. Some of these conversations also resulted in referrals for safe and well visits. We had already contacted the 3,000 households that had received a visit from us in the last three years.

There were a couple of standout calls for us, one being an elderly lady who had an accident in her home, which had caused a fracture. She was reluctant to seek help and was suffering in silence. One of our fire stations made contact with the lady, identified the issue through a friendly discussion and got her the help she needed.

North Yorkshire Fire and Rescue Service made over 5,000 calls to the public during this period, which meant they could get the help they needed during a time of national crisis and isolation.

"I would like to extend my thanks to North Yorkshire Fire and Rescue Service for their involvement. The dedication and enthusiasm of everyone involved in this Team North Yorkshire effort has been outstanding and is very much appreciated"

Gary Fielding, NYCC Director for Strategic Resource

Delivering supplies

Fire and rescue staff made 230,000 deliveries of essential items to vulnerable people in the community.¹

Cheshire Fire and Rescue Service
- in partnership with four Cheshire local authorities, Community Pharmacy Cheshire and Wirral Partnership (NHS)

We were proud to be able to support the community pharmacy services by delivering prescription medicines to shielding residents across Cheshire and helping the four Cheshire local authorities to support vulnerable people in the community.



Cheshire Fire and Rescue Service

Our fire prevention staff picked up prescription medicines from pharmacies and delivered them directly to households. Using a single point of contact in our service, we were able to liaise effectively with all our partners to ensure timely delivery across our community.

By the end of July 2020, we had helped with over 8,000 medicine deliveries to shielding or vulnerable households across Cheshire.

"Cheshire Fire and Rescue Service's response in terms of supporting the Council's People Helping People scheme has been a godsend. I genuinely don't know how we would have managed to cope with the demands of triage in Crewe without your support. The prescription delivery service has complemented our volunteer support and provided it with an element of sustainability"

Joe Cosby, Community Development Officer, Cheshire East Council

Providing food for the elderly

Fire and rescue staff packed/repacked 47,000 boxes of food supplies for vulnerable people.

Kent Fire and Rescue Service
- in partnership with Age UK

Early in the pandemic, we helped our Age UK partners by delivering hot meals directly to older people across the county seven days a week. We trained our volunteers to signpost people to other services as necessary, and to report any safeguarding concerns by using our own reporting channels or contacting Age UK direct.

More than 140 members of our staff volunteered to help Age UK across Kent. We provided over 12,000 hours of support, delivering over 35,000 meals during this difficult time.

We have also worked with Age UK staff to understand what to look for when thinking about fire safety in the home.

"Kent Fire and Rescue Service have been excellent partners in supporting Age UK in Kent delivering our service to shielding and vulnerable people."

Chloe Smith, Age UK Ashford



Kent Fire and Rescue Service

4. Supporting health care providers

Distribution

Fire and rescue staff made 17 million deliveries of personal protective equipment.

London Fire Brigade

- in partnership with the NHS

We transformed a former distribution centre in south London into the Operation Seacole distribution hub, where we were able to deliver masks, gloves and eye protection to 33 local authorities and partners, including the Metropolitan Police Service and Transport for London.

Receiving orders for PPE from health care settings, care homes, doctors' surgeries and mortuaries, we were able to process and distribute equipment across London to frontline health and social care workers using our own vehicles.

"By helping to deliver the most vital equipment to London's frontline workers in this pandemic, we not only protect key workers by allowing them to continue to deliver their critical work, but no doubt we are helping to save lives."

Eleanor Kelly, Deputy Chair of London's Strategic Coordination Group

Face mask fitting

Fire and rescue staff fitted 10,000 face masks for frontline health workers.

Merseyside Fire and Rescue Service

- in partnership with North West Ambulance Service

We were asked by the Chief Nurse for North West Ambulance Service (NWAS) and the NHS Clinical Commissioning Group to help meet the demand for face fit testing for FFP3 masks for frontline health staff, including NWAS staff, and those in care settings. The limited testing capability was directly impacting frontline care. We immediately purchased additional equipment to help meet the demand and sought to supplement our own testers with volunteers.

NWAS trainers delivered a bespoke training plan to 25 volunteers from our service. These volunteers were then qualified to not only test, but also to train others in face fit testing. We then extended the approach across the North West through training hubs ensuring accessibility across the region.

One of our station managers has co-ordinated all the requests for face fit testing and we have tested over 800 people since April 2020.



