



## Staffordshire Police and Crime Panel

2.00 pm Tuesday, 3 July 2018  
Oak Room, County Buildings, Stafford

John Tradewell  
Secretary to the Panel  
Monday, 25 June 2018

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### A G E N D A

1. **Appointment of Chairman**
2. **Appointment of Vice-Chairman**
3. **Apologies**
4. **Declarations of Interest**
5. **Minutes of the 'Ordinary' and Confirmation Hearing meetings held on 23 April 2018** (Pages 1 - 6)
6. **Decisions published by the Police and Crime Commissioner**  
  
<http://www.staffordshire-pcc.gov.uk/decisions/>  
  
2017/18 Decision Nos 19-25 published since the last Panel meeting
7. **Questions to the PCC from Members of the Public**  
  
Members of the Public living or working within the constituent authorities have the opportunity to put questions to the PCC.  
  
Questions must have been submitted three clear working days prior to the Panel meeting. A questioner may submit up to two questions per Panel meeting. (All questions should be submitted to [julie.plant@staffordshire.gov.uk](mailto:julie.plant@staffordshire.gov.uk) or [helen.phillips@staffordshire.gov.uk](mailto:helen.phillips@staffordshire.gov.uk), alternatively you can contact either officer by telephone on 01785 276135 or 01785 276143)
8. **Staffordshire Police and Crime Panel - Implications for Panel of transfer of Fire Governance to PCC** (Pages 7 - 38)

Report and revised documentation attached.

9. **Annual Report on the Management of Complaints by/on behalf of the Panel** (Pages 39 - 40)  
Report attached.
10. **Staffordshire Police and Crime Panel - Home Office Grant 2017/18** (Pages 41 - 44)  
Report attached.
11. **OPCC Update on transfer of Governance of the Staffordshire Fire and Rescue Service** (Pages 45 - 54)  
Report and Action Plan attached.
12. **Annual Report of the Police and Crime Commissioner 2017/18** (Pages 55 - 82)  
Draft Report attached.
13. **Safer, Fairer United Communities for Staffordshire**
- a. General Update (Pages 83 - 100)
  - b. Public Confidence - Update (Pages 101 - 108)
- Reports attached.
14. **Staffordshire OPCC and Police Force Group Financial Position 2017/18** (Pages 109 - 116)  
Report attached.
15. **Questions to the PCC by Panel members**
16. **Dates of Future Meetings and Work Programme** (Pages 117 - 120)
17. **Exclusion of the Public**  
The Chairman to move:  
  
'That the public be excluded from the meeting for the following item of business which involves the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Local Government Act, 1972 indicated below'

## **PART TWO**

NIL

<b>Membership</b>	
Stephen Doyle	Tamworth BC
Ann Edgeller	Stafford Borough Council
Brian Edwards MBE	South Staffordshire District Council
Peter Jackson	Staffordshire Moorlands DC
Carl Bennett	Cannock Chase District Council
Randolph Conteh	Stoke on Trent City Council
Paul Darby (Co-Optee)	
Keith Walker (Co-Optee)	
Doug Pullen	Lichfield DC
David Williams (Chairman)	Staffordshire County Council
Jill Waring	Newcastle - under-Lyme BC
Simon Gaskin	East Staffs BC

### **Note for Members of the Press and Public**

#### **Filming of Meetings**

The Open (public) section of this meeting may be filmed for live or later broadcasting or other use, and, if you are at the meeting, you may be filmed, and are deemed to have agreed to being filmed and to the use of the recording for broadcast and/or other purposes.

#### **Recording by Press and Public**

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

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



**Minutes of the Staffordshire Police and Crime Panel Meeting held on 23 April 2018**

Present: David Williams (Chairman)

Ann Edgeller  
Carl Bennett  
Randolph Conteh  
Paul Darby (Co-Optee)

Mr K. Walker (Co-Optee)  
Doug Pullen  
Simon Gaskin

**Also in attendance:** Susan Finney (ETAP)

**Apologies:** Stephen Doyle, Brian Edwards, Peter Jackson and Jill Waring

**PART ONE**

**37. Declarations of Interest**

There were no declarations of interest on this occasion.

**38. Minutes of the meeting held on 29 January 2018**

**RESOLVED:** That the minutes of the meeting held on 29 January 2018 be confirmed and signed by the Chairman.

**39. Decisions published by the Police and Crime Commissioner**

No decisions had been published since the last Panel meeting.

**40. Questions to the PCC from Members of the Public**

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

**41. Joint Governance of Police and Fire and Rescue Services in Staffordshire**

The Police and Crime Commissioner referred to the Home Secretary's announcement on 26 March 2018 that, after consideration of the Independent (CIPFA) assessment of his Business Case, she had approved the transfer to him of Governance responsibility for the Fire and Rescue Service in Staffordshire. Under this Model the Commissioner would become the Fire Authority as a separate legal entity.

Reporting on the implementation of the decision, the Commissioner referred to the Home Office intention to have in place the necessary Statutory Instrument and two Transfer Orders (for Assets, Property and Liabilities and for Staffing) by 1 June 2018.

In preparation for the change a Project Plan had been developed the delivery of which was being overseen by a Transition Board chaired by the Commissioner. A number of work streams had been identified with Corporate Governance arrangements being a priority in readiness for 1 June. Other work streams include: Finance, Assets and Liabilities, Contracts and Human Resources.

The Commissioner referred to the joint working taking place between his Office, the Police and representatives of the Fire and Rescue Authority/Service, commenting on the positive approach being adopted by all.

For the Commissioner personally, the priority was to embark on a communication/engagement exercise with those working for the Fire and Rescue Service/Authority, to build on key reassurance messages already issued. In terms of developing collaborative working arrangements, the Chief Constable and Chief Fire Officer were leading on delivery of the opportunities identified in his Business Case and exploration of further opportunities for the future.

Referring to the transfer of Fire and Rescue Authority Assets to him, the Commissioner reported on his wish to maximise the use of Fire Station premises possibly by dual Fire and Police use. On Budgets, the Commissioner explained that each service would continue to raise it's own individual Precept and have independent accounts. There would be scope to pool funds. It was his intention to add value to both services and to maximise savings in order to enhance services, The Prevention agenda was an area where the Fire and Rescue Service was a key contributor.

In terms of the impact of the changes on the Panel, members were aware of the need to ensure that they had a level of knowledge and experience in the roles and responsibilities of the Fire and Rescue Service. To assist, The Local Government Association would be delivering training on 27 June 2018, and advice was being sought from the Essex Police, Fire and Crime Panel as the first Panel to have Fire added to their remit.

**RESOLVED:** That the report be noted and progress reports be submitted to each future Panel meeting.

## **42. Safer, Fairer, United Communities for Staffordshire**

### a) Overall Strategy - Update

The Panel received its quarterly update on the delivery of the Commissioner's Strategy. In presenting the update the Commissioner commented on the significant changes in the type of crime committed in recent years (eg Cyber Crime) and increased public confidence in reporting crime (eg. Domestic Violence). The resulting demands on policing had necessitated the major redesign of services with Forensic Services highlighted as one of the most affected areas.

The Commissioner reported his wish to focus on Early Intervention and commented on the effects of budget reductions by other agencies on cross agency working and information sharing. He was reviewing the extent to which his budgets could be used to compensate for any funding shortfalls, arguing that reduced funding by agencies to address issues such as drug and alcohol abuse was having an adverse effect on the community and resulting in Police intervention.

The Panel discussed various projects and initiatives being pursued by the Commissioner. The effectiveness of the SPACE scheme, sponsored by the OPCC, in

reducing Youth Anti Social Behaviour was highlighted with the Commissioner commenting on other, year round schemes for youth engagement which were enjoying similar success.

On Cyber Crime, the Commissioner referred to the importance of educating the public on the risks associated with the use of technology such as Social Media which made them vulnerable to crime, which, due to the global nature of the internet, was challenging to deal with.

b) Priority - Managing Offenders - Update

The Commissioner presented his update on delivery of the 'Managing Offenders' priority reporting that his recent review of the Managing Offenders Partnership had found it to be effective. He commented on the work of various community based initiatives such as those based at key football clubs in the County. Resources were being allocated to working with offenders in prisons in order to address re-offending.

An update was given on the delivery of the Managing Offenders Action Plan, the majority of which was dependent on, and proved the value of, Partnership working across agencies. It was noted that the Ministry of Justice had re-commenced publication of national crime statistics but with re-offending statistics more suitably based on a 2 year period rather than the 6 month period previously adopted.

Members questioned the current review of policing services under which officers would be based at one of three main hubs throughout the County. Concerns were expressed at the effect on response time which this apparent removal of locally based officers might have. The Commissioner explained the operational arrangements for the deployment of officers from the hubs and gave his assurances that he would monitor the effectiveness of the changes.

**RESOLVED:** That the updates on the delivery of the Safer, Fairer, United Communities Strategy be noted.

**43. Proposed formation of a National Association (LGA Special Interest Group) for Police, (Fire) and Crime Panels**

The Secretary referred to the Panel's previous interest in the formation of a National Association of Police (Fire) and Crime Panels and reported that an Association was being formally established as a Special Interest Group under the auspices of the Local Government Association.

She detailed the membership arrangements, Terms of Reference, membership cost and resourcing of the Association as agreed at a recent meeting of representatives of approximately 20 Panels. The formation of an Association had been pursued as it provided a means of information sharing, networking and joint working with other Panels and gave a united voice in discussions with other organisations including the Home Office and the National Association of Police and Crime Commissioners.

**RESOLVED:** That approval be given to the Staffordshire Panel’s membership of the National Association of Police (Fire) and Crime Panels at an initial annual subscription fee of £500. The Panel to be represented at Association meetings by it’s Chairman.

**44. Questions to the PCC by Panel members**

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

Question/Issue	Response
Is the practice of locating Mental Health Nurses in Custody Suites continuing?	Yes, Staffordshire had instigated this approach
What action is being taken to address rural crime?	Rural crime tends to be large scale and specialised in nature, requiring specific targeted actions. A Rural Watch scheme is being developed by PCSOs in the Staffordshire Moorlands area. The size of the geographical area involved posed challenges for policing.

**45. Dates of Future Meetings and Work Programme**

The Secretary submitted details of the work programme for future Panel meetings and it was noted that the impending transfer to the Commissioner of Governance responsibility for Fire and Rescue Services in Staffordshire would widen the remit and workload of the Panel.

**RESOLVED:** That the current work programme and need to review its content in the near future be noted.

**Chairman**

## **Minutes of the Staffordshire Police and Crime Panel Meeting held on 23 April 2018**

Present: David Williams (Chairman)

Ann Edgeller  
Carl Bennett  
Randolph Conteh  
Paul Darby (Co-Optee)

Mr K. Walker (Co-Optee)  
Doug Pullen  
Simon Gaskin

**Also in attendance:** Susan Finney (ETAP)

**Apologies:** Stephen Doyle, Brian Edwards, Peter Jackson and Jill Waring

### **PART ONE**

#### **46. Declarations of Interest**

There were no declarations of interest on this occasion.

#### **47. Consideration of the Proposed Appointment to the post of Interim Chief Finance Officer in the Office of the Police and Crime Commissioner**

As required under Schedule 1 of the Police Reform and Social Responsibility the Panel held a Confirmation Hearing for the proposed appointment of an Interim Chief Finance Officer in the Office of the Police and Crime Commissioner.

The Panel was being asked to consider the Commissioners proposal to appoint Ms Jane Heppel as Interim CFO with the Commissioner explaining. . his wish to make the appointment on an Interim basis given that the Police and Fire and Rescue Services were in a transition stage with ultimate requirements in terms of Financial leadership to be defined.

The Commissioner summarised the skills, qualities and experience that made Jane Heppel a suitable candidate for the role. In turn, Jane Heppel answered Members' questions on her employment history, professional qualifications and negotiating skills, for example when dealing with colleagues' aspirations for service development when resources were limited.

#### **48. Exclusion of the Public**

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

#### **49. Panel decision on the proposed appointment to the post of Interim Chief Finance Officer for Staffordshire (exemption paragraph 1)**

The Panel discussed the information given by the Commissioner and by Ms Heppel. Particular comments were made on the frequency of appointments to the Chief Finance Officer post in the Office of the Police and Crime Commissioner.

**RESOLVED:** That the Police and Crime Commissioner be advised that this Panel recommends that he proceeds with the appointment of Ms Jane Heppel as Interim Chief Finance Officer ; the Chairman to pursue with the Commissioner the Panel's concerns at the frequency of appointments to this post.

**Chairman**

**Report of the Secretary to the  
Staffordshire Police and Crime Panel  
Monday 3 July 2018**

**Transfer of Governance of Staffordshire Fire and Rescue Services to the  
Police and Crime Commissioner**

**1. Recommendation:**

1.1 That the Panel note the information contained in this report and approves and adopts the revised Terms of Reference and Procedure Rules for the Staffordshire Police, Fire and Crime Panel to be operative from 1 August 2018.

**2. Background**

2.1 The Police, Fire and Crime Commissioner for Staffordshire (Fire and Rescue Authority) Order 2018 comes into effect on 1 August 2018 transferring Governance responsibility for the Fire and Rescue Services in Staffordshire to the Police and Crime Commissioner. Under the Order the Commissioner takes the legal identity of Fire and Rescue Authority and his title is amended to 'Police, Fire and Crime Commissioner for Staffordshire' As a consequence the Panel's remit is extended and it becomes the Staffordshire Police, Fire and Crime Panel.

2.2 In April 2018 I issued a briefing note to Panel members on progress of the Commissioner's Business Case for Joint Governance of Fire and Police Services in Staffordshire and setting out the implications for the Panel and it's workload of the Commissioners (now approved) new responsibilities. Extracts of the latter elements of that Briefing note are shown as Appendix 2 to this report.

2.3 Discussions have been held with your Chairman on matters raised in the Briefing note, most specifically – the need for the Panel to include 'Fire expertise' amongst its membership and the anticipated workload for the Panel and /frequency and number of meetings.

2.4 By the time this Panel meets the majority of members (and their Substitutes) will have attended a Local Government Association training event on the role and responsibilities of Fire and Rescue Authorities. In addition members will shortly be invited to attend a 'refresher ' Scrutiny training event which will be designed to include reference to new Fire scrutiny responsibilities. Given these measures your Chairman has agreed that, at this point, no changes or additions be made to the Panel's membership to provide 'fire expertise' as existing members will be developing their own level of knowledge and understanding of the service area. This position can be reviewed at a later date if deemed necessary.

2.5 With regard to the workload of the Panel and number/frequency of meetings, whilst acknowledging that initially there may be additional calls on members' time (eg for confirmation hearings), your Chairman considers that any longer term changes to Panel arrangements should be deferred until the full impact of the workload can be assessed. This view is partly based on his personal conversations with representatives of the Essex Police, Fire and Crime Panel (The only other Panel to have Fire scrutiny responsibility).

2.6 The main changes which the Panel needs to have in place in readiness for the 1 August 2018 'go live' date are to its Terms of Reference and Procedure Rules. Revised/updated draft versions of both documents are attached for approval and adoption by the Panel. Members will see that in the Terms of Reference the 2 areas of responsibility (Police and Fire) are kept as distinctive sections. Your Chairman has agreed to this approach also being adopted for the format of Panel Agendas for the foreseeable future to help members distinguish and focus on the individual services.

## **Appendix 1**

### **1.0. Equalities Implications**

1.1 None

### **2.0. Legal Implications**

2.1 The report addresses the implications for the Panel of The Police, Fire and Crime Commissioner for Staffordshire (Fire and Rescue Authority) Order 2018 and the Policing and Crime Act 2017.

### **3.0 Resource and Value for Money Implications**

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

### **4.0 Risk Implications**

4.1. Failure to address new legislative provisions/requirements on the Panel would result in the risk of challenge to the governance arrangements of, and decisions made by, the Panel.

Report Author:

Author's name: Julie Plant  
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**EXTRACT OF BRIEFING NOTE TO PCP MEMBERS (APRIL 2018)**

**EFFECT OF TRANSFER OF GOVERNANCE RESPONSIBILITY FOR STAFFORDSHIRE FIRE AND RESCUE SERVICES TO THE STAFFORDSHIRE POLICE AND CRIME COMMISSIONER**

**CHANGES FOR THE PCC**

The PCC effectively becomes the Fire and Rescue Authority and will be known as the Police, Fire and Crime Commissioner for Staffordshire (PFCC). The post will have 2 separate legal identities – as the Police and Crime Commissioner and as the Fire and Rescue Authority.

**Responsibility for personnel** - The 2 services continue to operate independently of each other. The Chief Constable remains operationally responsible for policing services and continues to be the employer of police staff. The PFCC will be the employer of all Fire and Rescue Service staff (as the FRA is currently) . The Commissioner is required to appoint a Chief Finance Officer and a Chief Fire Officer. In addition the PFCC will require a Head of Paid Service and a Monitoring Officer in connection with his Fire and Rescue Authority role. These posts can be shared with those for the Police and Crime role.

**Financial** -Each service will continue to have its own Precept, separate funding streams from central government and separate budgets. The revenue streams for each service can only be used for delivering their respective functions. Provision exists to allow the pooling of funds for collaborative projects

**National requirements** – the current Fire and Rescue Authority is required to 'have regard to' a Fire and Rescue National Framework. Whilst adherence to that Framework is not compulsory, there has to be a compelling case to justify departure from its requirements.

The Framework includes the requirement to prepare a **Strategic Fire and Rescue Plan**. The PFCC will be required to produce that Plan and in doing so have regard to the previous Plan. This is in addition to his Police and Crime Plan. There is an option to produce a joint police and crime and fire and rescue plan which must include the PFCCs priorities for the Fire and Rescue Service but does not have to take account of the previous Fire and Rescue Plan.

An annual **Statement of Assurance** is required under the Framework. The Statement is required to provide assurance (to government, members of the public and other stakeholders) on financial, governance and operational matters.

An **Integrated Risk Management Plan** has to be published by a Fire and Rescue Authority. In drawing up that Plan the Authority has to balance service delivery interventions across the three disciplines of Prevention, Protection and Response. Any proposed material change in any of these three elements requires public consultation and consideration of the outcome of that exercise before a decision is made.

## **IMPLICATIONS FOR PCP**

### ***Membership***

The PCP will become the Police, Fire and Crime Panel for Staffordshire.

The Panel currently has 10 elected member representatives (one per member local authority) and the statutorily required 2 Lay/Co-opted members.

To enable it to fulfil its role in relation to Fire and Rescue Services the Panel is required to ensure that amongst its members it has skills, expertise and knowledge of the Fire and Rescue function. If such skills cannot be secured amongst its current membership number there is the option to seek Home Office approval to the creation of further co-optee seat(s).

### ***Training***

On 27 June 2018 the Local Government Association will hold a training session here in Stafford for Panel members on key Fire and Rescue Authority responsibilities and the role of the Panel. It is expected that representatives of West Mercia Police and Crime Panel will be attending the event as their PCC's Business Case was approved at the same time as the Staffordshire case.

### ***Additional role/responsibilities***

Legislation essentially provides for the Panel to mirror its existing Police and Crime function review and scrutiny arrangements for the Fire and Rescue Service.

Specific detailed requirements are:

- To review the draft (or draft variation) of the Fire and Rescue Plan, and submit a report/recommendations to the Commissioner
- Hold a Public Meeting to review and make a report/recommendations on the annual Statement of Assurance
- Hold Confirmation Hearings for key appointments including the Chief Finance Officer and the Chief Fire Officer – The Panel has the power of veto in relation to both of these appointments.
- Scrutinise and report/make recommendations on the proposed Fire Precept – again the Panel will have the power of veto over the Precept

- Deal with non-serious complaints about the conduct of the Police, Fire and Crime Commissioner and/or his Deputy.

### ***Complaints***

The Panel has an agreed process for the handling of complaints about the conduct of the Commissioner and/or his Deputy – this essentially delegates the handling of complaints to the Secretary to the Panel with member involvement when a formal report is deemed appropriate. Complainants who are dissatisfied with the handling of their complaint are able to refer the matter to the Local Government Ombudsman. This provision to refer to the Ombudsman also exists in relation to complaints about the Fire and Rescue Authority.

### ***Number/Frequency of Meetings***

The Panel is required to meet on at least 4 occasions each year. Members will need to consider whether they wish to hold, separate meetings to consider Fire and Rescue Service matters or divide agendas into separate sections for Police/Crime and Fire/Rescue reports.

It is anticipated that, initially, a number of meetings will be needed as the Commissioner develops his role and makes key appointments. The longer term impact on the workload of the Panel is difficult to predict at this stage

### ***Funding***

The Home Office currently grant funds the Panel. For 2017/18 total funding of £64,340 was allocated (£53,300 for running costs and £11,040 for payment to members). The Home Office is reported to be considering requests for increased funding to cover the additional workload/responsibilities of the Panel..

### ***Officer Support***

Until the Panels workload develops it is difficult to quantify the additional support which the Panel might need. For the immediate future Staffordshire County Council is happy to continue as the Host Authority providing secretarial support and assistance from other disciplines (eg Finance) as required.

### ***Terms of Reference***

Revisions to the Panels Terms of Reference are needed in order to reflect the extended remit..



**STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL**

MEMBERSHIP AND TERMS OF REFERENCE

Established under the provisions of Section 28 of the Police Reform and Social Responsibility Act 2011

Amended in accordance with the provisions of Schedule 1 of the Policing and Crime Act 2017

Constituted in accordance with Section 102 of the Local Government Act 1972

**Host Authority**

Staffordshire County Council

**Membership**

10 council members, together with 2 lay co-opted members. The Panel may appoint up to an additional 8 co-opted members. These may or may not be council members. The Panel will only exercise its powers to appoint additional co-opted members with the agreement of the 10 constituent local authorities, and the appointment of each additional co-optee must be approved by all 10 constituent local authorities to be effective.

***Council members(10):***

Councillors to be appointed as follows:

Authority	Core members
Staffordshire County Council	1
Stoke-on-Trent City Council	1
Cannock Chase District Council	1
East Staffs District Council	1
Lichfield District Council	1
Newcastle under Lyme Borough Council	1
Stafford Borough Council	1
Staffordshire Moorlands District Council	1
South Staffs District Council	1
Tamworth Borough Council	1
<b>TOTAL</b>	<b>10</b>

Appointments shall be made on an annual basis

The appointment of **core council members** shall be the responsibility of the individual Authority on the basis of political control of that Authority.

In the event of a council member resigning or otherwise ceasing to be eligible to serve on the Panel, the appointment of a replacement shall be the responsibility of the Authority concerned and will be taken from the same political group (or controlling group) as the member being replaced.

