



STAFFORDSHIRE
POLICE

Joint Audit and Risk Committee (JARC) Governance Highlight Report from the Office of the Chief Constable

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Introduction

This report is intended to provide information and assurance to the JARC on the actions being taken around the following areas:

1. Key HMICFRS key reports and recommendations
2. Internal audit reports and recommendations
3. Strategic Risk and Issue management

The last report was submitted in March 2026. Since this time, a significant amount of activity has been undertaken and progress made.

It is the intention of this report to provide a current position statement to JARC around the matters as set out above.

Recommendations to JARC

It is recommended:

- That the information within this report be noted for information / discussion.
- That any matters requiring more detailed scrutiny be raised for inclusion in the next Chief Constable's report to JARC.

1. His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS)

Police Effectiveness, Efficiency and Legitimacy (PEEL) Inspection 2025 – 2027

PEEL Report Published 8 July 2026:

Overall Judgements:

Outstanding	Good	Adequate	Requires improvement	Inadequate
		Developing a diverse and inclusive workforce	Leadership and force management	Responding to the public
		Police powers and public treatment	Investigating crime	
		Preventing and deterring crime	Managing fraud	
		Safeguarding children and adults		
		Providing a safe custody environment		

HMICFRS' PEEL 2025–27 assessment of the force presents a mixed picture with strengths in financial management, digital transformation, community engagement, stop and search practice, safeguarding partnerships, workforce fairness and custody care.

There are a number of enduring issues that still require sustained focus and improvements, particularly relating to responding to the public and investigation quality.

Within the report HMICFRS have issued the following:

- 1 x Cause of Concern (made up of 3 recommendations)
- 14 x Area for Improvement (AFIs)

Policing Performance System

The Policing Performance System has now replaced the previous Scan and Engage HMICFRS monitoring processes. Under the new system, a new Policing Performance Monitoring Group (PPMG), chaired by His Majesty's Chief Inspector (HMCI), has been established to assign each force to one of four levels, reflecting its current performance and the level of support and intervention required. The level at which each force sits will be periodically reviewed within each annual cycle and any shift in performance reflected accordingly.

All forces have now been assigned and notified around which Performance level they will initially sit within.

The majority of forces (29) have been assigned to level 1 with 13 forces (including Staffordshire being placed in level 2). One force has been placed into level 3.

PPS Level	Number in Each Level
Level 1	29
Level 2	13
Level 3	1
Level 4	0

Staffordshire has been assigned to Level Two based on the following rationale:

- 2025–27 PEEL inspection, cause of concern “The force should make sure it is answering calls and responding to reports from the public quickly enough to meet the needs of the public.”
- enduring areas for improvement, particularly in relation to responding to the public, attendance times at incidents and improving the quality of investigations.

As part of the assignment to level 2, the force has been working closely with the College of Policing as a ‘critical friend’. The team has already reviewed the nature and pace of existing improvement activity and undertaken further root causes analysis to support the implementation of current key organisational and operational change programmes. This work continues, but early feedback indicates a verification of the forces approach.

Internal AFI Management Approach

In addition to the support as outlined above, the force has also recently reset its strategic performance management approach which includes a revised approach to accountability and progress monitoring of enduring and new areas for improvement from the most recent PEEL inspection. This process now has clearer links to performance management arrangements including enhanced data visualisation products and is built as a specific section in the force’s DCC chaired monthly Performance Board to monitor overall direction of travel. Each AFI is also docked into an appropriate chief officer led governance board to drive and monitor progress against improvement activity.

Internal Cause of Concern Management Approach

There is a significant amount of change activity and associated governance in place to address the CoC relating to responding to the public. Related recommendations are tracked and monitored through joint FCC and Local Policing command and project delivery boards. Key metrics also form part of overall monthly performance board monitoring. The force also provides monthly improvement plan updates to HMICFRS to ensure that progress can be fed into the wider PPMG process.

2. Internal Audit Reports and Recommendations

There are **2 live internal audit reports** that are being tracked and monitored via the forces governance arrangements, with the majority of management actions either on track or completed (see below).