Merseyside Fire and Rescue Service

"We appreciate the professionalism of our colleagues from Merseyside Fire and Rescue Service who assisted with the face fit training; it is a testament to all those involved in the Merseyside COVID-19 response that we are able to work so effectively as one team"

Daren Mochrie, CEO, North West Ambulance Service NHS Trust



Hampshire and Isle of Wight Fire and Rescue Service

Assisting ICU patients

Hampshire and Isle of Wight Fire and Rescue Service

- in partnership with four local NHS Trusts

In January 2021 we answered a call for assistance to provide vital support for our NHS colleagues who were fighting COVID-19 on the frontline.

We deployed 27 of our firefighters to work alongside doctors and nurses in intensive care units across our region, working long and demanding shifts in four of the south's biggest hospitals.

Their role during the four-month secondment was to help prone patients; this is a vital technique used in the treatment of COVID-19 that involves turning patients onto their front to relieve pressure on vital organs and assist breathing.

Our firefighters completed more than 400 shifts between them, receiving praise from NHS colleagues for providing invaluable assistance during a very busy time and bringing a much-needed morale boost to hospital staff and patients.

Looking after our own people's welfare while they cared for others was vital, so all those taking part were supported with physical and mental health screening assessments and they received vaccinations and regular COVID-19 tests.

"The Critical Care team and wider Trust were incredibly grateful for the enthusiasm and dedication of the firefighters who volunteered to work with us and our patients. They brought a real boost to our staff and helped support them with a wide range of tasks."

Cate Leighton, Divisional Director of Clinical Professions, Portsmouth Hospitals University NHS Trust

5. Assisting the coroner

London Fire Brigade

- in partnership with the London Ambulance Service and Metropolitan Police Service

In the early part of the pandemic, we worked with our partners to establish new units called Pandemic Multi-Agency Response Teams (PMART). The aim of PMART was to ensure a safe response to COVID-19 deaths in the community, at home, in a care home or hospice and to help reduce demand on the London Ambulance Service, enabling them to prioritise emergency cases.

One hundred London firefighters volunteered and were trained to be part of PMART.

Each PMART comprised four volunteers from the London Fire Brigade, the Metropolitan Police Service and the London Ambulance Service. They took on a wide range of roles, including preparing the deceased to be collected by an undertaker, assisting families to make funeral arrangements, death registration and providing families with much needed support at a very difficult time in their lives.

“Working with our partners across the capital has been, and will continue to be, an absolutely crucial part of responding to the coronavirus pandemic and this is another example of incredible support and collaboration from our emergency services and NHS colleagues.”

Dr Fenella Wrigley, Chief Medical Officer, London Ambulance Service

Bedfordshire Fire and Rescue Service

- in partnership with Luton Borough Council and Bedford Hospital

We responded to a request from the Mortality Pathway Coordination Group for assistance to set up and crew a temporary mortuary at RAF Henlow.

There was substantial pressure on the two hospitals in Bedfordshire, as well as the local funeral directors, and we were able to offer some relief by providing personnel to oversee the temporary facility.

Three of our staff were on site every day to ensure that the mortuary was safe and accessible for those taking care of funeral arrangements.

“I would like to thank Bedfordshire Fire and Rescue Service for your assistance over the last few weeks. We would certainly not have been able to activate the facility without your assistance at very short notice; the speed in which you made things happen was extremely impressive. The professionalism, care, respect and dignity every member of your staff showed to the deceased in our care, can only be commended.”

Tony Green, Luton Borough Council

Gloucestershire Fire and Rescue Service

- in partnership with HM Coroner

Our support for HM Coroner came in two phases. In the first phase we had many volunteers who were willing to undertake mortuary work and body recovery. We made sure that we assessed the mental health of the volunteers before selecting who would be doing this sensitive work. Our 24/7 operation included an administration team, a dedicated phone line, a welfare facility and lease vehicles retrofitted for the task.

The coroner's team provided training, and team leaders were selected based on skill set and job role. The body recovery team operated in pairs, three during the day and one at night. We worked alongside volunteers from Gloucestershire Constabulary. All our volunteers received ongoing welfare support throughout the period.

In the second phase, we re-evaluated our staff and ensured they were ready to undertake the function again. This time, five of our volunteers worked in the mortality cell, on a 9 to 5 Monday to Friday basis. At the end of this phase, our team of volunteers were stood down and we took part in a strategic debrief led by HM Coroner.

By the beginning of June 2021, our volunteers had assisted HM Coroner with 679 deceased casualties.