***Lay Co-opted members*** (a minimum of 2 shall be appointed – in accordance with the statutory requirement)

### ***Appointment of Co-optees***

Appointments shall be made by the Panel for a 4 year term of office and shall be made on the basis of skills, knowledge and experience.

### ***Resignation of co-optees***

A co-opted member may resign from the Panel by giving written notice to the Secretary at any time

### ***Removal of co-optees***

The Panel may decide to terminate the appointment of a co-opted member if at least two-thirds of the members of the Panel present at the meeting where the decision is being made vote in favour to do so for any of the reasons listed below:

- 1) If the co-optee has not attended three consecutive meetings of the Panel
- 2) If the co-optee has been found to have acted in breach of the Code of Conduct or has acted in such a way as to bring the Panel into disrepute
- 3) If the co-optee is deemed to be incapacitated by illness or is otherwise unable or unfit to discharge his/her functions as a co-opted member of the Panel.

### ***Re-appointment of co-optees***

Co-optees are eligible for re-appointment for one further term of four years if at least two-thirds of the members of the Panel present at the meeting where the decision is being made vote in favour

### ***Appointment of additional Co-optees***

Subject to approval by the Home Office, additional co-optee(s) may be appointed to provide the skills, knowledge and expertise required to enable to Panel to fulfil its role in relation to the Fire and Rescue Service.

### ***Eligibility to be a Co-opted Member***

The following shall not be eligible to be co-opted members of the Panel:

- A member of staff of the Police, Fire and Crime Commissioner for Staffordshire
- A member of the civilian staff of the Staffordshire Police Force
- A member of Parliament, the National Assembly of Wales, the Scottish Parliament or the European Parliament

Where the Panel has two co-opted members, a member of a constituent local authority may not be a co-opted member.

Where the Panel wishes to appoint three or more co-opted members, a member of a constituent local authority may be a co-opted member provided that two co-opted members are not members of constituent local authorities

## **TERMS OF REFERENCE**

### **Police and Crime Matters**

1. To review and make a report or recommendation to the Police, Fire and Crime Commissioner on the draft police and crime plan, or draft variation, given to the Panel by the Police, Fire and Crime Commissioner.
2. To make comments and question the Police, Fire and Crime Commissioner on the contents of the Commissioners Annual Report at a public meeting to be held as soon as possible after the publication of that report.
3. To hold a confirmation hearing and review, make a report, and recommendation (as necessary) in respect of proposed senior appointments (ie Chief Executive, Chief Finance Officer and Deputy Police, Fire and Crime Commissioner) made by the Police, Fire and Crime Commissioner;
4. To review, and make a report to the Police, Fire and Crime Commissioner on the proposed appointment of the Chief Constable; the Panel to have the power, on a two thirds majority of the persons who are members of the Panel at the time when the decision is made, to veto the appointment where considered appropriate.
5. To receive any notification from the Police, Fire and Crime Commissioner of a decision by him to suspend the Chief Constable
6. To review and make a report and recommendation to the Police, Fire and Crime Commissioner on any proposal to call for the resignation or retirement of the Chief Constable
7. To review and make a report and recommendation to the Police, Fire and Crime Commissioner (as necessary) on the proposed Police precept; the Panel to have the power, on a two thirds majority of the persons who are members of the Panel at the time when the decision is made<sup>1</sup>, to veto the precept where considered appropriate.
8. To review or scrutinise decisions made, or other action taken, by the Police, Fire and Crime Commissioner in connection with the discharge of the Commissioner's functions, including holding the Chief Constable to account, setting the police precept and budget, appointing (and removing) the Chief Constable and publishing a Police and Crime Plan setting out the strategic policing objectives.
9. To ensure that, when formulating the Police and Crime Plan, the Police, Fire and Crime Commissioner gives due regard to the priorities of local Community Safety Partnerships and the residents they serve.

## **Fire and Rescue Matters**

10. To review and make a report or recommendation to the Police, Fire and Crime Commissioner on the draft Fire and Rescue Plan, or draft variation, given to the Panel by the Police, Fire and Crime Commissioner

11. To hold a public meeting to question the Police, Fire and Crime Commissioner on the Fire and Rescue Statement (of Assurance), review the Statement and make a report or recommendations on the Statement to the Police, Fire and Crime Commissioner

12. To hold a Confirmation Hearing and review, make a report, and recommendation (as necessary) in respect of a proposed appointment by the Police, Fire and Crime Commissioner to the post of Chief Finance Officer.

13. To hold a Confirmation Hearing to review, and make an report to the Police, Fire and Crime Commissioner on the proposed appointment of a Chief Fire Officer; the Panel to have the power, on a two-thirds majority of the persons who are members of the Panel at the time when the decision is made, to veto the appointment where considered appropriate.

14. To receive any notification from the Police, Fire and Crime Commissioner of a decision by him to suspend the Chief Fire Officer

15. To review and make a report and recommendation to the Police, Fire and Crime Commissioner on any proposal to dismiss the Chief Fire Officer

16. To review and make a report and recommendation to the Police, Fire and Crime Commissioner (as necessary) on the proposed Fire Precept; the Panel to have the power, on a two-thirds majority of members of the Panel at the time when the decision is made, to veto the Precept where considered appropriate.

## **General**

1. To make reports or recommendations to the Police, Fire and Crime Commissioner with respect to the discharge of the Commissioner's functions.

2. To support the effective exercise of the functions of the Police, Fire and Crime Commissioner.

3. To deal with non-serious complaints against the Police, Fire and Crime Commissioner and/or the Deputy Police, Fire and Crime Commissioner, in relation to their conduct; more serious matters relating to Police and Crime to be passed to the IOPC (Independent Office for Police Complaints)

4. To appoint an Acting Police, Fire and Crime Commissioner if necessary.

5. If considered appropriate, to suspend the Police, Fire and Crime Commissioner if it appears to the Panel that the Commissioner has been charged in the United Kingdom or Isle of Man with an offence which carries a maximum term of imprisonment exceeding two years.

(Final Draft as at 03 07 2018)

## STAFFORDSHIRE POLICE, FIRE AND CRIME PANEL

### PROCEDURE RULES

#### 1 CHAIRMAN OF THE POLICE, FIRE AND CRIME PANEL

1.1 The chairman of the Police, Fire and Crime Panel will be appointed at the first meeting in each municipal year and will be drawn from amongst the members of the Panel.

1.2 The vice-chairman will be appointed at the first meeting in each municipal year and will be drawn from amongst the members of the Panel.

1.3 In the event of the resignation of the chairman or removal of chairman, a new chairman will be appointed at the next meeting and will be drawn from amongst the members of the Panel.

1.4 The panel will elect a person to preside at a meeting if the Chairman and Vice Chairman are not present.

#### 2 MEETINGS OF THE POLICE, FIRE AND CRIME PANEL

2.1 There shall be a minimum of four ordinary meetings of the Police, Fire and Crime Panel held in public in each municipal year to carry out the special functions of the Panel.

2.2 Extraordinary meetings may be called from time to time to carry out 'special functions' which cannot be accommodated in the agendas for Ordinary meetings.

2.3 An Extraordinary meeting may be called by:

- the chairman or
- four members of the panel or
- The Monitoring Officer to the Panel

2.4 Ordinary meetings will take place on dates and times decided by the Panel.

2.5 Ordinary meetings of the Panel will:

- (i) receive any declarations of interest from members
- (ii) approve the minutes of the last meeting
- (iii) consider reports from officers and Panel members

2.6 The Host Authority shall give at least 5 clear working days notice of any meeting by posting details of the meeting at the County Buildings, Stafford (the designated office) and on the websites of each constituent Authority.

### **3 QUORUM**

A meeting of the Police, Fire and Crime Panel cannot take place unless one third of the whole number of its members is present.

### **4 WORK PROGRAMME**

4.1 The Police, Fire and Crime Panel will be responsible for setting its own work programme taking into account the priorities defined by the Police, Fire and Crime Commissioner. In setting the work programme the Police, Fire and Crime Panel will also take into account the wishes of its members.

4.2 The work programme must include the 'special functions' described in the terms of reference for the Panel.

### **5 AGENDA ITEMS**

Any member of the Police, Fire and Crime Panel shall be entitled to give notice to the Secretary to the Panel that he or she wishes an item relevant to the functions of the Panel to be included on the agenda for the next available Ordinary meeting.

### **6 REPORTS FROM POLICE, FIRE AND CRIME PANEL**

6.1 Where the Police, Fire and Crime Panel makes a report to the Police, Fire and Crime Commissioner, it may publish the report or recommendations.

6.2 The Police, Fire and Crime Panel must by notice in writing require the Police, Fire and Crime Commissioner, as appropriate, within one month of the date on which it receives the report or recommendations to:

- a) Consider the report or recommendations.
- b) Respond to the Police, Fire and Crime Panel indicating what (if any) action the Police, Fire and Crime Commissioner proposes to take.
- c) Where the Police, Fire and Crime Panel has published the report or recommendations, publish the response.
- d) Where the Police, Fire and Crime Panel has provided a copy of the report or recommendations to a member, provide a copy of the response to the member.

6.3 The publication of reports or recommendations is subject to the exclusion of any exempt or confidential information as defined in the rules on access to information in the Local Government Act 1972 (as amended).

6.4 If the Police, Fire and Crime Panel cannot unanimously agree on one single final report to the Police, Fire and Crime Commissioner then one

separate report, supported by a minimum of 2 members of the Panel, may be prepared and submitted for consideration along with the majority report.

## **7 POLICE, FIRE AND CRIME COMMISSIONER AND OFFICERS GIVING ACCOUNT**

7.1 The Police, Fire and Crime Panel may scrutinise and review decisions made or actions taken in connection with the Police, Fire and Crime Commissioner's role. As well as reviewing documentation, in fulfilling its scrutiny role it may require the Police, Fire and Crime Commissioner to attend before the Panel, (at reasonable notice) to answer any questions which appear to the Panel to be necessary in order to carry out its functions.

7.2 Where the Police, Fire and Crime Commissioner, is required to attend the Panel under this provision the chairman will inform them in writing giving, where practical, 15 days notice of the meeting. The notice will state the nature of the item on which he or she is required to attend to give account and whether any papers are required for production for the Panel. Where it is necessary to produce a report, sufficient time will be given to allow preparation of that report.

7.3 Where, in exceptional circumstances, the Police, Fire and Crime Commissioner is unable to attend on the required date, then an alternative date for attendance may be arranged following consultation with the chairman of the Panel.

7.4 If the Police, Fire and Crime Panel require the Police, Fire and Crime Commissioner to attend before the panel, the panel may (at reasonable notice) request the Chief Constable, the Chief Fire Officer or other members of the Commissioner's staff to attend before the Panel on the same occasion to answer any questions which appears to the Panel to be necessary in order for it to carry out its functions.

## **8 ATTENDANCE BY OTHERS**

The Police, Fire and Crime Panel may invite people other than those referred to above to address it, discuss issues of local concern and/or answer questions. It may, for example, wish to hear from residents, stakeholders, councillors who are not members of the Panel and officers in other parts of the public sector and may invite such people to attend.

## **9 SUB-COMMITTEES AND TASK GROUPS**

9.1 Time limited task groups may be established from time to time by the Police, Fire and Crime Panel to undertake specific task-based work.

9.2 The special functions of the Police, Fire and Crime Panel may not be discharged by a sub-committee of the Panel or a task group.

9.3 In this paragraph 'special functions' means the functions conferred on a Police, Fire and Crime Panel by:

- a) Section 28(3) of Police Reform and Social Responsibility Act (scrutiny of Police and Crime Plan).
- b) Section 28 (4) of Police Reform and Social Responsibility Act (scrutiny of Annual Report)
- c) Paragraphs 10 and 11 of Schedule 1 of Police Reform and Social Responsibility Act (review of senior appointments).
- d) Schedule 5 of Police Reform and Social Responsibility Act (Scrutiny of Precept (Police and Crime function))
- e) Part 1 of Schedule 8 of Police Reform and Social Responsibility Act (scrutiny of appointment of the Chief Constable).
- f) Part 2 of Schedule 8 of the Police Reform and Social Responsibility Act (suspension and removal of Chief Constable)
- g) Schedule 1/A1 Section 3 of the Policing and Crime Act 2017 (scrutiny of Fire and Rescue Plan)
- h) Schedule 1/A1 Section 5 of the Policing and Crime 2017 (scrutiny of the Fire and Rescue Statement)
- i) Schedule 1/A1 Section 11 of the Policing and Crime Act 2017 (review of appointment of Chief Finance Officer (Fire and Rescue Function))
- j) The Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017 (Appointment and Dismissal of Chief Fire Officer)
- k) Schedule 1/A1 Section 12 of the Policing Act 2017 (Fire and Rescue function))

9.4 The work undertaken by a sub-committee or task group will be scoped and defined beforehand, together with the timeframe within which the work is to be completed and the reporting time for the outcome of the work.

## **10 CARRYING OUT 'SPECIAL FUNCTIONS'**

Reports and recommendations made in relation to the functions outlined in the terms of reference will be carried out in accordance with the procedure outlined at (6).

### **10.1 Senior appointments**

10.1.1 The panel has powers to review the Police, Fire and Crime Commissioner's proposed appointments of Chief Constable, Chief Executive,

Chief Finance Officer (Police and Crime function), Deputy Police, Fire and Crime Commissioner, Chief Finance Officer (Fire and Rescue function) and Chief Fire Officer. The panel is required to hold public confirmation hearings for these posts.

10.1.2 The procedure followed by the Panel for the appointments listed at 10.1.1 above will be in accordance with Process Note 1 attached.

## **10.2 Appointment of an Acting Police, Fire and Crime Commissioner**

10.2.1 The Police, Fire and Crime Panel must appoint a person to act as Police, Fire and Crime Commissioner if:

- a) no person holds the office of Police, Fire and Crime Commissioner
- b) the Police, Fire and Crime Commissioner is incapacitated, or
- c) the Police, Fire and Crime Commissioner is suspended.

10.2.2 The Police, Fire and Crime Panel may appoint a person as acting commissioner only if the person is a member of the Police, Fire and Crime Commissioner's staff at the time of the appointment.

10.2.3 In appointing a person as acting commissioner in a case where the Police, Fire and Crime Commissioner is incapacitated, the Police, Fire and Crime Panel must have regard to any representations made by the Commissioner in relation to the appointment.

10.2.4 The appointment of an acting commissioner ceases to have effect upon the occurrence of the earliest of these events:

- a) the election of a person as Police, Fire and Crime Commissioner;
- b) the termination by the Police, Fire and Crime Panel, or by the acting commissioner, of the appointment of the acting commissioner;
- c) in a case where the acting commissioner is appointed because the Police, Fire and Crime Commissioner is incapacitated, the commissioner ceasing to be incapacitated, or in a case where the acting commissioner is appointed because the Police, Fire and Crime Commissioner is suspended, the Commissioner ceasing to be suspended.

## **10.3 Suspension of Chief Constable or Chief Fire Officer**

10.3.1 The Panel is required to be notified by the Police, Fire and Crime Commissioner if he/she decides to suspend the Chief Constable or the Chief Fire Officer

#### **10.4 Police, Fire and Crime Commissioner – Call for Resignation or Retirement of the Chief Constable**

10.4.1 The Police, Fire and Crime Panel must meet, in private, to review and make recommendations on any proposal by the Police, Fire and Crime Commissioner to call for the resignation or retirement of the Chief Constable. The Procedure followed will be in accordance with Process Note 3 attached.

#### **10.5 Police, Fire and Crime Commissioner – Proposal to dismiss the Chief Fire Officer**

10.5.1 The Police, Fire and Crime Panel must meet, in private, to review and make recommendations on any proposal by the Police, Fire and Crime Commissioner to dismiss the Chief Fire Officer. The Procedure followed will be in accordance with Process Note 4 attached.

#### **10.6 Proposed Precept**

10.6.1 The Police, Fire and Crime Panel is required to consider the Proposed Precepts for both the Police and Crime function and the Fire and Rescue function. The procedure followed by the Panel will be in accordance with Process Note 2 attached.

#### **10.7 Complaints**

10.7.1 Criminal and non-criminal complaints in relation to the Police, Fire and Crime Commissioner or other office holders should be dealt with and/or delegated in accordance with the 2011 Act and the [Elected Local Policing Bodies \(Complaints and Misconduct\) Regulations 2012](#) (as updated in Schedule 1 of The Fire and Rescue Authority (Police and Crime Commissioner) (Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017) [local arrangements are detailed in the Panel's agreed procedure]<sup>1</sup>

#### **10.8 Suspension of the Police, Fire and Crime Commissioner**

10.8.1 A Police, Fire and Crime Panel may suspend the Police, Fire and Crime Commissioner if it appears to the Panel that:

- a) the Commissioner has been charged in the United Kingdom, the Channel Islands or the Isle of Man with an offence, and
- b) the offence is one which carries a maximum term of imprisonment exceeding two years.

10.8.2 The suspension of the Police, Fire and Crime Commissioner ceases to have effect upon the occurrence of the earliest of these events:

- a) the charge being dropped
- b) the Police, Fire and Crime Commissioner being acquitted of the offence
- c) the Police, Fire and Crime Commissioner being convicted of the offence but not being disqualified under Section 66 of the Police Reform and Social Responsibility Act by virtue of the conviction, or
- d) the termination of the suspension by the Police, Fire and Crime Panel.

10.8.3 In this section references to an offence which carries a maximum term of imprisonment exceeding two years are references to:

- a) an offence which carries such a maximum term in the case of a person who has attained the age of 18 years, or
- b) an offence for which, in the case of such a person, the sentence is fixed by law as life imprisonment.

## **11.Procedure at Meetings**

### **11.1 Quorum not present**

If the quorum of one third of the members is not achieved prior to the start of a meeting the meeting will be cancelled by the Chairman and re-arranged for a date/time to be notified to all members

Where the meeting has started, and the number of Members present reduces to less than the one third required for a quorum the Chairman will adjourn the meeting indicating the date and/or time on which the Panel will resume. Where the Chairman does not give a date and/or time for a resumption, all business not completed will be considered at the next Ordinary meeting.

### **11.2 Minutes of the previous meeting**

The minutes of the previous meeting will be circulated with the agenda. There will be no motions or discussion on the Minutes, except on their accuracy, and any question of their accuracy will be raised by motion. If there are no questions, or once any questions have been dealt with, the Chairman will sign the Minutes.

### **11.3 Rules of Debate**

During the debate on a report, Members may speak on any particular aspect of the report, whether or not they move anything in relation to it, and their remarks will be confined to the subject matter of the report in question.

No motion or amendment will be discussed unless it has been proposed and seconded.

When seconding a motion or amendment a Member may, if they then declare their intention to do so, reserve their right to speak until a later period of the debate.

Members will confine their speeches to the question under discussion or to a personal explanation or a point of order. No Member may question another Members motives or use offensive expressions to any Member or Officer.

The proposer of a motion or amendment will have a right of reply immediately before it is put to the vote. A Member exercising a right of reply will not introduce any new matters.

All amendments must be moved and seconded and no second or following amendment can be moved until the previous amendment has been dealt with. Any number of amendments may be proposed and the Chairman may allow discussion (but not voting) on a number of amendments if deemed appropriate.

If an amendment is lost, another amendment may be moved on the original motion. If the amendment is carried, the motion as amended will become the motion upon which any further amendment may be moved.

An amendment or other motion may be amended or withdrawn by the proposer with the consent of the seconder.

A Member who has not spoken on the motion under discussion, may, at the conclusion of another Member's speech, move without comment:

- "That the question be put",
- "That the debate be adjourned",
- "That the meeting proceed to the next business", or
- "That the meeting be adjourned".

If such a motion is seconded the Chairman will, if in his opinion the question before the meeting has been sufficiently discussed, put the motion to the vote. If it is carried then the meeting will proceed to the next business or the meeting will stand adjourned as the case may be.

#### **11. 4 Voting**

Voting will, in the first instance be determined by voice 'yes' or 'no', but the Chairman may and, if the decision is challenged must, take a show of hands.

A named vote will be taken (ie the names for and against the motion or amendment will be recorded in the Minutes) if requested by 5 members present at a meeting. The Secretary will call the name of each Member present who will then vote 'yes' or 'no'. There is no requirement for Members to participate in named votes and they can abstain.

Regardless of whether a named vote is taken, any member may request that their vote, or abstention from voting, be recorded in the minutes.

### **11.5 Chairman's second/casting vote**

Where there are equal votes cast for a motion or amendment the Chairman or the person presiding may exercise a second or casting vote.

### **11.6 Reconsideration of previous decisions**

No motion or amendment may be proposed which would bring about the reconsideration of a decision made by the Panel in the previous 6 months unless such motion or amendment is prompted and evidenced by new significant information not previously known to the panel.

### **11.7 Cancellation of meetings**

The Secretary is authorised to cancel a meeting either prior to or following the issue of an agenda if it is considered expedient to do so. Before exercising this authority, the Secretary will consult with the Chairman, or in his/her absence, the Vice-Chairman. Any outstanding business will be held over to the next scheduled meeting or on a date to be arranged

### **11.8 Rules to apply to Sub-Committees/Task Groups**

Apart from the requirements for a quorum, this section (Section 11) shall apply to proceedings at meetings of sub-committees and Task Groups except section. The quorum for a sub-committee or Task Group shall be 2.

## **12. Public participation**

### **12.1 Scope**

These rules apply to all formally convened meetings of the Panel, Sub-Committees and Task Groups.

Responsibility for the application of these rules shall rest with the Host Authority

The application of these rules shall not be in conflict with other legislative requirements eg The General Data Protection Regulations 2018, The Data Protection Act 1998 and the Freedom of Information Act 2000.

### **12.2 Summary of Public's Rights**

A written summary of the public's rights to attend meetings and to inspect and copy documents will be kept at, and available to the public, at the County Buildings, Stafford (the designated office) and posted on the Host Authority's website

### **12.3 Right to attend**

Members of the public may attend all meetings subject only to the exceptions in these rules.

### **12.4 Questions from the Public**

12.4.1 The Agenda for Ordinary meetings of the Panel shall include the opportunity for members of the public to ask questions of the Panel members on issues under the purview of the Panel.

12.4.2 Anyone living or working within the area of the constituent authorities will be entitled to ask questions

12.4.3 A questioner can submit up to 2 questions per Panel either in their own right or on behalf of one organisation.

12.4.4 Notice of questions must be received by the Host Authority no later than 15 clear working days before the Ordinary Panel meeting is held.

12.4.5 Questions may not:

- Require the disclosure of exempt or confidential information
- Repeat a question asked at a Panel meeting in the previous 6 months
- Be defamatory, frivolous or offensive

12.4.6 In circumstances where a questioner is unable to attend personally or be represented at the Panel meeting at which his/her question is to be considered, the answer will be presented to the Panel and forwarded in writing to the questioner.

