



STAFFORDSHIRE COMMISSIONER

Police | Fire and Rescue | Crime

Annual Report

2021 – 2022



Staffordshire and Stoke-on-Trent



Foreword



This is my first annual report since being elected as Police, Fire & Crime Commissioner for Staffordshire in May 2021. In this report, which I am duty bound to produce, I will highlight progress that has already been made in delivering

improvements set out in my strategic plans, describe the role I have as Commissioner and detail how my professional team at the Staffordshire Commissioner's Office (SCO) invest some of its budgets to help keep Staffordshire safe.

As the elections were postponed due to Covid-19, I have just two more years to deliver the service and wider system improvements set out in my Police & Crime Plan and Fire & Rescue Plan that were published in December. I am required to produce these strategic plans which were developed following widespread consultation with the public, our partners and stakeholders, to ensure that the priorities they outlined matched the concerns expressed by our communities.

Essentially, I'm expecting to see these plans making a real difference to the lives of the people who live, work or visit Staffordshire and Stoke-on-Trent. They should result in fewer victims of crime and anti-social behaviour (ASB), fewer casualties on our roads, and fewer people who suffer due to fire or the actions of others.

What this means for you...

- ✓ **Faster response to emergency and urgent incidents**
- ✓ **Improved 999 and 101 contact services**
- ✓ **Reduced crime and anti-social behaviour**
- ✓ **Safer roads**
- ✓ **Better support for victims and witnesses**
- ✓ **Effective justice, served more quickly**
- ✓ **Safer homes and business premises**
- ✓ **More protection for the vulnerable**



Read the Police & Crime and Fire & Rescue Plans for 2021–2024 at www.staffordshire-pfcc.gov.uk



Fire & Rescue plan - Fire and Rescue Plan 2021-24 -
Staffordshire Commissioner (staffordshire-pfcc.gov.uk)

Police & Crime plan - Police and Crime Plan 2021-24 -
Staffordshire Commissioner (staffordshire-pfcc.gov.uk)

Due to planned retirements, I was busy from day one recruiting a new Chief Constable and Chief Fire Officer. I sought leaders who would establish strong connections with their staff, community representatives, partners and the public. Both Chris Noble and Rob Barber demonstrated their abilities to do this against strong competition during a rigorous recruitment process. They are highly experienced and motivated leaders with real ambition for Staffordshire Police and Staffordshire Fire & Rescue.

Having launched the plans, we're now in a new phase in their delivery. The priorities we consulted on are being translated into strategic and operational plans by the services, setting out in detail how they will deliver against them. We're starting to see real, tangible actions as a result of this work, and I'll be closely monitoring the progress made as those actions are embedded and developed.

How well the services deliver these local priorities, meet national government expectations and respond to inspector's findings is key to me holding the two chiefs to account on your behalf. I will continue to do this in an open and transparent way with regular reports like this and sharing progress with the chiefs in public meetings.

I understand and share the frustration that some fundamental Police services are not up to the standards that the people of Staffordshire and Stoke-on-Trent expect and deserve. Work to improve these is advancing quickly under Chief Constable Chris Noble's leadership and further improvements will follow the rollout of the force's new operating model at the end of June. Designed to improve the quality and speed of contact and response, it will lead to better investigations and empower local Police leaders to take full advantage of new technology and our additional new officers.

Recruitment and training of new officers is ahead of target. As a result of the national uplift programme and local council tax contributions in recent years, we are set to have 1,942 officers by 2023, 350 more than in 2019. It is great to see these new officers taking up their roles with Staffordshire Police, and I know how much people already value seeing them on their streets, bolstering the service the force provides to local communities.

In 2018, Staffordshire became the second of only four Police & Crime Commissioner areas nationally to be given governance of the Fire & Rescue Service, and I expect to see others follow our model as a result of the proposals in the government's important recent White Paper on Fire Reform.

We are already experiencing first-hand the benefits of this single point of governance, as it allows for a more efficient, responsive service, able to react quickly to emerging public demand. We saw this during the pandemic, where the Fire & Rescue Service stepped up as part of the collective effort regionally, delivering food packages and helping vulnerable people, delivering PPE, and supporting testing and vaccination sites. Given more flexibility to address local need, there is a real opportunity for more imaginative and radical options for keeping people and places safe.

Working alongside Rob Barber, the Chief Fire Officer, I'm looking for the service to go beyond what it currently does, using the expertise and capability of its teams to assist in other areas of demand, such as health.

As I set out in my Fire & Rescue Plan, today's service has a greater role to play in responding to the impacts of climate change, the fire risks associated with waste and environmental crime, and the extra demands on buildings and public safety resulting from the tragic events at Grenfell Tower.

Effective work with partners will be hugely important to the success of my plans as the two services can't deal with everything on their own. A key priority for me is building strong relationships with partner organisations. This approach will deliver real, joined-up working across Staffordshire and Stoke-on-Trent which will help keep our communities safe. Last year I took on the

role of Chair of the Regional Collaboration Board, the Local Criminal Justice Partnership Board and the Regional Organised Crime Unit Board, amongst others, and my deputy, Helen Fisher, and I are co-chairing the Staffordshire Safer Roads Partnership.

As Commissioner, I have to ensure our services have the resources they need. The budget position at financial year end was good with achievable plans for future savings. There are sensible reserves for investment in necessary equipment and infrastructure and reasonable pay increases. I was deliberately prudent in setting these budgets, and given high inflation and supply pressures due to the pandemic and the war in Ukraine even our forecasts will be tested, but I am confident that we are in a better position to ride this storm than most.

I am determined that people should receive high-quality services and have confidence that we're listening and responding to the issues that matter to them. With my deputy Helen alongside, a great team supporting me and two well-led, dedicated and proud services, I am sure that together we will keep Staffordshire safe.

Ben Adams

Staffordshire Commissioner for Police,
Fire & Rescue and Crime

Key achievements

Launch of the new Police and Fire Plans to set strategic direction for next 3 years



Recruitment of new Chief Constable and Chief Fire Officer

Launch of Commissioner's Independent Scrutiny Panel



Successful bids of over £2m from the Safer Streets Fund

Commissioner confirmed as chair for multiple local and regional partnership boards



Launch of the Violence Reduction Alliance



Successful bid for £300k to address the safety of women and girls



The community sprinkler programme grew significantly with a further 26 high rise properties protected

Launch of the ASB and Mediation Service and the Hate Crime Service



Over £920k allocated for local community safety initiatives



Launch of the Community Safety Forum to improve partnership working

Two Personal, Social, Health and Economic Education Coordinators recruited to assist schools





Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

"I monitor the performance of our services and the progress they are making against improvement plans at regular formal and informal governance meetings. The services also continually track their performance at improvement boards which my team attend on my behalf. In addition to this internal assessment, independent audit and invited peer review, we have regular visits from HMICFRS to judge how the services are doing. Some of these visits lead to published inspection reports and recommendations.

My primary concern will always be the quality of service provided to the population we serve with a focus on delivering against our local priorities; however I welcome the views from these independent experts as they provide a valuable opportunity to understand how we compare with other similar Police and Fire & Rescue services across England and Wales and their previous inspections of Staffordshire.

Both services have been comprehensively inspected over the past 12 months and, whilst we await the final published reports, it is clear from feedback already received that there are areas of good practice but also room for improvement with some specific areas of concern. Given this, I expect some downgrade in overall assessment this year. The Chief Constable and Chief Fire Officer always strive to deliver the best levels of service that stand scrutiny from independent assessment – as this gives increased confidence to the public they serve, their partners and their own organisations.

Future inspections will more accurately reflect how effective their time at the head of the services has been.

