

THE POLICE, FIRE AND CRIME COMMISSIONER OF STAFFORDSHIRE AND THE CHIEF CONSTABLE OF STAFFORDSHIRE

Final Internal Audit Report: Follow Up 2.25/26

18 December 2025

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OUTCOME OVERVIEW

Background:

We have undertaken a review to follow up on progress made to implement the previously agreed management actions from the following audits:

- Procurement – 1.24/25
- Firearms Storage and Destruction – Follow Up 2.23/24
- Data Integrity – Offender Management/Wanted Persons - 3.23/24

This comprised of 13 high, five medium and three low priority management actions.

Headline findings:

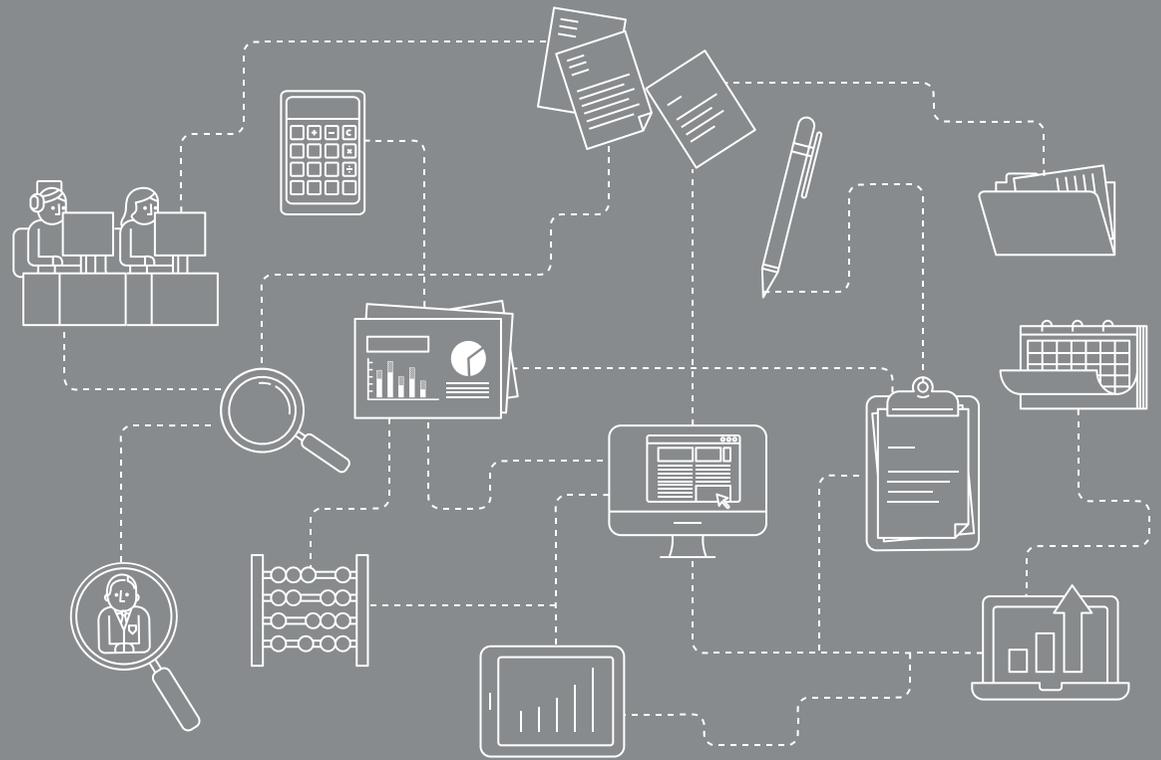
Taking account of the issues identified in the remainder of the report and in line with our definitions set out in Appendix A, in our opinion Staffordshire Police and Crime Commissioner has demonstrated **reasonable progress** in implementing agreed management actions.

17 actions were deemed to be fully implemented, two were superseded and one was in progress, whilst one had not been implemented.

Whilst one high priority action in respect of Data Integrity – Offender Management/Wanted Persons has not yet been fully implemented, given the work undertaken to date, the risk has been reduced and the priority of the action has been reduced to a Medium priority action.

Progress on Actions

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SUMMARY OF PROGRESS ON ACTIONS

The following table includes details of the status of each management action:

Implementation status by review	Number of actions agreed	Implemented	Implementation ongoing	Not implemented	Superseded	Not yet due
Procurement – 1.24/25	4	4	0		0	0
Firearms Storage and Destruction – Follow Up 2.23/24	4	1	0	1	2	0
Data Integrity – Offender Management/Wanted Persons - 3.23/24	13	12	1	0	0	0
Total	21	17	1	1	2	0

Findings and Actions

02



FINDINGS AND ACTIONS

Status	Detail
1	The entire action has been fully implemented.
2	The action has been partly though not yet fully implemented.
3	The action has not been implemented.
4	The action has been superseded and is no longer applicable.
5	The action is not yet due.