“During the pandemic, Gloucestershire Fire and Rescue Service supported mortality planning and the excess death response. This included transport of the deceased from community and hospital settings to the temporary storage facility. Staff within the temporary facility supported the police in the day-to-day running of the site and this included body handling responsibilities.”

The staff deployed were a credit to the organisation; this was and should be viewed as a real example of interoperability at work and was replicated again during the second phase of the pandemic.”

Andy Woodward, Joint Operations Team, College of Policing

6. Working with ambulance services

Driver training

Fire and rescue staff completed 18,000 ambulance shifts, providing 121,000 responses to assist the public.

Cambridgeshire Fire and Rescue Service
- in partnership with East of England Ambulance Service Trust

Following a call for help from the East of England Ambulance Service Trust (EEAST), our driver training team stepped forward to assist.

EEAST needed support to train new resilience ambulance drivers to ensure they could meet the demands of the pandemic. Our team initially spent three weeks delivering training to staff to ensure we had enough trained, blue light drivers to respond to emergencies, as well as some contingency for resilience.



Cambridgeshire Fire and Rescue Service

We trained a range of on-call staff and were joined by a new wholetime firefighter who had previously been a paramedic. His experience was a huge help.

Our team worked closely with the ambulance team, relocating to their base in Peterborough for the next six weeks. In that time, they were able to get more than 500 ambulance drivers from services across our region trained and on the road.

Using on-call firefighters

Essex County Fire and Rescue Service
- in partnership with East of England Ambulance Service Trust



Essex County Fire and Rescue Service

During Easter 2020, 19 of our on-call firefighters began working as ambulance drivers with the East of England Ambulance Service Trust (EEAST). This followed two days of high-intensity training that included blue light ambulance driving practice, equipment familiarisation and first aid.

These on-call firefighters came from stations and communities across Essex and were selected from a group of more than 90 volunteers. They worked on an initial two-month secondment, providing 12-hour shifts.

Within the first two weeks, two of our firefighters helped to deliver babies. Our volunteers attended hundreds of incidents in all weathers, including helping patients suffering cardiac arrests and those critically unwell with COVID-19.

By April 2021, our on-call firefighters had volunteered 7,770 hours of time and crewed more 700 ambulances across the county. One of our volunteers gave more than 2,000 hours of support.

To help create even more capacity for EEAST, two of our driving instructors trained 27 students to become non-emergency ambulance drivers.

"The support firefighters have provided to us has been invaluable and has helped keep our patients, staff, volunteers and the wider public safe during this challenging time."

Marcus Bailey, Chief Operating Officer,
East of England Ambulance Service Trust

Taking a regional approach

Nottinghamshire Fire and Rescue Service
- in partnership with East Midlands Ambulance Service

We led the regional support for the East Midlands Ambulance Service (EMAS) Urgent Care function that involved all six fire and rescue services in the area: Derbyshire, Leicestershire, Northamptonshire, Lincolnshire, Humberside and Nottinghamshire.

At the beginning of the pandemic, the regional Chief Fire Officers and the CEO of EMAS held a virtual meeting to establish a regional approach to the provision of fire and rescue service drivers for EMAS's urgent care ambulances. EMAS's urgent care function deals with patients within a 4-hour response time.

Our arrangement was unique, as all our preparations and delivery activity were managed as a region. We were able to provide significant support for EMAS frontline paramedic-crewed ambulances.

Our volunteers covered over 400 shifts and transported nearly 1,500 patients during the year when we supported EMAS.

Derbyshire Fire and Rescue Service

We provided ten firefighters to assist with ambulance driving, until they were no longer required by EMAS. Our volunteers drove urgent care ambulances to alleviate the demand on emergency ambulance drivers.

We seconded our volunteers to work for EMAS for the duration and they became part of the shift programme. By providing drivers for urgent care ambulances, emergency ambulances remained fully staffed.

"Our fire and rescue service colleagues have been absolutely amazing. They've helped us provide services to the most vulnerable patients when they have needed us the most."

Dave Williams, East Midlands Ambulance Service



London Fire Brigade

Ambulance Driver Assist

London Fire Brigade

- in partnership with London Ambulance Service

We set up Operation Braidwood, where over 500 of our staff were involved in the largest deployment of firefighters outside of the London Fire Brigade and the longest sustained operation we have seen since the Second World War.