These inspections are a good test of the accuracy of the service's self-assessments and my office's performance reviews. I am therefore reassured that we had identified the same issues that the inspectors did, there were no surprises. It is not coincidence that improving contact and investigation quality while enhancing the focus on victims are top priorities in the Police & Crime Plan, and that the Fire & Rescue Plan emphasises progressing changes to increase our productivity and the diversity of our workforce. At this point, my focus is on the services maintaining the good progress already being made in responding to the HMICFRS feedback with plans and action that will also deliver our local priorities."

Staffordshire Police

As part of planned inspection activity, Staffordshire Police underwent two inspections by HMICFRS across the year.

One reviewed the force's child protection arrangements, and highlighted the need for a number of improvements including recognising the vulnerability of missing children; sharing information about online abuse promptly; and listening to children's concerns and views when making decisions about their welfare.

The Police, Efficiency, Effectiveness and

Legitimacy (PEEL) inspection raised two areas of concern prior to full publication – one relating to carrying out effective investigations and providing appropriate ongoing support for victims, and one around identifying and assessing the vulnerabilities of people contacting the force.

Significant work is already underway by the force to address concerns in these vital areas:

- New and refreshed child protection training is being delivered to officers and staff, and the force has reviewed processes and procedures around missing children. There are also technology upgrades and investment in areas of highest demand, to protect and safeguard children at the earliest opportunity.
- The force has undertaken a large-scale review of its local policing model, which will see significant changes in how policing is delivered in communities and for victims of crime. The force is investing in hundreds more officers for its frontline response teams, and moving from three hubs to ten local bases to ensure officers can reach our local communities faster. These changes will also see enhancements to existing functions within the Contact and Control Centre, protecting the vulnerable as soon as they contact the Police for support.

Staffordshire Fire & Rescue

Staffordshire Fire & Rescue Service was

inspected by HMICFRS in November 2021. The inspection was carried out using a blend of virtual and on-site interviews, desktop exercises, focus groups and station reality testing. Over the course of the inspection HMICFRS spoke to approximately 180 members of staff plus partners. The inspection looked at how effective and efficient the service is at keeping people safe from fire and other risks, and how well it looks after its people. Its findings were in many ways positive and highlighted some issues that the service was already actively committing time and effort in to improve. The final report is expected to be published by the end of June.

This inspection was due in Spring/Summer of 2022. The Chief Fire Officer and Commissioner requested the inspection be brought forward to explore a small number of concerns raised in relation to the way the service conducts some of its people-related practices. The service has worked hard to develop a positive and inclusive working environment, values and culture and remains focused on developing this to underpin the way it serves communities, carries out its role and works together. The inspection has helped to identify best practice and further opportunities for learning and improvement, which will ensure that organisational culture and working practices are as inclusive and supportive as possible and enable people to perform at their best.

Police and Crime



Priority 1

A local and responsive service

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



View from the Commissioner

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"Over the past 12 months, I have seen Police officers and staff working incredibly hard to improve the service. I have recruited a new Chief Constable from outside the force to help accelerate the required changes and essential improvements. The increase in officers that we will see in Staffordshire in the next two years will also help us to do just that.

It is largely for the Chief Constable to deliver on the expectations set out in this priority for a more local and responsive service. Progress against these areas for improvement are priorities at our regular performance monitoring reviews.

Since taking office in December 2021, the Chief Constable has focused on work to develop and implement a new operating model for the force which will deliver increased capacity to respond, investigate crime, give victims the attention they need and more time for proactive policing.

The new model will see two senior Police Commanders aligned to Stoke-on-Trent and Staffordshire councils to better link with public protection, safeguarding, education and public health teams at our authorities.

Ten local policing teams will be aligned to council boundaries and consist of response teams more closely connected to local issues, neighbourhood policing officers and PCSOs working with partners to problem-solve the recurring issues that matter most to communities.

Designing and implementing this new operating model should significantly improve the responsiveness of policing teams and their connectivity with local residents and businesses.

I will ensure the IT, equipment and training required by the Chief Constable is available to support his plans."

What we said we would do

Progress

Improve telephone and online 101 non-emergency services so that people contacting Staffordshire Police receive a high-quality and timely response.

- **Ongoing recruitment** for Contact Services to help ensure the right people, with the right skills are in the right place at the right time.
- **30 new recruits** are now supporting an increase in 999 calls.
- A **Quality Assurance Manager** is now in post to develop and monitor public satisfaction measures.
- **Control room triage is now in place** to ensure calls get through to the right person.



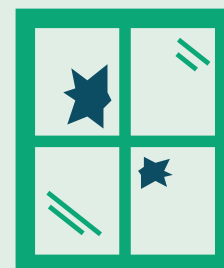
Reduce the time taken to safely respond to emergency and non-urgent calls and ensure the effective management of incidents.



The **new Police Operating Model** will come into effect from 27 June 2022 and provide increased capacity for response teams who will be locally based. This will result in reduced response times.

Promote awareness and use of the tools and powers available to prevent and resolve ASB so that issues are quickly and effectively addressed by all those responsible.

The Commissioner has established and chairs a new **ASB Delivery Group** with partners to promote the use of tools such as community triggers and powers available to prevent and resolve ASB.



Build strong relationships with communities by focusing neighbourhood policing teams on crime prevention and early intervention and by ensuring people can easily contact their local Police to raise concerns.



The new Police Operating Model includes **ten local policing teams**, each led by a local Chief Inspector aligned to council boundaries. They will consist of response teams more closely connected to local issues and neighbourhood policing officers and PCSOs working with partners to problem-solve recurring issues.

What we said we would do

Progress

Ensure the policing of our road and transport network is appropriately resourced and assisted by the latest digital technology to help officers identify and apprehend offenders, deter criminals and reduce casualties by tackling excessive speed, distracted driving, drug or drink driving, unsafe and uninsured vehicles.



In **November 2021, the Commissioner and his Deputy were appointed joint chairs of the Staffordshire Safer Roads Partnership (SSRP)**. Recent activity includes a review of new technology to identify speeding hot-spots. Since November 2021, as part of an enhanced mix of enforcement and education, Staffordshire Police referred 239 people to a national course for failing to wear a seatbelt.

Develop protocols for the application of expected new laws to tackle illegal trespass where it causes distress, harm and disruption to local communities.

The Commissioner established and chairs a delivery group with local community safety partners to reduce the impact of illegal trespass and policing of protests, including how best to apply new government legislation.

Expect Staffordshire Police to protect people in custody by ensuring appropriate arrangements are in place for their safe detention.

A recruitment drive for additional Independent Custody Visitors is underway, with 5 interviews scheduled. The scheme complied with Independent Custody Visitor Association best practice, ensuring checks were still undertaken throughout the pandemic.

Improve digital and traditional links with people, particularly seldom heard groups and young people, to understand their views, gather evidence on crime, ASB and road safety issues and keep them informed about what is being done to tackle them.



A new SCO and Police public perception consultation survey has been launched to determine how the public view the Police. This will be a fully representative consultation, run annually to inform future plans and help establish how safe people feel.

What we said we would do

Progress

Encourage more people to get involved in improving their local Police service through volunteering, community representation and scrutiny and assurance work.

- The Commissioner's Independent Scrutiny Panels (CISP) project launched in October 2021 to monitor the force's use of sensitive powers including the use of force and stop and search. A key aim was to ensure volunteer panels were diverse and included under-represented communities, better reflecting Staffordshire's population.
- Further volunteering opportunities include Independent Custody Visitors, Appropriate Adults, the Ethics, Transparency and Audit Panel and Dog Welfare volunteers.

Expect Police leadership, standards, systems, culture and training to be focused on providing high-quality services.

- **In addition to an extensive IT investment programme, the Commissioner approved bringing forward spend of over £2m to provide 3,000 laptops for officers and staff to increase connectivity whilst in the community.**
- Upgrades of core business systems have been approved including finance, HR and duty planning.
- A commitment has been received from the new Chief Constable to prioritise the care and wellbeing of staff and to recognise and develop good supervision and leadership across the workforce.