Assignment: Firearms Storage and Destruction – Follow Up

Original management action / priority Random Audits will be completed of the Armoury by the post holders as outlined in the Armoury SOP. These will be recorded on Chronicle and an audit trail will be maintained when any non-compliance issues are discovered. These audits will be labelled as 'Random Audit Check' to ensure they can be differentiated from the structured audits. **(Medium)**

Audit finding / status / We were informed by the CFI that the Command Team are aware that they can take undertake a random audit of the armoury and that these audits are captured on Chronicle. Although we have seen examples of structured spot checks within the Chronicle System, we did not see any examples of checks classed explicitly as 'Random Audit Checks' within the system, as such we could not confirm if the force have completed this action.

The action has not been implemented and has been re-iterated.

Management Action	Random Audits will be completed of the Armoury by the post holders as outlined in the Armoury SOP. These will be recorded on Chronicle, and an audit trail will be maintained when any non-compliance issues are discovered. These audits will be labelled as 'Random Audit Check' to ensure they can be differentiated from the structured audits.	Responsible Owner: Supt' Op's / CI Op's	Date: 30/06/2026	Priority: Medium
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Assignment: Data Integrity – Offender Management/Wanted Persons

Original management action / priority The Force should review the documentation held on the Niche library and any subsequent documents held by the PNC and establish a final procedural document that outlines the process to follow (including clear review stages). **(High)**

Audit finding status / We were advised that all relevant policy and processes on the Niche Library and included in investigation pocket guides were under review to ensure consistency with the new suspect management policy including the FOTS system now processed and managed on Niche, rolling handovers and bail condition management. A new process has been trialled at Stafford to facilitate bail conditions management on a SharePoint system which includes scrutiny of updates and breaches being identified and addressed.

Furthermore, we were advised that *representation from the Niche Team attend the Suspect Management Board Task and Finish Group on a monthly basis. Various amendments / upgrades have been made to Niche to improve the response and management of suspects.*

We obtained a listing of tickets completed by the Niche Team in the last 12 months to 25 March 2025. These demonstrate that there has been various on-going reviews and upgrades to templates / documents within Niche. However, it does not demonstrate that a final procedural document (or set of procedural documents) has been produced. As such we have concluded this action as 'ongoing'.

The action has been partly though not yet fully implemented.

Management Action	The Force should establish a final procedural document that outlines the process to follow (including clear review stages).	Responsible Owner: D Supt' CID	Date: 30/06/2026	Priority: Medium
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APPENDIX A: DEFINITIONS FOR PROGRESS MADE

The following opinions are given on the progress made in implementing actions. This opinion relates solely to the implementation of those actions followed up and does not reflect an opinion on the entire control environment.

Progress in implementing actions	Overall number of actions fully implemented	Consideration of high priority actions	Consideration of medium priority actions	Consideration of low priority actions
Good	75% +	None outstanding.	None outstanding.	All low actions outstanding are in the process of being implemented.
Reasonable	51 – 75%	None outstanding.	75% of medium actions made are in the process of being implemented.	75% of low actions made are in the process of being implemented.
Little	30 – 50%	All high actions outstanding are in the process of being implemented.	50% of medium actions made are in the process of being implemented.	50% of low actions made are in the process of being implemented.
Poor	< 30%	Unsatisfactory progress has been made to implement high priority actions.	Unsatisfactory progress has been made to implement medium actions.	Unsatisfactory progress has been made to implement low actions.

APPENDIX B: ACTIONS COMPLETED OR SUPERSEDED

From the testing conducted during this review we have found the following actions to have been fully implemented and superseded.

Assignment title	Management actions
Procurement	<p>All documentation that supports the procurement process will be filed on the local shared drive. The Force will consider whether there is any capability to file documents within Proquro, so there is one centralised record for procurement. (Low)</p> <p>Where there is deviation from the Contract Standing Orders, a waiver/exemption will be completed and approved by the S151 Officer or Commissioner as necessary. (Low)</p> <p>The Contract Standing Orders will be updated to reflect that the contract register contains entries that are not strictly contracts in order to monitor their expiry, including but not limited to:</p> <ul style="list-style-type: none">• Licences;• Warranties;• Duration of Support Services; and• Subscriptions. <p>(Low)</p> <p>All contracts (or equivalent) should be signed off by the correct signatory in line with the standing orders prior to the commencement of the contract. (Medium)</p>
Firearms Storage and Destruction – Follow Up	<p>The process for receiving and recording firearms and tasers on Chronicle will be reviewed so that there is segregation of duties and an independent check for accuracy of the data added to Chronicle. This independent check will be evidenced and stored electronically. (Medium)</p> <p>All post holders responsible for completing structured audit checks will be reminded of their importance and will make sure sufficient time is allocated for the completion. The Force will review whether the Chronicle system can send out reminders to help increase compliance or review compliance as part of team meetings. (High)</p> <p>The Force will develop a flowchart outlining the process taken by the automatic email recipients for firearms that have been booked out and not returned after a 12-hour period. An audit trail of evidence will be maintained on Chronicle. (Medium)</p>
Data Integrity – Offender Management /Wanted Persons	<p>A review of ownership and accountability regarding offender management is urgently required to provide an holistic overview and the ability to challenge the progress made with wanted suspects, across the local areas within the Force. Once agreed, the expectations and reporting lines should be formalised and clearly documented and made available. (High)</p>