Our volunteers helped deliver vast amounts of PPE, firefighters drove ambulances to thousands of incidents and staff also delivered food and medicine to vulnerable people.

Deputy Assistant Commissioner Dave O'Neill was awarded an MBE for his work heading up the Operation Braidwood team. PMART, detailed above, was part of this work.

Over 300 firefighters worked as part of the London Ambulance Service. This has reduced the external pressures on the London Ambulance Service during peak times, freeing up qualified paramedics to attend to patients, as the firefighters acted as drivers and support.

"We continue to be grateful for the support that London Fire Brigade have been giving us since the first peak of the pandemic in the spring of last year. Back in April 2020, we trained over 300 firefighters to support our frontline colleagues, and we're delighted to have some of them, along with some newly trained firefighters, driving trucks for our clinicians who are working harder than they've ever worked in the most challenging of conditions."

Garrett Emmerson, CEO London Ambulance Service

7. Supporting mass testing

Setting up test sites

Fire and rescue staff spent 30,000 hours carrying out 70,000 COVID-19 tests.

County Durham and Darlington

- in partnership with Durham County Council

We worked with Durham County Council to set up six community lateral flow testing sites across County Durham, while the Council recruited permanent staff. One of our officers worked with the Council's lead officer to identify and risk assess venues, train staff, manage resources and ensure appropriate messaging to the public.

Many of our staff worked at the testing sites covering a wide range of roles. Operational and corporate staff volunteered outside of their role and contributed to the successful running of the sites.

The sites operated for eight weeks, during which time over 100 of our staff worked at the sites totalling over 3,500 hours of leadership and support for over 7,000 lateral flow tests

"County Durham and Darlington Fire and Rescue Service colleagues were key to helping us establish the first six community testing sites across County Durham. The team were professional, proactive and were excellent partners in this challenging work. I am incredibly grateful for the support the Service has provided to help prevent the spread of COVID-19."

Amanda Healy, Director of Public Health, Durham County Council



County Durham and Darlington Fire and Rescue Service

Testing in hospitals

Cheshire Fire and Rescue Service

- in partnership with Leighton Hospital and Warrington & Halton Hospital

Since July 2020, our staff have been providing pre-operation COVID-19 swabbing at two of Cheshire's largest hospitals. Our fire prevention staff were given a daily list of addresses for patients who needed to take a PCR test prior to admission for medical procedures. Having delivered the PCR test kit, our staff would wait for the patient to take the test in their own home and hand it over in a securely sealed bag.

The completed swabs were taken for testing at the hospital pathology laboratory. Those patients who tested negative would be allowed to have their planned procedure. So far, we have delivered over 1,300 PCR tests and this work is making a significant contribution to the broader medical agenda across Cheshire, by allowing patients to receive their planned medical procedures and to protect the hospitals, staff and patients from COVID-19 infection.

"This service has been absolutely invaluable to the Trust and ensured that patients have been treated in a timely and safe manner prior to their surgery. Without this offering we would not have been able to support as many patients as we have. Nothing has been too much trouble for the service and the collaboration has worked exceptionally well."

Paula Bradley, Mid Cheshire Hospitals NHS Foundation Trust



Testing in care homes

West Midlands Fire Service
- in partnership with Coventry and Warwickshire Clinical Commissioning Group

We worked with colleagues from Warwickshire Fire and Rescue Service to provide a 'drop and collect' testing service for care homes. During this period of the pandemic, care home residents and staff were prioritised as the most vulnerable group within a health care setting.

We set up a task group with staff from both services to make sure that we had the right risk assessments in place and guidance for our staff. We quickly identified and deployed volunteers to visit care homes across the county.

At a period when many care home residents and staff were feeling at their most vulnerable, we offered support and reassurance that they were safe within the care home setting. This also meant that residents could receive the care and attention they needed during this difficult time.

"The fire and rescue service staff were amazing; we are so thankful that they are helping keep our staff and residents safe by delivering testing kits. We have been waiting for so long to get help and support. We can't thank the fire crews enough for delivering testing kits to us, we know that we are safe and can look after our residents knowing they are safe too."

Kalbinder Gill, Manager, Wood Way Lodge care home, Coventry

Testing in schools

Cumbria Fire and Rescue Service
- in partnership with the Cumbria Director of Public Health

In January 2021, we led, managed and supported a pilot to see how community testing could be achieved across Cumbria. With over 240 volunteers based in 16 secondary schools, we tested thousands of students and teachers after the Christmas break.