Expect Staffordshire Police to have a rigorous approach to, and a low tolerance of, unacceptable behaviour by their officers and staff ensuring they meet the required standards.

The force's recent 'Know the line' campaign educates officers and staff on sexual misconduct. So far, 1000 staff have received training, including external partners. The force's internal ethics panel meet bi-monthly and represent the views and perspective of all business areas. The SCO Ethics, Transparency and Audit Panel played an active role in scrutinising the work of Professional Standards, including completing a thematic review on complaints and reviews.

2 Customer Service advisors were recruited to the Professional Standards department to triage complaints; when not resolved, the complaint will be assigned to an investigating officer to address.

A Prevent Officer has also been recruited, to identify any complaint themes and trends.



Priority 2

Prevent harm and protect people

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



View from the Commissioner

“Preventing harm and reducing crime requires a partnership approach. I have a clear role in convening agencies across criminal justice, safeguarding and health to work together to protect people.

Within the new operating model is the creation of a Public Protection Unit that sees specialist services and partnerships focusing on the safeguarding and protection of vulnerable victims of crime and managing violent, serious and repeat offenders.

By commissioning specialist organisations and playing a leading role in developing strategic plans, the SCO has a direct impact on delivering against this priority.

This year, the SCO has been particularly successful in securing external funding, notably over £2m secured through the Home Office Safer Streets Fund and £300,000 from the Safety of Women at Night (SWaN) Fund.

Working with Police and partners, this funding has been used to deliver initiatives focused on preventing violence against women and girls (VAWG) in the night-time economy, in venues and on public transport. The money was invested in improved lighting, CCTV and alley-gating as well as education campaigns.

Although the SWaN initiative focuses

specifically on VAWG, it forms part of Staffordshire's preventative approach to reducing violence more broadly, including:

- £432,000 from round 2 of the Safer Streets Fund tackled personal robbery and vehicle crime in Hanley, through the installation of secure gates, installation and upgrade of CCTV cameras and installation of 26 new street lights. £550,000 from round 3 improved lighting, CCTV and delivered other improvements in Longton Park to aid the prevention of VAWG.
- Education resources for primary age children used animation to address name calling, personal space, photo sharing and peer pressure. A secondary age interactive virtual reality package highlights the consequences of different choices.
- Launch of the Violence Reduction Alliance (VRA).
- Public space harassment, challenging attitudes, spiking/safer nights campaigns.

Much of our commissioned and partner activity focuses on preventing people, particularly children, from becoming victims or perpetrators of crime or ASB. As such, it ultimately reduces demand on our response services and represents good value for money for tax payers.”

What we said we would do

Progress

Support the work of the Violence Reduction Alliance to prevent and address all forms of violence, including that connected to county lines drug gangs and violence against women and girls.

- An analysis has been undertaken to support the work of the VRA to understand how violence affects communities.
- Research is underway to better understand referral processes, services offered, capacity and assessment tools.
- The VRA secured £65,000 from the NHS to commission external research into children, young people and families with complex needs.
- An annual VRA Conference will take place following the success of the first event in May 2022.

Work with regional partners, employing state of the art surveillance and covert methods, to disrupt and dismantle serious organised crime gangs and to prevent potential terrorist activity.

- **The Commissioner now chairs the Regional Organised Crime Units Board.**
- The Commissioner also chairs the Regional Governance Group which enables oversight and collective decision-making with West Midlands, West Mercia and Warwickshire Police.



Commission prevention and early intervention programmes for those more vulnerable to crime (domestic abuse, sexual assault and abuse, drug and alcohol misuse, exploitation, harmful sexual behaviour, hate crime, road crime, online fraud, cybercrime) and ASB.

- Continued investment in the Youth Offending Services (YOS) provides support to those at risk of offending behaviour.
- The Prince's Trust has been commissioned to support some of the most vulnerable young people. The service engages those at risk of offending and victims of crime to improve their health and wellbeing, lifestyles, confidence and employment prospects. Over the past 12 months, the Trust supported 205 young people, with around half achieving a positive outcome.

What we said we would do

Progress

Further develop the way in which partners (such as Staffordshire Police and NHS) work together to address mental health and other vulnerabilities in a community safety setting to ensure that people get early access to the support they need from the right agencies.

- Keele University was commissioned to evaluate the existing Staffordshire Mental Health Community Triage service. Following completion of the evaluation in October 2021, a number of recommendations have been made to help guide and inform future service delivery.
- In the last 12 months, the SCO has continued to work with partners to support opportunities to divert people away from unnecessary contact with the criminal justice system.

Intensify the activity of our Safer Roads Partnership so that Police, Fire & Rescue, Local Authorities and National Highways work jointly towards safe roads, safe vehicles, safe road use, safe speeds and post-crash care to reduce road casualties that have devastating consequences for families.

In November 2021, the Commissioner and his Deputy were appointed joint chairs of the SSRP to push forward their priority of working with partners to reduce road casualties.



Work has commenced to refocus the partnership's activities to raise the profile of road safety, upgrade existing fixed cameras to digital technology, identify those at highest risk to inform future prevention work and expand Community Speed Watch.

Work with partners to understand and address the root causes of crime and ASB, breaking the cycle of crime.

A range of funding allocations were launched to support projects which focus on tackling ASB and other local community safety priorities.

- Each of Staffordshire's nine Community Safety Partnerships (CSPs) will receive a share of the £724,750 Locality Deal Fund to address community safety-related concerns.
- £100,000, made up of money seized under the Proceeds of Crime Act, will be split between the CSPs to support local problem-solving. Each CSP will receive £10,000 to tackle ASB, with the City receiving £20,000 to account for Stoke North and Stoke South.
- £100,000 will be made available to community groups, through small grants of up to £5,000, to address locally identified concerns.

What we said we would do

Progress

Work with schools and alternative education establishments to develop and deliver consistent, good quality education about community safety related topics, so children are able to make informed, positive and safe choices.



- **Two Personal, Social, Health and Economic (PSHE) Education Coordinators have been appointed to help schools deliver effective lessons dealing with personal safety and behaviours that might put pupils at risk.**

- A strategy and workplan have been developed, and two multi-agency teams formed to support the work of these posts.
- Work has commenced to develop a resource directory for schools.

Commission services to protect vulnerable children and adults from harm and exploitation including those who go missing from home or care.

The Commissioner continues to jointly fund a Child Criminal Exploitation/Child Sexual Exploitation/Missing Service which is currently delivered by Catch22.

- Over the past 12 months, the service received 371 referrals for child criminal exploitation support. **95% of children who engaged fully with the service demonstrated a reduction in overall risk-taking behaviours.**



- Over the past 12 months, the service received 464 referrals for children affected by child sexual exploitation. 90% of children who engaged fully with the service demonstrated a reduction in overall risk-taking behaviours.
- Over the past 12 months, 2,776 missing incidents were reported for 1,512 individual children. The service completed 2,259 return home interviews.
- The number of mentors volunteering for Catch22 continues to grow, with 24 volunteers now providing a range of support.

What we said we would do

Progress

Divert children away from harm through a range of personal development programmes and positive diversionary activities.

- The Commissioner has approved three years' further funding for the summer Space programme. Since relaunching in 2015, there has been a 77% reduction in youth ASB during the summer period. In 2021, over 6,000 young people, aged between 8 and 17, enjoyed over 1,400 activities funded by the Staffordshire Commissioner. There were over 17,600 attendances at events, equating to over 35,333 hours.

Space quote from activity provider - 'This person came to our attention after being involved in gang-related crime. Space gave them the incentive to help other young people who have also found themselves involved in a gang lifestyle. They have since stated that when they leave college, mentoring is what they would like to do as a possible career.'

Establish a Staffordshire-wide community safety forum to enable better collaboration with partners to ensure prompt, joint action to prevent harm and safeguard individuals and families.