### **12.5 Availability of Information**

The Host Authority will make copies of the agenda and reports open to the public available for inspection at the County Buildings, Stafford (the designated office) and available to constituent authorities for posting on their websites, at least five clear working days before the meeting. If an item is added to the agenda later, the revised agenda will be open to inspection from the time the item was added. Any reports completed after the agenda has been dispatched will be made available to the public as soon as it is supplied to members.

### **12.6 Supply of copies**

- The Host Authority will supply copies of:
- Any agenda and reports which are open to public inspection.
- Any further statements or particulars necessary to indicate the nature of the items in the agenda; and

- If the Secretary thinks fit, copies of any other documents supplied to members in connection with an item

to any person on payment of a charge for postage and any other reasonable costs.

### **12.7 Access to Agendas and Minutes**

The Panel will, for six years after a meeting, make available copies of the following:-

- The minutes of the meeting (or records of decisions taken, together with reasons except those minutes of proceedings which were not open to the public or which disclose exempt or confidential information;
- The agenda for the meeting; and
- The reports relating to items when the meeting was open to the public.

### **12.8 Background papers**

12.8.1 Every report shall include a list of those documents (called background papers) relating to the subject matter of the report which:

- Disclose any facts or matters on which the report or an important part of the report is based; and
- Which have been relied on to a material extent in preparing the report but does not include published works or those which disclose exempt or confidential information (as defined in paragraph 12.9 below)

12.8.2 The Panel will make available for public inspection for four years after the date of the meeting one copy of each of the documents on the list of background papers.

### **12.9 Exclusion of Access by the Public to Meetings**

#### **12.9.1 Confidential information – requirement to exclude public**

The public must be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that confidential information would be disclosed.

Meaning of confidential information

- a) information furnished to the Panel by a Government department upon terms (however expressed) which forbid the disclosure of the information to the public; and
- b) information the disclosure of which to the public is prohibited by or under any enactment or by the order of a court.

#### **12.9.2 Exempt information – discretion to exclude public**

The public may be excluded from meetings whenever it is likely in view of the nature of the business to be transacted or the nature of the proceedings that exempt information (as defined by Section 100I (1) of the Local Government Act 1972, and by Schedule 12A to that Act. (as amended)) would be disclosed.

Where the meeting will determine any person's civil rights or obligations, or adversely affect their possessions, Article 6 of the Human Rights Act 1998 establishes a presumption that the meeting will be held in public unless a private hearing is necessary for one of the reasons specified in Article 6.

#### **12.10 Exclusion of Access by the Public to Reports**

If the Secretary thinks fit, the Panel may exclude access by the public to reports which in his or her opinion relate to items during which, in accordance with the section above, the meeting is likely not to be open to the public. Such reports will be marked "Not for publication" together with the category of information likely to be disclosed.

#### **12.11 Record of Decisions**

After any formally convened meetings of the Panel, Sub-Committees or Task Groups whether held in public or private, the Secretary will produce a record of every decision taken at that meeting as soon as practicable. The record will

- include a statement of the reasons for each decision and any alternative options considered and rejected at that meeting.
- and
- be publically available.

(Revised Draft as at 03 07 18)

## PFCP PROCEDURAL RULES – PROCESS NOTE 1

### CONFIRMATION HEARINGS – SENIOR APPOINTMENTS

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

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

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

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

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

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

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

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

#### 2. Chief Constable and Chief Fire Officer

The Procedure and timescale detailed at 1 above applies.

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

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

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

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

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

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

***Where the Panel does NOT exercise its veto***

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

***Where the Panel DOES exercise its veto***

The Commissioner must not appoint that candidate

The Commissioner may propose a reserve candidate

The Procedure and timescale detailed at 1 above applies

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

The Panel must publish their report

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

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

## **PFCC PROCEDURE RULES - PROCESS NOTE 2**

### **CONSIDERATION OF PRECEPT**

The PFCC must notify the Panel of his proposed Precept by 1 February

The Panel must review the proposed Precept by 8 February

At this point the Panel has to decide whether to support or veto the proposed Precept.

#### **If the Panel supports the Precept:**

By 8 February the Panel has to make a report (including any recommendations) to the PFCC. In turn the PFCC must have regard to and respond to the report and publish that response.

The PFCC may issue the proposed Precept or issue a different Precept, but only where it would be in accordance with a recommendation(s) in the Panel's report to do so.

#### **If the Panel vetoes the Precept:**

NB A veto must be by two-thirds of the **total** membership of the Panel at the time of the veto.

By 8 February the Panel has to make a report (including a statement that the veto has been exercised).

The PFCC must not issue the proposed Precept.

By 15 February the PFCC must have regard to and respond to the report and must publish that response. The response must include notification of the Precept that the PCC now proposes to issue.

(If the veto was exercised due to the proposed Precept being too high, the revised version must be lower.

If the veto was exercised due to the proposed Precept being too low, the revised version must be higher)

By 22 February the Panel must consider and make a report to the PFCC accepting or rejecting the revised Precept and make recommendations including recommendations as to the Precept that should be issued for the financial year.

NB Rejection of the revised Precept by the Panel does not prevent the PFCC from issuing that revised Precept as the Precept for the financial year.

By 1 March the PFCC must have regard to and respond to the report (including any recommendations) and publish that response. Once this response is provided and published by the PFCC the scrutiny process ends.



### PFCC PROCEDURE RULES - PROCESS NOTE 3

#### PROCEDURE FOR CONSIDERATION OF PFCC's INTENTION TO CALL FOR THE RETIREMENT OR RESIGNATION OF THE CHIEF CONSTABLE

1. The PFCC is required to give the Chief Constable a written explanation of the reasons why he is proposing to call for the officer's retirement or resignation.
2. The PFCC must give the PFCP written notification that he is proposing to call upon the Chief Constable to retire or resign and set out the reasons as given to the officer concerned
3. The PFCC must give the Chief Constable the opportunity to make written representations about the proposal to call for his retirement or resignation
4. The PFCC must consider any written representations made by the Chief Constable and give the PFCP a copy of those representations as soon as practically possible after the PFCC receives them
5. If after considering the written representations the PFCC continues to propose to call for the retirement or resignation of the Chief Constable he must notify that person and the PFCP of that intention
6. On receipt of the notification referred to at (5) above, the PFCP must hold a scrutiny hearing and may consult the Chief Inspector of Constabulary
7. The Scrutiny Hearing must:
  - Be held in private
  - Give both the PFCC and the officer concerned the opportunity to attend for the purpose of making representations relating to the proposal to call on the officer concerned to retire or resign (*NB attendance can be in person or participation by means that enable the person to hear, and be heard in, the proceedings as they happen*).
8. The PFCP must make a written recommendation to the PFCC as to whether or not the Commissioner should call for the officer's retirement or resignation; such recommendation must be given to the PFCC within 6 weeks of the Panel receiving notification from the commissioner of his proposal to call for the retirement or resignation of the officer concerned.
9. The Panel must publish its recommendation in a manner it considers appropriate

10. The PFCC must consider the Panel's recommendation and may accept or reject it and must notify the Panel of that decision.

(Procedure set out in Part 2 of Schedule 8 to the Police Reform and Social Responsibility Act 2011)

## **PFCC PROCEDURE RULES - PROCESS NOTE 4**

### **PROCEDURE FOR CONSIDERATION OF PFCC's INTENTION TO DISMISS THE CHIEF FIRE OFFICER**

1. The PFCC must obtain the written views of the Chief Fire and Rescue Inspector for England and must have regard to those written views.
2. The PFCC is required to give the Chief Fire Officer a written explanation of the reasons why he is proposing dismissal and a copy of the written views of the Chief Fire and Rescue Inspector for England.
3. The PFCC must give the PFCC written notification that he is proposing to dismiss the Chief Fire Officer, set out the reasons as given to the officer concerned and provide a copy of the written views of the Chief Fire and Rescue Inspector for England
4. The PFCC must give the Chief Fire Officer the opportunity to make written representations about the proposal to dismiss
5. The PFCC must consider any written representations made by the Chief Fire Officer and give the PFCC a copy of those representations as soon as practically possible after the PFCC receives them
6. If after considering the written representations the PFCC continues to propose to dismiss the Chief Fire Officer he must notify that person and the PFCC of that intention. In giving that notification the PFCC must:
  - Give the Chief Fire Officer and the PFCC a written explanation as to why he continues to propose dismissal
  - Give the Chief Fire and Rescue Inspector for England a copy of the notification and the explanation
  - Unless the Chief Fire Officer is designated Head of Paid Service for the Fire and Rescue Authority, give the Head of Paid Service a copy of the notification, the explanation and the written views of the Chief Fire and Rescue Inspector for England
7. On receipt of the notification referred to at (6) above, the PFCC must hold a scrutiny hearing and may consult the Chief Fire and Rescue Inspector for England
8. The Scrutiny Hearing must:
  - Be held in private

- Give both the PFCC and the officer concerned the opportunity to attend for the purpose of making representations relating to the proposal to dismiss the Chief Fire Officer (*NB attendance can be in person or participation by means that enable the person to hear, and be heard in, the proceedings as they happen*).
9. The PFCP must make a written recommendation to the PFCC as to whether or not the Commissioner should dismiss the Chief Fire Officer; such recommendation must be given to the PFCC within 6 weeks of the Panel receiving notification from the commissioner of his proposal to dismiss the officer concerned.
  10. The Panel must publish its recommendation in a manner it considers appropriate
  11. The PFCC must consider the Panel's recommendation and may accept or reject it and must notify the Panel of that decision.

*(Procedure set out in Paragraphs 16-23, Chapter 3 of Part 2 of The Fire and Rescue Authority (Police and Crime Commissioner)(Application of Local Policing Provisions, Inspection, Powers to Trade and Consequential Amendments) Order 2017*

**Report of the Secretary to the  
Staffordshire Police and Crime Panel  
Monday 3 July 2018**

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

**1. Recommendation:**

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

**2. Background**

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

2.2 In May 2013 this Panel approved a procedure for the handling of complaints which aims to maintain the Panels role of overseeing complaints whilst ensuring that complaints are dealt with swiftly. That procedure requires me, as Monitoring Officer for the Panel, to obtain from the Commissioners office any information relevant to the complaint, to form a view and draft a report and make recommendations on action. Panel members' views on that report and recommendations are then sought prior to reaching a final decision. The stages of the process are recorded in accordance with established guidelines.

2.3 In approving this procedure the Panel requested that I submit regular reports on complaints handled. In accordance with that requirement I can report that since my last update to Panel in July 2017 there have been 2 complaints received neither of which were processed through the system described above as they were not deemed to relate to the personal conduct of the Police and Crime Commissioner or his Deputy.

2.4. In administering the complaints process on behalf of the Panel I have applied a strict interpretation of the requirement to consider complaints about the conduct of the Commissioner and/or his Deputy, resisting attempts to use the process as another route by which complaints about the Force can be a pursued. From discussions with Panel Support Officers at national level a less rigorous approach has led to considerable resource being utilised in dealing with complex and in many cases, historic complaints about the Police.

2.5. The Policing and Crime Act 2017 extends the existing provisions for the handling of complaints about the Commissioner and his Deputy to cover actions in their capacity as the Fire and Rescue Authority (Part 10 of Schedule 1 of the Act).

## **Appendix 1**

### **1.0. Equalities Implications**

1.1 None

### **2.0. Legal Implications**

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

### **3.0 Resource and Value for Money Implications**

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

### **4.0 Risk Implications**

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

Report Author:

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**Staffordshire Police and Crime Panel**

**3 July 2018**

**Staffordshire Police Crime Panel Home Office Grant 2017/18**

**Report of the Secretary**

**Purpose of the Report**

1. To report on the allocation of grant received from the Home Office to meet the costs of the Police and Crime Panel during 2017/18.

**Recommendations**

2. The Panel is asked to note and make comment on the expenditure for 2017/18.

**Background**

3. Each year since the establishment of Police and Crime Panels, the Home Office has agreed a grant allocation to each Local Authority acting as the Host Authority providing administrative support and management services to the Panel. In addition a standard amount of grant (up to £920pa) has been allocated to each Panel member to meet expenses and costs incurred in carrying out their role. Notification of Grant entitlement is issued by the Home Office and a claim for up to that amount has to be submitted at the end of the financial year.

4. In recent years the two elements of grant have been consolidated to give Panels greater flexibility over how to spend the monies. A condition of that flexibility is the requirement to formally report/publish the allocation of the funds.

5. As the Host Authority for the Staffordshire Panel, Staffordshire County Council accepted the grant offer for 2017/18 and is responsible for its use. In addition to supporting Panel meetings and members, the County Council provides all other officer support services (legal, financial, complaints handling, Information governance and administration).

**Home Office Grant Expenditure 2017/18**

6. The maximum amount which could be claimed from the Home Office in 2017/18 was £64,340 made up of £53,300 for administration and £11,040 for member expenses (£920 x12). The amount claimed by Staffordshire County Council, is detailed at Appendix 1.

**Transparency**

7. As indicated above, the terms of the Home Office Grant Agreement, state that the Police and Crime Panel will “publish” as a minimum on their website details of all expenditure including Panel administration costs and individual members’ expense

and allowances(or when not possible on the Host Authority's website). Consequently this report will be published on this Panel's dedicated pages on Staffordshire County Councils' website.

### **Future Home Office Funding**

8. At the time of writing this report notification of grant allocation for 2018/19 was still awaited. It is understood that the Home Office are considering grant amounts in the context of the additional responsibilities placed on Panels as a result of changes in Fire and Rescue Governance arrangements. I will update the Panel as and when information is received.

### **Contact Officer**

Julie Plant – Support Officer to the Panel

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01785 276135

## APPENDIX 1

## Staffordshire Police and Crime Panel Home Office Grant Allocation 2017/18

EXPENDITURE HEADING		AMOUNT £
Officer Support		48,162.63
Administration		2,611.29
Training/Travel		615.97
Members' Expenses/Allowances		
Bennett,	920.04	
Chapman, F.A. (incl NI)	98.70	
Conteh, R.	920.04	
Darby, P.	920.04	
Doyle, S.	920.04	
Edgeller, A (incl NI)	951.64	
Edwards, B.R. (incl NI)	924.63	
Florence-Jukes, D	452.60*	
Greatorex, C.	93.98	
Jackson, P.	920.04	
Kearon, A	383.35	
Peters, B	93.98	
Pullen, D	713.03	
Walker, K.	920.04	
Waring, J	0	
<b>TOTAL</b>	<b>9,232.15</b>	<b>60,622.04</b>
Underspend/unclaimed		-3,717.96

\*To be confirmed





**Report to the Police and Crime Panel – 3<sup>rd</sup> July 2018**

**Update on Fire & Rescue Service Governance in Staffordshire and Stoke-on-Trent**

**Report of the Police and Crime Commissioner**

**1. Introduction**

- 1.1 The report updates the panel on the current position regarding the Police and Crime Commissioner (PCC) role in taking on the governance arrangements for the Fire and Rescue Service in Staffordshire and Stoke-on-Trent.

**2. Recommendation**

- 2.1 That the Panel note and comment on the contents of the report, considering implications for their own role in the future.

**3. Background**

Business case and decision

- 3.1 The PCC submitted the independently written business case to change the governance arrangements of the Staffordshire and Stoke-on-Trent Fire and Rescue Service to the Home Office on 3<sup>rd</sup> October 2017. The documents submitted were: -

- The independent business case written by Prederi, the independent consultancy commissioned by the PCC to complete this work.
- An independent consultation report written by MEL Research, reporting on the outcome of the consultation that took place between 10<sup>th</sup> July 2017 and 4<sup>th</sup> September 2017.
- A response by the PCC to key issues arising from written submissions provided during the consultation period, including the submissions by Staffordshire County Council and Stoke-on-Trent City Council to the Minister.

- 3.2 Given the objection to the PCC's proposal by the two top tier local authorities (the 'relevant local authority's' in statute) in Staffordshire and Stoke-on-Trent, the business case required an independent assessment prior to a Home Secretary decision to support or not support it.

- 3.3 The Home Office initiated an independent assessment of the PCC's business case by the Chartered Institute of Public Finance and Accountancy (CIPFA), appropriate to the concerns that had been raised by the two top tier local

authorities. They carried out their assessment and reported their conclusions to the Home Office in December 2017, for ministerial decision.

- 3.4 The timeline originally anticipated for a ministerial decision was delayed and ultimately a letter from the Home Secretary to the PCC was received on 26<sup>th</sup> March 2018.
- 3.5 That letter approved the PCC proposal to become the Fire and Rescue Authority (FRA) for Staffordshire and Stoke-on-Trent, with a comment from the Home Secretary that said; “I consider that it (the OBC) demonstrates that a transfer of governance would be in the interests of economy, efficiency and effectiveness and does not have an adverse effect on public safety”.
- 3.6 Subsequent to the ministerial decision, the existing FRA sought a legal opinion on whether there was a case for judicial review of the decision. The FRA met on 13<sup>th</sup> April 2018 and determined that they would not pursue a judicial review.
- 3.7 On the basis that Cambridgeshire and West Mercia were progressing through the same process, the date proposed by the Home Office and accepted in principle by all three areas that were given approval on 26<sup>th</sup> March 2018 was a ‘Go Live’ date of 1<sup>st</sup> June 2018. This was subsequently adjusted to 1<sup>st</sup> August 2018, when it became clear that Cambridgeshire and West Mercia may be subject to judicial review and that a Statutory Instrument for Staffordshire alone was required.
- 3.8 That Statutory Instrument for Staffordshire was laid and passed on 8<sup>th</sup> June 2018, meaning that the Staffordshire Commissioner Fire and Rescue Authority will commence on 1<sup>st</sup> August 2018, with the existing Fire and Rescue Authority ceasing to be at the same time.

#### Implementation

- 3.9 As detailed to the Police and Crime Panel in April 2018, the Statutory Instrument and completion of the Transfer Scheme which consists of two Transfer Orders, form the legal basis of the transfer. These have been completed to the satisfaction of all parties.
- 3.10 A project plan has been developed by the OPCC following discussions with the Fire and Rescue Service / FRA, Home Office and West Mercia and Cambridgeshire OPCCs that sets out what is required to deliver the transition. A Programme Manager is in place and with FRA officials, he has developed a series of work streams for completion in order to deliver the transition. This plan focuses on ‘essentials’ for 1<sup>st</sup> August 2018, rather than ‘desirables’
- 3.11 The work streams are as follows:
  - Statutory Duties and Obligations
  - Governance
  - Finance
  - Assets & Liabilities

- Human Resources
- Communications

- 3.12 A weekly programme delivery meeting takes place every Friday, chaired by the Chief Executive of the OPCC, to provide additional support and oversight of project progress. Each work stream consists of numerous actions that have been identified for completion to deliver a successful transition; the FRA have appointed a lead for each work stream and the OPCC programme manager will oversee the OPCC actions and provide general management and oversight of the project. Appendix A provides further details of the key actions within the project plan.
- 3.13 All the actions identified for 1<sup>st</sup> August 2018 are timetabled to be completed by the due date. There are at the time of writing, some tasks to be completed and it is likely that this will continue to be the case right through to the end of July 2018, due primarily to the tight timescale for completion.
- 3.14 Transition arrangements are in place to oversee delivery of the project plan; these have been developed by the OPCC, FRA, FRS and the Police. A Transition Board chaired by the PCC provides oversight of delivery of the Fire Governance Transition Project and the joint working opportunities contained within the approved Business Case. The Board met in early May and meets again on 13<sup>th</sup> July 2018. This transition arrangement will develop and change again as transition is delivered and 'business as usual' arrangements are established.
- 3.15 Whilst the OPCC with the FRS / FRA are working to deliver new arrangements that meet statutory obligations around governance, the Chief Fire Officer and the Chief Constable are developing plans to deliver against the business case expectations and identify additional opportunities for collaboration. The Fire & Rescue Service and Staffordshire Police will provide a report to the Fire Governance Transition Board chaired by the PCC at its next meeting in July.

**Matthew Ellis**  
**Police and Crime Commissioner**

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**ACTIVITY - STATUTORY DUTIES & OBLIGATIONS**

<b>Management of Transition</b>
Transfer Order Arrangements - Staffing
Transfer Order Arrangements - Property, Assets & Liabilities
Determination of resources required to complete the necessary legal work within the FRA and OPCC to ensure proper transfer to the new authority.
Business programme for the FRA for the period until launch, to include training for staff and officers.
Notice of thanks to FRA members
FRA Expenses resolved
<b>New duties of Commissioner FRA</b>
Ensure that the Commissioner FRA has understanding of new role, duties & responsibilities and receives an introduction to FRS operations
Detail the duties of the Commissioner FRA
Agreement on the mechanisms by which the Commissioner FRA will determine complaints against the chief fire officer
Complaint handling arrangements - await LGA guidance
<b>Statutory Roles</b>
Determine s151 officer arrangements
Determine Head of Paid Service arrangements
Map out posts to inform requirements & responsibilities to inform Scheme of Delegation
Determine Monitoring Officer arrangements
<b>Generic Obligations to Public Bodies</b>
FRA to identify what obligations exist
<b>Health &amp; Safety Responsibilities</b>
Identify what the Commissioner FRAs responsibilities will be - Briefing and Introduction for Commissioner FRA

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**ACTIVITY - GOVERNANCE**

<b>Accountability Structure</b>
Risk Register for Fire Governance Transition Project
Audit Committee Arrangements
Draft process by which the Commissioner FRA will give an account of its actions to the public
Draft process by which the Commissioner FRA will engage with stakeholders to understand and respond to their views
Draft arrangements that enable the provision of information to formal meetings of constituent local authorities when requested by those councils
<b>Police, Fire &amp; Crime Panel</b>
Agree arrangements with the police, fire and crime panel for the provision of information reasonably required by the panel

- Agree arrangements with the police, fire and crime panel for the panel's public meeting to consider the Commissioner FRA' annual report
- Draft processes and procedures between the Commissioner FRA and the police, fire and crime panel to facilitate the panel's review or scrutiny of decisions made by the Commissioner FRA
- Agree processes and procedures to meet requests for attendance by the Commissioner FRA and/or their staff at meetings of the panel, and processes for the handling of serious and conduct complaints against a Commissioner FRA
- Agree processes for notification by the panel to the chief executive of the Commissioner FRA of the suspension of a Commissioner FRA
- Agree arrangements for the notification to and review by the panel of the proposed level of precept to be set by the Commissioner FRA
- Agree arrangements for the setting of a precept where the panel has exercised a veto on the proposals made by the Commissioner FRA
- Agree with the police, fire and crime panel the process for the conduct of the confirmatory process for the appointment, suspension and removal of a Chief Fire Officer

**Finance - Budget & Precept process, accountability & Audit**

- Agree level of Finance delegations & degree of alignment across organisations
- Provide Commissioner FRA with overview of FRS Risk Register
- Draft the method by which the Commissioner FRA and staff in the Office of the Commissioner FRA individually and collectively will evaluate the effectiveness of the FRS including the provision of an effective internal audit service.