Our volunteers carried out a range of tasks, including assessing each school site and devising a site plan that embraced COVID-19 secure building guidance. Our staff, along with others, worked many additional hours over the Christmas and New Year period, sacrificing time with their families to ensure the programme was planned and ready for the benefit of others.

Each test site was led by one of our station managers acting as the 'officer in charge' to ensure we complied with national guidance; health, safety and well-being remained at the heart of everything we did.

The pilot was a huge success, testing over 5,000 people during the first few days, continuing when the country was placed into the second lockdown. We identified a significant number of positive asymptomatic COVID-19 cases that resulted in prompt self-isolation to prevent the transmission of the virus in Cumbria.

The pilot's success contributed to the national policy decision to roll out lateral flow testing across all secondary schools in the country.

"Every member of the Cumbria Fire and Rescue Service team should be proud of their contribution; it has certainly made a positive difference to our communities. Thank you and well done."

Colin Cox, Director of Public Health, Cumbria



Surge testing

Merseyside Fire and Rescue Service
- in partnership with Sefton Metropolitan Borough Council

When the Beta variant of COVID-19 emerged, one of our local authority partners asked us to provide staff to work alongside public health colleagues to distribute and collect surge testing kits. There was an outbreak in an area of Sefton, so we had to act quickly to set up and administer tests at a time when the local authority was under considerable pressure.

Working on a rota over three weeks, more than 40 of our staff from fire stations, fire prevention and fire protection teams supported surge testing. We worked out that our staff contributed over 500 hours to support this activity.

We received positive feedback from residents who were reassured by the presence of the fire and rescue service within their communities at a time of need, with 89 per cent of tests taken and returned.

"Over several days in wind, rain and snow a dedicated group of Council staff, fire and rescue staff and volunteers have pulled out all the stops to make this operation a reality and I cannot thank each and every one of them enough."

Margaret Jones, Director of Public Health, Sefton Metropolitan Borough Council

8. Vaccination

Setting up vaccination centres

Fire and rescue staff spent 187,000 hours administering 383,000 vaccinations.

Royal Berkshire Fire and Rescue Service

- in partnership with Oxford NHS Foundation Trust

Madejski Stadium is the home of Reading Football Club, which during the pandemic was repurposed as a vaccination site. We were asked to work as part of a project team to establish the facility.

During their time at the site, our volunteers offered project management and logistical support, worked on familiarisation and clinical skills inductions for those working on site, as well as assisting with workforce planning, centre risk assessments and identifying stock required to run the centre.

The site, which went live on 22 February 2021, is a major part of the vaccination programme in the Berkshire area. The Madejski site has the capacity to deliver thousands of COVID-19 vaccines each week. By the end of March, the site had administered over 100,000 vaccinations, supporting the biggest mass vaccination programme in the history of the NHS.

"The commitment, teamwork and flexible can-do attitude from the RBFRS team were critical success factors of the project, and we are really grateful the opportunity arose for the RBFRS team to work alongside NHS colleagues to form an integral part of the Buckinghamshire, Oxfordshire and Berkshire West vaccination programme."

**Nicola Leavesley, Deputy Operational Director (COVID-19),
Oxford Health NHS Foundation Trust**

Providing marshals

County Durham and Darlington Fire and Rescue Service

- in partnership with Newcastle Upon Tyne Hospitals NHS Foundation Trust

We wanted to provide support to other partner agencies at the frontline of the public sector response to the pandemic crisis. We were keen to support our community as it would increase the numbers of vaccinations administered and help protect the most vulnerable people, ultimately reducing the spread of the virus and reducing deaths.

Our staff supported the daily logistical challenges of channelling large numbers of the public through the two major vaccination centres in our area. Members of the team provided engagement, discussion, and reassurance to members of the public to effectively process large numbers through the centres.

Volunteering outside of their usual roles, operational and corporate staff contributed to the successful running of the centres. In total over 150 staff worked at the centres providing over 3,700 hours of support.

"I'd like to thank County Durham and Darlington Fire and Rescue Service colleagues who have been instrumental in ensuring we have staff on the ground to help us vaccinate our population."

"As we continue to vaccinate as many people as possible, as quickly as possible, it's been enormously helpful to have the support and energy of the fire and rescue service to provide that valuable professional and caring manner to people who have come for their vaccines."