- The Staffordshire-wide Community Safety Forum has been established to improve collaboration between agencies, align their strategic direction and ensure prompt joint action to tackle community safety issues.
- The Forum has had two successful meetings and kickstarted delivery groups focused on ASB, illegal trespass/protests and expanding drug treatment services to reduce crime and distress relating to addiction.



Priority 3

Support victims and witnesses

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



View from the Commissioner

"I am committed to ensuring victims and witnesses get the help they need. My office commissions a range of support services for victims of crimes including domestic abuse, sexual assault and abuse, ASB, hate crime and business crime. This is primarily funded by government grants.

The Staffordshire Victim Gateway has been successfully supporting victims of crime since 2015, providing a free, effective, tailored, high-quality service which helps victims cope and recover from the impact of crime and the harm they have experienced.

New Era's domestic abuse services continue to meet needs across Staffordshire and Stoke-on-Trent, commissioned under a tripartite arrangement with Staffordshire County and Stoke-on-Trent City Councils and led by the SCO.

In 2021, the office was allocated £530,865 for community-based services by the Ministry of Justice for use by domestic abuse and sexual abuse providers, which we used to recruit Independent Sexual Violence and Domestic Violence Advisors, support for local helplines, counselling programmes and group therapy sessions.

The Survive Sexual Assault and Sexual Abuse Service has marked its first year of operation. This is a free county-wide service provided

by Staffordshire Women's Aid, who provide a non-judgmental, confidential service for adults, children and close family members who have been affected by sexual assault or abuse. It has supported 1,612 people in its first year.

In late 2021, the NHS provided funding for Staffordshire to undertake a Mental Health Needs Assessment specifically for victims and survivors of sexual assault and abuse.

The Business Crime Support Service is tailored to meet the needs of business crime victims specifically supporting small to medium enterprises, with the Advisor located within the contact centre of Staffordshire Police.

In October 2021, two new services were launched to deliver a free, high-quality, personalised and tailored service to help victims cope and recover from the impact of the crime and the harm they have experienced. The ASB & Mediation Service is delivered by Victim Support and Staffordshire is one of the first Police & Crime Commissioner areas nationally to invest in such a service. The Hate Crime Service is delivered by the Citizens Advice Bureau.

You will see that we are continuing to invest in proven expert provision and expand this to support the ambitions set out under this priority."

What we said we would do

Progress

Provide a range of free, confidential, non-discriminatory, specialist support services for victims and witnesses of crime (including domestic abuse, sexual assault and abuse, violence, exploitation, hate crime, road crime, harmful sexual behaviour, business crime, restorative justice, online fraud and cybercrime) and ASB.

- Survive supported 1,612 people.
- Since launching in October 2021, there have been 324 referrals to the Hate Crime Service and 171 referrals to the ASB Service. 29 professionals have been trained and 7 education sessions have been delivered.
- **The New Era domestic abuse service has been extended to operate until September 2023.** Over the last 12 months, New Era received 7,669 victim referrals. Of those, 3,838 adults accepted one-to-one support and 652 children and young people accepted one-to-one support.
- In the last 12 months, 5,067 business crime incidents have been resourced by the Business Crime Support Advisor, with half accepting support. 622 businesses accepted the 1-hour free confidential specialist support.

Provide a free and confidential triage service for victims of crime to assess their needs and ensure they are signposted to specialist services where necessary.

Between 1 April 2021 and 31 March 2022, there were 52,426 referrals into the Victim Gateway and Restorative Justice Service. Of those initial referrals, 38,920 received advice, guidance, information and signposting to other services. 16,717 victims accepted a further offer of support, which included being 'triaged' to understand their care and support needs. 2,632 victims were eligible to be referred to specialist agencies for support. 45 victims pursued an offer of Restorative Justice.

Improve accessibility to support services, paying particular attention to seldom-heard groups, tailoring their service offer accordingly.

The SCO commissioned Staffordshire Women's Aid to map the needs of ethnic minority communities regarding barriers on reporting and accessing services following sexual assault or abuse.

In May 2021, a joint awareness campaign from the SCO and Staffordshire Police was launched to encourage people to look out for the signs of modern slavery and report any suspicions they may have. A video was created and subtitled into the county's top 5 languages.



What we said we would do

Progress

Ensure service providers (defined in the Victim Code of Practice, 2020) comply with the Victims' Code.

The 'Victim Bill Consultation' was launched in December 2021 to build on the Victims' Code foundations to improve victims' experiences of the criminal justice system. An SCO-organised workshop took place in January 22, led by the Centre for Public Innovation, to discuss the consultation and seek local views. The SCO submitted a response and awaits the second stage of the Bill process.

Improve ways service providers collect victim satisfaction levels, using new and emerging technology.

Work is underway to launch an end-to-end victim satisfaction survey which monitors how well services are being delivered, establish whether victims' expectations are being met and identify areas for improvement. This will follow victims' experiences through the whole criminal justice system including the Police, Crown Prosecution Service, courts and probation.

Develop a more coordinated approach for witness support which is currently provided by a range of agencies.

An assessment was carried out in 2021 to examine how effectively Staffordshire and Stoke-on-Trent are meeting the needs of victims and witnesses. The findings provide an up-to-date picture of where we, as partners, need to focus resources ensuring service users receive quality provision.

The findings and recommendations are being used to inform local strategy, delivery plans and future commissioning priorities and intentions.



Priority 4

Reduce offending and reoffending

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



View from the Commissioner

"I work closely with the Police and the regional probation service alongside other partners in a whole system approach to reduce offending and re-offending in Staffordshire and Stoke-on-Trent.

Good progress has been made, with overall levels of reoffending reducing over recent years. While adult reoffending rates have reduced by a modest amount, there have been considerable reductions in juvenile offending and reoffending, particularly when compared to national levels. However, I recognise there is still much more to do and partners remain ambitious for further progress to be made to ensure that the achievements of the past few years are sustained and built upon.

Tackling the links between substance misuse and crime remains a key priority. With the launch of the government's new 10-year national Drugs Strategy came confirmation of increased funding for local authorities. The SCO has engaged with these partners to determine how this funding will be used to improve criminal justice-related substance misuse services and interventions.

Alongside measures to address the root causes of offending behaviour, dealing robustly with crime and offending behaviour through the delivery of appropriate punishment and effective disposals remains central to our approach. Over the last 12 months, work has been undertaken to further develop and strengthen multi-agency Integrated Offender Management (IOM) arrangements under which the Police, Probation, health and other agencies work jointly together to intensively supervise offenders identified as being at highest risk of repeat offending.

To continue reducing offending and reoffending, I am confident that our approach in tackling addiction and mental health concerns, while supporting more offenders to take up training, employment and suitable accommodation offers will help people to achieve stable lifestyles away from crime."

What we said we would do

Progress

Offer targeted programmes to repeat or high-risk offenders.

- The domestic abuse perpetrator service, provided by the Staffordshire and Stoke-on-Trent Community Rehabilitation Company, transferred to the Probation Service in June 2021 as part of changes to the national Probation Service.



- **The New Era domestic abuse service to support those wanting to change their abusive behaviour has been extended until September 2023.**

Improve the availability and effectiveness of housing, employment and other rehabilitation support services (such as drugs and alcohol, and mental health) to help those in prison or in the community to reintegrate successfully and achieve stable lifestyles away from crime.

- Additional funding for substance misuse treatment services has been confirmed and partnership discussions have taken place about how the funding can best be used to improve the delivery of drug-related criminal justice-related services and interventions in each authority.
- Support continues across agencies to deliver improvements in liaison and diversion services for individuals with mental health needs and other vulnerabilities who come into contact with the criminal justice system.
- Delivery of the Liaison and Diversion services continues across all points of the criminal justice system, to divert suitable vulnerable people away from the criminal justice system and into support services such as mental health.