Assignment title**Management actions**

A single department should be responsible for the addition and removal of the wanted Flags included on Niche. It seems sensible that this responsibility be transferred to I24, given that they are already responsible for updating PNC to add and remove suspects as wanted. **(High)**

A review of the purpose and need to complete the wanted checklist should be completed.

If it is deemed useful then a review of the questions/considerations that form part of the checklist should be reviewed and updated to include only those elements that serve a purpose and inform the process at that particular stage of the investigation.

Where it is determined that the checklist is useful and serves a purpose then I24 should ensure that it is completed prior to updating PNC. **(High)**

Consideration will be given to requesting an amendment/update to Niche (via discussion with the Niche national group) to determine if it is feasible for specific tasks to be generated for officers that will automatically remind the Officer of the case which needs to be reviewed at the set timings. **(High)**

A review of those wanted persons cases (both current and recently closed) should be independently reviewed to ensure that they are compliant with reporting requirements and standards. **(High)**

The current review timeframes (including 28 days) outlined in the wanted persons policy/procedure should be reviewed and consideration given to applying a risk based approach and review times varied depending on the severity of the case and the associated risk. **(Medium)**

A reconciliation between Niche and PNC should be a routine task to provide assurance that the Force has an accurate record of who is wanted across Staffordshire. **(High)**

The arrangements that are in place in the event of PNC being unavailable will be sought and assurance sought that any IT Security checks/controls that are in place at Hendon (or elsewhere) are operating in practice. **(High)**

Clarification will be sought to understand how names of suspects can be missed from the reports generated by Hendon. **(High)**

The local briefings will be produced based on the data included initially from the PNC report (until the Niche data is accurately updated to reflect 'wanted' suspects), together with any other high priority wanted suspects that have been recorded on PNC/Niche since the date of the PNC report. **(High)**

To investigate if the task of producing and reviewing the PNC report can be automated in any way, not least to reduce the current resource input. Furthermore, if there is an opportunity to automate the reconciliation process, then the frequency in which PNC reports are received should be considered. **(High)**

Where a PNC report has not been received (currently monthly) then a request should be made to ensure the PNC report is produced and issued. **(High)**

APPENDIX C: SCOPE

The scope below is a copy of the original document issued.

Scope of the review

The internal audit assignment has been scoped to provide assurance on how Staffordshire Police and Crime Commissioner manages the following area:

Objective of the risk under review

To meet internal auditing standards and to provide management with on-going assurance regarding implementation of management actions / recommendations.

When planning the audit, the following areas for consideration and limitations were agreed:

Areas for consideration:

- This review will examine the extent to which agreed management actions have been implemented in relation to the following assignment reports:
 - Procurement – 1.24/25
 - Firearms Storage and Destruction – Follow Up 2.23/24
 - Data Integrity – Offender Management/Wanted Persons - 3.23/24
- Testing will be performed as appropriate to confirm the implementation of agreed actions to manage risks identified as part of the initial fieldwork.
- Focus will be given to those management actions categorised as high and medium priority.
- Management assurances will be obtained for those management actions classified as low priority.

Limitations to the scope of the audit assignment:

- The review only covers the management actions stated and will not review the whole control framework. We are not providing assurance on the entire risk and control framework of the individual areas.
- We will provide assurance as to the implementation of recommendations arising from the assignments listed and any outstanding actions from prior years.
- Conclusions will be based on our assessments made through discussions with managers responsible for the implementation of management actions and where necessary evidence which demonstrates implementation.
- Further management actions may be agreed based on sample testing. Where samples are required, records will be selected by the auditor from the time period.
- The results of our work are reliant on the quality and completeness of the information provided to us.
- Our work will not provide an absolute assurance that material errors, loss or fraud do not exist.

Please note that the full scope of the assignment can only be completed within the agreed budget if all the requested information is made available at the start of our fieldwork, and the necessary key staff are available to assist the internal audit team. If the requested information and staff are not available we may have to reduce the scope of our work and/or increase the assignment budget. If this is necessary we will agree this with the client sponsor during the assignment.

To minimise the risk of data loss and to ensure data security of the information provided, we remind you that we only require the specific information requested. In instances where excess information is provided, this will be deleted, and the client sponsor will be informed.

Debrief held	3 November 2025
Draft report issued	7 November 2025
Responses received	18 December 2025
Final report issued	18 December 2025

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