**Governance Framework**

- Statement of Corporate Governance
- Code of Corporate Governance
- Scheme of Corporate Governance (Delegations and Consents)
- Financial Regulations
- Other (Financial planning/ risk and resources/ systems and procedures/ contract regulations/ joint working arrangements etc)
- Decision making process
- Committee' structure
- Required terms of reference
- Put in place Pension Board arrangements
- Process for Fire Annual Report to Commissioner FRA

**Data Access - compatibility between PCC & FRA**

- Understand what is in place with Police and what is required before June 1st

**Establishment of Office of the Commissioner FRA**

- Internal system of controls arrangements as they relate to Fire - Performance/ Risk/ Finance
- Arrange data access for Commissioner FRA and staff

**P.F.I**

- Arrange briefing and overview for Commissioner FRA on issue
- Examine if novation of PFI Contracts is required

**ACTIVITY - FINANCE**

**Implementation Issues**

- Assessment of the requirements to comply with EU procurement provisions for the establishment of bank accounts for the FRS' and Commissioner FRA

Establishment of budget monitoring procedures, including the establishment of the report and monitoring procedures for the Commissioner FRA

Determine arrangements for procurement of goods and services for the Commissioner FRA, producing a procedure manual for expenditure within the Commissioner FRA

Assessment of grants received from councils, gifts, loans and commercial sponsorship and the impact on such arrangements with the establishment of the Commissioner FRA.

Confirm internal audit arrangements, including strategy, work programmes and resulting resource requirements

Drafting agreement on the audit plan for FRS' and Commissioner FRA

Agree arrangements with relevant local authorities for the billing and collection of the precept

Arrangements for closedown and signing of accounts 2017/18

Arrangements for Annual Governance Statement 2017/18

#### Finance Issues

Agreement on the financial governance structures

Assessment of grants received from councils, gifts, loans and commercial sponsorship and the impact on DG to consider the impact on short term borrowing arrangements, PWLB and money market funds with the TM advisors such arrangements with the establishment of the Commissioner FRA

Confirm external audit arrangements

Check any VAT and HMRC requirements

Business Rates Pool (added)

#### Pensions Issues

Put in place pension board arrangements

Conversations with pension providers to ensure they note TUPE-like arrangements

Consider the administration of pension scheme

### ACTIVITY - ASSETS & LIABILITIES

#### General

Provide Commissioner FRA with access to Asset Register as and when required

#### Vehicles & Equipment

Provide list of vehicles and other assets

Ensure list of vehicles are included in transfer scheme

Provide list of fixtures and fittings

Ensure list of fixture and fittings in transfer scheme

Establish if any assets are shared with third parties (including other council services)

Agree how to treat any shared assets

FRS service fleet - agree way forward

#### Assets - Property

Obtain freehold list

Obtain deeds for each property

Include property in transfer scheme

Overage discussions and agreements
Leasehold List including landlord/MA
Obtain copies of any leases and novate
Agree whether Facilities Management stays or transfers
<b>IT &amp; Telecoms</b>
WiFi joint partnership with NHS - Briefing for Commissioner FRA
Provide Commissioner FRA and Commissioner FRA with an understanding of the ICT infrastructure

**ACTIVITY - HUMAN RESOURCES**

**Contractual & Statutory**

Draft PDR and objective setting process for the chief fire officer
Establish the process for appointment and dismissal of the chief fire officer to include the statutory role of the police, fire and crime panel
Obtain agreement with Chief Fire Officers on the working arrangements to be exercised by the Commissioner FRA in the appointment of chief officers posts

**COSOP (TUPE)**

Request COSOP/ TUPE information
Commence COSOP/ TUPE Information and Consultation with Unions in writing
Staff briefings and Group Consultation meetings
Prepare and circulate FAQs
Individual consultation meetings held (on request)
HR policies
Close COSOP/ TUPE consultation
issue confirmation of transfer letter
Issue welcome letter (from PCC)
Changes to contracts
Staff Transferred who work for other organisations

**New Commissioner FRA Arrangements**

Ensure that the Commissioner FRA has the appropriate skills, knowledge and experience
Statutory Officer Roles

**ACTIVITY - COMMUNICATIONS**

**Announcement**

Media - post Home Office release on website with PCC statement. Tweet.
Internal comms - FRS' and Police
Correspondence - Agree handling procedures e.g. correspondence

Branding - Agree organisation name

Branding - Design and approve new logo

Branding - Prepare new templates - letterhead, e-mail, meetings, Business Cards, Agendas

Branding - Order badges, banners, cards as required

Branding - take photos with fire and police

Website - Prepare OPCC new pages / amends links / FAQs

Website - Prepare FRA new pages / amends / links / archiving

### Go Live Day

Implement Communications activity as per agreed Communications Strategy

Branding - Implement new branding - Inc twitter, Facebook, website, templates

Internal comms - FRS and Police

Media - Transfer Day

Staff engagement - meet the teams, visit all fire stations and teams / PCC induction

Stakeholder engagement - write to all stakeholders with update

Stakeholder engagement - Meet representative bodies (FBU, Fed, Unison, RTFU, Snr Fire Officers Union)

### Strategy

Review of existing media handling arrangements and protocols with agreement between the FRA and FRS on the handling of media enquiries prior to launch

Agreement on how the FRA will deal with press enquiries on general issues, specific start-up issues, routing of press enquiries, who deals with press enquiries and format of information to be provided

### Key Messages

Development of processes to ensure communication between the Commissioner FRA and staff of the Commissioner FRA with the FRS at both organisational and individual level.

Media and Comms - Establishment of a network between Commissioner FRA and key media regionally and nationally.

Consider: key message, web site, social media, comms strategy, Professional Staff

Agreement on the handling of media enquiries by the Commissioner FRA post launch, including identification of media training needs and provision to meet those needs.

Development of a process to ensure the Commissioner FRA is engaged with key stakeholders locally, regionally and nationally, including the production of a media network/database

Development of processes to ensure internal communication between the Commissioner FRA and their staff

Agreement on the identity of key stakeholder and partner groups

Agreement on the approach to be taken to communicate the work and role of Commissioner FRA to the public and stakeholders

Establishment of processes and procedures to deal with all correspondence, received in whatever form by the Commissioner FRA.

Determine all documentation which requires revision to ensure identity accords with that of the Commissioner FRA from launch

Provision of information in the public domain to meet the public's expectation on the openness and transparency of the transition

### Consultation / Engagement

Ensure integration between the approach to wider communications and the arrangements to meet statutory consultation duties

Assessment of the consultation activities and arrangements within the precursor FRA with a view to establishing the ability to build on those arrangements.

Draft the arrangements for obtaining the views of the public and relevant taxpayers representatives on proposals for revenue and capital expenditure of the Commissioner FRA, prior to the setting of the precept.

**Statutory**

List of all statutory publications and the timescale in which they need to be available.

Agreement of new documentation for the Commissioner FRA as necessary including Freedom of Information Publication Scheme, equality documentation, planning documentation, annual report and accounts.

Determination of the statutory publications required for the Commissioner FRA to include annual accounts and annual reports.

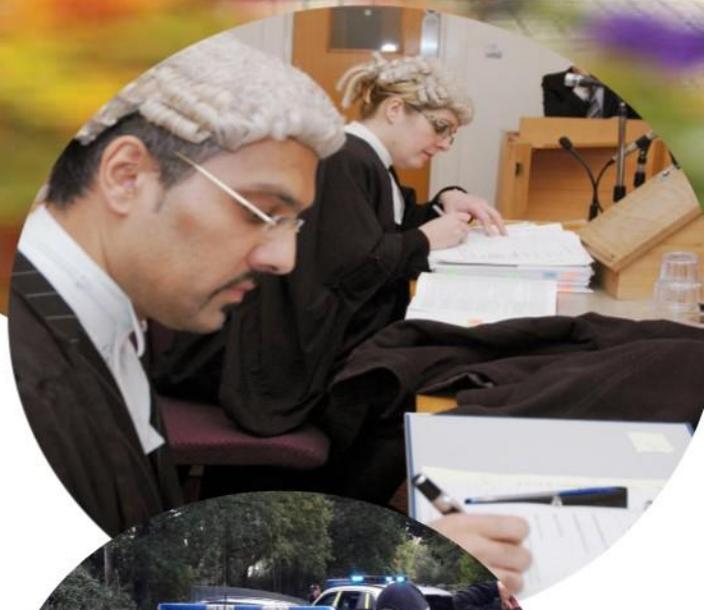
Determination of any other publications required for the Commissioner FRA to include publications associated with the precept and annual planning documentation and other materials required.



# Annual Report

## Safer, Fairer, United Communities

2017/2018



Office of the Police and  
Crime Commissioner  
**STAFFORDSHIRE**

## **Contents**

Commissioner's Foreword Page 1

### **Safer, Fairer, United, Communities 2016 – 2020**

Priority: Modern Policing Page

Priority: Early Intervention Page

Priority: Supporting Victims and Witnesses Page

Priority: Managing Offenders Page

Priority: Public Confidence Page

Making it Happen Page

**The Year Ahead** Page

**Foreword by Staffordshire's Police and Crime Commissioner, Matthew Ellis**

**Foreword by Staffordshire's  
Police and Crime  
Commissioner, Matthew Ellis**

**MY FIFTH ANNUAL  
SUMMARY REPORT**



The last few years have seen the types of crime and harm police are dealing with become more complex and often more damaging for victims. The wider security and public protection environment in the UK has also become more unpredictable because of international conflict.

The ongoing importance of greater investment in technology and new capabilities for policing as the criminal and community safety situation changes is clear. Much of the crime police and wider law enforcement are dealing with today is of a different scale and complexity to just a few years ago. It is the scale of the changes in crime and the way it is committed, over just a few years, that's been bigger and more impactful than predicted.

The continued rise in the reporting of rape and serious sexual offences is a reflection of a greater willingness by victims to report because there's confidence that something will be done. Significantly increased demand on policing has to be resourced to maintain that confidence to report. The same can be said of domestic abuse, the exploitation of individuals and other crime that brings significant harm and changes lives.

The Internet has changed the world. Today, people are 20 times more likely to be a victim of crime online than in person, meaning law enforcement has to adapt. It means criminals can cause harm to others with less risk to themselves because there's no physical contact. The distance between a criminal and victim can be thousands of miles and often it's not only one victim attacked, but thousands, in a single 'click'. Four years ago, a few hundred thousand pounds a year was spent on forensic examination of technology, now it is millions of pounds.

Whilst policing has been adapting to immense changes in the types of crime over such a short time, the most local policing in the heart of communities has suffered. Numbers have remained broadly the same, but demand on their time has increased.

The intention to rebuild the most local neighbourhood policing for Staffordshire and Stoke-on-Trent has already started.

My Safer, Fairer, and United Communities Strategy for 2017 – 2020 and the Chief Constable's Policing Plan which helps to deliver that will drive the changes needed to ensure Staffordshire Police are well equipped to meet new and 'traditional demands on policing here.

This Annual Report is my opportunity to set out in some depth what has been achieved over the last 12 months as well as some of the challenges for the future. I hope you find it interesting and informative reading.

A handwritten signature in blue ink, appearing to read 'Matthew Ellis'. The signature is stylized and cursive, with the first name 'Matthew' written in a larger, more prominent script than the last name 'Ellis'.

**Matthew Ellis**

**Police and Crime Commissioner**

## Safer, Fairer, United, Communities 2016 – 2020



The Police and Crime Commissioner's (PCC) strategy for policing and community safety in Staffordshire and Stoke-on-Trent sets out his vision of how public services, working together across four key areas, can make a positive difference to local people.

The Safer, Fairer, United Communities strategy up to 2017 had **four key priorities**: Early Intervention, Victims, Offenders and Public Confidence.

In addition to a continuation of the four priorities identified in the 2013 to 2016 Safer, Fairer, United Communities plan, the PCC added a **fifth priority** for the 2016 to 2020 plan, that being to build a modern and transformed police service that is fit for a changing future, able to address existing challenges and new threat and harm that impact from local, regional, national and international activity.

The strategy supports and drives improvements to get organisations working more effectively together as a whole system.

This Annual Report outlines what has been achieved over the last 12 months as well as some of the challenges for the future.

# Priority:

## Modern Policing

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The communities served by the police service and the challenges they face are increasingly diverse and complex requiring different more sophisticated responses. Staffordshire Police has to be able to respond to cyber-crime, domestic abuse, vulnerability, child sexual exploitation, serious and organised crime and terrorism, as well as more traditional crime types and anti-social behaviour.

These challenges cannot be addressed by policing alone. Staffordshire Police has to work effectively with its partners in Staffordshire and also at a regional and national level. It has to be easy to do business with, sharing information, skills and resources with partners to prevent and intervene early to deal with the root causes of problems before they become more complex and costly to address.

The PCC's strategy for modern policing is reflected nationally in the National Policing Vision 2025, to which the PCC contributed and supports. Key elements of this are:

- The bedrock of policing being at a local level, increasingly focused on proactive and preventative activity. As a result of the PCC's extra investment during the next two years neighbourhood policing will be boosted by more than 140 officers;
- Using technology to the utmost limit - giving officers the fullest possible picture of any situation they're dealing with through a truly 'Connected Staffordshire' where agencies share the right information at the right time;
- The need to develop more effective and efficient specialist capabilities so that new and more complex threats can be addressed;
- Policing as a profession, with a workforce that is representative, with the right skills, powers and experience;
- The opportunities around digital technology, both in using it as a tool to provide better intelligence and join up systems between different partners and making it easier for the public to contact the police;
- Opportunities for business support functions to be delivered more efficiently and consistently and in partnership;
- The need to strengthen accountability arrangements, particularly at cross-force and national levels.

Modern  
Policing



A police force  
that is fit for  
a changing  
future

## **SP25 change programme**

The Chief Constable has developed a Blueprint for Change to ensure delivery against the PCC's five priorities. The first annual Policing Plan details the projects and other activities the force is undertaking in working towards the Blueprint. The force projects combine to form a cohesive change programme, entitled SP25, which will significantly change the way the force operates. The Chief Constable presented this in June 2017 to the PCC, who has agreed the programme and the delivery arrangements and will hold the Chief Constable to account for delivery. The delivery plans incorporate Boeing Defence UK in providing the capacity and capability to take advantage of the best that technology can provide.

The SP25 programme commenced its implementation phase in August 2017 and will run for three years. By 2021, the new operating model will have delivered annual savings of £6.4m while enabling the force to deliver better outcomes for communities.

The force has started delivering the first phase of the programme, including:

- Introduction of more efficient and effective force governance arrangements;
- New ways of delivering neighbourhood policing and partnership working, customer contact and response policing; investigations; operational support and business support functions;
- A greater investment in neighbourhood policing and partnership teams to support prevention, early intervention and public protection;
- The development of a resolution centre to deliver a more informed and streamlined response to non-emergency service requests and reduce demands on front line resources;
- Enhanced capabilities in key areas of policing activity such as early intervention, crime prevention, offender/sex offender management, adult abuse, child abuse, economic, serious and organised and cyber-crime;
- The implementation of a new target information management model;
- A rationalisation of the estate where many buildings have been empty and underutilised, as they are not suitable for modern policing purposes. This will be achieved through integration of services with partner agencies and new ways of working;
- Workforce planning to ensure the right people with the right skills are in the right place with the necessary development and wellbeing support;
- Leadership and cultural development programmes.

## **Providing the right resources to ensure an effective police service**

The SP25 Outline Business Case and Blueprint for Change were presented by the Chief Constable to the PCC in 2017 and agreed. The Force's Policing Plan detailed the activities to be undertaken during the latter part of 2017/18 and 2018/19 both within the SP25 programme and as business as usual and the force constructed its budget on that basis. The Office of the Police and Crime Commissioner will work

closely with force representatives to ensure that the medium term financial plan (MTFP) provides the right level of resources to deliver the programme and maintain effective policing services. There is a savings requirement linked to the programme over the period of the MTFP.

### **Delivering new technology**

A range of IT projects have commenced to support the delivery of the SP25 programme which will:

- Simplify, standardise and stabilise the IT estate;
- Significantly reduce the number of IT applications, including by integrating core policing systems and creating an infrastructure that better supports data sharing;
- Incorporate technology replaced through national IT programmes such as the Emergency Services Network;
- Enable more effective integration and management of data from a variety of sources.

Projects already completed include the new generation of body worn video cameras, which have been rolled out across the force on a personal issue basis. Staffordshire was at the forefront of this technology to improve transparency and deter crime and anti-social behaviour and the new version has brought enhanced image quality, improved functionality and speedier transfer and access to footage.

# Priority:

## Early Intervention

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### Police Cadets

This PCC introduced the cadets in 2013 in line with his election promise and the programme for 13 to 18-year-olds continues to expand and improve young people's lives in Staffordshire.

This last year saw a total of 10 units being achieved - one in every Local Policing Team with more than 340 cadets in total. The Staffordshire Cadets were the first of their kind, but many other PCCs have followed suit and now have similar schemes.

Staffordshire Police Cadets have formed Honour Guards at the National Memorial Arboretum, marched on Remembrance Sunday, helped out in their local communities and assisted at many events and functions every year. The scheme helps young people from all kinds of backgrounds improve in confidence and become good citizens, both now and in the future. To prepare them for the future, the programme follows the National Volunteer Police Cadet programme and cadets also work towards a BTEC Level 1 in teamwork, personal skills and citizenship.

The units are run by 69 volunteers, special constables, police officers and PCSOs who give up their time to support this initiative. Some cadets have also gone into the Special Constabulary to continue serving the people of Staffordshire.

A Junior Cadet scheme has been introduced for children at primary school. Consisting of six one-hour sessions led by a PCSO during school time, this fun-packed programme includes encouraging good behaviour, road safety, school security and anti-social behaviour. There are now more than 4,000 junior cadets from over 250 primary and junior schools. An intermediate age group of 10 to 13 years will be devised to start in 2019 with a pilot group aimed to start at police headquarters in Stafford.

### Space 2017

Spearheaded by the Police and Crime Commissioner (PCC) for Staffordshire, the Space 2017 positive activities programme for young people ran between July and September based on the experiences and learning from the previous 2 years.

Again funded by the PCC with commissioning of provision via Local Authority partners, Space 2017 sought to increase the number of young people aged between

11 and 17 years engaged in diversionary activities, reducing anti-social behaviour (ASB) / youth crime and to develop volunteering opportunities. Additionally Space sought to promote personal, health and social development, team building and new experiences for young people.

Supported by police, partners and local businesses, Space 2017 encompassed both a universal and targeted offer for youngsters across Staffordshire and Stoke-on-Trent, once more putting a significant emphasis on local area services being proactive in effective engagement with cohorts at risk of committing ASB and offending and from social exclusion.

£133,546 PCC funding provided the opportunity for thousands of young people to access a range of activities with 18,101 (6,428 targeted and 11,673 universal) attendances recorded. Police-recorded youth related ASB incidents reduced by 677 or 38% during the programme period.

Space continues to provide a huge opportunity for Staffordshire and it is the intention of the PCC to continue its ongoing growth and development. For the full Space 2017 evaluation, please visit the PCC's website <https://www.staffordshire-pcc.gov.uk/space/>

### **Youth Commission**

The Staffordshire Youth Commission has continued to deliver its 2017-18 work programme, undertaking a significant amount of youth engagement.

The Commission has engaged over 1500 young people directly this year in developing understanding and obtaining evidence relating to their key priorities, which were identified through the 'big conversation' in 2017. To date 29 interactive peer to peer workshops have been run on the topic of knife and gang crime with young people from Stoke-on-Trent sixth form, Burton & South Derbyshire College and Nacro, specifically targeting young people at risk or who have been directly affected.

In addition the Youth Commission has also undertaken 22 interactive peer to peer workshops on mental health, 20 workshops on Hate Crime and Exclusion and has just recently started the process of undertaking abuse and CSE workshops.

The Youth Commission continues to hold advisory meetings with Staffordshire Police, looking at topics such as hate crime and exclusion where they will give feedback on a hate crime toolkit. They are doing their own social media campaign to raise awareness of the topic, which includes a short film designed to show the impact of hate crime.

The Youth Commission has undertaken a great deal of engagement work across the county to determine youth awareness of the SPACE project, its potential impact and how it could be developed in the future.

Planning has begun for the Youth Commission's annual conference in late September where they will report back to the PCC with recommendations and suggestions concerning their five priority topics. They are looking to work with partners in making any recommendations applicable to numerous services.

### **Adverse Childhood Experiences (ACEs)**

In recent years there has been significant national attention in the UK about the importance of Adverse Childhood Experiences (ACEs) and the impact they can have on the future health and social outcomes for adults.

Routine Enquiry about Adversity in Childhood (REACH) is the process of systematically asking individuals about traumatic/adverse experiences during routine assessments with a view to responding positively, following any disclosures. This includes ensuring interventions are put in place, helping to reduce any negative impacts on health and social wellbeing. Adults recognising the potential negative impacts of certain behaviours may also make positive changes to their own future parenting styles.

Stoke-on-Trent City Council have been working with Lancashire Care Foundation Trust to support three local organisations to pilot this approach. In addition, over 200 professionals from a range of organisations have undertaken multi-agency training on ACEs, Attachment and Emotion Coaching. This will enable practitioners to have a greater awareness of ACEs and the role they can play in enhancing behaviour change opportunities for service users.

The PCC has provided funding to the Centre for Health and Development (CHAD) to evaluate this project to provide continuous learning about the impact of REACH in order to maximise its potential for positive outcomes.

### **Child Sexual Exploitation (CSE)**

The PCC has worked alongside partner agencies to develop a multi-agency CSE Strategy and Action Plan for Staffordshire. This will ensure that all aspects of CSE work including prevention, support for victims and enforcement with offenders will be consistently co-ordinated and delivered across all partner agencies.

To measure the impact of the CSE Strategy and CSE Plan, the OPCC has developed a CSE Outcome Framework with Chanon Consulting and the University of Bedford, which has received significant national attention being the first of its kind

in the UK. The PCC has agreed time-limited funding to support the implementation of the framework.

In September, Catch 22, a specialist charity which works nationally, commenced delivery of services for victims and potential victims of CSE and children who go missing across Staffordshire and Stoke-on-Trent. Catch 22 are now fully embedded into local partnerships and have established a base at one of the Children's Centres in the North of the County. They have now completed over 1,200 Return Home Interviews with children who have gone missing from home. 109 children who are at risk of CSE or victims of CSE have received support and 83 professionals have received advice and guidance around CSE.