What we said we would do

Progress

Ensure offenders are brought to account for their actions through appropriate punishment and effective disposals whilst being given the appropriate support and encouragement to move on and avoid reoffending.

- **Work has been undertaken to further develop and strengthen existing multi-agency Integrated Offender Management (IOM) arrangements, aimed at ensuring the effective management of offenders deemed to be at highest risk of reoffending.**
- Funding for existing Mental Health Support Worker posts attached to the IOM team has been extended.
- **Funding has been agreed to recruit two new Employment Support Workers to work alongside the IOM Team to provide advice and support to offenders around training and employment opportunities to assist their rehabilitation and to help them to avoid further offending.**



Engage with the Ministry of Justice, Youth Offending Services, the Probation Service and the Prison Service to ensure the effective delivery of custodial and community sentences.

The SCO continues to support delivery of the successful Community Sentence Treatment Requirements (CSTR) pilot, now in its second and final year. This aims to increase the use of Community Orders with Mental Health Treatment Requirements (MHTR) as an alternative to custody.

The pilot saw an increase in the use of orders and evidence that MHTR interventions are having a significant benefit in terms of mental health treatment outcomes, while reducing reoffending. The SCO continues to work with the NHS and the Ministry of Justice (MOJ) CSTR team ahead of the planned, national roll-out in 2023/24.

Prevent people from being drawn into terrorism due to their vulnerabilities, associations or ideology and ensure individuals are appropriately monitored and managed.

Working closely with the Regional Organised Crime Units to further the 'Prevent Approach' which aims to safeguard vulnerable people from being drawn into terrorism.



Priority 5

A more effective criminal justice system

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



View from the Commissioner

"If you have been a victim or witness, then you will know the negative impact that delays and poor communication across the criminal justice system can have on you. I want to see justice being delivered more effectively and every organisation putting the victim first.

A recent review of Police & Crime Commissioners indicates that the Government shares my ambitions and during the year the Ministry of Justice have developed new national dashboards which allow for national comparison of performance of the Police, Crown Prosecution Service, Magistrate Courts, Crown Courts and National Probation Service for the first time.

As Commissioner, I already have the power to convene these criminal justice partners, along with representatives from Prisons and Witness Support. I do this at our Local Criminal

Justice Board where partners can focus on how they can help each other to improve their contribution to the overall victim experience. The new dashboards and a shared recognition of the urgency to improve the victim experience and increase confidence in criminal justice are already changing the expectation of the board and I expect to see measurable progress in the next year.

More than any other plan priority, this one will require national, regional and local organisational change to significantly address the shortcomings. My primary role is to influence this change so that the new technology and processes employed during the pandemic are retained once the backlogs are cleared.

Alongside this, I have continued to hold the Chief Constable to account for the Police stages of criminal justice, commission support for victims and witnesses and commission alternative routes to more rapid justice such as conditional treatment orders and restorative justice."

What we said we would do

Progress

Ensure all partners work towards the same Local Criminal Justice Board Strategy and Performance Framework, with the same aspirations and goals.

The local criminal justice performance framework provides meaningful data to allow the Commissioner and partners to discuss local priorities, and how to focus resources and interventions to best effect.

Ensure fairness for all within the Staffordshire Criminal Justice System (CJS) so that the system provides everyone with the same opportunities and people are treated with dignity and respect.

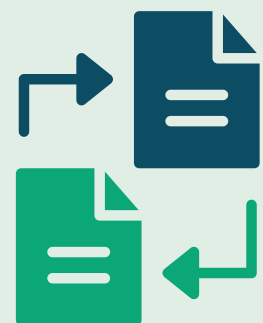
- **The Staffordshire Commissioner became chair of the Local Criminal Justice Partnership Board in June 2021.**
- The office is committed to playing an active role in the Regional Disproportionality Committee to understand and tackle disproportionality in race disparity, gender and age, across the Criminal Justice System.

Promote the use of community orders and Restorative Justice where this is appropriate and supported by victims.

Support continues for the Community Sentence Treatment Requirements pilot which aims to increase the use of Community Orders with Mental Health Treatment Requirements as an alternative to custody. The pilot has seen an increase in the use of treatment orders and evidence that interventions are having a significant benefit.

Ensure mechanisms are in place to help victims and witnesses engage successfully and positively with the CJS, such as safe rooms, video links and other special measures.

The 'Two-way Interface' system was implemented in 2021 to enable more efficient communication between Police and CPS. Communication on all pre-charge cases and transmission of files now occurs over the intranet.



Develop a victim satisfaction survey which seeks victims of crime experiences from the point of reporting the crime through to exiting the CJS.

Work is underway to launch a more joined-up victim satisfaction survey which monitors how well services are being delivered, establish whether victims' expectations are being met and identify areas for improvement.

Fire and Rescue



Priority 1

A flexible and responsive service

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



View from the Commissioner

“The public’s primary requirement of the Fire & Rescue Service is that it is ready to respond quickly and effectively to fires and other emergencies. We have a professional and committed team of whole-time and on-call firefighters working with staff in Staffordshire and our shared control centre in Birmingham that do just this.

Our rural towns and villages are served by on-call teams. These firefighters must live locally to their stations and be ready to respond within minutes even when at work. Recruiting to these on-call positions is a challenge due to people’s changing lifestyles so there has been continued investment into a cohort of on-call support officers who lead on localised training, management support, recruitment and a focus on boosting fire appliance availability. The service has also introduced a more flexible pathway for on-call officers to move into whole-time roles.

The service has continued to invest and develop its technical abilities in order to deal with rescues that involve working at height, rescuing people from water and working in confined space environments. This work is part of a longer-term plan to refresh staff competencies and confidence at resolving complex and challenging incidents.

As Commissioner I have ultimate responsibility for the service budgets. I need to ensure that the Chief Fire Officer has the workforce, infrastructure, equipment and resources to respond to the changing needs of residents and businesses across Staffordshire and Stoke-on-Trent while holding him to account on your behalf for implementing the service plans.”

What we said we would do

Progress

Ensure a rapid response to fires, road traffic collisions and other emergencies wherever needed in our area and to assist other areas in line with our mutual aid commitments, regionally and nationally.

- The service continues to develop its knowledge of local risks whilst at the same time providing a responsive service to resolve emergency and incident demands. Further development around fire standards and the adoption of national operating guidance has been key ensuring that all firefighters perform at a consistent standard.



As part of the Staffordshire Local Resilience Forum, continue to take an active role in planning and preparing responses to disruptive events including those arising from adverse weather conditions, public health crises, industrial incidents, transport incidents and terrorist attacks.



- Continued work with partner organisations through the Local Resilience Forum ensures a joined-up approach to large scale issues. The Fire Service worked alongside other agencies during the pandemic providing support for testing and vaccinations.

Ensure an effective response to risks associated with rural communities and open spaces such as wildfires in our moorlands, woods and grassland areas and open-water incidents so that people, livestock, wildlife and the environment can be rescued and protected.

Enhanced training relating to the management of large wildfires has taken place and the service continues to respond to rescue standard animals and livestock.

What we said we would do

Progress

Develop plans and capabilities to be able to respond to fire risks associated with rapidly growing new technologies including electric vehicles and home battery power storage systems.

Firefighters are developing their understanding of emerging hazards related to new technologies including battery use in vehicles, homes and businesses. Operational plans will take account of the tactical considerations needed to resolve any emergency incidents, should they materialise.

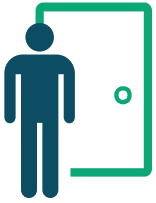


Explore opportunities for Fire & Rescue teams to respond to incidents which might be initially reported to other agencies. Examples are gaining entry to save lives, assisting with searches for high-risk missing persons, and carrying out emergency treatment at cardiac arrest incidents.