Action Plan	On Track	Off Track	Complete	Total Rec's
1. AUDIT 2025 Key Financial Controls and Finance Systems Implementation – Follow Up Report	1		1	2
2. AUDIT 2025 Overtime – Reasonable Assurance		1	1	2

The following **7 audit plans have been submitted as complete** and are currently being routed through internal force governance to verify this overall status ahead of formal closure.

Action Plan – Complete (not signed off)	Total no of Actions
1. AUDIT 2024 Change Management and Delivery - Partial Assurance	4
2. AUDIT 2025 Final Internal Audit Report Follow Up 2.25/26 - Firearms and Data Integrity	2
3. AUDIT 2025 EMU/Property (Combined) Minimal Assurance - "OFFICIAL SENSITIVE"	17
4. AUDIT 2025 Workforce Planning - Training and Development (Advisory)	5
5. AUDIT 2026 Cyber Security - OFFICIAL SENSITIVE Reasonable Assurance	4
6. AUDIT 2026 Neighbourhood Policing Guarantee - Advisory	2
7. AUDIT External 2025 - Joint Audit Completion Report Year Ending 31 March 2025	13

Since the last report to JARC, the following **4 Internal Audit management action plans have been formally signed off** and closed.

1. AUDIT 2024 Vetting FINAL - Partial Assurance	Signed off at IAGB 26.03.26
2. AUDIT 2025 Capital Programme - Southern Area Custody	Signed off at IAGB 04.06.26
3. AUDIT 2026 Income Generation - Reasonable Assurance	Signed off at IAGB 21.07.26
4. AUDIT 2026 Public Protection Unit (PPU) Investment Benefit Realisation	Signed off outside of IAGB by DCC on 06.08.26 (had been to COT). Approval to be minuted at Sep IAGB

3. Strategic Risk and Issue Management

Oversight and monitoring of Strategic Risk and Issues takes place monthly at Executive Management Board (EMB). Risks are owned and aligned to relevant Chief Officer led Boards to direct activity and review the impact of mitigations in place.

The Force Strategic Risk Register is also shared with the Staffordshire Commissioner's Office and reviewed at each monthly Strategic Governance Board Meeting (SGB).

The current Strategic Risk Register, as last tabled at EMB on 3 September 2026, contained 12 Risks as summarised below.

Summary of changes since the last report

- 4 additional risks have been identified, assessed and escalated to the force register

Risks:

1. **Emergency Services Network (ESN) Project:** Risk of compromised operational viability due to delays in decommissioning of Airwave. This is a nationally led programme.
2. **Contact Business Continuity Management (BCM)** – Capability to transfer contact and dispatch functions to alternative locations should the site at HQ be compromised.
3. **Evidential Management Unit/Property Store** – Effectiveness of property store current operating model.
4. **Cyber** – Protection of the force infrastructure and data from cyber threat. This is both a local and national risk.

5. **Custody Facilities** – An assessment of the risk posed by Staffordshire Police's current custody capabilities.
6. **Transformation Realisation** – Risk of being unable to deliver required MTFS savings due to the transformation programme being insufficient in scope or limited by 'red lines'.
7. **Public Confidence** – The declining public confidence in UK policing. This is both a local and national risk.
8. **Officer Strength and Resilience** – Operational and wellbeing challenges associated with officer numbers and experience, amplified by national disparities and internal constraints.
9. **Responding to the Public** - strategic and operational risk that weaknesses in contact management, incident grading, response deployment and performance oversight will prevent Staffordshire Police from answering calls and responding to reports quickly enough to meet public need.
[ESCALATED TO FORCE REGSITER SINCE LAST REPORT]
10. **Police System Reform** - impact on policing, governance, partnerships and delivery (Local Governance Reform & abolition of PCC's).
[ESCALATED TO FORCE REGSITER SINCE LAST REPORT]
11. **Enterprise Resource Planning (Origin System Replacement)** - Failure to achieve ERP Go-Live before existing supplier contract expiry (Nov 2027).
[ESCALATED TO FORCE REGSITER SINCE LAST REPORT]
12. **Domestic Abuse Protection Orders** - Ability to effectively implement and sustain the DAPN/DAPO framework due to national expectations, demand, funding requirements.
[ESCALATED TO FORCE REGSITER SINCE LAST REPORT]