The PCC's office continues to work with all partners to develop and implement a CSE campaign in Staffordshire schools. The campaign is being developed with eight pilot schools and includes the production of a video, storyboard and classroom discussion pack and will roll out across all schools in Stoke-on-Trent and Staffordshire during the 2018/19 academic year.

### **Harmful Sexual Behaviour (HSB)**

The PCC's office is working with Stoke-on-Trent City Council, Staffordshire County Council and the NSPCC to undertake a local audit of Harmful Sexual Behaviour using the NSPCC's nationally recognised HSB Framework. A wide variety of stakeholders attended a launch event and were asked to participate in the audit. The findings of the audit will be gathered and analysed by the PCC with a view to identifying gaps and making strategic, commissioning and operational recommendations for local delivery of HSB services. A further stakeholder event is planned in September where a pan-Staffordshire action plan will be formulated to address gaps and recommendations.

### **Female Genital Mutilation (FGM)**

The PCC submitted a successful bid to the Home Office Violence against Women and Girls Service Transformation Fund in March 2017 to develop and implement an FGM service in Staffordshire and Stoke-on-Trent. This will focus on prevention including the provision of education and support for children, who may be potential victims or victims of FGM and their families. Awareness raising and training for professionals and community members will also be central to the project.

Following a successful commissioning exercise, Barnardo's were appointed as the service provider and it is anticipated that the new service will be in place from May 2018 until April 2020.

### **Prince's Trust**

Since March 2015 the PCC, Stoke-on-Trent City Council and a private sector donor have commissioned the Prince's Trust to support some of the most vulnerable young people across Staffordshire. The project aims to engage young people at risk of offending, those involved in risky behaviour and victims of crime in order to improve

their health and wellbeing, lifestyles, confidence and employment prospects. Between March 2015 and December 2017, the programme has supported 561 young people and the PCC has agreed to extend funding for a further two years until September 2019.

### **Stoke City Football Club Community Trust**

The PCC worked successfully with Stoke City Football Club Community Trust and other partners to submit a bid to the Premier League/Professional Footballers Association (PL/PFA) Community Fund. In addition to this £250,000 grant, £50,000 partnership match funding has been secured by the three organisations involved in the bid. Commencing September 2018, the project aims to support vulnerable young people from across North Staffordshire, who are at risk of exploitation and have multiple barriers to the transition and progression to adulthood.

### **Vulnerability Education/Personal, Social, Health and Economic Education**

Some time ago the PCC alongside other partners recognised a gap in the co-ordination and delivery of Personal, Social, Health and Economic (PSHE) Education in schools and other education settings, particularly around vulnerability areas such as CSE, youth violence and substance misuse.

Work is underway to scope the current delivery of the PSHE curriculum, understand the gaps in provision and develop a set of recommendations for future delivery. The findings will be presented to the Families Strategic Partnership Executive Group (FPEG) and the Child Sexual Abuse Forum (CSAF) as part of the agreed governance arrangements.

The PCC also supported the introduction of a nationally recognised education resource (Values versus Violence) in schools across Staffordshire and Stoke-on-Trent. This is delivered by teachers to raise awareness among children and young people and provide them with some of the necessary skills to keep them safe from the dangers of abuse, sexual exploitation and radicalisation, for example. Over 2,200 children in 24 primary schools across Stoke-on-Trent and Staffordshire have been provided with Values versus Violence booklets. The PCC has extended funding for the programme in 2018/19.

# Priority: Supporting Victims and Witnesses

Victims



Making it easier  
for victims and  
witnesses to  
receive the  
support they  
need

National funding enables PCCs to commission a number of services such as the Staffordshire Victim Gateway and provide grants to specific areas such as sexual abuse, domestic abuse, hate crime and child sexual exploitation.

## Staffordshire Victim Gateway

Following the victim and witness needs assessment in 2014 the Gateway model was developed and introduced in 2015 to provide a 'front door' for victims of crime in Stoke-on-Trent and Staffordshire and a whole systems approach from the victim reporting the crime or recognising they need support, through to the victim receiving specialist support.



The Victims' Code of Practice came in to operation in 2006 to establish minimum standards on the rights, support and protection of victims of crime. The Gateway supports the delivery of the Code's key entitlements and provides prompt, professional, appropriate support to help service users cope and recover from the impact of crime. It is delivered in a respectful, sensitive and professional manner without discrimination. The service encompasses a triage assessment, tailored advice, emotional and practical support and managed and supported onward referral to specialist services. As such, the Gateway is an essential part of the victim support system.

During 2017/18 there were 58,553 referrals into Staffordshire Victim Gateway - an increase of 2,932 on the previous year. Of those initial referrals, 56% required an enhanced service and 44% a standard service, as defined in the Victims' Code. Of those 48,170 received advice, guidance and information on the Victims' Code of Practice. Over 5,500 enhanced service victims were eligible for specialist support.

More information on the Gateway is available at:  
[www.staffsvictimsgateway.org.uk/](http://www.staffsvictimsgateway.org.uk/)

### **Victim Code of Practice**

Key entitlements under the statutory Victims' Code of Practice include the right to be kept informed about case progress; make a Victim Personal Statement to explain the impact of the crime and have it read out in court; be referred to victim support services; apply for compensation; and apply for special measures in court for vulnerable, intimidated or young victims. The Code aims to 'transform the criminal justice system by putting victims first, making the system more responsive and easier to navigate'.

This means that we have to deliver victim services on a much larger scale and to a higher quality than ever before.

An example of some of the new approaches being taken include:

- Complainant Declined to Prosecute – a new recording process to monitor decisions, help the police and the victim understand their decisions and that any decision is made following the assessment of victim vulnerability, need and perpetrator risk.
- Prosecution Hubs – help officers prepare case files, engage with victims and witnesses and work with officers to obtain special measures (identified through victim contracts).
- Victim Personal Statements – Stafford officers have trialled the recording of victim personal statements using Body Worn Video. So far, feedback from Officers and victims has been positive. Once approval has been received from the criminal justice partners the pilot will be rolled out across Staffordshire.

### **Victim and Witness Commissioning and Development Board**

This board was established in 2017. It is chaired by the Deputy PCC and aims to develop an effective, integrated structure for all victim and witness services that tackles the delays and inefficiencies in the system that can have a negative impact on victims and witnesses.

This multi-agency board work jointly at every opportunity to deliver a single vision for victims and witnesses in Stoke-on-Trent and Staffordshire, adopting a multi-agency, pan-Staffordshire vision and strategy supported by strong governance and partnership arrangements, together with joint commissioning, aligned budgets and delivery plans that make a positive difference to victims and witnesses.

### **Victim and Witness Needs Assessment**

Whilst there is a range of specialist victim and witness related support services in place, these have not been commissioned in a systematic way and there is some concern as to whether they meet current demand. A further needs assessment for victims and witnesses has been commissioned to provide an up-to-date picture so

that resources can be directed most effectively. The findings will also be used to support the development of a victim and witness strategy and action plan.

### **Business Crime and Business Crime Advisors**

Staffordshire was at the forefront of focusing policing more on business crime. Successful businesses are the lifeblood of thriving communities and crime plays a significant role in their development; it can cause high costs and damage to companies. Small and Medium Enterprises are particularly vulnerable if they become victims of crime; in certain circumstances it can force the business to cease.

The Business Crime Advisor project, delivered by Staffordshire Chambers, was a new initiative in 2015 funded by the PCC to provide support to the business sector by ensuring victims of business crime receive a high quality service tailored to their needs. The Business Crime project is a system of referral and support to victims of business crime.

The businesses receive a standard victim offer (control measures to avoid further incidents of crime) but will also be able to access a range of other accredited secondary support services specialising in areas such as HR, security, banking, insurance, ICT recovery, reputational



damage etc. The additional 1 hour offer of contact is with a specialist contractor, who has a broad knowledge of issues likely to affect the continuity of the business. Their advice is free. Businesses can then choose to pursue additional paid help. The service is regularly publicised within relevant media forums and is also open to referrals from businesses who have not reported the crime to police.

### **Domestic Abuse**

The Domestic Abuse Commissioning and Development Board (DACDB) introduced by the PCC continues to move forward this key agenda and strategic partners have begun work to deliver the 2017-2020 'Breaking the Cycle' Domestic Abuse (DA) strategy.

Alongside this activity, work began to co-commission pan-Staffordshire domestic abuse services with partners from Staffordshire County and Stoke-on-Trent City Council. Aiming to provide consistent services across the whole area and meet the needs identified in the DA Needs Assessment, the PCC has identified over £900,000 supplementary funding to support those involved in domestic abuse.

### **Video Links**

Video links enable vulnerable and/or intimidated victims to give their best evidence and help relieve the stress and fear associated with giving evidence in court and

coming into contact with the defendant. Video Link is a 'special measure' granted by the Court.

Funded by the PCC, victims and witnesses residing within Stoke-on-Trent and Staffordshire can now give evidence via video link at Alder Lodge in Burton-on-Trent. Users of the Lodge are met by professional staff and a witness service volunteer. A separate waiting area and kitchen is available for family and carers who accompany victims to the Lodge. De-briefing sessions are being held to enable partners to learn from feedback, ensuring all vulnerable victims receive a gold standard service. Work is on-going to look at the rollout of more sites, cross border opportunities, best practice and ensuring the site in Burton is providing the best possible service for victims.

### **Domestic Abuse in the Workplace**

The Deputy PCC is continuing to lead the PCC's drive to improve services and responses to domestic abuse, in particular the way domestic abuse victims are supported. This project continues to go from strength to strength. Since the start of the scheme there has been around 130 champions trained across Staffordshire on how to respond appropriately to victims within their workplace. The champion's role is to listen, be confidential, non-judgmental and to signpost the victim to a specialist provider for appropriate domestic abuse related support. The project is regularly advertised across various media forums to prompt more interest.

Staffordshire Chambers of Commerce were commissioned to identify businesses that will sign up to the scheme. They also support Women's Aid in administering the training, provide campaign work as well as make follow up calls to workplace champions six months after completing the training.

### **Online Fraud**

The PCC's office has continued to strengthen its multi-agency Online Fraud Forum chaired by the Deputy PCC that includes representatives from the public sector, education sector, private sector and business community representatives. This has been instrumental in gaining agreement from the Chief Constable to the training of all front line officers and staff in identifying and investigating cyber-crime and providing them with awareness raising material for issue to the public.

Action Fraud now signpost Staffordshire cyber-crime victims to the Victim Gateway, whose staff have also received training to ensure they are given the right support. The Chambers of Commerce have also been commissioned to support businesses that fall victim to cyber-crime. Work has been commissioned to better understand the extent of the problem and inform the response across Staffordshire.

Raising awareness is an essential part of preventing and tackling this growing issue and as a result, public and private sector organisations through the Online Fraud Forum hosted Staffordshire's biggest Online Fraud Conference in November 2017.

The event was attended by over 400 people and received extensive media coverage. Facebook adverts were viewed by over 78,000 people with almost 30,000 women with families and children viewing videos on cyber bullying on the police web site. Media interviews and features supported by messages using social media also helped increase awareness.



# Priority:

# Managing Offenders

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## Strengthening Governance

In 2014, the PCC established the Staffordshire Offender Management Commissioning and Development Board, bringing together all key partners with a responsibility or interest in the offending arena to support a whole system approach to reducing offending and re-offending in Staffordshire and Stoke on Trent.

Partners have agreed an ambitious county-wide strategy (the Staffordshire Strategic Framework for Reducing Offending 2015-18) to guide local action in relation to this agenda. The aims of the strategy are to:

- Promote timely interventions across agencies in Staffordshire to reduce the risk of people becoming involved in offending behaviour; and
- Ensure that where people do offend they are brought to account for their actions whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.

A comprehensive action plan has been produced to support implementation of the strategy based around 4 key themes - Prevention, Diversion, Offender Management and Offender Rehabilitation and Resettlement - and multi-agency delivery groups have been established to oversee the delivery of agreed actions under each theme.

## Prevention

The PCC supported the Values versus Violence programme for primary schools across Staffordshire and Stoke-on-Trent which is delivered by teachers to raise awareness among children and young people of the risks of exposure to/involvement in offending behaviour.

A funding contribution of £230k was made to support the delivery of Youth Offending Team (YOT) prevention services in 2017/18, including work in local schools. An independent, comprehensive review of YOT prevention services has been commissioned by the PCC which will recommend potential future delivery models to ensure services remain relevant and effectively targeted and deliver improved outcomes. This will report in May 2018.

Funding was agreed for a new prison family support worker post at HMP/YOI Brinsford to help maintain and improve prisoners' family ties during custody.

## **Diversion**

Diversionary approaches allow, where appropriate and with victim's consent, low level offending to be dealt with at an early stage and outside of the criminal justice system. This avoids unnecessary court proceedings and problems escalating.

Following a successful pilot in 2016/17, a new multi-agency triage assessment process was introduced to improve collaboration and decision making between the YOT's, police and partner agencies when considering instances of minor offending and anti-social behaviour by young people. This ensures consistency in identifying cases which might be suitable for out-of-court disposal.

A new police-led strategic group has been established to develop a cohesive approach to adult out-of-court disposals and encourage greater use of community resolutions and conditional cautions as an alternative to prosecution where appropriate.

A new Looked After Children protocol and action plan has been introduced to guide multi-agency action aimed at reducing the number of young people in care coming into contact with the criminal justice system.

Funding for a coordinator post to support multi-agency work across the county aimed at diverting young people away from gang-related activity and youth violence was extended.

A new multi-agency partnership (the Staffordshire and Stoke-on-Trent Mental Health and Community Safety Strategic Board) was established to ensure the availability of services to enable individuals with mental health needs and other vulnerabilities coming into contact with criminal justice agencies to be diverted into appropriate treatment and care. Funding for the current co-commissioned Staffordshire Mental Health Street Triage Team has continued. The PCC has also worked with NHS England and health partners to improve the coverage of criminal justice mental health Liaison and Diversion services in the county.

## **Offender Management**

Work has continued with key criminal justice partners - the police, YOTs, Ministry of Justice (MOJ), National Prisons and Probation Service (NPPS) and Staffordshire and West Midlands Community Rehabilitation Company (SWM CRC) - to further develop and strengthen local offender management arrangements to ensure that offenders subject to custodial and community sentences are effectively supervised and supported to comply with the terms of their sentence and avoid further offending and that services are tailored to local needs.

Staffordshire County Council and Stoke-on-Trent City Council have undertaken a review of statutory YOT services in each authority with a view to identifying scope for increased collaboration. Phase 1 is complete and an interim report produced. A new county-wide Domestic Abuse Perpetrator Programme is being commissioned as part of the broader DA service provision.

Discussions have taken place with the MOJ and NPPS regarding the co-commissioning of a new, bespoke community sentencing option for women offenders.

### **Rehabilitation and Resettlement**

Work continues to improve the availability of housing, employment, substance misuse and other support services which are critical to offenders' successful long-term rehabilitation and reintegration into the community and to ensure the effective operation of current referral pathways into services.

Partnership funding was maintained for the county-wide floating housing support service for offenders. The scheme provides a practical tenancy support service for up to 120 offenders at any one time and has been at 100% occupancy throughout 2017/18, with 60% of those supported being helped to access training or employment and over 80% being supported to comply with their statutory orders.

A new steering group was established to improve offenders' access to employment and training opportunities. On behalf of the group, the PCC recently commissioned Grant Thornton to undertake a feasibility study to ascertain the viability of establishing a new social enterprise in Staffordshire with the aim of offering employment opportunities for offenders in the construction sector. This is now complete and the group is reviewing the results and deciding next steps.

A funding allocation of £310k was made to support the commissioning of local substance misuse services across Staffordshire and Stoke-on-Trent in 2017/18. Pending the outcome of current discussions with local authority commissioners in both authorities, the PCC has provisionally committed a further £250k per annum towards the cost of commissioning to ensure that more offenders - whose offending is related to substance misuse - are able to have their treatment needs met.

# Priority:

# Public Confidence

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## Safer Neighbourhood Panels

The Safer Neighbourhood Panels, established by the PCC, follow the success of the county-wide Ethics, Transparency and Audit Panel (ETAP). Throughout the last year, Safer Neighbourhood Panels have been established at all of the 11 local policing areas and districts. The panels operating at Cannock, Lichfield, Newcastle-under-Lyme, South Staffordshire, Staffordshire Moorlands, Stoke-on-Trent North, Central and South, Stafford and Tamworth, and East Staffordshire. The panels are made up of residents, local councillors and magistrates and meet regularly with their area policing commander. They scrutinise and help shape local policing in their area. While each panel holds the local commander to account relating to local needs, specific themes such as Taser, Stop and Search and local policing are examined by all panels.



## Ethics, Transparency and Audit Panel (ETAP)

The Ethics, Transparency and Audit Panel (ETAP) continues its role as a public scrutiny body and has been recognised nationally for its work in holding policing to account across a number of areas.

The work of ETAP covers the statutory responsibility to scrutinise the accounts and financial arrangements of both the OPCC and the Force. ETAP also conduct thematic reviews around the service delivery of the police and have helped improve policing across Staffordshire. Recent reports from ETAP have included a review of whistleblowing and care in custody. Reviews are all published on the OPCC website and full ETAP meetings are open to the public. The work of ETAP can be found at: [www.staffordshire-pcc.gov.uk/eta/](http://www.staffordshire-pcc.gov.uk/eta/).

### Independent Custody Visitors (ICVs)

ICVs have a statutory responsibility to visit those detained in police custody. ICVs have made 234 unannounced visits to custody suites around the county during 2017/18. During those visits, 568 detainees agreed to be visited where ICVs ensured that their rights and entitlements under the law were being extended to them. During the 2017/18 year, there were 44 ICVs and more are being recruited for the forthcoming year. This remains important in reassuring local communities of fairness and lawful management of the custody process. The use of technology to provide better reporting has been implemented in the Southern and Trent Valley Panels and is working well. ICVs are volunteers and people can find out more about the various ways to get involved with the work of the Office of the Police and Crime Commissioner at: [www.staffordshire-pcc.gov.uk/volunteer/](http://www.staffordshire-pcc.gov.uk/volunteer/)

### Community Engagement

A wide range of engagement activities and meetings with members of the public take place across Staffordshire and Stoke-on-Trent. These events provide the opportunity for the PCC to inform local people on the work taking place and hear their views on crime and policing within their area.

This is supported through a new community engagement delivery plan, which is still in the early stages. It aims to broaden the reach of the office into a wider and more diverse audience and ensure contact and engagement with groups where there has been little or no engagement previously. This will continue to expand over the coming year.

Typical engagement activities to date have included community groups such as rotary clubs and women's institutes, youth groups, school events, religious festivals, parish councils meetings and more. In addition to face-to-face engagement, social media is used continuously and PCC accounts have a combined following of over 12,000 people. Members of the public can also sign up to receive electronic newsletters from the office at [www.staffordshire-pcc.gov.uk/email](http://www.staffordshire-pcc.gov.uk/email)

Examples of engagement during 2017/2018 include:

- Hosting a debate on violent crime with US and Staffordshire youngsters, which featured live coverage from BBC Radio Stoke;
- Activities during LGBT History month including a series of social media posts, meeting with a local LGBT group to listen to their views on crime and policing, and a 'In Conversation with the PCC' at Staffordshire University on Hate Crime
- PCC video during Action Counters Terrorism campaign
- Attending a Q & A event in Tamworth
- Meeting with local community groups and religious groups including Rugeley Townswomen Guild, Stowe-by-Chartley WI, Burton Central Mosque and Biddulph Youth and Community Zone.

### Staffordshire Smart Alert

Launched in March 2016, Staffordshire Smart Alert provides real-time crime and community safety information to businesses and communities across Staffordshire and Stoke-on-Trent. Taking the form of a downloadable app and a website, users are able to select their preferred method of receiving information, advice and guidance direct from local officers. Stage two developments have seen additional Smart Alert 'geo-fencing' functionality in place, enabling alerts to be issued to residents (over 12 years of age) and businesses signed up to the system located within a 3km radius of an incident / issue at the time it arises.

Feedback received to date includes:

*'This is excellent, I work in the call centre at the ambulance service, when you put alerts out, I'm able to update my colleagues of the incidents. So keep up the good work and thank you for keeping Stafford safe.'*

*'Thank you for all your care and protection. Feel safer now that you are around and that I can have contact with you if I should need to.'*

With partners now keen to engage with Smart Alert, work is underway to develop and grow this key communication tool to keep Staffordshire residents and businesses up to date and engaged in their local communities.

Statistics to the end of March 2018 show nearly 17,000 signing up for the service in the last 12 months. Local authority partners are actively promoting this facility.

# Making it Happen

This section explains how the PCC has made it possible for the work, projects, approaches and results included in this Annual Report to happen.

## Strategic Assessment

Community Safety Strategic Assessments are undertaken in full every three years and refreshed annually to provide an overview of issues faced within a local authority area, on which future plans and funding commitments can be considered by strategic partners.

The Crime and Disorder Act 1988 requires Community Safety Partnerships (CSPs) to produce a three year Community Safety Plan detailing how partners intend to tackle crime and disorder / community safety challenges in the local area. These should be based on the priorities identified within the local Strategic Assessment.

The PCCs office has worked with Staffordshire County Council's Insight Team and local CSPs to agree a consistent framework for local Community Safety plans. This assists joint working with local authorities to co-commission services or support local commissioning of services and deliver value for money for residents and businesses.

The plans are available on the PCCs website, [www.staffordshire-pcc.gov.uk](http://www.staffordshire-pcc.gov.uk) and on individual local authority websites.

## PCC Funding

The PCC continues to provide a range of funding opportunities available to Community Safety Partnerships (CSPs) and community groups to help delivery of the PCCs priorities and local community safety priorities;

The Locality Deal award (£1.042m in 2017/18) to local CSPs and the Stoke-on-Trent Safer City Partnership enables the delivery of services and support to help deliver local community safety priorities. A contribution from the Locality Deal continued to be made by District/Borough CSPs towards countywide Drug and Alcohol Services following the reduction in Staffordshire County Council funding to this service.

The PCC's Proceeds of Crime Fund made £200,000 available through 2 funding rounds to support strategic partnership activity aligned to the PCCs and local community safety priorities. Grants of between £3,000 and £15,000 were awarded and evaluated against outcomes achieved.

The People Power fund also made money available through 2 funding rounds to 77 community projects which supported the delivery of the PCCs and local community safety priorities.