Work is underway on potential opportunities for the service to provide support to the NHS.

The Commissioner and Chief Fire Officer are engaged with ambulance services to consider how the Fire & Rescue Service can assist with incidents from falls to cardiac arrests.

The service is focusing prevention activity on the most vulnerable in our communities which may lead to referrals to primary health care.



Priority 2

Protect people and places

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



View from the Commissioner

"I write this on the fifth anniversary of the Grenfell Tower tragedy. My thoughts, and those of our Fire & Rescue Service, are with the families and friends of the 72 who lost their lives.

A new Protection Fire Standard was launched in September 2021. This aims to address both the recommendations made by the Grenfell Tower inquiry and the findings of HMICFRS concerning Fire & Rescue Services' competency and capacity of protection provision and increasing levels of fire engineering knowledge and understanding. Staffordshire Fire & Rescue Service took an active part in the consultation around the development of the standard. I support the introduction of national fire standards and am the representative of Police & Fire Commissioners on the Fire Standard Board that is developing these.

The Service continues to make improvements in response to the Phase 1 report into the fire at Grenfell Tower in 2017 and the response from the London Fire Brigade. 97 recommendations based upon the findings from the incident are being managed locally by Staffordshire Fire & Rescue Service through a task and finish group. Many of the actions have national implications and they are being managed by the National Fire Chiefs Council.

Grenfell brought into sharp relief the need for the service to increasingly focus its efforts on vulnerable locations. Staffordshire Fire & Rescue Service is already responding positively to this challenge with the recruitment of more specialist staff, able to deliver technical fire safety audits, inspections of premises and the use of enforcement powers.

In late 2020 the service entered into collaboration with Midland Heart to install sprinklers in a number of their properties. Given the scale of this project, it has involved a lot of planning and preparation but the results are now starting to be seen with installations complete in a number of properties. Such installations can be completed relatively easily and quickly. This work highlights the bigger intent of our Community Sprinkler Project - by working closely with housing providers on schemes deemed as high risk, such as high-rise buildings, they become confident to continue with further installations elsewhere.

By brokering active engagement with our Safer Roads Partnership, the Environment Agency and Community Safety Partnerships I aim to help Staffordshire Fire & Rescue professionals encourage safe developments and ultimately stop more fires and accidents from happening."

What we said we would do

Progress

Maintain the pace of the Community Sprinkler Programme to reduce the risk to occupants of multi-occupancy buildings within the scope of the programme and lobby for the installation of sprinkler systems to new multi-occupancy residential premises to become a regulatory requirement.

- **The Community Sprinkler Programme grew significantly and so far has provided 8 different high-rise buildings across the wider West Midlands area with installations.**



- Stoke-on-Trent City Council have continued their programme of retrofitting sprinklers at all 18 of their high and medium-rise blocks of flats across the city.
- The service is continuing to encourage developers and building owners to fit sprinklers in the earliest stages of building.
- Investment continues in our funding and partnership arrangements with Housing Associations to fit sprinklers into their properties.

Continue to work with the Environment Agency, Staffordshire Police, Local Authorities and other partners to ensure co-operation in investigation and enforcement activity related to fly-tipping, waste and environmental crime, often linked to organised crime.

Waste was removed from a derelict factory in Etruria, Stoke-on-Trent amid fears of a fire risk. The Environment Agency is funding the clearance after enforcement action was taken.

Ensure that the service has the required specialist staff, training and other resources to undertake an expanded role in the risk-based audit and inspection of premises and the application of regulatory powers.

The service regularly inspects business premises to make sure they comply with fire safety legislation. It aims to help and support businesses to operate safely but, where necessary, take legal action where lives are at risk.

The service is committed to ensuring they have competent and assured technical Fire Safety Staff and that operational crews are fully trained to assist in the fire protection and risk planning work.

What we said we would do

Progress

Strike the right balance between advising and supporting co-operative businesses to achieve compliance and robust enforcement where it's needed.

The service has recently been successful in securing 2 prosecutions linked to breach of fire safety regulations.



Establish an overarching community safety forum to enhance joint planning and service delivery; collaborating with partners to ensure prompt, shared action and shared responsibility to prevent harm and protect individuals and families.

- The Staffordshire-wide Community Safety Forum has been created to improve collaboration between agencies, align their strategic direction and ensure prompt joint action to tackle community safety issues.
- The Forum has had two successful meetings and kickstarted detailed work on the potential for the Fire & Rescue Service to provide support to the NHS.

Intensify the activity of our Safer Roads Partnership so that Police, Fire & Rescue, local authorities and National Highways work jointly towards safe roads, safe vehicles, safe road use, safe speeds and post-crash care to reduce road casualties that have devastating consequences for families.

ACCIDENT

In November 2021 the Commissioner and his Deputy were appointed joint chairs of the Staffordshire Safer Roads Partnership to push forward their priority of working with partners to reduce road casualties. The service continues to respond at collision sites and provide valuable training to road users, in particular to motor cyclists.

Engage communities more in understanding the work of the service and volunteering to support prevention work for all road safety initiatives.

Work has commenced to refocus the partnership's activities to raise the profile of road safety, identify those at highest risk to inform future prevention work and expand Community Speed Watch.



Priority 3

Help people most at risk stay safe

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



View from the Commissioner

“The impact of Covid-19 on the work undertaken by the Fire & Rescue Service has been, and continues to be, significant. Consequently, the Service had to adapt the way it delivers its prevention and early intervention activities.

There was a significant decrease in the number of physical safe and well visits completed in 2020 and the beginning of 2021 compared to previous very high levels due to the required social distancing measures. In order to adapt during this period of uncertainty, a process was put into practice to assess and conduct 'non-contact' engagements via telephone to ensure service was maintained.

Over the last 12 months, the Service continued its vital partnership work supporting the NHS, Staffordshire County Council and Stoke-on-Trent City Council with the delivery of vaccines and tests. Working with the Vaccine Equality Working Group led to the service establishing a vaccine centre at Fire Service. This led to the service being nominated for a national award shortlisting for the Partnership Awards run by national trade publication Health Service Journal.

The Service's education work expanded to include the delivery of the Safe+Sound business Programme. The programme sees

volunteers working with businesses to provide support and guidance with assistance from the National Fire Chiefs Council.

In January 2022, the year-long 'Living Alone' fire safety campaign was launched targeting people aged 45+ who live alone as they are four times more likely to die or be seriously injured in a house fire.

Mental health problems can affect a person's physical health, wellbeing, and relationships with others if left untreated and potentially contribute to them experiencing a fire or other emergency. The service participated in the 'Fireside' study, a partnership research project to explore whether Fire & Rescue Service teams carrying out home fire safety visits could play an important role in supporting older adults to access help and advice about mental health. The findings will help to understand whether these visits could be expanded to include mental health support and advice.

The above activity indicates the influential role our Fire & Rescue Service can have in protecting people who are vulnerable, not only to fires but to other risks to their physical and mental health. A greater focus on identifying who is most at risk, sharing data with the NHS and others, is a focus for the coming years.”

What we said we would do

Progress

Ensure that home safety visits are targeted at those at most risk of fire in the home and enable prompt intervention to provide the support people need to prevent fires and identify underlying issues which contribute to fire risks.

- **The Safe+Sound Programme was delivered online during the pandemic and continues to be available on the Learn Live Channel until July 2022 at least. A programme aimed at Key Stage 4/5 young people has been developed which includes content on fire safety, online grooming, knife crime, railway safety and strong passwords.**



- In January 2022, the 'Living Alone' fire safety campaign was launched, targeting people aged 45+.

Follow up home safety check interventions to ensure improvements are sustained, the impact is evaluated and any learning is applied to other cases.