**Professor Neil Watson, Chief Operating Officer,
NHS COVID-19 Vaccination Programme, North East and North Cumbria**



Lancashire Fire and Rescue Service

Carrying out vaccinations

Lancashire Fire and Rescue Service

- in partnership with many NHS Trusts in the North West

As the vaccination programme stepped up across the country in November 2020, we felt we had a lot to offer as an organisation. We asked our staff to volunteer to be vaccinators; we had no set criteria and just wanted our volunteers to complete the training successfully and be willing to help. We ended up with around 50 staff qualified as vaccinators, offering support across all five mass vaccination sites seven days a week.

We have supported the vaccination project since receiving the Pfizer vaccine in early December 2020. At the start of this national programme, we refocused our prevention teams and prioritised staff to work in this vital and time-critical area.

Initially, Lancashire provided logistical support at five primary care sites. Due to the success and effectiveness of the work, we soon managed and supported 28 different sites, not just vaccinating but marshalling, helping with administration and logistics.

This work evolved into the five mass vaccination sites where we supported the NHS in giving 350,000 vaccinations, with our own staff vaccinating 40,000 members of the public. The mass vaccination site programme was a mammoth national task and the collaboration between us and the NHS at these sites ensured Lancashire was at the forefront of this programme.

"I am writing to say a massive thank you for letting some of your staff work with us at Colne Health Centre during the COVID-19 vaccination clinics. Every one of them was brilliant."

"Not only did they help us keep the patients flowing, but they did so with great humour. The patients loved it, and I have received lots of positive comments from staff about how they helped to lift spirits during the clinics."

"They really made a big difference and we all appreciated having them work with us."

Kathryn Phillips, Business Manager, The Pendle Medical Partnership

Fire stations as vaccination centres

Hampshire and Isle of Wight Fire and Rescue Service
- in partnership with Solent NHS Trust

When NHS partners asked if Basingstoke Fire Station could be transformed into a vaccination centre, we were very happy to help. Our property and facilities team worked closely with our ICT department and teams from Solent NHS Trust to ensure the station could be adapted to play a pivotal role in fighting COVID-19.

In February, we welcomed the first visitors to Basingstoke's new-look appliance bays and started our programme of vaccination. Our teams worked hard to provide a vaccination service, while continuing to provide a fully operational fire station.

By mid-June, we were proud to reach the incredible milestone of 100,000 vaccinations delivered at Basingstoke Fire Station. We are so thankful to our staff for stepping up, and to be able to work with our partners, making a huge difference to our community.

"The scale of vaccinations happening every day across Hampshire and the Isle of Wight is thanks to the hard work and dedication of all the staff and volunteers involved. We are especially grateful to our partners who are offering mutual aid to help us vaccinate as many people as possible."

Dr Dan Baylis, Chief Medical Officer, Solent NHS Trust



Staffordshire Fire and Rescue Service

Saying thank you

Tyne and Wear Fire and Rescue Service

As part of our work to highlight the need to get vaccinated and adhere to the COVID-19 guidance and rules around social distancing and infection prevention control, we worked as part of our Strategic Co-ordinating Group to brand ten of our fire appliances with thank you and information messages (seen here). This was part of our co-ordinated communications campaign with our partners to ensure we reinforced safety messages throughout the pandemic.



Tyne and Wear Fire and Rescue Service

Encouraging take-up

Staffordshire Fire and Rescue Service
- in partnership with Midlands Partnership NHS Trust and Staffordshire County Council

We were really pleased to be able to support the Staffordshire Vaccination Equality Group, by helping with pop-up vaccination clinics.

The Targeted Vaccination Team was set up in May to focus on vulnerable groups and offer wider community help for those who are unable to access the vaccine. Our pop-up clinic is run by a mixture of five or six staff from our service and the Trust. Early on, we visited the Burton Caribbean Association centre, vaccinating 88 people and within two weeks we had vaccinated 116 in total.

Particularly in rural locations, some community members are having difficulties accessing the designated vaccination centres. This outreach programme was part of our solution, to ensure that every community member has equal access.

"We've promised that we won't leave anyone behind during the largest vaccination programme ever undertaken. Some are harder to reach for diverse reasons, such as language spoken or rurality, but we are determined they will not be left behind. The Mobile Vaccination Team and pop-up clinics are excellent examples of how we are achieving this."

**Dr Paddy Hannigan, Clinical Lead,
Staffordshire and Stoke-on-Trent Vaccine Programme**

9. 'Ready, Willing & Able' - supporting the pandemic

Helping vulnerable people

Cheshire

Assisting local councils to provide food supplies to shielding and vulnerable people.