More information about funding from the PCC can be found at <https://www.staffordshire-pcc.gov.uk/fund/>

## Finances

Staffordshire Police continues to focus on delivering effective local policing whilst meeting the challenges of supporting national terror responses. The financial context is that this has to be done within tight financial conditions alongside meeting national pay rise expectations. In order to help the Force deal with these pressures the PCC's office has used reserves and has also transferred £750,000 in year to the Force specifically to help manage these issues.

Despite this support the Force overspent during 2017/18. In responding to this the PCC has been working closely with the Chief Constable, who arrived just halfway through the financial year, and has every confidence that this position will not be repeated in future years.

In the new role as Commissioner to the Fire and Rescue Services, the PCC expects the Chief Constable and the Chief Fire Officer to work closely together to identify ideas for cost saving opportunities with genuine service benefit.

As the Staffordshire Police change programme enters its critical phase in the next 3 years, then the investment in IT infrastructure, coupled with improved ways of working both internally and with other partners and public sector agencies, creates confidence that there will be more opportunities for the force to focus on delivering an effective and efficient police service to the public.

The PCC is a strong advocate for greater local financial accountability around the precept, so that more finance can be made available for Staffordshire Police in the future, specifically to invest in areas of benefit and interest to local people. The future Medium Term Financial Strategy ensures a clear understanding of the financial perspective and enables Staffordshire Police to make timely strategic and operational plans, in order for them to deliver excellent services within the available funding.

The financial outturn position for the PCC Group in 2017/18 is an overall overspend of £2.679m or 1.5% on a budget of £178.592m.

	<b>Budget 2017/18</b>	<b>Unaudited</b>	<b>Unaudited</b>	<b>Unaudited</b>
	<b>£'000</b>	<b>Outturn</b>	<b>Variance</b>	<b>Variance</b>
		<b>2017/18</b>	<b>£'000</b>	<b>%</b>
		<b>£'000</b>		
Total OPCC Funding*	12,950	12,577	373	2.88%
Funding provided to the Force	165,642	168,694	(3,052)	(1.84%)
<b>Total</b>	<b>178,592</b>	<b>181,271</b>	<b>(2,679)</b>	<b>1.50%</b>

\*After transferring £750,000 to Force in year to support pressures

### The Year Ahead

2018/19 will be a very important year for the PCC and in particular Staffordshire Police, with the further delivery of the force's SP25 change programme and the implementation of the new target operating model.

The challenges faced by policing in responding effectively to new and different demands will continue to challenge resource levels, which the PCC will respond to following an assessment by the Chief Constable.

The acceptance by the Home Office of the PCC's business case to take on responsibility for the Fire and Rescue Service in Staffordshire presents an opportunity to further improve the way police and the fire service work together for greater efficiency and effectiveness.

Some of the particular **challenges** for the next 12 months are: -

- Delivering the financial plans identified in the Medium Term Financial Strategy, so that current plans for improvement, service development and demand management can be delivered.
- The PCC continuing to ensure the Chief Constable meets all the policing needs of local people, communities and local businesses.
- Ensuring strategic collaboration opportunities across Staffordshire and Stoke-on-Trent are maximised to provide best value public services for Staffordshire working with partners, local communities and local businesses.
- Delivering further significant change with Boeing Defence in technological improvements to increase the capacity and capability of Staffordshire Police.
- Introducing new services to tackle domestic abuse, covering three elements of prevention, early intervention and targeted support for victims and perpetrators.

- Undertaking work to examine the impact of crime on rural communities.
- Further develop the PCC's strategy for a 'Connected Staffordshire', bringing together information held by public agencies on individuals, families, events and locations to support problem solving and improve response.
- Ensuring, through performance evaluation, that funding provided through the Commissioner's Community Fund (Locality Deal, Proceeds of Crime Fund and People Power Fund) is being used effectively and is delivering excellent and sustainable outcomes for the benefit of Staffordshire.
- Ensuring that the right support is provided to offenders so that re-offending in Staffordshire is reduced.

This is just some of the work we will focus on during the next 12 months. The Safer, Fairer, United Communities Strategy provides more detail on what will be delivered. You can find out more about the work of the Police and Crime Commissioner for Staffordshire at: [www.staffordshire-pcc.gov.uk/](http://www.staffordshire-pcc.gov.uk/), on Twitter @StaffsPCC and [facebook.com/StaffordshirePCC](https://www.facebook.com/StaffordshirePCC). You can also sign up for regular updates from the PCCs office at [www.staffordshire-pcc.gov.uk/email](http://www.staffordshire-pcc.gov.uk/email)



**Police and Crime Panel – 3 July 2018**

**Safer, Fairer, United Communities Strategy Update Report**

Report of the Police & Crime Commissioner

**1. Purpose of Report**

This report is to update the Police and Crime Panel on the delivery of Safer, Fairer, United Communities Strategy for Staffordshire (the strategy).

**2. Recommendation**

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

**3. Background**

In May 2017, the Police and Crime Commissioner (PCC) published an updated Safer, Fairer, United Communities strategy for 2017 – 2020. The strategy is about making a sustained difference to tackling crime, harm and anti-social behaviour by improving community safety across Staffordshire and Stoke-on-Trent. The updated strategy takes account of and reflects changes that have occurred since the PCC came into office in November 2012.

Policing and community safety face different challenges now to those that existed only five years ago. These are more complex and require different, more sophisticated responses. The environment has also changed. Most public sector organisations have less money and have, or are, redesigning services to manage with less, whilst aiming to maintain good outcomes. There have been improvements in what gets delivered in some areas, for instance, more victims of crime are now supported and supported better. Crime is rising locally and nationally and the types of crime are evolving.

For the first time, reports of online crime was greater than other types of crime last year. Technology is providing greater opportunities for policing too as focus and priorities evolve across the wider sector e.g. terrorism, cyber, vulnerability and early intervention.

The PCC is concerned that the challenges in the wider public sector and the changing environment means efforts towards greater collaboration will be increasingly difficult to maintain. There is a risk that organisations under pressure retreat into delivering only what has to be delivered statutorily. The strategy reflects that but also reinforces the greater need to work in a joined up way with earlier intervention a priority.

A necessity is more effective information sharing between agencies and this will form

of investment in technology. Work to develop the PCC's strategy towards a multi-agency approach via the 'Connected Staffordshire' solution is gathering some pace. But the threat does exist by the capacity of some agencies to identify the necessary funding.

The PCC has established five key priorities in his updated strategy, one more than in the original 2013 version. Those priorities are: -

- Modern Policing: A police force that is fit for a changing future
- Early Intervention: Identifying and tackling root cause issues at the earliest opportunity
- Supporting Victims and Witnesses: Making it easier for victims and witnesses to get the support they need, when they need it
- Managing Offenders: Preventing offending in the first place and reducing reoffending
- Public Confidence: Creating opportunities for communities to shape policing, with greater transparency and openness to increase confidence in policing

Alongside local authorities and other key partners, there is significant work being undertaken to improve the delivery of public services, support continuous improvement and public safety, and ensure funding supports more efficient and effective service delivery. The 'whole system' approach to making people and places safer continues to support the on-going achievement of the PCC's ambition for a safer Staffordshire and Stoke-on-Trent.

The Chief Constable, employed by the PCC in 2017 has made progress in developing a new Blueprint for Change and Policing Plan that support the five priorities within the Safer, Fairer, United Communities Strategy. A revised performance framework is being introduced to enable the PCC to ensure the appropriate outcomes in delivering the Policing Plan and meeting the strategy's priorities.

#### **4. Progress to Date**

A progress update for each of work programme is detailed below;

##### **4.1 Early Intervention Priority - tackling root causes before they become a problem**

###### **> Adverse Childhood Experiences (ACEs)**

Lancashire Foundation Healthcare Trust (national leaders in the field of ACE's development) has started working with three local organisations to adopt the practice of asking about ACEs during internal assessments of victims and perpetrators. All staff employed by these organisations will receive comprehensive ACEs training.

One organisation has now incorporated ACEs questions into their assessment procedures and have started to ask their service users specific questions about their background and whether they had any ACEs.

Over 200 professionals from a wide range of organisations have attended multi-agency training on ACEs, Attachment and Emotion Coaching.

The evaluation by the Centre for Health and Development (CHAD), funded by the PCC, has commenced and ethics approval has been gained. Due to the delay in the commencement and introduction of ACEs questions in service delivery the evaluation has inevitably been delayed.

> **Child Sexual Exploitation (CSE) Co-ordinator**

The PCC has agreed to fund this role for a further 12 months (until March 2019) due to its continued success and delivery of outcomes. This role will ensure that the CSE Strategic Action Plan will continue to gather momentum and will enable successful implementation of the Staffordshire CSE Strategy. The CSE Strategy aims to prevent, identify and tackle CSE and progress is overseen by the two Local Safeguarding Children's Boards. Joint arrangements are in place to ensure that all beneficiaries (Stoke City Council, Staffordshire Police, Staffordshire County Council and the OPCC) are reaping the benefits of this dedicated role.

The co-ordinator played a key role in the recently announced Joint Targeted Area Inspection (JTAI) on CSE and Missing Children. The Ofsted summary letter sent to Stoke-on-Trent Local Authority was very positive citing 'strong partnerships/mature strategic relationships', 'a coherent multi-agency strategy' and 'a well-coordinated array of services as examples of good practice.

> **CSE Support and Missing Children Services**

Following a successful tender exercise, Catch 22 (a specialist charity who work across a national footprint) commenced delivery of the CSE service for victims and potential victims of CSE and children who go missing on 1 September 2017 across Staffordshire and Stoke-on-Trent.

The PCC and the other two commissioning stakeholders (Stoke-on-Trent City Council and Staffordshire County Council) are working with Catch 22 and all partners to ensure the service is being implemented effectively. Catch 22 are now fully embedded into local partnerships and have established a base at one of the Children's Centres in the North of the County.

Since 1 September 2017, Catch 22 have completed over 1200 Return Home Interviews with children who have gone missing from home. 109 children who are at risk of CSE or victims of CSE have been supported by Catch 22 and 83 professionals have received advice and guidance around CSE.

> **CSE Communications Campaign**

The PCC has continued to work with all partners to develop and implement a CSE campaign in Staffordshire schools. A working group has been set up to influence the content and presentation of the campaign. Separate consultation has been undertaken with young people to ascertain their views. The campaign is being developed with eight pilot schools and includes the production of a video, storyboard and classroom discussion pack. A draft video has been agreed and will be piloted with young people in one school to ensure the content and presentation are appropriate. The wider roll out to the pilot schools will commence in September 2018 when outcomes will be measured and feedback gained. This will influence the final product and the timescales for the wider rollout across all schools in Stoke-on-Trent and Staffordshire.

## > **Personal, Social, Health and Economic (PSHE) Education**

The PCC has provided funding to support the completion of a time-limited piece of work with Staffordshire schools to scope what is currently being delivered around the PSHE curriculum, ascertain what the gaps are and develop a set of recommendations for future delivery. A draft report has been presented to the Families Strategic Partnership Executive Group (FPEG) and will be presented to the next Child Sexual Abuse Forum (CSAF) in July 2018 as part of the agreed governance arrangements. Work will now commence with partner organisations to identify how the report recommendations will be implemented across the County.

The PCC has been having similar discussions with Stoke-on-Trent City Council and are a member of a working group made up of Stoke City Council Education Leads, Stoke Public Health and Primary and Secondary Head Teachers. A questionnaire has been developed asking schools/teachers for their views on the future of PSHE delivery, this will be circulated and the results analysed before the end of the summer term. Some work is being undertaken to establish whether the work of the national PSHE Association can meet some of the needs of Stoke schools.

Work has also commenced within the Police to address the consistency of the relationship between the Police (including PCSO's) and schools in relation to supporting the PSHE agenda.

One of the major challenges in taking this work forward is gaining the cooperation of some local authorities and some schools; given the need to build momentum, it is likely that work will firstly progress with those that are willing, with funding also following to those willing participants.

The PCC has also supported the introduction of a nationally recognised education resource (Values versus Violence) in schools across Staffordshire and Stoke-on-Trent. This resource is delivered by teachers and raises awareness among children and young people and provides them with some of the necessary skills to keep them safe from the dangers of abuse, sexual exploitation and radicalisation, for example. Over 2,200 children in 24 primary schools across Stoke-on-Trent and Staffordshire have been provided with Values versus Violence booklets. The PCC has agreed to further support this programme by providing additional funding in 2018/19.

## > **Princes Trust**

Since March 2015 the OPCC, Stoke-on-Trent City Council and a private sector donor funded have commissioned the Princes Trust to support some of the most vulnerable young people across Staffordshire. From March 2015 to December 2017, the Princes Trust has supported 561 young people.

The PCC has agreed to fund the Princes Trust programme to vulnerable young people across Stoke-on-Trent and Staffordshire for a further two years until September 2019. The project aims to engage young people at risk of offending, those involved in risky behaviour and victims of crime in order to improve their health and wellbeing, lifestyles, confidence and employment prospects.

The Princes Trust have recently gained additional funding from a further private sector donor and a national funding stream, *Be Together*, to help support these programmes further.

> **Youth Offending Service (YOS) Prevention and Early Intervention services**

The PCC currently invests a substantial amount of funding to deliver Prevention and Early Intervention services in Staffordshire and Stoke-on-Trent Youth Offending Services. These services also receive police 'in kind' support through the secondment of Police Officers/Victim Liaison Officers.

The PCC, working with both Youth Offending Teams, are undertaking a review of the current service to make recommendations for potential future delivery models.

Following a procurement process, *Cordis Bright Ltd* have been appointed to undertake this review. Desktop research and consultation with the Youth Offending Service teams and wider stakeholders has been completed and *Cordis Bright* are currently writing up their findings and recommendations for future models.

Whilst it was intended that a final scoping report, with clear recommendations for the future, will be presented to the Youth Offending Service Boards and the PCC Offender Management Board in May 2018, there has been some delays. As such, the final report will be presented to an extraordinary Joint YOS (Stoke-on-Trent and Staffordshire) Board in July 2018.

> **Female Genital Mutilation (FGM)**

The PCC submitted a bid to the Home Office Violence against Women and Girls Service Transformation Fund in March 2017 to develop and implement a Female Genital Mutilation (FGM) service in Staffordshire and Stoke-on-Trent. The focus of the service will be the prevention of FGM including the provision of education and support for children who may be potential victims or victims of FGM and their families. Awareness raising and training for professionals as well as for community members will also be central to this project.

In July 2017 the OPCC were notified that they had been successful in this bid and were awarded £250,000 over three years (April 2017-March 2020). The PCC also pledged to provide additional investment for the Project over the three year period.

Following a successful commissioning exercise, Barnardo's have been appointed as the service provider for this project. The project commenced on 1 May 2018 and work has focused on the recruitment and selection of two project workers, informing stakeholders about the project, reviewing local FGM training and developing relationships with relevant community groups. It is anticipated that the workers will commence employment in July and following a comprehensive induction programme the service will be fully operational by the end of July.

Barnardo's and Staffordshire Police will be joining forces with a number of organisations; Border Force, the National Crime Agency and other Police Forces across the West Midlands, to implement Operation Limelight at Birmingham Airport in August.

The joint operation is a proactive airside operation targeting inbound and outbound flights to 'countries of prevalence for FGM'.

Outcomes include improved knowledge and intelligence about FGM practices in other countries, creating opportunities to speak directly to families flying to, and returning from, FGM practising countries, children at risk of FGM being identified and assessed/protected as necessary and raised awareness with airport staff about FGM.

A multi-agency steering group has been set up and an action plan to oversee the strategic development of this work has been written. Monthly performance monitoring meetings are being held with Barnardo's, the PCC's Office, Stoke City Council, Staffordshire County Council and Staffordshire Police.

> **Harmful Sexual Behaviour (HSB)**

The PCC is working with Stoke-on-Trent City Council, Staffordshire County Council and the NSPCC to undertake a local audit of Harmful Sexual Behaviour using the NSPCC's nationally recognised HSB Framework. A launch event took place in April 2018 and a wide variety of stakeholders have attended and agreed to participate in the audit. The deadline for the audit was mid-May and it is intended that the findings of the audit will be gathered and analysed with a view to identifying gaps and making strategic, commissioning and operational recommendations for local delivery of HSB services.

> **Premier League (Stoke City Community Trust) funding opportunity**

The PCC have been involved in early discussions with Stoke City Community Trust and other partners about a forthcoming local bid to the Premier League/ Professional Footballers Association (PL/PFA) Community Fund. This provides Stoke City Football Club/ Community Trust with the unique opportunity to secure a grant of £250,000 following the investment of a minimum of a one off £50,000 partnership match funding (17% of total project costs).

The PCC, Staffordshire County Council and Stoke City Council have identified match funding (£17,000 each) for this proposal. On this basis, an expression of interest was submitted to the PL/PFA in February 2018. All organisations were able to ensure that the project proposal is based on local need and meets the strategic priorities of all contributing organisations.

SCFC Community Trust received positive feedback on the expressions of interest and submitted a full application in April 2018. SCFC have been notified that their bid has been successful and will be expected to commence in September 2018. A working group has been set up with key partners and work is underway to ascertain local figures to help ensure the project is targeted in areas of the County with most need.

**Skilled Helper Transformation Project**

As part of the Staffordshire Police Transformation programme and Staffordshire Police Early Intervention Plan, a review of the PCSO role is currently being undertaken. A number of PCSO's are being trained to work with people with vulnerabilities (the skilled helper model) and are targeting support towards those individuals who call the police on numerous occasions. The PCC has provided the Police funding to help support these individuals to address some of their support needs. This project is in its infancy stages and there is no data on outcomes to

report at this point, more information will be available in the Quarter two (July 2018-September 2018) report.

## > **Space**

The PCC launched an updated version of the SPACE programme (original SPACE ceased in the 1980s) in 2016 and again has prioritised growth and expansion of this highly successful programme. The positive outcomes for young people alongside the reductions in youth antisocial behaviour whilst SPACE was on in 2017, means 2018 planning activities are well advanced.

The broad objectives of the Space programme are to reduce the level of youth related ASB incidents and crime reported to the police by the provision of positive activities for young people. Additionally, it also aims to provide activities which promote personal, health and social development, team building and new experiences.

Analysis of 2017 hotspot locations and timeframes have been considered with localised Space partners and a draft plan of 2018 action for each area has been considered by the OPCC. Focussing again on a targeted and universal provision and with due regard to the 2017 evaluation recommendations, plans are currently being finalised with each area and with local providers.

Space 2018 is being supported by an additional 29% of funding (£140,000 2017 to £180,000 2018) with an expansion of the age cohort of youngsters from 11-17 years to 8-17 years. Additionally and for the first time, appropriate consideration of extra youth provision during the Autumn half term school holiday period (encompassing Halloween and Bonfire Night) is being undertaken and established in some areas as a further test bed of the programme. The PCC's ambition is to see SPACE expanded further and to form an important focal point for young people's activities generally.

Providing earliest notification of funding availability to local authority partners (Programme Commissioners), the majority of localised arrangements are in hand with Service Level Agreements being refined to duly consider pending legislation around personal data / photographic imagery.

The contract with the IT provider for a new Space website and its development ([www.staffordshirespace.uk](http://www.staffordshirespace.uk)) continues and ongoing support will see a continuously developed website and social media activity for 2018. A comprehensive evaluation will again be undertaken in 2018 as in the previous two years of 'new' SPACE.

### **4.2 Managing Offenders Programme - preventing offending and reducing the likelihood of re-offending.**

In support of the delivery of the **Managing Offenders** priority the PCC has established a new partnership Board – the Staffordshire Offender Management Commissioning and Development Board - bringing together all key partners that have a responsibility or interest in the offending arena to support a whole system approach to reducing offending and re-offending in Staffordshire and Stoke on Trent.

Governance arrangements for the partnership - the first of its type bringing agencies together to tackle offending and reoffending on a pan-Staffordshire basis - are now well established, and partners have agreed an ambitious county-wide strategy (the

Staffordshire Strategic Framework for Reducing Offending 2015-18) to guide local action in relation to the agenda.

The aims of the strategy are twofold:

- Promoting timely interventions across agencies in Staffordshire to reduce the risk of people becoming involved in offending behaviour; and
- Ensuring that where people do offend they are brought to account for their actions whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.

A comprehensive Action Plan has been produced to support implementation of the strategy based around 4 key themes - Prevention, Diversion, Offender Management and Offender Rehabilitation and Resettlement - and multi-agency delivery groups have been established to oversee the delivery of agreed actions under each theme.

Arrangements are in place to support the tracking of performance in delivering the Strategy's key actions with regular reports being made to the OMCDB and key partnership Boards on progress made.

#### > **Progress on Implementation**

Since the strategy's launch in 2015, significant progress has been made in implementing key actions scheduled for delivery.

Of the 53 actions scheduled to be delivered to the end of March 2018 42 (85%) have been completed, with a further 11 in the process of being implemented.

Regular reports have been made to the Police and Crime Panel on progress since this time detailing progress on implementation.

#### > **Impact of the Strategy**

The specific, high-level outcomes that the strategy is seeking to achieve are:

- A reduction in first time entrants to the youth justice system
- A sustained reduction in youth and adult reoffending

Since the strategy's launch in 2015/16, there has been a steady and sustained reduction in first time entrants to the criminal justice system

In terms of reoffending the task of measuring the strategy's impact in delivering reductions in reoffending to date has been more difficult due to the delay involved in allowing for proven reoffending rates to be established (the national Ministry of Justice reoffending data system - the main source of data on reoffending trends - requires a period of two years to elapse before 'proven' reoffending rates are published, to allow for all cases to pass through the court system and for conviction data to be validated).

Initial reoffending data for cohorts of offenders having been released from custody or commencing orders in the year of publication of the strategy has recently become available however allowing for an initial assessment of the impact of the strategy on local offending and reoffending rates to be made.

In terms of youth reoffending results show that since the strategy's launch youth reoffending levels in Stoke on Trent have remained fairly static, whilst in Staffordshire there has been a slight rise in the reoffending rate.

In terms of adult offenders, results indicate that there has been a measurable, albeit small, reduction in adult reoffending in both Staffordshire and Stoke on Trent.

The above results should be viewed as interim results, but provide an indication of the impact of joint work undertaken across agencies in support of the delivery of the strategy, suggesting that work undertaken to date is broadly on track.

#### > **Strategy Refresh**

As reported at the last meeting, with the strategy now in its final year, partners have recently undertaken a comprehensive refresh of the strategy to ensure that the strategy remains relevant and on course to deliver against its key outcomes.

A copy of the refreshed plan was included with the papers for the last Panel meeting.

It is intended that the refreshed strategy will provide a basis for joint work to prevent and reduce youth and adult offending in the county for the next 2-3 years - to the end of 2020/21.