- In August 2021, the new Prevention Fire Standard was launched to drive improvement, bringing more consistency to how services conduct and evaluate their prevention activities.
- **The service is exploring whether home fire safety visits could signpost older adults to access help and advice about mental health.**



Priority 4

A Fire & Rescue Service for tomorrow

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



View from the Commissioner

“Ensuring Staffordshire Fire & Rescue Service has the right organisational culture is a key element of my Fire & Rescue Plan; the need for change in this respect across the sector has been highlighted by HMICFRS and government in the recently published White Paper for Fire Reform.

Embracing diversity is a major part of cultural development. The service published a Statement of Intent to acknowledge that it, like all organisations, has its problems, but that it welcomes people with both visible and invisible differences and holds all staff to the highest standards in terms of supporting equality, diversity and inclusion. The service is prioritising support for staff in terms of being able to raise issues and concerns regarding inappropriate behaviours.

Along with modernising the service practices, equipment and technology, the Chief Fire Officer and I are engaged with regional health system leaders to consider how the expertise and dedication of Staffordshire firefighters and staff can make a difference in primary health environments and supporting our ambulance services.

Stepping up to the challenges posed by climate change, flooding, rising energy costs and the new high-speed railway dissecting our county means there is considerable change for our Fire & Rescue Services underway, now and on the horizon.”

What we said we would do

Progress

Ensure the right resources are available to respond to fires and other incidents and carry out prevention and protection work, considering the balance between wholetime and on-call firefighters, generalist and specialist roles, shift patterns and working locations. Reviewing the vehicle fleet mix and associated crewing arrangements should reform part of this process.

- **Upgrades to the service's Firewatch system have taken place to ensure the right resources are in the right place at the right time. The new version is cloud based and a mobile version is being trialled which will allow on-call firefighters to manage their availability remotely.**
- Investment has been required to replace personal protective equipment and procure new appliances across the fleet. This investment will ensure that firefighters have the best available appliances and equipment in order for them to perform their duties.



Ensure long-term service plans consider the impact of climate change, including the resources required to deal with potentially more frequent and more severe extreme weather events.

The Staffordshire Fire & Rescue Service Environmental and Sustainability Strategy 2022-27 launched in January 2022 and focuses on reducing waste, reducing energy usage, improving air quality, being more sustainable during operational incidents and generating more green space.



Increase the diversity of the workforce to better reflect the community we serve, promoting inclusion and addressing any organisational or cultural barriers to achieving this.

- A new dedicated head of recruitment has been appointed who will focus on improving workforce diversity.
- An independent, confidential service for staff to raise any workplace concerns they feel they cannot raise with colleagues has been launched alongside a new approach to reward and recognition.



- **An in-depth review into service culture was carried out in 2021. Since publication, the service has embarked on a series of activities to look at how the culture can be improved further.**



Finance

“In this financial section I will set out how my office is funded and detail how this money is used to reduce crime and ASB and to support victims. I, along with you, need to be assured that everything that my office does represents good value for money and that our communities are safer as a result of their efforts.

Police, Fire & Crime Commissioners provide the elected oversight, governance and financial control that the Police and Fire Authorities, made up of assigned local councillors, had in the past but we do more. Notably we have a duty to provide important support to victims and champion their interests and under the ‘crime’ element of our role we are required to prioritise prevention activity and influence the wider criminal justice system.

PCCs have the power to commission services and to award grants to organisations to assist them in delivering the priorities of the Police & Crime and Fire & Rescue plans. In many PCC areas much of this activity is funded from within the Police or Fire & Rescue Service budgets and often delivered by Police or Fire staff and officers. Some Police forces also receive additional government grants to form Violent Reduction Units or to tackle County Lines.

Staffordshire Police don’t receive these additional resources but it is still very much in our interest to identify the young people most vulnerable to organised criminals, those at risk of sexual or criminal exploitation and to seek to reduce substance misuse and tackle addiction. I also think we have proven that ASB during school holiday periods can be reduced by subsidising positive activities for children. To do all this, I have chosen to continue to host a dedicated and experienced commissioning team in my office.

Every PCC must employ a chief executive who has statutory duties as well as being responsible for delivering my strategy and running the Commissioner’s Office. Glynn Dixon retired in January after nine years’ excellent service in this position. After a lengthy recruitment process, I was delighted to appoint Louise Clayton who will start in July.

Because of the different funding received by the 43 forces and local challenges it is difficult to compare the cost of Commissioner’s Offices across England and Wales but I hope this section helps to demonstrate the value of the choices I have made to meet our priorities in Staffordshire.”



Finance Service Expenditure

Staffordshire Police and Staffordshire Fire & Rescue Actual Expenditure 2021/22

How is your money spent?

Police & Crime

Income

● Government Funding	£139.1m
● Council Tax	£83.0m
Total	£222.1m

Expenditure

● Police Officer Pay	£108.0m
● Police Staff Pay	£52.9m
● Premises Transport and Other Services	£25.5m
● PCSO Pay	£7.9m
● Capital Financing Costs	£12.7m
● Commissioned Services	£6.0m
● Other Pay Costs	£6.1m
● Commissioner's Office	£1.7m
● Transfer to Reserves	£1.3m
Total	£222.1m

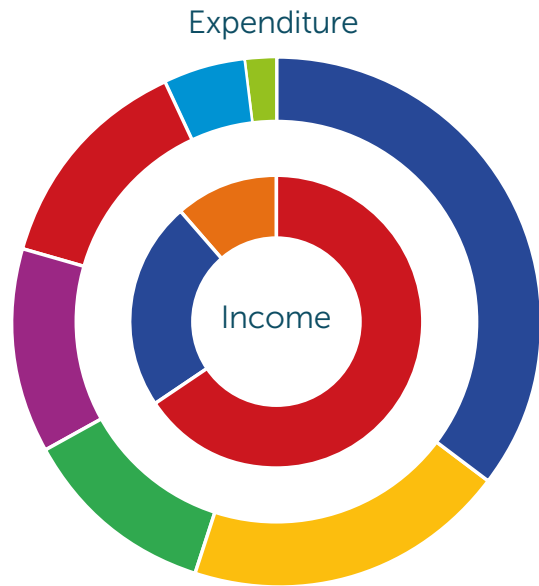
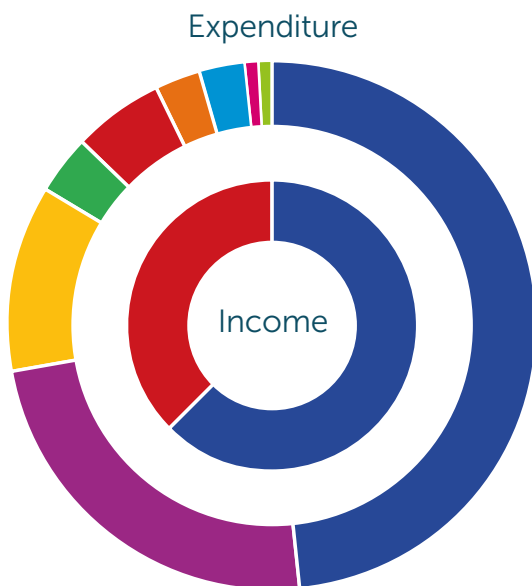
Fire & Rescue

Income

● Council Tax	£27.4m
● Business Rates	£9.8m
● Revenue Support Grant	£4.8m
Total	£42.0m

Expenditure

● Wholetime Firefighters Pay	£14.8m
● Premises Transport and Other Services	£8.3m
● On-Call Firefighters Pay	£5.0m
● Fire Staff Pay	£5.2m
● Capital Financing Costs	£5.7m
● Other Pay Costs	£2.3m
● Transfer to Reserves	£0.7m
Total	£42.0m



Staffordshire Commissioner's Office

Financial Report 2021/22

The salary costs of the SCO team represent 0.7% of the overall Police and Fire revenue budgets.