Organising and distributing Christmas hampers to care homes across the county, lifting the spirits of elderly residents isolated by the pandemic.

Delivering school meals and education resource packs to families to support learning at home.

Supporting Merseyside and Cheshire Blood Banks to deliver vital blood and tissue samples, as well as breast milk donations to those in need.

Derbyshire

Delivering pharmacy supplies to self-isolating members of the community.

Hertfordshire

Participating in the Hertfordshire 'day of action', checking on the well-being of residents who were self-isolating.

Lincolnshire

Visiting residents to carry out welfare checks, asking them how they were, about their access to medication and food, as well as asking about their own fire safety and passing on the COVID-19 helpline number.

London

Working with local supermarkets, fire cadets set up a foodbank for families during October half-term.

Assisting a local community group to unload and repack food, assisting in the sorting hall so that parcels could be sent out to charities and families.

Nottinghamshire

Partnering with local organisations to deliver over 12,000 food parcels and medicines to vulnerable people across the county.

Royal Berkshire

Using data provided by a local borough council, on-call firefighters visited residents who had previously not responded to the council, checking on their welfare and passing on information about how to get further assistance.

Suffolk

Carrying out welfare visits to vulnerable people who were self-isolating in the first phase of the pandemic.

Tyne and Wear

Helping the Salvation Army to receive food supplies at their premises and then assisting in the distribution of much needed food parcels to vulnerable people in the community.

Warwickshire

Working with local health care providers to transport discharged patients from hospitals to their homes and delivering care packages with food and medical supplies.

West Midlands

Supporting a local Clinical Commissioning Group to deliver critical medication to individuals who were receiving end of life care.

West Sussex

Carrying out a range of activities to support the local community, including urgent welfare checks by phone, delivering medical supplies and food parcels and visiting homes to carry out shielding doorstep checks.

Supporting health care providers

Cheshire

Providing volunteers to assist with face mask fitting for ambulance staff, NHS staff, dental care providers and personal care workers.

Distributing over 95,000 items of PPE to social care teams, care providers, schools, other health care settings and undertakers in the community.

Gloucestershire

Transporting PPE and IT equipment to schools, assisting the local authority with changes to street signage and awareness campaigns.

Hereford and Worcester

Collecting bulk supplies of PPE from central locations to NHS hubs in the region.

London

Constructing face masks for NHS staff, making face shields for local hospitals in South London.

Royal Berkshire

Setting up a warehouse to receive and dispatch PPE to partners in the area seven days a week.

Tyne and Wear

Establishing a bulk delivery site at a fire station and using service staff to break the loads down and arrange delivery to those in urgent need of PPE.

Assisting the coroner

Lincolnshire

Organising and co-ordinating the movement of the deceased as well as liaising with councils, funeral directors, and hospital mortuaries.

Merseyside

Providing strategic command for the Death Management group in the region; offering planning, support and assistance for the decision-making process and modelling used by other areas of the country.

Northamptonshire

Offering logistics and resource management to assist in the transport of the deceased to temporary mortuary facilities.

South Wales

Deploying volunteers to assist at temporary mortuaries.

Working with ambulance services

Avon

Training on-call and wholtime firefighters to drive frontline ambulances, covering over 2,000 shifts.

Devon and Somerset

Crewing five ambulances throughout the pandemic.

Dorset and Wiltshire

Driving for over 2,500 shifts, transferring patients to and from hospital alongside a clinician, acting as first responders for some life-threatening calls.

Royal Berkshire

Crewing ambulances, with one paramedic, one firefighter, boosting capacity for the ambulance service; volunteers were already qualified Emergency Response Drivers and were fully trained in Immediate Emergency Care and manual handling.

Shropshire

Seconding operational on-call staff to support non-emergency patient transfer using fire service vehicles and offering a modified safe and well check at the beginning or end of the journey.

Supporting mass testing

Buckinghamshire

Overseeing the tactical co-ordination and deployment of surge testing in target areas of the county as part of Operation Eagle, a surge testing and contact tracing exercise, to determine if the Delta variant was present in an area.

Cleveland

Setting up a local testing centre staffed jointly by on-call firefighters and local authority employees, to encourage the local rural community to be tested.

Essex

Working with local authorities on Operation Eagle, engaging with residents in 258 homes in one day, collecting 211 tests the following day.

Hertfordshire

Carrying out a lateral flow test 'day of action' by working with public health and local authorities to hand out tests to the public in areas with high footfall and promote regular testing.