#### > **Key Priorities of the Refreshed Strategy**

##### Strategic Themes

As a result of the refresh, to enable more effective joint working across agencies, it has been agreed that going forward the strategic themes of the Framework should be reduced from 4 to 2 with priorities and actions being focused/grouped together under the following key themes:

- Prevention/Early Intervention
- Offender Management, Rehabilitation and Resettlement

To reflect this change, the existing Prevention and Diversion Delivery Groups are to be discontinued with the two Groups being replaced by a new, single Prevention/Early Intervention Group.

##### Priorities and Actions

Under the Prevention/Early Intervention theme the content of the strategy has been strengthened to ensure closer alignment with local early help strategies and initiatives. A number of new actions have been added to explicitly link to the priorities of the strategy with early help plans and to enhance connections across the local early help system

Under the Offender Management, Rehabilitation and Resettlement theme, the strategy has been updated to include a stronger focus on initiatives to tackle youth reoffending, and on improving services for women offenders.

Proposals have also been included for a review of IOM multi-agency offender management arrangements and new actions included with the aim of improving

offenders access to housing, employment, mental health and substance misuse rehabilitation support services.

Where appropriate arrangements have been made for outstanding actions from the original strategy to be carried forward into 2018/19 as part of arrangements agreed as part of the strategy refresh.

> **Next Steps**

All stakeholders engaged in partnership arrangements have pledged their continuing support in taking forward the next phase of delivery of the strategy to ensure that the good work already undertaken is consolidated and built upon and that the shared ambition to reduce reoffending and deliver safer communities across Staffordshire and Stoke on Trent is realised.

The focus of work in Q1 2018/19 has been on putting in place arrangements for reconfigured Delivery Groups and agreeing the content of a revised and updated Action Plan to guide work in delivering key priorities and actions over the next 2-3 years.

Delivery Groups are currently in the process of populating the Plan with lead responsibilities and timescales after which the next phase of delivery will commence. An initial report on progress in taking forward planned actions will be presented to the Panel at its next meeting in October.

**4.3 Public Confidence Priority - making sure individuals and communities feel safe and reassured**

Please see the detailed focus report for an update on progress against this priority.

**4.4 Supporting Victims and Witnesses Priority - making it easier for victims and witnesses to get the support they need**

> **Domestic Abuse**

Commissioning of Services

A new pan Staffordshire domestic abuse service is being commissioned, with tenders currently being assessed by a partnership moderation panel. New services will commence in October 2018 following a 12 week mobilisation period following successful contract award.

Commissioners are seeking a consistent baseline service provision across the whole geography, which flexes to meet local demands and is supportive of the identified needs defined by the 'Staffordshire and Stoke-on-Trent Domestic Abuse Needs Assessment' (DANA).

Providing a tiered approach to services; from prevention through to early intervention, targeted and acute support, they span the victim and perpetrator agenda for adults, children and young people, families and communities.

The Office of the Police and Crime Commissioner is Lead Commissioner in this new approach, working hand in hand with Staffordshire County Council and Stoke-on-Trent City Council and supported by District / Borough Authorities.

Strategic Direction

The Domestic Abuse Commissioning and Development Board (DACDB) established almost 12 months ago provides clear ownership for the Staffordshire and Stoke-on-Trent 2017-2020 Domestic Abuse Strategy and is well attended from strategic partners across the area.

The Board owns the Domestic Abuse Action Plan which will ensure delivery of the 3 year strategy.

### Police Process

The OPCC are strategically engaged with Staffordshire Police as they re-examine and redesign existing domestic abuse processes, including the current Multi-Agency Risk Assessment Conference (MARAC) to ensure delivery of best services to meet the needs of victims and their families.

Supporting this process and aligning well with the new commissioned service provision is work led by the OPCC to externally commission the mapping of existing victim and perpetrator journeys through multi-agency service provision, to identify gaps and duplications in process. This will facilitate the mapping and development of best service pathways which will then underpin new commissioned services.

#### > **Staffordshire Victim Gateway**

Following the victim and witness needs assessment undertaken in 2014 the Gateway model was developed and introduced in 2015 to support the proposals outlined within the assessment, to provide a front door for victims of crime in Stoke-on-Trent and Staffordshire and a whole systems approach from the victim reporting the crime or recognising they need support, through to the victim receiving specialist support.

The Gateway supports the delivery of the Code's key entitlements and provides prompt, professional, appropriate support to help service users cope and recover from the impact of crime. It is delivered in a respectful, sensitive and professional manner without discrimination. The service encompasses a triage assessment, tailored advice, emotional and practical support and managed and supported onward referral to specialist services. As such, the Gateway is an essential part of the victim support system.

Between the 1<sup>st</sup> January 2018 and 31<sup>st</sup> March 2018 there were 13,981 referrals into Staffordshire Victim Gateway. Of those initial referrals, 57% required an enhanced service and 43% a standard service, as defined in the Victims Code. Of those initial referrals 11,136 received advice, guidance and information on the Victims Code of Practice. Over 1800 enhanced victims were eligible for specialist support.

More information on the Gateway is available at:  
**[www.staffsvictimsgateway.org.uk/](http://www.staffsvictimsgateway.org.uk/)**

#### > **Business Crime Advisors**

Successful businesses are the lifeblood of thriving communities and crime plays a significant role in their development; it can cause high costs and damage to companies. Small and Medium Enterprises are particularly vulnerable if they become victims of crime; in certain circumstances it can force the business to close.

973 business crimes were resourced between January and March 2018. Of those 46% accepted advice from the service. Of the 126 where follow-up contact was made 64% had provided a witness statement to the Police and 59% had provided a victim impact statement. 56 businesses accepted the one hour of free support, with security being the most popular. The Business Crime project is a system of referral and support to victims of business crime.

The businesses receive the standard victim offer (control measures to avoid further incidents of crime) but will also be able to access a range of other accredited secondary support services specialising in areas such as HR, security, banking, insurance, ICT recovery, reputational damage etc. The additional 1 hour offer of contact is with a specialist contractor who has a broad knowledge of issues likely to affect the continuity of the business. Their advice will be free. Businesses can then choose to pursue additional paid help. The service is regularly publicised within relevant media forums and is also open to referrals from businesses who have not reported the crime to the Police.

#### > **Video Links**

Nothing to update since the previous report.

#### > **Domestic Abuse in the Workplace**

Nothing to update since the previous report.

#### > **Restorative Justice**

As part of the commitment to improve services to victims and witnesses the OPCC continues to be supportive of the Restorative Justice Hub, which is staffed by a core team of skilled RJ Practitioners.

The Hub provides timely and appropriate restorative interventions before court proceedings (to support the delivery of police out-of-court disposals such as youth and adult cautions), following a court appearance (at the post-conviction/pre-sentencing stage to inform sentencing) and at the post-sentence stage (to support the delivery of post-conviction restorative conferencing in a variety of settings), to ensure the delivery of a consistent and reliable range of RJ services to victims and offenders across all stages of the criminal justice process. The Hub guides and supports victims to access the very best help available to cope and recover from the harm caused by criminal conduct, regardless of whether they wish to report the crime to the police or not.

Between 1<sup>st</sup> January and 31<sup>st</sup> March 2018 the RJ Hub received 65 referrals, from the Victim Gateway, Police and Probation Service.

There is a multi-agency restorative justice partnership group who continue to meet to support the delivery of restorative justice; working with key partners to improve referral rates, continually publicise the service and to share data to understand the true numbers of restorative justice being delivered.

#### > **Ministry of Justice Grant Funded Projects**

The Government is committed to making sure that victims of crime receive the support they need to help them cope with and recover from the impact crime has had on their lives. For the period 2017/18 the Ministry of Justice allocated £63.15m towards victims' services. The funding enables PCCs to commission a number of services e.g. Staffordshire Gateway and provide grants to specific areas such as sexual abuse, domestic abuse, hate crime, child sexual exploitation etc.

Last year the PCC provided grant funding for the first time to BRAKE, who are a UK wide road safety charity and a respected well established provider of support to people bereaved and seriously injured in road crashes. In 2017/18 60 bereavement packs were distributed across Staffordshire. 11 cases were supported through the helpline (a case represents the aftermath of one crash for one victim or for one family of victims).

The OPCC has extended the domestic abuse grants to fall in line with the domestic abuse tender exercise as they will form part of the wider domestic abuse contract which is due to commence Autumn this year. All other grants funded from the victims' budget were also extended up until the 31<sup>st</sup> March 2018.

#### > **Victim Code of Practice**

The Victim Code of Practice was established by the Domestic Violence, Crime and Victims Act 2004 and came into effect in 2006. It has been revised a number of times, more recently in 2015 in order to comply with the EU Directive 2012/29/EU, which established a set of minimum standards on the rights, support and protection of victims of crime across the European Union.

Key entitlements under the Victims' Code include the right to be kept informed about case progress; make a Victim Personal Statement to explain the impact of the crime and have it read out in court, with permission; be referred to victim support services; apply for compensation; and apply for special measures in court for vulnerable, intimidated or young victims. The Code aims to 'transform the criminal justice system by putting victims first, making the system more responsive and easier to navigate'.

The result of all of the above new requirements and ambitions means that we have had to deliver victim services on a much larger scale and higher quality basis than

ever before and this has set the bar for locally commissioned services at a far higher level than current or past provision.

Staffordshire Police are continuing to work hard to improve their quality of service to victims and witnesses, working closely with the OPCC and partners to ensure a joined-up approach is evident and that victims of Staffordshire and Stoke-on-Trent receive the best possible service they can. In support of this ACC Emma Barnett has recently become the Police National Lead for victims and witnesses, which brings with it many benefits.

An example of some of the new approaches being taken include:

- Complainant Declined to Prosecute (CDtP) – a new recording process to monitor decisions, help the Police and the victim understand their decisions and that any decision is made following the assessment of victim vulnerability, need and perpetrator risk.
- Prosecution Hubs – help Officers prepare case files, engage with victims and witnesses and work with Officers to obtain special measures (identified through victim contracts).
- Victim Personal Statements – Stafford Officers have trialled the recording of victim personal statements using Body Worn Video. So far, feedback from Officers and victims has been positive. Once approval has been received from the criminal justice partners the pilot will be rolled out across Staffordshire.

#### > **Victim and Witness Commissioning and Development Board**

Supporting victims and witnesses is one of five priorities included within the Staffordshire PCC's Safer, Fairer and United Communities Strategy (2016-2020).

This priority focuses on ensuring that victims, witnesses and their families have access to and receive personalised support that assists them to cope and recover and that they are placed at the forefront of the criminal justice process.

In order to support the delivery of this priority a Victim and Witness Commissioning and Development Board was established in 2017 chaired by the Deputy PCC, whose ambition is to develop an effective, integrated structure for all victim and witness services and improve the delays and inefficiencies that exist within the criminal justice system, which impacts on victims and witnesses and unnecessarily prolongs their journey through this system.

The Board is a multi-agency group who work jointly at every opportunity to deliver a single vision for victims and witnesses in Stoke-on-Trent and Staffordshire; this will include adopting a multi-agency, pan-Staffordshire vision and strategy supported by overarching shared, strong governance and partnership arrangements, together with joint commissioning, aligned budgets and delivery plans that make a positive difference to victims and witnesses.

The Board is currently overseeing the victim and witness needs assessment work.

#### > **Victim and Witness Needs Assessment**

Following the election of Police and Crime Commissioners, the Government announced its intention to shift the commissioning of most support services for victims and witnesses of crime to Police and Crime Commissioners. The Ministry of Justice has subsequently provided funding to PCCs to commission those local services.

The PCC now wants to examine the availability of specialist victim and witness services. Whilst, there is a range of specialist victim and witness related support services in place, these have not been commissioned in a systematic way. There is also uncertainty as to whether there is sufficient capacity within these services to meet demand.

As such the OPCC has commissioned a further needs assessment for victims and witnesses, which will provide an up to date picture of related needs in Staffordshire and Stoke-on-Trent and where, as partners, we need to focus our resources in the future. The findings will also be used to support the development of a victim and witness strategy and its associated action plan. Specialist services such as sexual abuse, hate crime and domestic abuse already form part of the funding envelope so the outcome of the assessment will enable the OPCC to scope out a response to the issue with a view to supporting future commissioning work, ensuring that service users receive timely, needs led, good quality provision.

#### **4.5 Modern Policing**

The Police and Crime Commissioner's (PCCs) Safer, Fairer, United Communities Strategy 2017 – 2020 included a fifth priority, to build a modern police service, fit for a changing future, able to address existing challenges and new threats and harm that can potentially impact from local, regional, national and international activity.

These challenges cannot be addressed by policing alone. Both the Office of the PCC and Staffordshire Police have to work effectively with partners in Staffordshire and those at a regional and national level. They have to be easy to do business with, sharing information, skills and resources with partners to prevent and intervene early to deal with the root causes of problems before they become more complex and costly to address.

The Chief Constable has developed a Blueprint for Change to ensure delivery against the five priorities in the PCC's Strategy. This is supported by the first of a series of annual Policing Plans which detail the projects and other activities the force will undertake during the year in working towards the Blueprint.

The force projects combine to form a cohesive change programme (SP25) which aims to fundamentally change the way the force operates. The delivery plans incorporate Boeing Defence UK in providing the capacity and capability to take advantage of the best that technology can provide; particular focus is being applied to the early delivery of a new core policing platform which will deliver significant performance and financial benefits.

Changes to the operating model delivered or commenced since the last report include the implementation of new structures that will enable more effective local and neighbourhood policing, partnership working, customer contact and response

policing, investigations; operational support and business support functions, including;

- The consolidation of response officer teams into bases at Hanley, Cannock and Burton;
- The development of three resolution centres at Hanley, Cannock and Burton to deliver a more informed and streamlined response to non-emergency service requests, thereby reducing the demand on front line resources, so that they can be used more effectively;
- Completion of design work for a new Knowledge Hub, which will bring data and digital asset management, analytical and reporting activities together in a way that supports integration with other public services.
- Further development of the proposal for the new Records Management System (RMS) which will replace a number of existing disparate systems.
- A shift in resources from response policing to place-based neighbourhood policing and partnership teams to support prevention, early intervention and public protection;
- Continued evaluation and development of place-based working pilots at Newcastle-under-Lyme and Tamworth aimed at providing better support to vulnerable people;
- Rationalisation of the PCC-owned estate achieved through integration of services with partner agencies and new ways of working;
- Workforce planning to ensure the right people with the right skills are in the right roles with the necessary development and wellbeing support;
- Development of new structures for the delivery of Financial and People Services;
- Leadership and cultural development programmes.

The accountability of the Chief Constable to the PCC in the delivery of the changes taking place across the force has been assured through further developing the governance arrangements that both the OPCC and force, separately and together, have in place. The aim has been to positively support delivery of the change programme, whilst also providing for appropriate involvement, influence and reporting and performance management. These arrangements are in place and working, but will be adapted as necessary as the change programme moves forwards.

At a regional level, the PCC has chaired the Regional Governance Group since 2017. This group brings together the PCCs and Chief Constables from Staffordshire, Warwickshire, West Mercia and West Midlands, with their Chief Executive officers to oversee and guide work on collaborative policing and community safety arrangements. This is inclusive of regional organised crime, motorway patrol, the police air service, counter terrorism, national programmes e.g. ESN and more recently a focus on criminality in prisons. The PCCs are supported by two Regional Police Officers who work closely with Force officers and staff to a clear work plan.

The regional governance arrangements have developed over recent years to be particularly strong in holding Chief Constable's to account, but also in making sure that where appropriate the region has a single voice in national collaborative working, which is significant in scale at the present time.

## **5. Conclusion**

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

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**Police and Crime Panel – 3 July 2018**

**Update from the PCC on the Safer, Fairer, United Communities for Staffordshire 2013-18: Focus Priority: Public Confidence**

Report of the Police & Crime Commissioner

**1. Purpose of Report**

The purpose of this report is to update the Police and Crime Panel on the delivery of the Public Confidence priority of the Safer, Fairer, and United Communities Strategy for Staffordshire.

**2. Recommendation**

That the Panel note the update on the delivery of the Public Confidence priority and make comment as appropriate.

**3. Progress to Date**

**Safer Neighbourhood Panels**

**Purpose**

To provide update information on Safer Neighbourhood Panel meetings and progress in Staffordshire.

**Background**

It is one of Staffordshire's Police and Crime Commissioner's ambitions for policing in Staffordshire is to be the most open and transparent in the country. Aspiring to remain 'very local' and be attuned to concerns of the people it serves.

Safer Neighbourhood Panels, often referred to as SNPs, are panels set up to support the role of the PCC in holding Staffordshire Police to account for their performance. The PCC is elected by the public, sets the police and crime objectives for Staffordshire and holds the Chief Constable and the Force to account in delivering those objectives and on their performance.

The purpose of Safer Neighbourhood Panels is to provide local scrutiny and review of the performance of their Local Policing Team and hold to account (for performance) the LPT Commanders in support of the role of the Police and Crime Commissioner. This involves fulfilling various functions on behalf of the PCC such as; challenging local performance, examining local performance issues and providing a local prospective of key topics for review at the request

of the OPCC through core scrutiny reviews.

In Staffordshire there are ten Safer Neighbourhood Panels, one for each of the Local Policing Teams, the panels are made up of local residents, local business representatives, Neighbourhood Watch and local Councillors.

SNP meetings will take place on a quarterly basis with panel members expected to attend at least three panel meetings a year. The formal business of the SNPs will be delivered within these meetings, but other areas of the required workload will be delivered out of these meetings through scrutiny review, information session and training session attendance and through data review. The panel coordinator will produce an annual schedule of meetings for each SNP that will take into account the availability of the LPT Commander in order to ensure full LPT involvement in the SNP process.

### Panel Membership Numbers

Current Membership numbers for each panel LPT within Staffordshire;

	Chair	Residents	Data Champions	Councillors	Coordinator	ETAP	Youth Commission
Cannock	1	6		1	1	1	
East Staffordshire	1	3		2	1	1	
Lichfield	1	8	1	1	1	1	
Newcastle	1	4		3	1	1	1
South Staffordshire	1	4	1	4	1	1	
Stafford	1	6	2	1	1	1	1
Staffs Moorlands	1	5	2	2	1	1	
Stoke North	1	8	2	1	1	1	1
Stoke South	1	8	1	1	1	1	
Tamworth	1	10		1	1	1	

- East Staffordshire has the fewest number of panel members as well as a temporary coordinator in post due to a recent retirement.
- Recruitment is taking place for East Staffordshire and Cannock through leaflet drops in local areas, advertisements on the OPCC website as well as local newspapers supported by the OPCC Communication's department.
- Data Champions are required in four areas, in two of these, current members are awaiting training which is arranged for early June prior to commencing the role. The remaining two panels are reliant on recruitment to bolster their panel numbers, in these cases recruitment will also take into account the Data Champion role and look to identify candidates who are willing to take on this critical role on behalf of the panel.

### Mandated Themes for Scrutiny 2018/2019

Current year to date, two scrutiny reports have been published on the OPCC website

with a further nine in review. Once a panel completes a report this is submitted to the LPT Commander for comments from the Force, when added the report is forwarded to the OPCC for final review and publication to the OPCC website.

- Cannock SNP have a date of the 30<sup>th</sup> May 2018 set for scrutiny of Stop Search, this will take place in an interim meeting by a number of volunteers made up from the main Panel.
- Stafford SNP have recently scrutinised Stop Search, and found whilst carrying out this scrutiny that Body Worn Video (BWV) and issues sent to both the LTP Commander and the OPCC in regards to availability of all footage and how this is itemised. LPT Commander gave a further overview of the outcome of this issues at the latest SNP meeting. Additional to this Use of Force is under review with a meeting to clarify points to be held between the Panel Coordinator and the OPCC early June 18.
- Stoke South are planning to complete Stop Search prior to July.
- Stoke North are planning to complete Use of Force once training at the end of June is complete.
- Staffordshire Moorlands are currently looking to scrutinise Stop Search, they have placed a request to view BWV with the LPT Commander.

### **Additional Scrutiny Themes**

- Lichfield SNP are currently scrutinising Anti-Social Behaviour (ASB), further information and clarification of data required from the OPCC which will be facilitated in the arranged data champion session in June.
- Stafford SNP have asked for clarification to scrutinise CPS, this is currently under review with the OPCC in regards to its rationale. Currently under review with the OPCC is Complaint Handling, MOD and Police interface, 101 Call Handling and Mental Health. Amendments have been raised from the OPCC in regards to these reports which is currently underway.
- Stoke South have Voluntary Interview scrutiny under review with the OPCC.
- Stoke North have Police Visibility Scrutiny currently with the Communications Team within the OPCC awaiting publishing to the OPCC website.
- Tamworth SNP have completed 101 Call Handling Scrutiny, this has been sent to the LPT Commander and comments added prior to review by the OPCC before being published on the OPCC website.

### **Mandatory Scrutiny Subject Training**

- |                            |                |
|----------------------------|----------------|
| • Stop and Search Training | March 2018     |
| • Use of Force Training    | June 2018      |
| • Stop and Search Training | September 2018 |
| • Use of Force Training    | November 2018  |

Each mandatory scrutiny subject is refreshed twice a year, each session

is divided into two individual days which are held in close succession, the first session provides a specialised guest speaker from the Force who delivers real world, on the job, life experience of the subject matter. The second day provides training to the panel members of how to scrutinise the information gathered in order to provide a consistent, uniform approach to all panels across Staffordshire.

### **Additional Training**

All panel members are also invited to attend general scrutiny training, this provides the panels with understanding of how to interpret the data they have gathered in relation to additional topics over and above the mandatory subjects. Panels can then utilise these skills and look into other points of interests which they feel are of interest within their local areas. Panels have already branched out from the mandatory subjects and completed additional scrutiny on subjects such as Anti-Social Behaviour, 101 Call Statistics, Complaints, Taser Use, Hate Crime and Police Visibility.

### **Data Champion Sessions**

A Data Champion is required within each of the panels, these members are able to attend facilitated sessions arranged by the OPCC. These sessions take place each month alternating between the North and South of the County.

During each session, data champions receive support for scrutiny and interpretation on subjects approved by the individual panels and are able to then feedback the information gathered for the panel to summarise and conclude.

### **Induction Training**

The OPCC has produced a Safer Neighbourhood Panel Guidebook, this contains all relevant information required by the panel including role and purpose of Safer Neighbourhood Panels, Roles and Responsibilities of Members, Chairs, Data Champions, ETAP Link and Youth Commissioners as well as how to operate meetings, complete scrutiny and present report findings.

Additional to this the OPCC felt that for new members to the panels a structured, interactive training session, facilitated by the OPCC would be more constructive. This would provide new candidates with the ability to carry out their role and to ask questions, raise issues or concerns and have instant feedback. It is also hoped the induction program will provide further structure to the Panels and a consistent approach to meeting format and scrutiny undertaken. The induction program is still in development with a proposed initial session being available in the summer.