Office Costs

(Salary + Employer's national insurance and pension contributions)

Leadership – £261k

Police, Fire & Crime Commissioner **£100k**

Deputy Police, Fire & Crime Commissioner **£45k**

Chief Executive **£116k**

Policy and Performance – £293k

The Commissioner is responsible for setting the strategic direction for the Police and Fire & Rescue Service. This team develops strategies and policies which provide a planning framework for the services and provides strategic advice to the Commissioner to assist him in holding the Chief Constable and Chief Fire Officer to account, ensuring all interventions are fully aligned to the SCO priorities, and adhere to all ethical, statutory and Government standards.

To make sure Staffordshire Police and Staffordshire Fire & Rescue are as efficient and effective as possible, the Commissioner needs to understand how they are performing. The Policy and Performance team provides detailed scrutiny and analysis on how both services are delivering and also advises in setting the annual service budgets and council tax precept.

The team also develops and implements policies, procedures and strategies which govern the way in which the Commissioner and the office work with local, regional and national partners.

Business Support – £141k

The Business Support team manages daily administrative tasks such as diary management, correspondence, minute taking and purchasing along with assisting project delivery and events.

The Business Support Team supports the daily operation of the SCO to enable teams to



Finance Service Expenditure

run effectively. The team is responsible for delivering an efficient and effective meeting management function, from setting agendas, coordinating papers, minute taking and managing actions. They also provide an Executive Assistant function to the Executive Team, managing their diaries and day-to-day queries.

The team oversees ordering and invoicing on behalf of the office, supporting the Senior Management Team in keeping budgets on track. They also support the coordination of events and the delivery of project work.

The team is the first point of contact for members of the public, MPs and councillors who have queries or are requesting information, with over 600 new cases reported and tracked per year.

Compliance – £62k

The Compliance Manager, on behalf of the Commissioner, conducts reviews on complaints made against Staffordshire Police where the SCO is identified as the Local Policing Body. Members of the public can request a review where they are dissatisfied with the outcome of their complaint. The Compliance Manager is also responsible for complaints against the Chief Constable.

The role also incorporates managing appeals through the Community Trigger process as well as Freedom of Information and Right of Access request, all of which are statutory functions for the Commissioner.

Governance, Assurance and Volunteering – £215k

A key priority of the Commissioner is for the work of the office to be open, honest and transparent. This team takes the lead on developing, implementing and maintaining a robust governance framework that underpins the delivery of efficient and effective Police and Fire services, and the management of resources.

The team also recruits and manages a wide variety of volunteers who support the Commissioner to encourage continuous improvement of both Police and Fire services through independent public scrutiny and the Ethics & Audit Panel.

Communications and Engagement – £157k

The SCO has a small, highly experienced Communications and Engagement team which deals with a wide range of tasks including liaising with news and local media while leading on engagement activity, including surveys, that are required for consultations on budgets, council tax and strategy.

They maintain social channels and the SCO website in order to engage and inform a diverse audience, providing the public with an opportunity to shape and influence Police and Fire services.

Their expertise is also used by Commissioned services in preparing material to support campaigns and education such as the recent videos for Survive and the Safer Women at Night campaign.

Commissioning – £578k (-£50k funded by NHS)

Commissioning is a critical and statutory aspect of a Police, Fire & Crime Commissioner's role. Since their inception, there has been an increasing devolvement of central budgets to Commissioners to fulfil this purpose.

To assist with the delivery of the commissioning function in Staffordshire, the Commissioner has a well-established Commissioning and Partnerships Team, including specialists in prevention and early intervention, domestic abuse, victims, ASB, offending, sexual assault and abuse and violence. The team supports the implementation of the Policing and Fire Plans, designing, developing, commissioning and monitoring services. The team also progresses and manages relationships with local, regional and national partners as well as our 9 Community Safety Partnerships, overseeing related budgets and grant schemes. The team also maximises opportunities to seek income for local projects.

The team uses an evidence-based methodology known as the commissioning cycle. It contains four component and sequential steps; assessing and understanding local needs (analysing), devising services and specifications to meet identified needs (planning), securing services within a defined budget (doing), and monitoring the services against locally agreed criteria and outcomes (reviewing).

Opportunities to work with partners are sought at each stage of the commissioning cycle, sharing knowledge, intelligence, resources and aligning budgets wherever possible and advantageous. Sometimes this results in projects commissioned by the SCO alone, or in conjunction with local, regional and national partners. Additionally, evidence of best practice is used to help shape decision making, and where this doesn't exist, informed decisions are taken concerning innovation. A whole-system approach is favoured, with proportionate investments made across the agenda (including prevention, early intervention, through to targeted support and rehabilitation). There is a strong focus on equity of service access and the attainment of outcomes.

By adopting this approach, the team ensures the best range of efficient and effective services are available to meet local needs and achieve intended results.



Finance Service Expenditure

Commissioned Services

The cost of the Commissioning and Partnerships Team represent 0.2% of the overall Police and Fire revenue budgets.

During 2021-22, the team oversaw a budget of circa £11m:

- £5m (46%) of this budget came from income received from national sources (such as the Victims Grant from the MOJ), income received from partners including the City, County, District and Borough Councils, as well as NHS England, and money secured by the team via opportunities such as the Safer Streets initiative.
- £1.44m (13%) of this budget came from budgets devolved by central government directly to the SCO.
- £4.56m (41%) of this budget came from the Police and Fire revenue budgets which equates to 1.73%.

A broad and comprehensive range of services were developed and commissioned by the team, often in partnership, to support delivery of the Police & Crime and Fire & Rescue Plans. The investments were broken down under the Plan priorities as follows:

Priority 2 – Preventing Harm and Protecting People – £2.9m

- Personal Development Programmes for young people at risk of or involved in crime and ASB
- Diversionary activities for young people at risk of or involved in crime and ASB
- Safeguarding interventions for vulnerable young people and adults
- Child Sexual Exploitation Service for young people and their families
- Child Criminal Exploitation Service for young people and their families
- Personal, Social, Health and Economic Education Advisors to assist schools in developing and delivering age appropriate, good quality community safety-related education and a range of supporting materials
- Police Cadet Scheme
- Target hardening, CCTV and lighting in various hotspot/vulnerable locations
- A range of community awareness campaigns covering the safety of women at night and safer nights
- Safer Places for Women and Girls Charter for businesses
- Community-based crime and ASB initiatives (to meet local needs)
- Youth Commission to seek the views of young people on crime and ASB matters



Finance Service Expenditure

Priority 3 – Supporting Victims and Witnesses – £4.8m

- Domestic Abuse Support service for young people and adults, covering all tiers of needs
- Gateway Service to advise and signpost victims of crime
- Hate Crime support service
- ASB support service
- Domestic Abuse Workplace Initiative
- Business Crime Advisors
- Road Crash Victim Support Helpline
- Modern Day Slavery Victim Support Helpline
- Sexual Abuse Victim support service for young people and adults
- Sexual Assault Referral Centres for adults and young people (specialist sites offering immediate access to clinical forensic services)
- Domestic Homicide Reviews
- Sexual Assault and Abuse campaigns, Sexual Assault and Mental Health needs assessment and community development work
- Community-based crime and ASB initiatives (to meet local needs)
- Crimestoppers helpline

Priority 4 – Reducing Offending and Reoffending – £3.3m

- Healthcare services for those in custody
- Interpreter service for those in custody
- Drugs and Alcohol Interventions for those in the Criminal Justice System
- Multi-agency public protection arrangements for high-risk offenders
- Mental health interventions and diversion schemes for those at risk of entering / entering the Criminal Justice System
- Accommodation services and support
- Behavioural programmes to address domestic abuse-related offending
- Youth Offending Prevention Services in the City and County
- Integrated Offender Management Team
- Electronic monitoring tags



STAFFORDSHIRE COMMISSIONER

Police | Fire and Rescue | Crime