Kent

Assisting Public Health England to deliver and collect home testing kits to 10,000 residents over the age of 16 in an area of Maidstone over a period of five days, resulting in a return rate of 85 per cent.

Lancashire

Working alongside the military to set up the first drive-in mass testing site in Preston, setting the model that was replicated across the county and beyond.

Lincolnshire

Liaising with Public Health England to identify areas of the county with limited testing provision, setting up community-based testing sites at three fire stations run mostly by on-call firefighters.

Merseyside

Providing over 40 staff for a period of three weeks, working alongside Public Health England staff to distribute and collect surge testing kits in the Sefton area.

Nottinghamshire

Detaching a team of six staff from different roles to support the roll-out of community testing on a full-time basis, trained by the military and working directly with the council to assist in 20 testing centres and then train other volunteers.

Contributing to surge testing linked to the Delta variant across Nottingham City, with staff training more volunteers in 'drop and collect' procedures for tests as well as delivering over 1,000 PCR tests in the county.

Oxfordshire

Planning and delivering a surge capacity testing capability across the county, establishing community testing stations and supporting this with logistical and command expertise.

Royal Berkshire

Working with staff from the borough council for over eight weeks, to set up easily accessible lateral flow testing sites and then replicate in other areas of the community.

Tyne and Wear

Creating two lateral flow testing pick up sites leading to the distribution of nearly 13,000 lateral flow tests across the community.

Supporting surge testing by deploying firefighters, fire prevention and education staff to targeted postal addresses to deliver 1,300 lateral flow tests in just two days.

Vaccination

Cheshire

Providing 139 members of staff to be trained as vaccinators who have administered over 54,000 vaccinations and counting.

Cleveland

Establishing a tactical support vaccination team for the centres across Cleveland, averaging 160 hours of volunteer support a week, including working as marshals and giving vaccinations.

Cumbria

Providing non-clinical management with marshals to support the daily organisation of the vaccination centres in Kendal and Penrith, helping them to stay open 12 hours a day, 7 days a week since February 2021.

Training 14 staff to become vaccinators to administer over 8,000 vaccines since opening the Penrith Mass Vaccination Centre in March 2021 and continuing to deliver to this day.

Essex

Training 15 volunteers to become vaccinators, undertaking 50 hours of online learning, practical training and assessments, to then commit to do at least one shift a week to support the vaccination centres.

Hertfordshire

Playing a central role in opening the East of England's first COVID-19 vaccination centre in Stevenage, providing logistical support, working with contractors and turning a conference centre into a vaccination hub, the first of eight facilities to be established.

Lincolnshire

Supporting the build-up of vaccination centres across the county, moving equipment, constructing furniture, designing room layout and marking out pedestrian walkways.

Merseyside

Recruiting 200 volunteers jointly trained by St John Ambulance and the NHS to administer vaccines at different vaccination sites across Merseyside, including a vaccination bus that has travelled across low vaccine uptake areas. Staff and volunteers having drawn up/administered over 41,000 vaccinations up until the end of May 2021.

Nottinghamshire

Seconding 24 members of staff to perform vaccinator roles on a full-time basis at seven vaccination sites across the county, with staff expected to administer over 80,000 vaccines by the end of July 2021.

Shropshire

Training 69 members of staff to administer over 17,000 vaccines and counting, as well as providing marshals and logistical support across three mass vaccination centres.

Tyne and Wear

Deploying a team of staff to Newcastle Racecourse to co-ordinate the site and run the facility to vaccinate the local population, spending over 7,000 hours administering 17,000 vaccinations.

Joining Inspire South Tyneside community engagement teams over four days in June to engage with members of the community about the vaccine and understand why they were not able to or were unwilling to have the vaccine.



Cumbria Fire and Rescue Service

National Fire Chiefs Council

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NFCC
National Fire
Chiefs Council

STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

23 September 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(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)
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"> TBA
TBC September 2022 (pm)	<ul style="list-style-type: none"> TBA
TBC October/November 2022 (pm)	<ul style="list-style-type: none"> TBA
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	• TBA
Items to be scheduled when appropriate	
Proposed Operation Hub / Firearms Range	Raised at 1 February 2021 meeting
Annual Report	
MTFS updates	
Police Misconduct and Complaints Regulations 2020	Raised at the 26 October 2021 meeting – to be included in training July 2021

J Tradewell (Secretary to the Panel)
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