### **Staffordshire Police Transformation Changes**

Each SNP is based within its own LPT, guaranteeing members of that

specific locality have the knowledge and expertise of their own community. Staffordshire Police are currently going through a Transformational Change which reduces the number of LPTs from 11 down to 10. Previously Stoke was divided into 3 separate LPTs, Stoke North, Stoke Central and Stoke South, this has been reduced to 2 Stoke North and Stoke South with Stoke Central being split between the remaining 2 Stoke LPT's and integrating their services.

As such and to keep in line with the LPTs, the Safer Neighbourhood Panels have also merged their Stoke Central panel between Stoke North and South with members choosing their preference. Any scrutiny underway at Stoke Central will continue to conclusion at which point panels will mutually agree future subject matter. The move has been particularly orderly with both Stoke North and Stoke South welcoming the panel members from Stoke Central into the fold.

### **Independent Custody Visitors**

The OPCC is required to produce and publish quarterly reports in relation to the Independent Custody Visiting Scheme activity. At the financial year end there is an annual report produced and published on the OPCC website. Attached for the panel in Appendix A is the ICV Annual Report for 2017/18.

Beyond reporting of the data associated with the scheme the OPCC has a business plan in place that addresses the maintenance of the scheme including training requirements and legislative and best practice updates for the volunteers. In 2018/19 there will be an assessment of the scheme in Staffordshire against the Independent Custody Visiting Association (ICVA), Quality Assurance Framework that was introduced in April 2018. The ICVA Quality Assurance Framework has 4 standards, Bronze through to Platinum and through each award demonstrates the level of adherence to best practice for the scheme within that scheme area. A full assessment of the scheme in Staffordshire is being undertaken in 2018/19 and the findings of such will be available for the ICV Annual Report in April 2019.

Staffordshire's OPCC also leads on the recruitment and support of the Regional ICVA Representative who is an ICV from one of the Force areas that covers Staffordshire, West Midlands, Warwickshire and West Mercia. This regional role helps to share best practice not only across the Forces but also centrally from the Home Office and the ICVA. The Regional ICVA role will play a fundamental part in completing the quality assessments across the region.

### **Youth Commission**

The Staffordshire Youth Commission has continued to deliver its 2017-18 work programme, undertaking a significant amount of youth engagement over the past few weeks. The Youth Commission has engaged over 1500 young people directly this year in developing understanding and obtaining evidence relating to their key priorities, which were identified through the big conversation in 2017. To date 29 interactive peer to peer workshops have been run on the topic of knife and gang crime with young people from Stoke-on-Trent sixth form, Burton & South Derbyshire College and Nacro, specifically targeting young people who are at risk or have been directly affected.

In addition the Youth Commission has also undertaken 22 interactive peer to peer workshops on mental health, 20 workshops on Hate Crime & Exclusion and have just recently started the process of undertaking Abuse and CSE workshops.

The Youth Commission continue to hold advisory meetings with Staffordshire Police, the last meeting focused upon the priority area of Hate Crime and Exclusion. It was agreed that Youth Commission members would review the developing Hate Crime toolkit and provide feedback as well as develop their own social media campaign to raise awareness of the topic. Filming for a short film designed to show the impact of hate crime has been completed and should be ready for use in the very near future. The next advisory meeting with Staffordshire Police will focus on Abuse and CSE.

In April Commission members attended a meeting of the Sport and Youth Justice Steering Group attended by partners from across the County to help present the findings and evaluations of the SPACE project. The Youth Commission has undertaken a great deal of engagement work across the county to determine youth awareness of the SPACE project, its potential impact and how it could be developed in the future.

Planning has begun for the Youth Commission's annual conference in late September where they will report back to the PCC with recommendations and suggestions concerning their five priority topics. They are looking to work with partners in making any recommendations applicable to numerous services.

### **Commissioner's Community Fund**

The PCC continues to provide a range of funding opportunities available to community safety partnerships (CSPs), strategic partners and community groups to support broad community safety activities in local areas;

- The PCC has this year again committed to make annual Locality Deal awards totalling £1,042m to local Community Safety Partnerships and the Stoke-on-Trent Safer City Partnership (CSPs), with an advance of 80% of local funds made in the summer, with half yearly evaluations being currently considered prior to award of the remaining 20% balance. This provides each area the opportunity to use these funds to ensure delivery of their statutory Community Safety Plan, derived from their annual statutory Strategic Assessment Review undertaken by the County Insight Team. Following negotiation by the OPCC, such review was completed without direct charge to CSPs.
- A contribution from Locality Deal is made by CSPs (District / Borough's) to Countywide Drug and Alcohol Services following the reduction in Staffordshire County Council funding to this key service. Additionally for 2018, all CSPs will be meeting the administrative cost of local Safer Neighbourhood Panels from their Locality Deal Award.
- SNPs will then provide additional scrutiny around the delivery of the priorities identified in individual local Community Safety Plans.
- The Proceeds of Crime Fund provides £200,000 per annum through 2 funding rounds to support strategic partnership activity aligned to the PCC's and local community safety priorities. Grants are made up to the value of £15,000 and annually evaluated.
- Similarly, the People Power fund provides £200,000 per annum through 2 funding rounds to local community groups in support of projects which support

delivery of the PCC's and local community safety priorities. Grants are awarded in values between £100 and £3,000 and evaluated on an annual basis.

### **Domestic Abuse communications**

The PCC's communications and engagement team is leading on and has developed a strategy to effectively promote and communicate the new county-wide domestic abuse service.

This has been shared with all strategic partners and will provide the basis of communication to support the project's core objectives.

Working with our partners and utilising the skills of dedicated and specialist staff, the PCC's office is committed to making people safe, providing the right support whilst robustly dealing with offenders through quick and effective further preventative action.

### **Space**

To support Space, a communication strategy has been developed to ensure all events are promoted effectively to a wide and diverse audience across the city and the county ahead of summer 2018.

Space 2018 has already been promoted since the turn of the year across all the OPCC media channels, including the website, social media platforms and delivered in the form of press releases to traditional media, radio and TV stations.

With the World Cup very much in mind, Space has tapped into summer 2018's football fever by appointing its first 'champion', former Port Vale footballer Adam Yates. He will give weight to this year's Space programme, with more potential 'champions' earmarked for the future. Video and interviews promoting Adam's involvement were distributed across Staffordshire's media landscape – with the ex-Burton man also donating prizes to, and attending, the successful Space Speed Gun challenge, during the Staffordshire Police Open day on June 4, 2018.

Matthew Ellis will attend a Space pre-launch event in early July, before also attending an event during the opening week to raise further awareness of the scheme.

### **Staffordshire Police Cadets**

It has been an exciting time for the cadets so far this year with them going from strength to strength. The induction of the Leek cadets unit marked a milestone with all of Staffordshire and Stoke-on-Trent now covered by a total of 10 cadet units. This news was covered by local media.

And June saw a major achievement when the cadet leaders were awarded the Queen's Award for Voluntary Service – an honour that is the equivalent of an MBE for voluntary groups.

This was publicised widely, with BBC Midlands Today filming a section for their evening news bulletin on June 4 with the awarding of the honour being picked up by local media across the county and on social media.

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**Police and Crime Panel – 3<sup>rd</sup> July 2018**

**Staffordshire OPCC and Police Force Group Financial Position 2017/18**

**Report of the Police & Crime Commissioner**

**1. Purpose of Report**

- 1.1 This report updates the Panel on the financial positions of both the Office of the Police and Crime Commissioner (OPCC) and Staffordshire Police Force (Force), as reported in the Group accounts for the financial year 2017/18.
- 1.2 The figures quoted at this stage are subject to audit however it is not envisaged that there will be any changes to the revenue outturn position as a result of this audit. Should this take place a further report will be brought to the Police and Crime Panel advising them of the final audited outturn position.

**2. Recommendations**

- 2.1 The Panel is asked to note and comment on the provisional outturn position for the Group budget for 2017/18.

**3. Summary**

- 3.1 This report provides information on the provisional financial position for 2017/18. At the Group level, the final outturn of £181.271m shows an overspend of £2.679m (1.5%) compared to a revised budget of £178.592m.
- 3.2 The outturn position is within the generally accepted financial health indicator in the sector of being within a two percent over or under tolerance compared to budget.

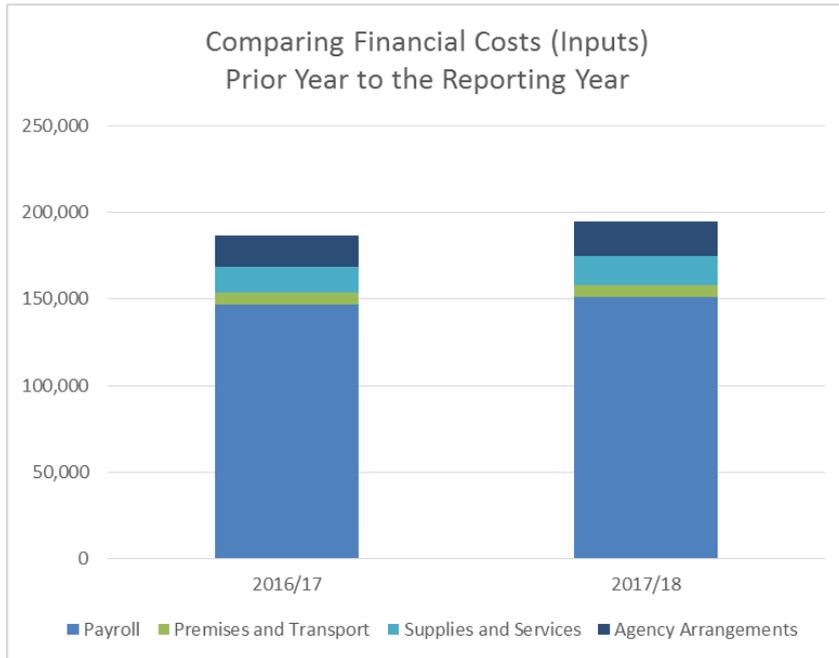
**4. Outturn**

**4.1 Financial Performance 2017/18**

The gross cost of policing<sup>1</sup> in Staffordshire for 2017/18 was £194.8m, an increase against a gross cost in 2016/17 of £187.0m.

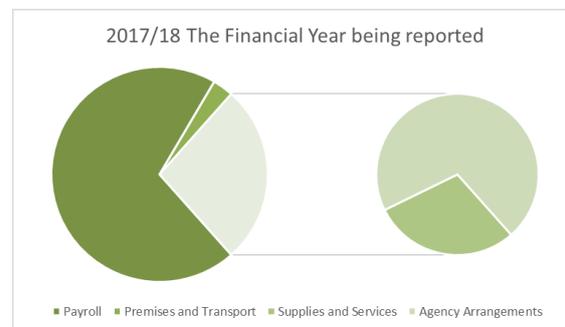
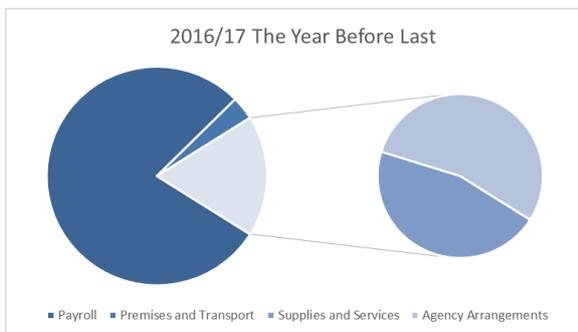
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<sup>1</sup> This gross cost can be seen in the context of the reported CIES at section 5.2.



This has meant a:

- £1.7m increase in spend on increased development of technology and in supporting future plans
- An increase in cost sharing arrangements in relation to the Regional Organised Crime Unit (ROCU) of £3.3M: this is not an increase in overall spend but rather a shift between pay and services spend



## 4.2 Revenue Spend (Appendix 1)

Spending on police officer pay was £90.3m, more than had been planned, but this allowed the early take-on of the Chief Constables' redesigned target operating model. It also reflected the 2% pay increase, of which just 1% was funded by central government. In addition the costs incurred include overtime by officers during the heightened terror threat and so £750,000 additional funding through the PCC budget was provided to the Chief, to allow him to meet these pressures in year.

Other pressures on the budget emerged very late during the year and within those timescales the Chief Constable was challenged to deliver compensating savings. These include an additional 1% for the staff pay award announced in May 2018, after the year had ended, at a cost of £454k.

The Force has continued with ambitious transformation and restructuring plans, which have meant a higher than usual spend on one off costs. These costs have been able to be met within the PCC's policy of using reserves to fund these costs and save today's taxpayer from meeting costs which will deliver benefits in terms of a changed approach into the future.

The new and ambitious relationship with the Force's external IT provider has also led to some unexpected costs which arose late in the year: again these will see benefits in the future and represent an investment today into a new way of working that will move the Force forward at pace.

The Safer Roads Partnership which the OPCC and Force undertake with County, City, Fire Service and other partners was efficiently run during the year, contributing £679k additional income although there were additional costs as well and the net profit remains marginal.

During the year the OPCC took on responsibility for commissioning the detention officers, medical attention and interpreters contracts; the reason for this is primarily so that expertise available is used to an optimum level. This, and the contribution back to the Force to cover officer pay pressures mentioned above, is the reason why the PCC's budget has increased by £2.326m in year.

### **4.3 Capital Programme (Appendix 2)**

The capital programme for 2017/18 delivered a number of firsts for the Force

#### **Lichfield Hedgehog Site – new Police Station**

Investing in the new police station at Lichfield is about using public resources well by investing in a first rate police facility for the future and giving police the best tools to do their job. This new centre of excellence will directly benefit crime victims throughout the south of the county by bringing police expertise in investigations and forensics under one roof.”

The new building will replace the old police station on Frog Lane which will be sold off as part of city centre redevelopment plans, although a force front desk will still operate from Lichfield District Council’s offices.

#### **Smithfield Hub**

The move to join the City Council in their Smithfield hub has given the Force flexible workspace in the heart of the city, close to their partners in services funded by the Council. Justice Services staff from Etruria have moved in, alongside Forensics and Licensing.

#### **Police Protection Equipment**

During the year investment will allow every officer to have access to Body Worn video capability, raising the safety levels for officers and the public alike. The PCC funded the replacement and upgrade of Taser weapons to the Taser 2 version which works with Body Worn video to automatically switch on the cameras within 30 feet when the Taser is switched on. 81 ballistic vests were replaced for frontline officers assuring them and their families of their safety on the front line.

### **4.4 Future Strategy**

#### **Transformational Savings Delivery**

Staffordshire Police, like all other Police forces across the country, has seen a substantial reduction in government funding as a consequence of the Government’s policies to tackle the national fiscal deficit.

In response to this as well as in order to improve the efficiency of its operation the Force have established the SP25 Transformation Team to review operations across the Force. This programme plans to deliver savings of £2m and then £4.4m in 2018/19 and 2019/20.

#### **Investment**

In January 2018 the PCC took the view that in light of the rising demand and his wish to focus on front line investment he would raise the Band D Council Tax by £11.40.

This investment will fund an increase of 44 police officers by March 2019 and 69 police officers by March 2020 as well as supporting the general revenue budget to be able to afford investment in revenue

### **Future Reserves Strategy**

Usable reserves are held either for general purposes, such as to ensure there are appropriate funds available in the event of a significant emergency, or they are earmarked for specific purposes or to manage known risks. The reserves strategy is vital to managing the delivery of the savings targets without impacting performance on the frontline.

Reserves have been used to meet police transformation costs whilst the PCC ensures best value on the sale of the old HQ site and Lichfield Police Station. The sale of the old HQ site, with planning permission, will now release £10.4m, and Lichfield Police Station £1.7m. Both of these values have been optimised through ensuring appropriate expertise has been applied to the sale process.

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## Appendix One – Revenue Budget Outturn

	2017/18 Original Budget £000	2017/18 Revised Budget £000	2017/18 Actuals £000	2017/18 Variance to Revised Budget £000
<b>Expenditure</b>				
Police Officer Pay Costs	87,743	88,714	90,305	(1,591)
PCSO Pay Costs	8,811	8,816	8,501	315
Police Staff Pay Costs	41,827	41,857	42,811	(954)
Other Employee Costs	3,139	3,365	4,903	(1,538)
Police Officer Pensions	4,015	4,015	4,755	(740)
Repairs & Maintenance	0	0	75	(75)
Other Premises Costs	3,758	4,008	4,059	(51)
Vehicle Costs	1,956	1,951	2,067	(116)
Other Travel Costs	424	424	522	(98)
Operational Supplies & Service	6,937	7,241	6,918	323
Communications & Computers	10,612	3,289	6,316	(3,027)
Administration	3,677	3,775	2,785	990
Other Supplies & Services	181	181	978	(797)
Third Party Payments	10,247	20,066	19,706	360
Capital Financing Costs	4,617	4,490	4,319	171
<b>Subtotal Expenditure</b>	<b>187,944</b>	<b>192,192</b>	<b>199,020</b>	<b>(6,828)</b>
<b>Income</b>				
Grants & Contributions	(3,256)	(6,870)	(7,690)	820
Reimbursements	(1,818)	(1,904)	(4,087)	2,183
Sales, Fees & Charges	(1,154)	(1,340)	(1,430)	90
Recharge Payroll to Capital	0	0	0	0
Other Income	(30)	(30)	(109)	79
<b>Subtotal Income</b>	<b>(6,258)</b>	<b>(10,144)</b>	<b>(13,316)</b>	<b>3,172</b>
Reserve Transfers in	(2,950)	(3,456)	(4,433)	977
Reserve Transfers out	0	0	0	0
	<b>178,736</b>	<b>178,592</b>	<b>181,271</b>	<b>(2,679)</b>

## Appendix Two – Capital Programme Outturn

	2017/18 Original Budget £000	2017/18 Revised budget £000	2017/18 OUTTURN Actual £000
<b>Programme Spend:</b>			
Estates Projects	4,254	5,796	6,112
ICT & Transformation Projects	21,215	4,028	4,170
Equipment	210	312	298
Vehicles	1,418	1,627	1,896
	<b>27,097</b>	<b>11,763</b>	<b>12,476</b>
<b>Funded by:</b>			
Central Government Grants	700	683	683
Other Grants		32	32
Revenue Contributions	400	0	0
Capital Receipts	16,212	115	115
External Borrowing	9,785	10,933	11,646
	<b>27,097</b>	<b>11,763</b>	<b>12,476</b>



**STAFFORDSHIRE POLICE AND CRIME PANEL – 3 July 2018**

**WORK PROGRAMME PLANNING 2018/19**

**Report of the Secretary**

Recommendation

That the Panel note the dates of future meetings and considers whether it wishes to add to the Work Programme for 2018/19 detailed below.

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.

Each Panel meeting receives an update on progress of the overall delivery of the Commissioner’s Safer, Fairer, United (SFU) Communities for Staffordshire Strategy together with an update report on a selected priority area. The Strategy was originally based on 4 priorities: Early Intervention, Supporting Victims and Witnesses, Managing Offenders, and Public Confidence. The Commissioner’s update Strategy for 2017-2020 includes a fifth priority has relating to the modernisation and transformation of policing.

A further standard item is now included on this year’s work programme providing an opportunity for the PCC to report on the transfer to him of governance responsibility for the Staffordshire Fire and Rescue Service. NB Additional Panel meetings may be required to consider matter arising as a result of that transfer.

Date of Meeting	Agenda Items
<p>Wednesday 1 November 2017 <i>(Venue – Civic Centre, Stoke-on-Trent)</i></p>	<ul style="list-style-type: none"> <li>• Update from the PCC SFU Communities for Staffordshire (Focus priority: Supporting Victims and Witnesses)</li> <li>• Medium Term Financial Plan – Update</li> <li>• Feedback on Members’ visit to the MASH</li> <li>• PCC’s Business Case for Governance of Police and Fire and Rescue – Update by PCC</li> </ul>
<p>Monday 29 January 2018 (pm)</p>	<ul style="list-style-type: none"> <li>• Consideration on the PCC’s Proposed Budget and Precept 2018/19</li> <li>• Update from the PCC on the SFU Communities for Staffordshire (Focus priority: Modern Policing)</li> <li>• Report on proposed new system for handling complaints against the</li> </ul>

	<p>Staffordshire Force (<b>DEFERRED</b>)</p> <ul style="list-style-type: none"> <li>• PCC Update on his Business Case for Governance of Police and Fire and Rescue</li> </ul>
Monday 5 February 2018 (pm) <b>NOT REQUIRED</b>	<i>Provisional Meeting</i> – If necessary to further consider the PCC’s Proposed Budget and Precept 2018/19
Monday 23 April 2018 (pm)	<ul style="list-style-type: none"> <li>• Update from the PCC on the SFU Communities for Staffordshire (Focus priority: Managing Offenders)</li> <li>• PCC Update on proposed Joint Governance of Police and Fire and Rescue Services in Staffordshire</li> </ul>
<b>Tuesday 3 July 2018 (pm)</b> (Re-arranged from Monday 23 July 2018)	<ul style="list-style-type: none"> <li>• PCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire</li> <li>• Update from the PCC on the SFU Communities for Staffordshire (Focus priority: Public Confidence)</li> <li>• Consideration of the PCCs Annual Report 2017/18</li> <li>• Annual Report on Complaints against the PCC/Deputy PCC</li> <li>• Home Office Grant to the Police and Crime Panel and Panel’s Budget Report</li> <li>• OPCC/Force Group Financial Position 2017/18</li> <li>• MTFS- Update (<b>Deferred at PCC request</b>)</li> </ul>
Wednesday 31 October 2018 (pm)	<ul style="list-style-type: none"> <li>• PCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire</li> <li>• Update from the PCC on the SFU Communities for Staffordshire (Focus priority: Early Intervention)</li> </ul>
Monday 21 January 2019 (am)	<ul style="list-style-type: none"> <li>• Consideration of the PCC’s proposed Budget and Precept 2019/20</li> <li>• Update from the PCC on the SFU Communities for Staffordshire (Focus priority: Victims and Witnesses)</li> <li>• PCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire</li> </ul>
Monday 28 January 2019 (pm) <i>Provisional</i>	<i>Provisional Meeting</i> – If necessary to further consider the PCC’s Proposed Budget and Precept 2019/20
Monday 29 April 2019 (pm)	<ul style="list-style-type: none"> <li>• Update from the PCC on the SFU Communities for Staffordshire (Focus</li> </ul>

	priority: Managing Offenders) • PCC Update on Joint Governance of Police and Fire and Rescue Services in Staffordshire
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J Tradewell  
Secretary to the Panel

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